

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP24/04

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
19 JANUARY 2024**

SUBJECT: RESPONDING TO CALLS FOR ASSISTANCE

SUMMARY:

1. This report provides key performance information tracking both emergency and non-emergency call demand, call answering time and response times to attend emergency incidents from **1st October 2022 to 30th September 2023**.
2. The report highlights the impact of staffing uplifts within the Command and Control Room, following Precept investment, on service delivery for the public from **1st June 2023 to 31st October 2023**.
3. The report spotlights on how 101 calls are managed and the ‘positive abandonment rate’ resulting from callers switching to digital / online services.
4. It provides updated information in relation to the Constabulary’s introduction of ‘Right Care Right Person’ and ‘Domestic Abuse Video Response.’

RECOMMENDATION:

1. The Police and Crime Commissioner (PCC) is asked to consider the progress made by the Constabulary and raise issues with the Chief Constable as appropriate to the PCC’s role in holding the Chief Constable to account.

DETAIL OF THE SUBMISSION

1. INTRODUCTION

1.1 This report covers the period **1st October 2022 to 30th September 2023** and provides detail in relation to the processes in place to manage emergency and non-emergency calls, the continued growth in emergency (999) calls and an overview in relation to the Constabulary's programme of transformation to improve service delivery for the public.

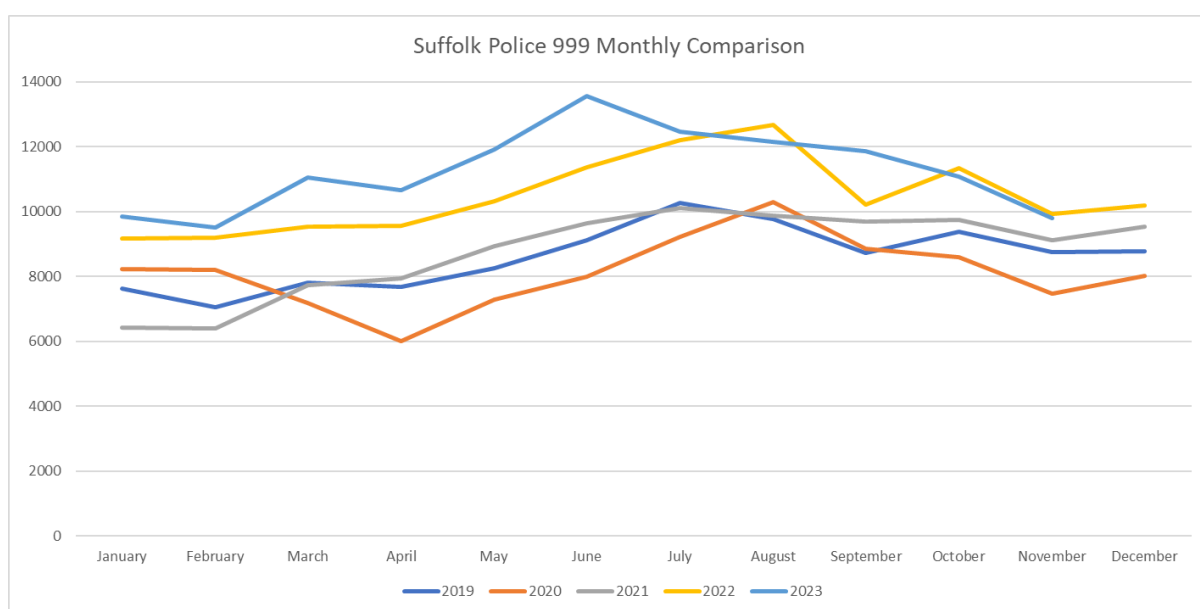
1.2 This paper supports the commitment in the Police and Plan that the Constabulary will:

- Maintain, and where necessary enhance, its good emergency response and call-handling performance;
- Improve its processes for answering non-emergency calls and develop appropriate channels to report crime and contact the police.

1.3 The number of 999 calls handled by the Suffolk Contact and Control Room (CCR) has increased significantly since pre COVID levels and the Contact and Control Room continues to record increased numbers of 999 calls each year since the end of 2019. This new level of demand can be considered as the "normal" baseline.

1.4 Consequently, Call Handlers are facing a sustained level of demand balancing the need to respond to emergency 999 calls over non-emergency 101 calls. In addition, the call handlers are taking more calls that involve vulnerable people, dealing with mental health concerns and other complex problems. This means call handlers are taking longer to deal with calls completing appropriate checks and trying to resolve complex problems over the phone.

1.5 Change in 999 Demand since 2019 in Suffolk:

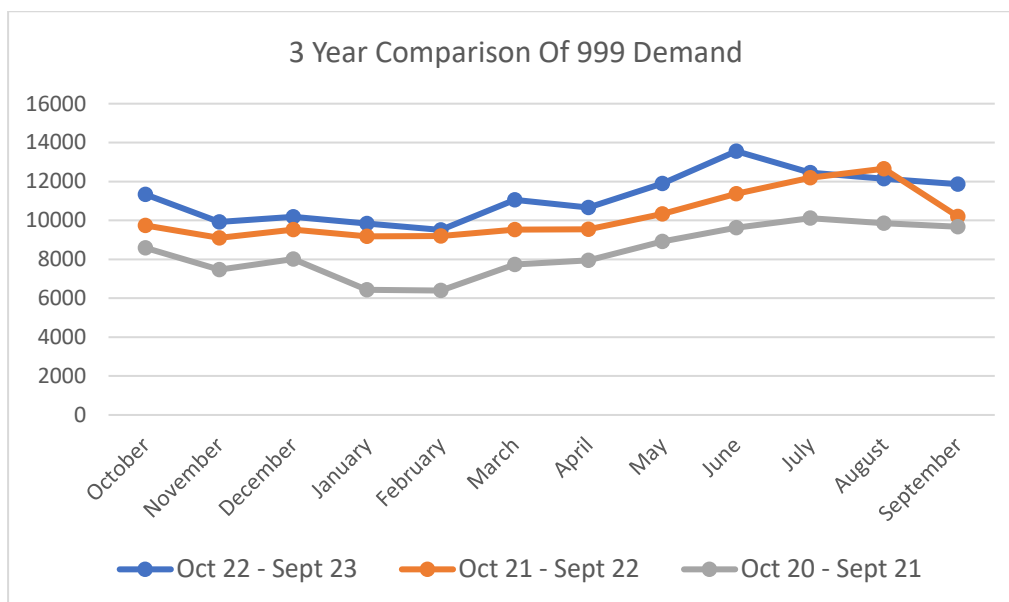


2. EMERGENCY CALL (999) AND NON-EMERGENCY (101) CALL HANDLING PROCESS

2.1 An explanation of how emergency and non-emergency call handling process operate is contained within Appendix 1 of this report. In summary Suffolk CCR Call Handlers are responsible for answering and handling both 999 and 101 calls.

3. EMERGENCY CALL (999) DEMAND

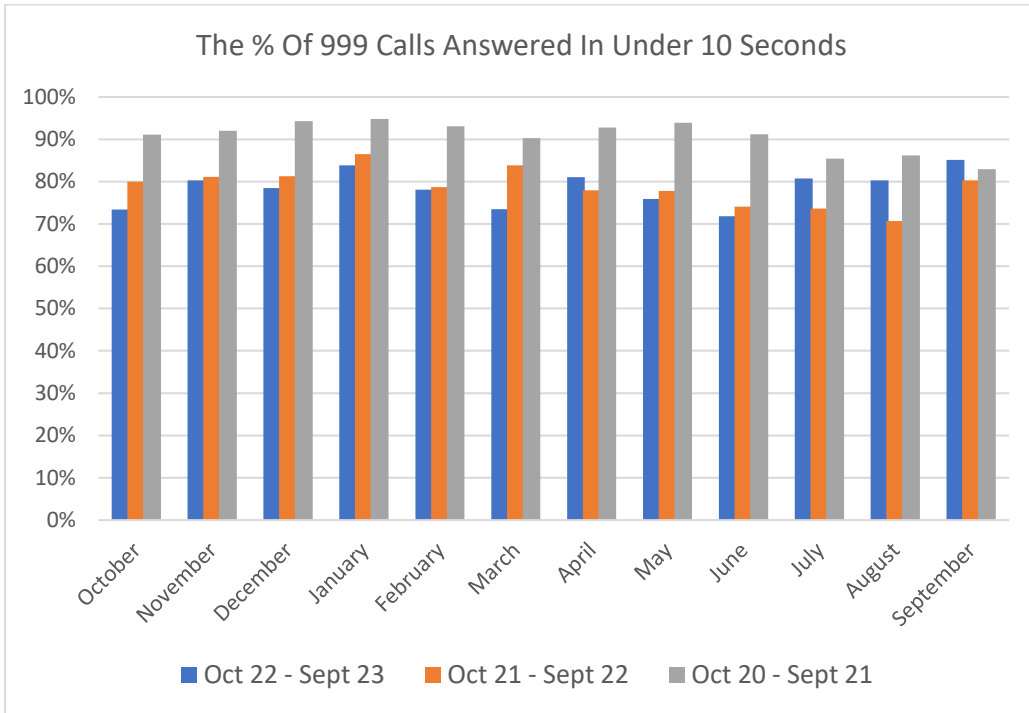
3.1 In the twelve months between **1st October 2022 to 30th September 2023** Suffolk Police CCR received 134417 calls. This was an increase of 9.7% compared to October 2021 to September 2022 and 31% growth since the same period in 2020.



