SUFFOLK CONSTABULARY

ORIGINATOR: CHIEF CONSTABLE	**PAPER NO: AP24/31**

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

SUBJECT:	**RESPONDING TO CALLS FOR ASSISTANCE**

SUMMARY:

1.   This report provides key information on emergency call (999) and non-emergency (101) call demand, call answering time and response times to attend emergency incidents from **1st April 2023 – 31st March 2024.**

2.   The report also covers:

  •   Emergency demand (999) data
  •   Non-emergency (101) including Digital desk and IHub single online reporting calls are managed and the 'positive abandonment rate' resulting from callers switching to digital/ online services.
  •   Call resolution within 101 call handling (CCA) and Emergency call 999 (Contact and Control Room)
  •   Call Grading and Response Times
  •   Transformation phase 3 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.

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DETAIL OF THE SUBMISSION

1.   INTRODUCTION

1.1   This report covers the period **1st April 2023 to 31st March 2024** 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. During this period, significant progress has been made with recruitment of control room operators, achieving national 999 call handling targets and reducing 101 abandonment rates along with the introduction of Right Care, Right Person (RCRP). New contact methods for the public have been introduced with the implementation of the Digital Public Contact and Engagement Desk and Domestic Abuse Video Response teams.

1.2   This paper supports the commitment in the Police and Crime 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. Change in 999 Demand since 2019 in Suffolk:


5 YEAR COMPARISON OF 999 DEMAND
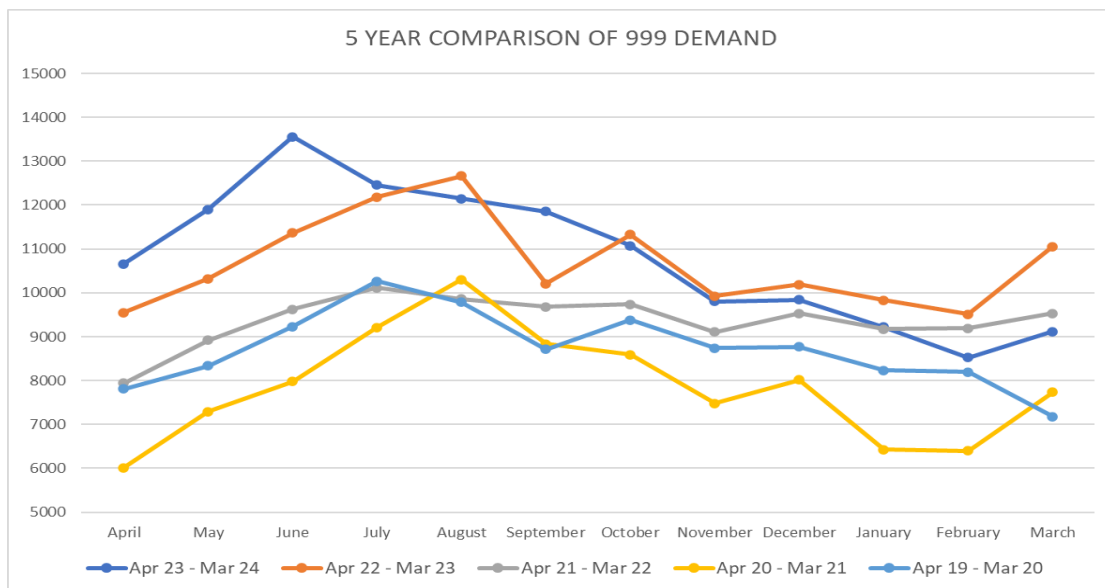
2.   EMERGENCY CALL (999) AND NON-EMERGENCY (101) CALL HANDLING PROCESS

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.