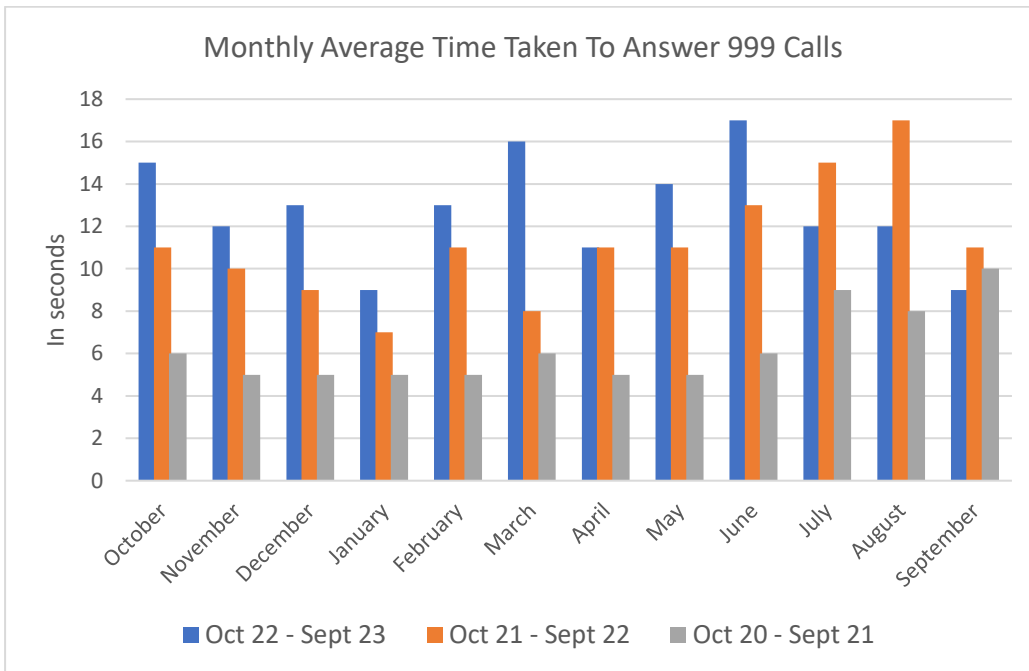
3.2 June 2023 saw a slight spike in demand and then a gradual reduction and August 2023 saw demand drop slightly lower than the same period in 2022, however year on year demand can be seen below:

Total 999 Demand Year on Year Increases		
Oct 22 - Sept 23	134,417	9.7%
Oct 21 - Sept 22	122,550	21.6%
Oct 20 - Sept 21	100,780	

3.3 National Performance Targets in respect of 999 remain at answering 90% of calls within 10 seconds. This has been an area of concern for the Constabulary and highlighted within the recent His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Police Effectiveness, Efficiency and Legitimacy (PEEL) Inspection. Throughout 2023 the force has struggled to reach this target, however since the introduction of additional Call Handlers, through the CCR Innovation and Transformational Programme in June 2023, performance has continued to improve.



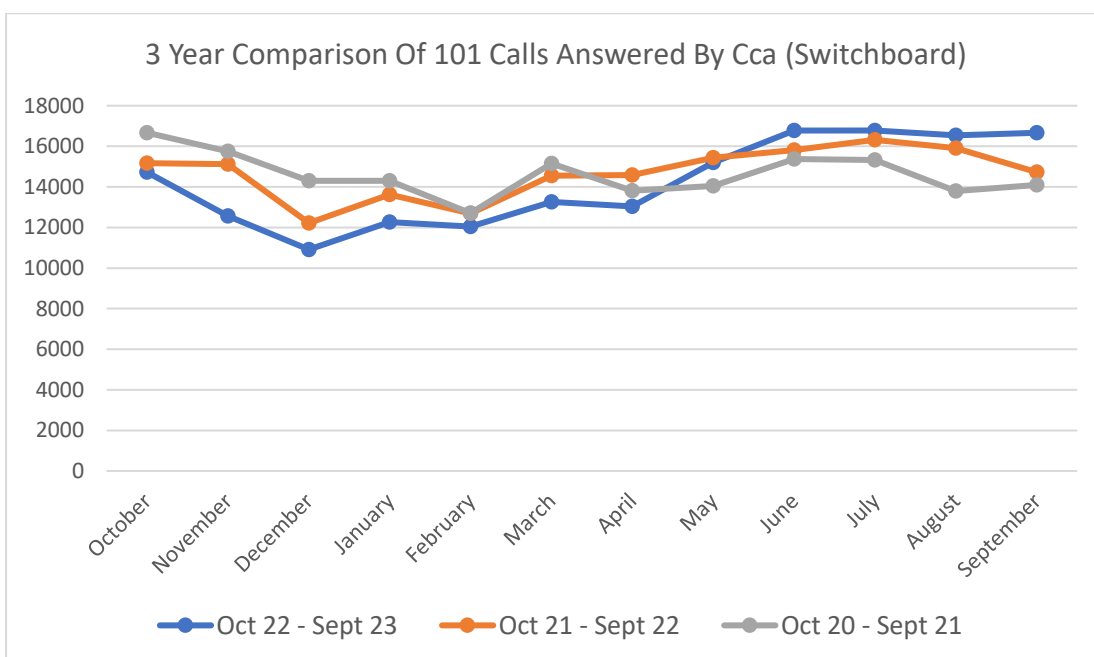
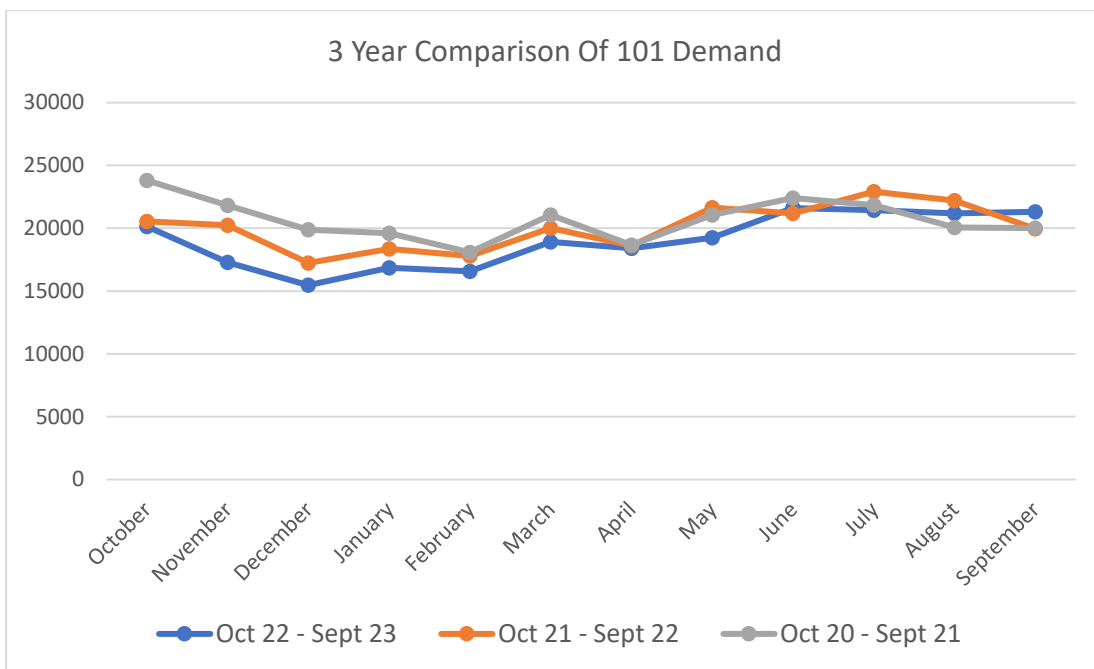
3.4 Average Time to Answer 999 calls has followed a similar pattern to numbers of calls answered with the end of 2022, and first 6 months of 2023, seeing averages above the 10 second mark (except January 2023). The introduction of additional Call Handlers has seen this position improve and September 2023 saw the average time drop to 9 seconds.



4. NON-EMERGENCY CALL (101) DEMAND

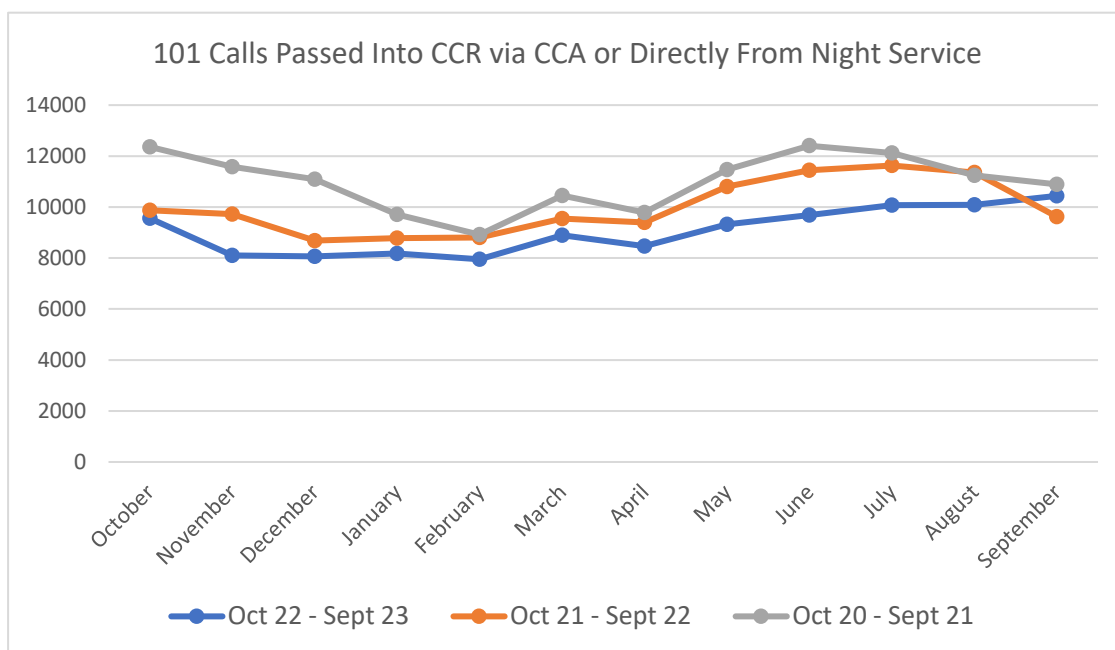
4.1 In the twelve months between **1st October 2022 to 30th September 2023** Suffolk Police received 228,410 calls, a decrease of 5% compared to the previous period. When dialling 101, callers are presented with a series of options. A number of these allow self-service (IVR). Out of the 101 calls received, 170,751 calls continued past this stage without selecting a self-service option and were answered by a switchboard operator in the Central Call Answering (CCA) Team.

4.2 101 demand continues to reduce with more emphasis placed on online reporting, Live Chat and other channel shift options. “Single Online Home” was introduced in the summer of 2023. Monthly fluctuations can be attributed to seasonal trends:



4.3 The CCA (Switchboard) operates between 0800 to 2200 hours outside of these hours the calls go directly into the CCR. All 101 Calls received into the CCA (Switchboard) are answered by one of the CCA Call Takers. They will assess the call to establish whether it can be handled entirely within the CCA, or whether the caller needs to be redirected into the CCR. In the last 12 months the average time to answer a call by the CCA call takers was 17 seconds.

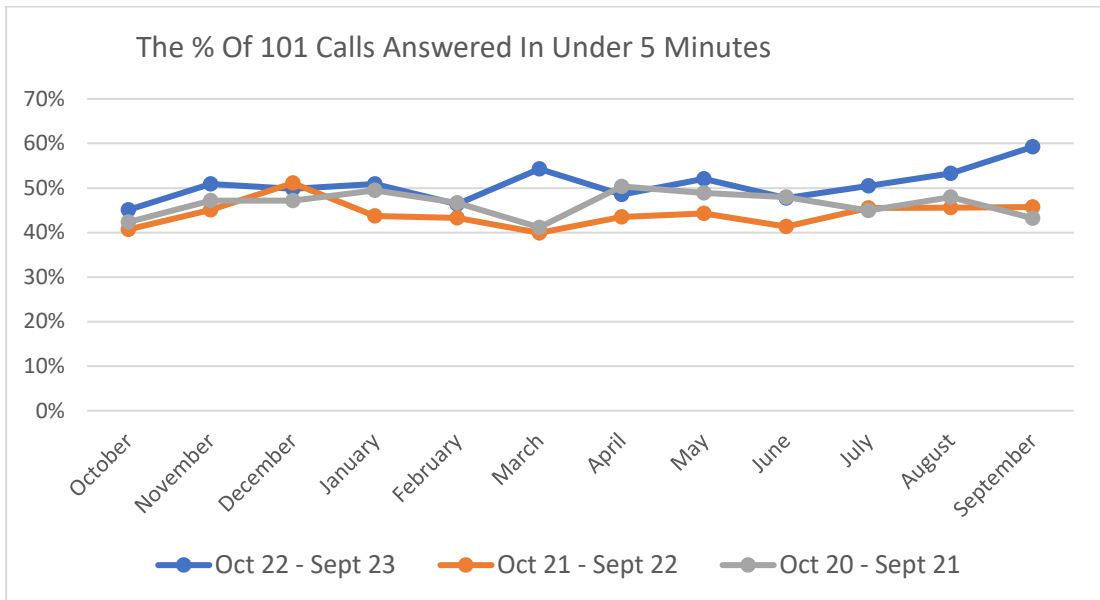
4.4 Between 1st October 2022 to 30th September 2023 the CCR received 108820 101 calls from either the CCA (switchboard) or directly via the 101 Night Service to answer and manage alongside all 999 calls. This is a 9% reduction from the previous 12 months:



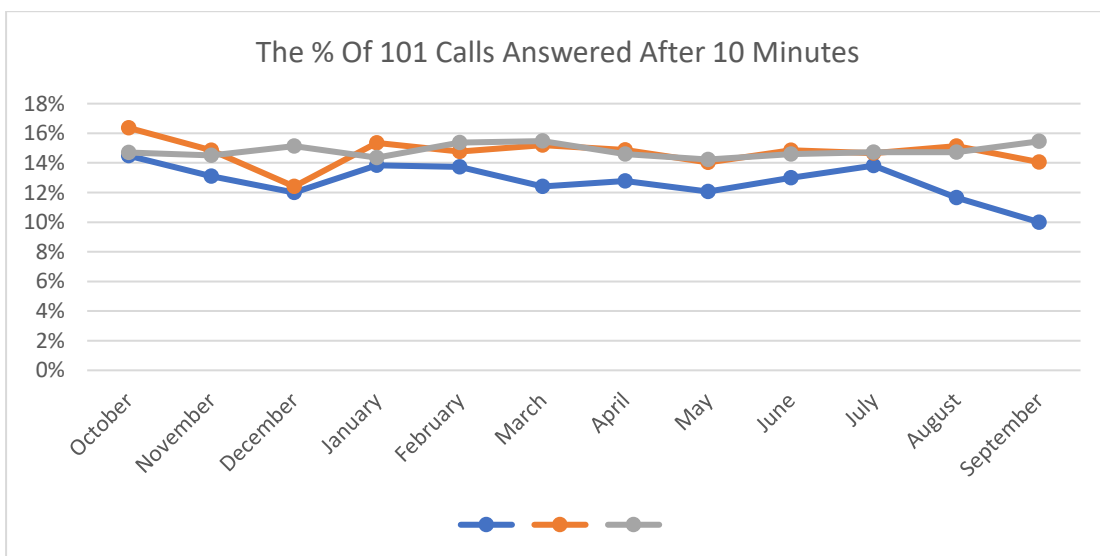
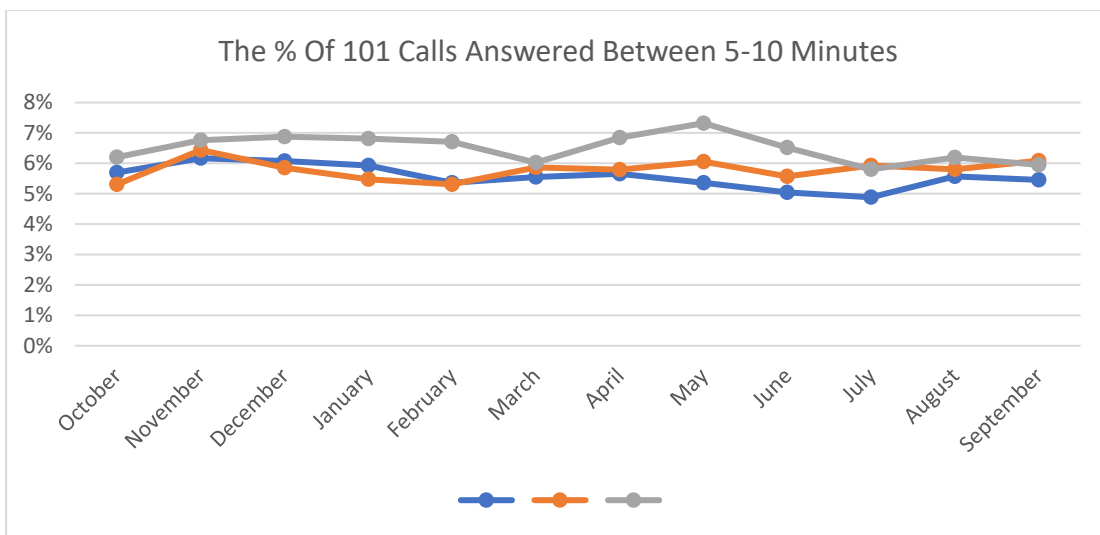
4.5 The CCA Call Taker will pass the call into the CCR by placing the caller in a specific 101 queue according to the type of call and priority. The call can receive priority treatment if it is deemed to be of a higher risk and therefore will be answered sooner by the call handlers in the CCR. For example, calls relating to Domestic Abuse or Hate Crime will be given a higher priority. However, the length of waiting time will be determined by the volume of 999 calls being received as they are being dealt with by the same call handlers. A CCR Supervisor monitors the queues within the CCR and will ensure more urgent 101 calls are prioritised whilst checking the type of call with the longest waiting times. The volume of calls waiting, and the longest waiting times are displayed within the CCR so that all staff are aware.

4.6 As previously stated the CCA only operate between 0800 to 2200 hours (reflective of the core 101 demand). Outside of these hours the CCA switches to night service with 101 calls being directed directly into the CCR with no initial triage. Whilst 101 calls received during Night Service only represent a small proportion of 101 demand there is clear indication that where calls are not prioritised, they are more likely to have to wait longer for a call handler to be available.

4.7 Between 1st October 2022 to 30th September 2023 on average 50.7% of 101 calls were answered by the CCR in under 5 minutes, which is a 6.5% improvement from the previous 12-month period, with a gradual increase since June 2023.



4.8 Between 1st October 2022 to 30th September 2023 on average 5.6% of 101 calls were answered by the CCR in between 5-10 minutes and 12.7% after 10 minutes. Both timescales seeing reductions.



4.9 The CCA 101 Call Abandonment Rate is low at approximately 4%. However, significant call answering delays continue to occur at various times in the CCR in relation to 101 calls transferred from the CCA and consequently a high percentage of 101 calls are abandoned at this point. The main reasons for the abandonment rate are the volume of all calls being received by the CCR in comparison to the numbers of staff available to answer those calls. However, channel shift, where a caller hangs up and goes online to report a crime or incident is also responsible for causing abandoned calls.

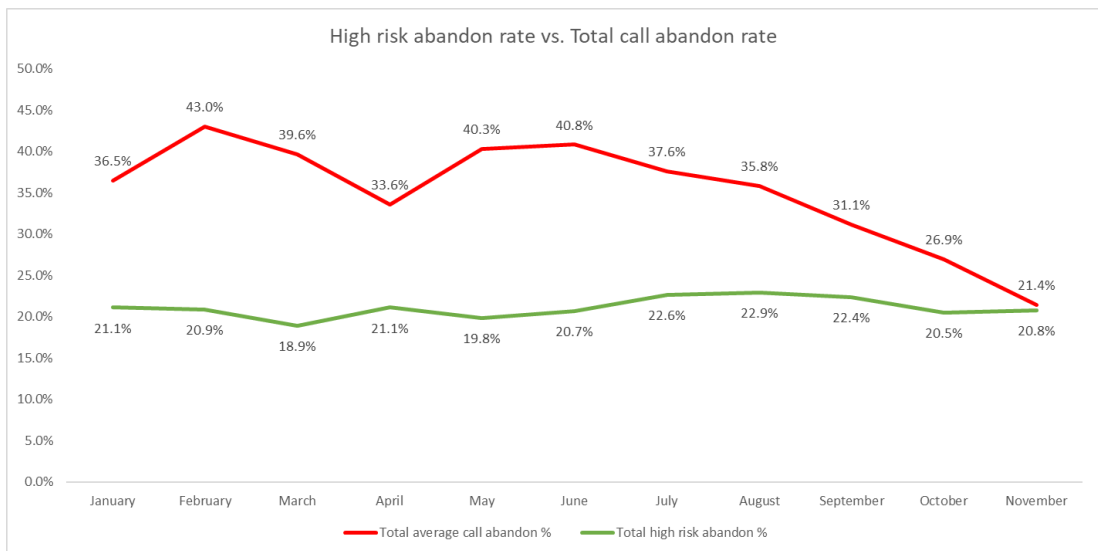
4.10 **There are two types of abandonment rates that are measured – short abandoned and long abandoned.** When a caller dials 101, they are greeted with a list of options before being put through to an operator. During this time, they are also advised to terminate the call and report the incident online (except for Domestic Abuse, Mental Health, Hate Crime, and the Public Safety queues). There is also an automated message advising the caller to dial 999 if the call is an emergency. These messages continue whilst the caller is waiting even when passed into the CCR 101 queues. This is known as a Recorded Announcement Device (RAD). This action can cause two types of abandonment of the call – short abandoned and long abandoned. Anything over 30 seconds is classed as long abandoned, i.e., it will appear in the statistics that the caller may have waited a considerable amount of time before terminating the call, when in fact they may have terminated after 60 seconds when they received the second RAD.

4.11 The Constabulary publish the combined short and long abandonment rate, there has been a year-on-year increase in abandoned calls however this is now stabilising and beginning to reduce, as a result of extra Call Handlers

Yearly 101 abandonment rates Combined	Oct 22 - Sep 23	Oct 21 - Sep 22	Oct 20 - Sep 21
	36.5%	39.9%	31.7%

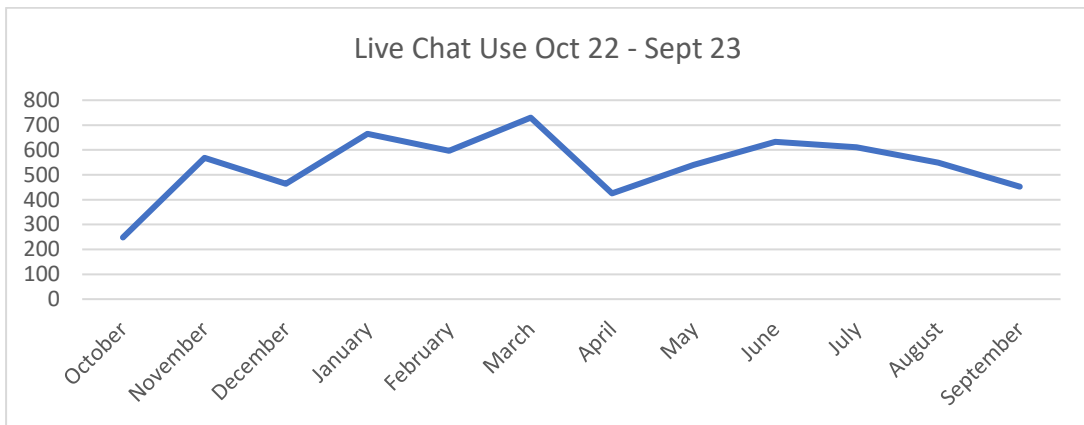
4.12 Between 1st October 2022 to 30th September 2023 6.9% of abandoned calls were short abandoned calls - abandoned after less than 30 seconds.

4.13 The Constabulary continues to monitor call waiting times and abandonment rate within the higher priority 101 queues. There are 3 areas that the caller can be placed into which are high risk and therefore given primacy in 101 call answering. These are Domestic Abuse, Mental Health and Concern for safety calls. The below graph looks at High Risk Abandonment Call rate compared with overall call abandon rate between January 2023 to November 2023. This assessment of risk has a significant impact on the abandonment rate in a positive way. The areas requiring greatest priority are receiving the most appropriate attention. Overall abandonment rate has dropped during this period from a high of 43% in February.

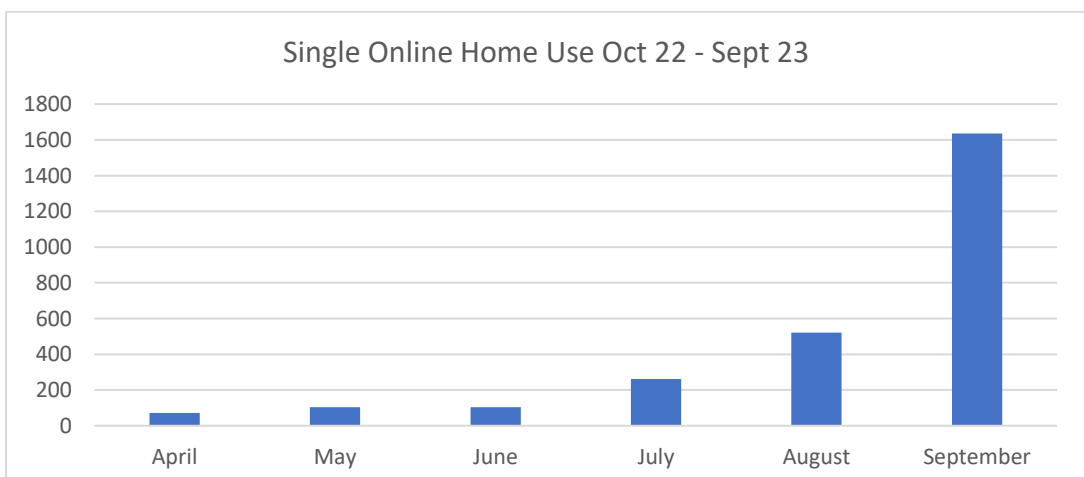


*High Risk abandonment stays around the same as they are the calls the CCR already prioritise. They also come in during high call volume periods (5pm to midnight) and other peak demand.

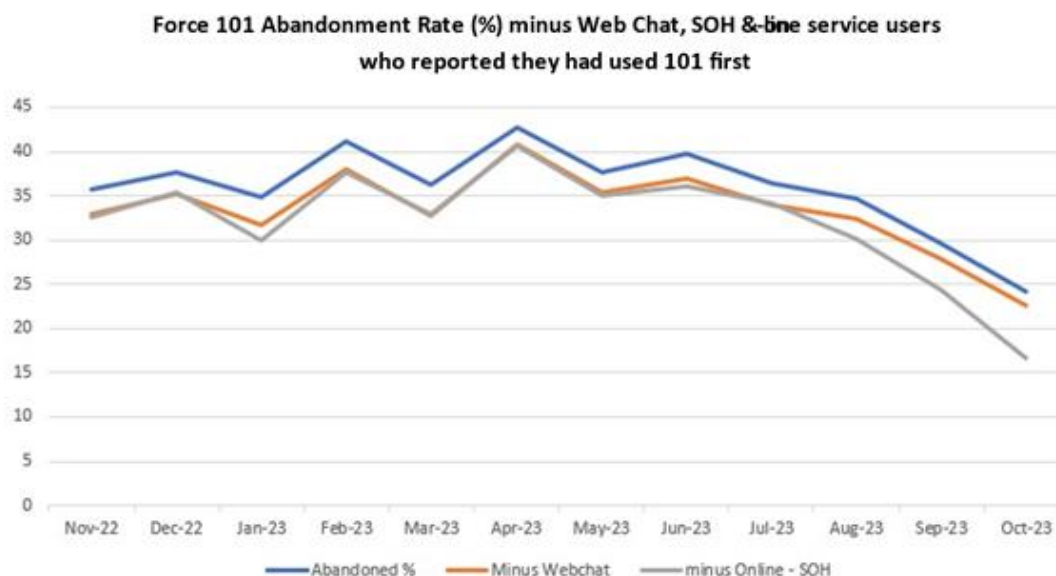
4.14 Live Chat was introduced in October 2022 and has dealt with over 6483 contacts:



4.15 In April 2023 the Constabulary introduced Single Online Home, which is a national program creating a standardised platform for online contact into each force. This a phased delivery and August saw the implementation of a new online crime reporting mechanism for a small number of crime categories. This has seen a month on month increase in contact:



4.16 The introduction of Online Services is having a positive impact on 101 abandonment rates by providing callers with an alternative means to report crime and obtain information. We can understand this by monitoring the user's response to online questions sets. Removing digital contacts following 101 abandonments provides a true reflection of abandonment rate:



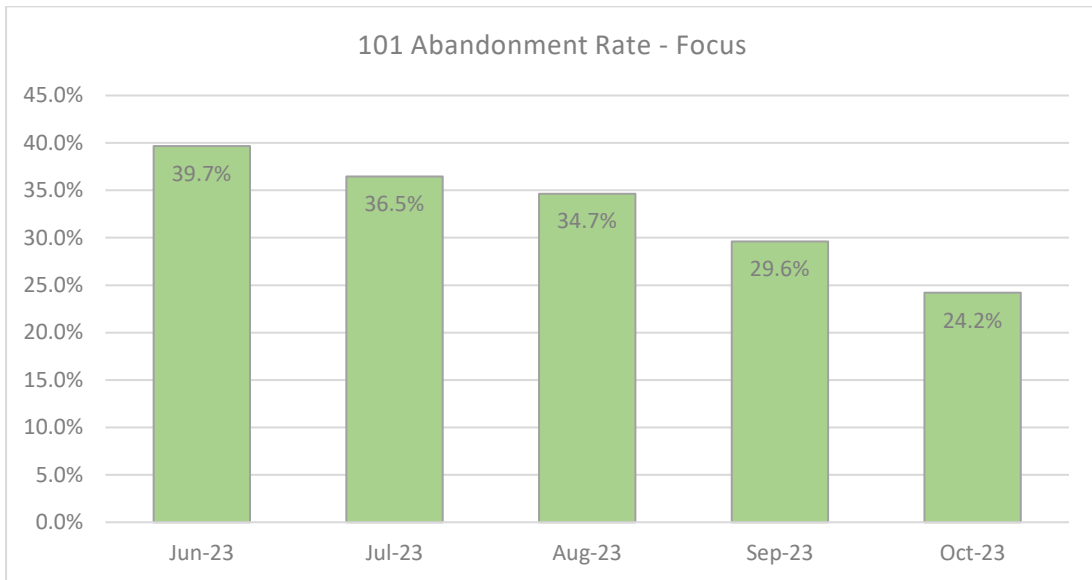
4.17 Since April 2023 emails into the CCR have reduced as a direct correlation to the introduction of Single Online Home, and the workflow that follows, which sees some of this demand directed straight to the relevant department for actioning.

4.18 In June the CCR continued to broaden social media contact to engage with the public. To support the work around inappropriate 999/101 calls the CCR engaged in a tweetathon from 0900-2100hrs. During this time 283 CADs were created, 551 calls received via 999, 248 calls to 101, with 85 crimes reported online and 27 enquiries via Live Chat. 246 tweets were published, which received 86 comments, 122 re-tweets and more than 800 likes. Over 500 people responded to the final poll of the day, which asked whether members of the public would like Suffolk police to share this type of information in future Tweetathon events and more than 90% responded with yes.

4.19 The CCR also invited the Media to visit so that the good work undertaken could be showcased to widen the understanding of how the room operates. Newspaper, radio, and television representatives all attended and reported on their findings. This linked into “Heroes Behind the Headset” campaign where different roles in the room were highlighted and explained giving insight to each person’s demanding role and their experience of working in that environment. This was well received by the public again gaining traction on social media platforms.

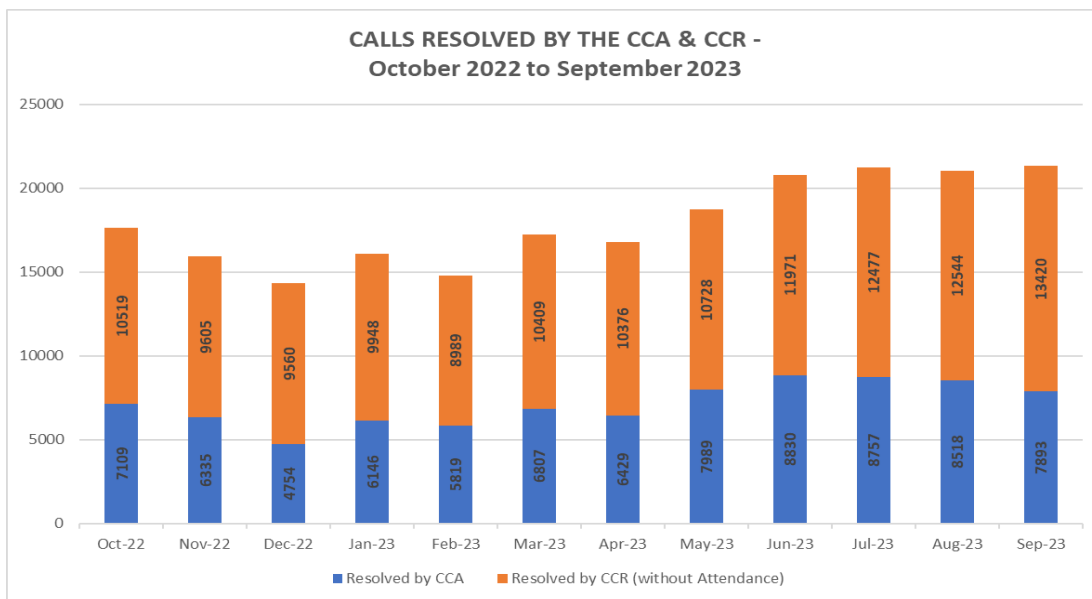
4.20 Since April the Constabulary has continued with the transformation programme and commitment to improvement. June saw the largest intake of newly trained call takers (as a result of Precept investment) go into CCR with tutors. The July performance sees the impact of increased staff as they become more competent. Since July Abandonment rates have been steadily decreasing.

4.21 The below graph shows the impact of staffing uplifts on abandonment rates as a result of Precept investment within the CCR from **1st June 2023 to 31st October 2023**. Compared to June 2023 Suffolks abandonment rate in October has reduced by 15.5 percentage points:



5. CALL RESOLUTION WITHIN THE CCA & CCR

5.1 Call resolution by both CCA and CCR remains high preventing the need for deployment by Officers.

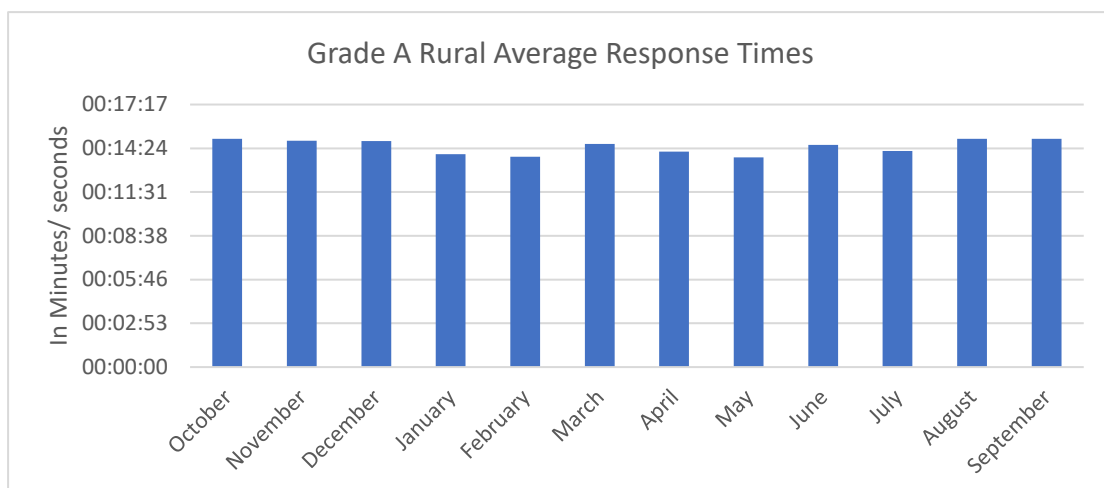
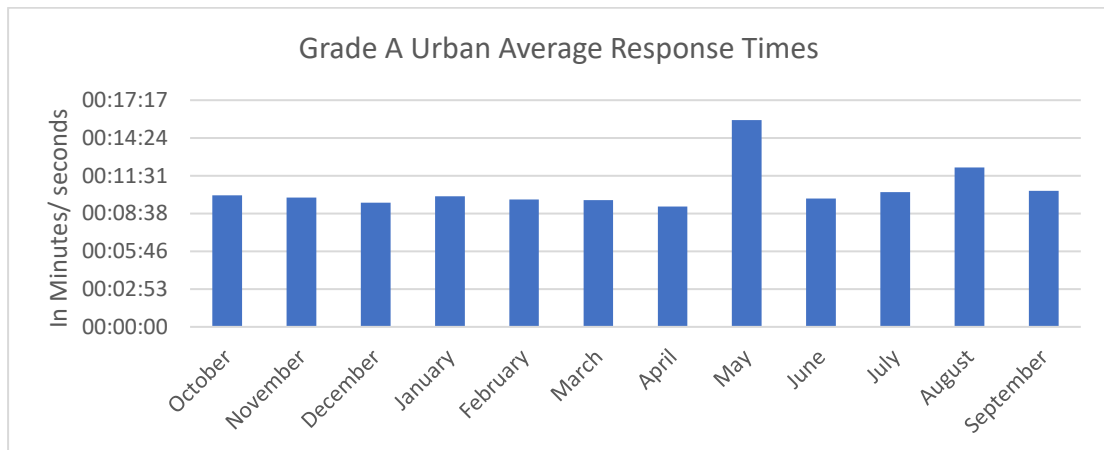


6. CALL GRADING & RESPONSE TIMES

6.1 Call Grading Summary (full details and explanation of THRIVE can be found in Appendix 2 of this report):

GRADES	Description	Target Response Times
A	IMMEDIATE	URBAN 15 Minutes RURAL 20 Minutes
B1	URGENT	Up to 60 Minutes
B2	IMPORTANT	Up to 24 Hours
C	SCHEDULED	N/A (appointment)
D	REMOTE RESOLUTION	N/A

6.2 Between 1st April 2022 to 31st March 2023 the monthly average for attendance at Grade A Incidents was all within the target attendance time of 15 minutes within an urban area, and the target attendance of 20 minutes within a rural area. Response Times are monitored daily and in respect of rural incidents the distance between locations is a key factor in arrival times. In addition, if a call is upgraded the time measured is not considered so this can automatically lead to a failure. The spike in May reflects the spike in 999 demand.



6.3 On 4 December 2023 the Constabulary moved to a new Local Policing Model within the County Policing Command, which sees the creation of new Response Investigation Teams (RIT) and this will support the ongoing improvement of Response times.

7. CCR IMPROVEMENT AND TRANSFORMATION PROGRAMME PHASE 3 – UPDATES

7.1 In 2021 the Suffolk CCR Improvement and Transformation Programme Board was set up to deliver the following outcomes and benefits:

- Improved workflow, processes and standards or service of the CCR to ensure that every contact, crime, or incident is managed as effectively and efficiently as possible, with the best outcome achieved and providing the best possible service to our communities and stakeholders.

- Increased public confidence and satisfaction by making it easier and quicker for the public to contact Suffolk police, with improved 101 call answering and digital opportunities for multi-channel contact.
- Maximised resources by having the right people with the right skills at the right time to match current and future demand.
- Improved morale, with officers and staff feeling valued and supported in an effective, efficient, and agile environment whilst meeting the demands of CCR.

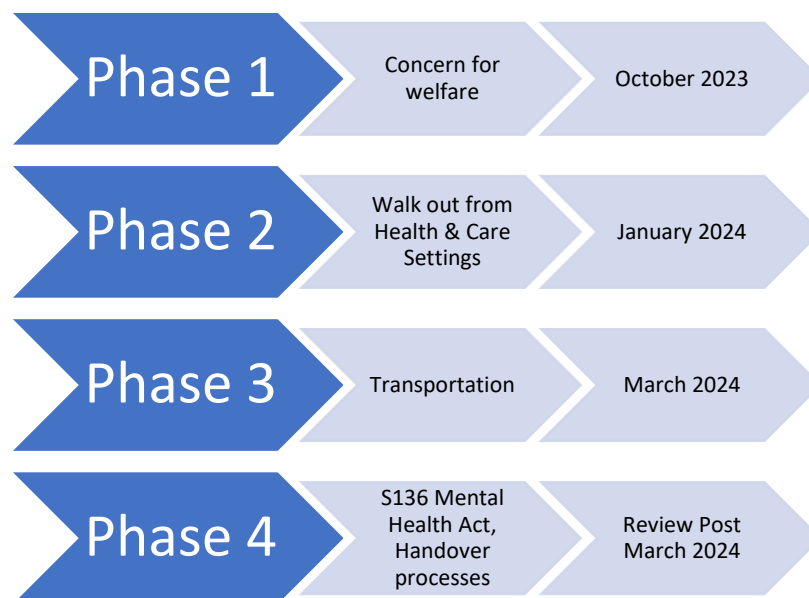
7.2 This section provides an update on the three projects included within phase 3 of the CCR transformation programme. A summary of the CCR Improvement and Transformation Phase 1 and Phase 2 can be found in Appendix 3 of this report.

7.3 **Right Care Right Person (RCRP)**

7.4 Suffolk Constabulary started conversations with partners about RCRP in February 2023, formally announcing the intention to adopt the approach at the Health & Wellbeing Board in March 2023. The Constabulary has worked in partnership to implement the approach supported by a multi-agency executive and working group.

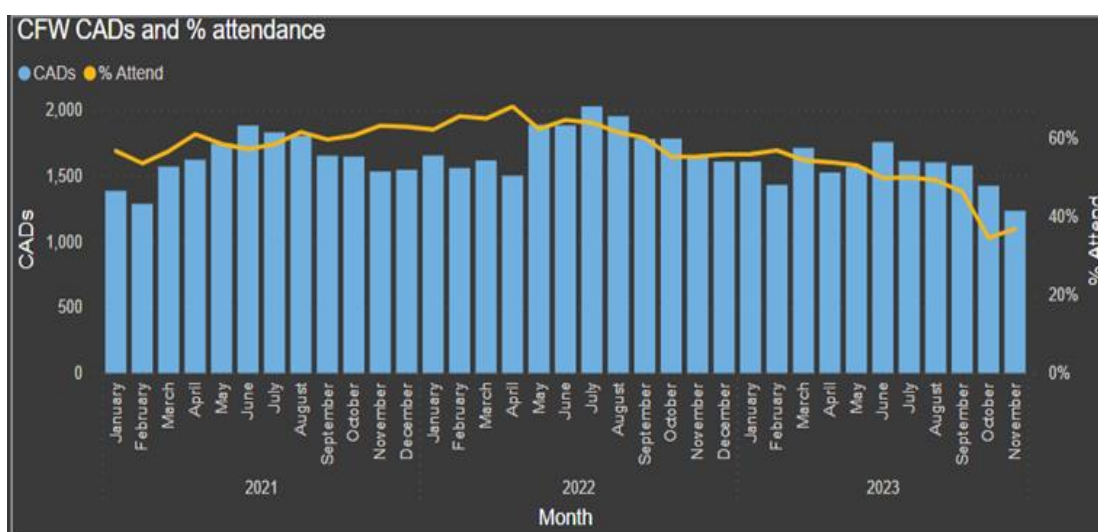
7.5 A national RCRP partnership agreement was adopted in July 2023 and the Constabulary is represented at a bi-weekly national tactical police delivery group. Several guidance documents have since been produced and are available on the College of Policing website, which the Constabulary has considered in developing the approach to RCRP in Suffolk.

7.6 The Constabulary has adopted a phased approach to implementation, which has followed learning from Humberside Police and other early adopters of the approach. This has also allowed sufficient time to assess any impact from change both within the Constabulary and the wider partnership system.



7.7 Any changes to the Constabulary’s internal policies in relation to RCRP have been shared in advance with the multi-agency working group, allowing time for reflection, dialogue and any wider changes to other organisational policies or procedures.

- 7.8 Internal evaluation of the initiative is being supported by the Corporate Improvement & Innovation team with the Suffolk Office for Data Analytics (SODA) supporting an analysis of wider partnership data. The Constabulary is also one of three police forces nationally that is receiving an enhanced evaluation by the Home Office in relation to RCRP.
- 7.9 Since adopting a revised approach to calls for service relating to concerns for welfare the Constabulary has seen a reduction in the number of incidents police are attending. Members of the multi-agency working group have met on a regular basis to discuss specific cases, apply learning, and enhance wider system responses to the public, although to date the number of cases identified for review have been small.
- 7.10 In the first month (October 2023) of RCRP the Constabulary applied the revised approach to 940 incidents, which was 8.5% of all calls into the Constabulary for the month. Officers responded to 30% of these incidents.
- 7.11 The below chart uses the criteria that Humberside Police adopted, which includes incidents that are categorised as ‘Concern for Safety’ or are ‘Mental Health related’. This shows the number of incidents recorded and the police attendance rate for the last three years. The Constabularies attendance rate has gradually been reducing since June 2022. There are likely to be several contributing factors such as changes to policy and better access to mental health advice via mental health practitioners in the Constabularies CCR, and access to mental health professionals telephone advice. The reduction rate in police attendance in October upon the adoption of RCRP is however noticeable.



7.12 **Domestic Abuse Video Response**

7.13 The Constabulary held a three-month pilot early in 2023, which saw a small team of officers working within the CCR using video as an alternative to the traditional response of physically sending a police officer to see victims of domestic abuse. Adapting an approach successfully undertaken by Kent police, the Constabulary applied clear criteria for domestic abuse calls for service, so that risk could be effectively managed, but providing an additional choice of police contact to victims of domestic abuse.

7.14 Applying learning from the pilot, the Constabulary is adopting video technology to be used to support victims reporting domestic abuse offering both scheduled appointments and live time consultations during peak demand periods. The technology is also being utilised to support

disclosures under the [domestic abuse disclosure scheme](#), removing the need for staff who are centrally located to travel around the county.

7.15 A team of one Sergeant, three Constables, six Staff Support Investigators and Administrator have been recruited, and will start in role between December 2023 and March 2024, allowing for the service provision to incrementally build. Evaluation of the approach is being supported by the Corporate Improvement & Innovation team.

7.16 Digital Public Contact & Engagement

7.17 The Constabulary will be providing a dedicated team to manage 90% of the digital demand coming into the CCR. The core functions of this team will be to:

- Manage public contact through the webchat service, extending the current provision and supporting an alternative to contacting the Constabulary by telephone.
- Process emails and other digital correspondence received by the Contact & Control room.
- Monitor the Constabularies social media channels and direct messaging identifying any reported issues such as reported crimes and key information.

7.18 The team of two (2) staff supervisors and twelve (12) operators have been recruited from existing employees and external candidates. This will allow some of the team to commence in early 2024 and incrementally build service provision as new staff join the Constabulary, trained and mentored in role. The Corporate Improvement & Innovation Team will complete the evaluation of the Digital Public Contact & Engagement Team.

8. FINANCIAL IMPLICATIONS UPDATE BELOW WITH PHASE 3 DETAILS

Allocated funding for Phase 3 projects (DAVR & Digital public contact & Engagement) £1,245,934	
Initial project allocations	
DAVR	£621,670
Digital Public Contact & Engagement	£624,264
Reviewed costs	
DAVR	£582,020
Digital Public Contact & Engagement	£634,144
Combined costs	£1,216,164
Contingency	£29,770

9. CHIEF OFFICER CONCLUSION UPDATE

9.1 999 call demand in Suffolk remains at elevated levels and well beyond rates seen in the previous three years. Whilst the summer period saw an initial spike in demand the volume of 999 calls has since begun to slowly reduce. The addition of extra Call Handlers during this period has seen benefits in performance and as we head into the winter period this is heading on the right trajectory. This has been supported by Policy changes around inappropriate 999 calls.

9.2 Whilst our 'Calls for Service' demand has continued to increase our ability to service that demand has also improved, highlighted particularly over July, August, September and October

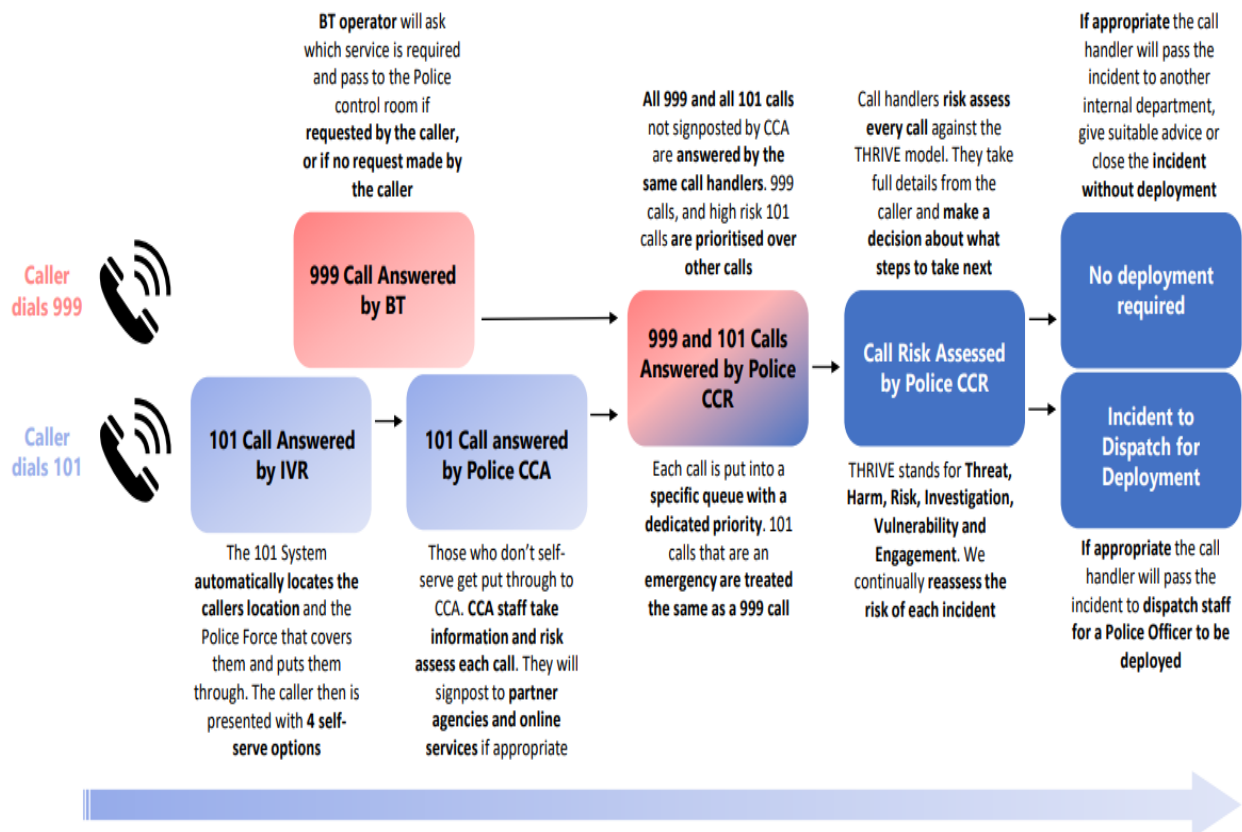
2023. What we would expect to be peak demand months with our biggest challenges in service delivery.

- 9.3 Whilst there has been a decrease in 101 demand this is not in keeping with the growth elsewhere and abandonment rates are beginning to decrease each month as a direct correlation to additional Call Handlers being available. There continues to be an effort to redirect non urgent demand to other lines of reporting and there are indications that a large proportion of online reports emanate from 101 enquiries in the first instance. June saw the largest increase in newly trained call takers go into CCR with tutors, July sees the impact of increased staff as they become more competent. Since July Abandonment rates have been steadily decreasing.
- 9.4 The Contact and Control Room improvement programme continues to make progress with ongoing recruitment being well advanced and the extra resourcing is now supporting the performance of call answering for both the 999 and 101 public contact pathways. The Phase 3 transformation is now at the latter stages of implementing initiatives that are likely to impact on the demand inputs. All approaches will be evaluated and reported to the Office of the Police and Crime Commissioner (OPCC) to ensure an understanding of the investment impact. Early signs from the 'Right Care, Right Person' scheme are particularly positive. Whilst there is more to be done to understand longer term impact the efficiencies in officer time spent dealing with misplaced demand is welcome and will support the delivery of other Constabulary work.

Appendix 1 EMERGENCY CALL (999) AND NON-EMERGENCY (101) CALL HANDLING PROCESS

- 1 Nationally all 999 calls are directed to call centres and will be answered by British Telecom (BT) operators. They will ask which emergency service you need and then connect you to the relevant service. In terms of Police this will be a CCR determined by the location you are making the call from. If no service is requested but anything suspicious is heard throughout the process, BT operators will still connect you to the police.
- 2 All 101 Calls are received into the CCA. These calls are answered by one of the CCA Call Takers and assessed/triaged to establish whether they can be handled entirely within the CCA, or whether they need to be redirected into the CCR.
- 3 The CCA Call Taker will pass the call into the CCR by placing the caller in a specific 101 queue according to the type of call and priority. For example, calls relating to Domestic Abuse or Hate Crime will be given a higher priority. However, the length of waiting time will be determined by the volume of 999 calls being received as they are being dealt with by the same call handlers.
- 4 Call demand in the CCR can be unpredictable and call takers can see surges in demand on 999 calls linked to a single incident, for example a road traffic collision or an obstruction in the highway or the weather.
- 5 The CCR Call Takers are also responsible for managing Live and Chat and monitoring the Emails that come into the Constabulary. These are dealt with in the same way as a call with the details being THRIVED and resources being deployed to deal with them as appropriate.

Diagram to illustrates 999 and 101 Call Process:



Glossary CCA – Central Call Answering (Switchboard) IVR – Interactive Voice Response CCR – Contact & Control Room

Appendix 2 Call Grading & THRIVE

In order to be aligned with National Management Guidance and to better prioritise our demand, the CCR adopted a change in the grading structure in June 2022. The main changes related to the existing Grade B which previously had no target time for attendance. The existing Grade B has been subdivided into B1 and B2:

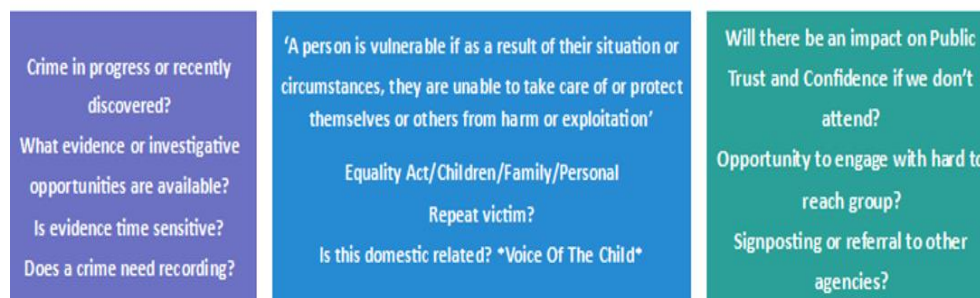
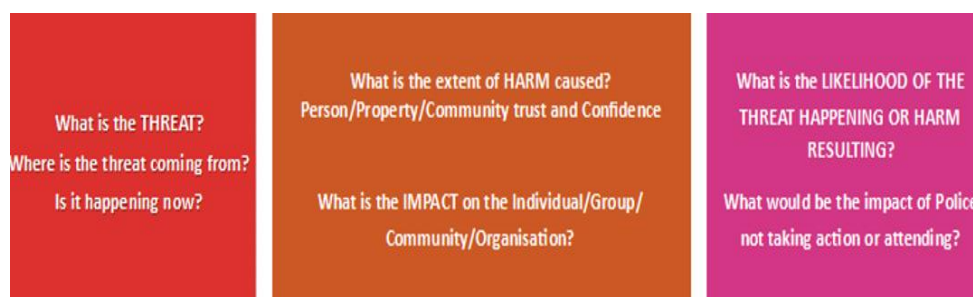
B1 will be an URGENT response with a target attendance time of up to 60 minutes.
B2 will be an IMPORTANT response with a target attendance time of up to 24 hours.

Call Grading Summary

GRADES	Description	Target Response Times
A	IMMEDIATE	URBAN 15 Minutes RURAL 20 Minutes
B1	URGENT	Up to 60 Minutes
B2	IMPORTANT	Up to 24 Hours
C	SCHEDULED	N/A (appointment)
D	REMOTE RESOLUTION	N/A

All of our Grading decisions are based on the THRIVE principles with the rationale for the decision recorded on the CAD. THRIVE is a series of questions, information gathering and assessment that the call handler needs to consider when speaking to the caller before making a Grading decision. It focusses attention to the risk and welfare of the individual and public.

The below diagram highlights considerations the call handler makes in respect of 'THRIVE':



Appendix 3 CCR Improvement and Transformation Phase 1 and Phase 2 Summary

CCR Improvement & Transformation Programme Phase 1 – 2021/22 Investment of £250k (funded by precept uplift)			
Investment 2021/22	Benefit	Budget built from	Progress
Growth of 5.00 FTE CCR Operators	To implement THRIVE recording.	01/09/2021	12/09/22 - 5 posts have been recruited too. However due to turnover is staff, there remains a high level of vacancies.
Growth of 1.00 FTE CCR Trainer	To manage the increased training requirements and growth in resources.	01/07/2021	19/07/22 - posts holder commenced in post - complete
Investment in a Technology interface	To reduce double keying to improve accuracy and create capacity.		
Create a new 1.00 FTE CCA Supervisor	To supervise the CCA, managing welfare, performance and development of staff.	01/12/2021	12/01/22 - posts holder commenced in post - complete
Invest in 2.12 FTE Band C CCA Operators	To increase resources to better meet public contact demand to improve service delivery by resolving contact as first touch point.	01/01/2022	25/04/22 - posts holders commenced in post - complete
Invest in 4.00 FTE Band C CCA Operators (Weekday only)		01/01/2022	25/04/22 - posts holders commenced in post - complete
Introduction of a new shift pattern	To better match resources to demand.		Implementation completed 25/04/22
Changes to current shift pattern	To better match resources to demand.		Implementation completed 25/04/22
CCR Improvement & Transformation Programme Phase 2 – 2022/23 Investment of £1.4k (funded by precept uplift)			
Investment 2022/23	Benefit	Budget built from	Progress
Growth of 4.00 FTE CCR Sergeant posts	To increase supervision to support and improve service delivery and operational knowledge.	01/04/2022	31/12/22 - posts holders commenced in post - complete
Growth of 14.72 FTE CCR Operators posts	To increase resources to better meet public contact demand to improve service delivery.	01/04/2022	Between 01/04/22 and 30/09/22 - 15 posts have been recruited too. However due to turnover of staff, remains a high level of vacancies.
Growth of 1.09 FTE Digital Support Officer posts	To increase resources to support the CCR growth and manage the operational and technical support and training to the CCR.	01/04/2022	23/01/23 - posts holders commenced in post - complete
Create a new Digital Support Supervisor post (1.00 FTE)	To supervise the Digital Support Officers, managing staff welfare, performance and development of a rolling recruitment and training programme.	01/04/2022	26/09/22 - posts holder commenced in post - complete

Revaluation of CCR Digital Systems Manager post	Due to the increased responsibilities and to effectively manage the growth in the Digital Systems team.	01/04/2022	01/10/22 - complete
Further growth of 10.00 FTE CCR Operators post	To increase resources to better deal with the rising trend in public contact demand and to open up others forms of public contact such as online (live chat).	01/07/2022	Between 01/10/22 and 31/01/23 - 10 posts have been recruited too. On 17/04/23 and intake of 18 commenced training. Further intakes are scheduled for July and September 2023 with recruitment ongoing.
Introduction of a new shift pattern	To align resources to better match demand.		Implementation completed 27/02/23
Changes to current core 24/7 shift pattern	To align resources to better match demand.		Implementation completed 27/02/23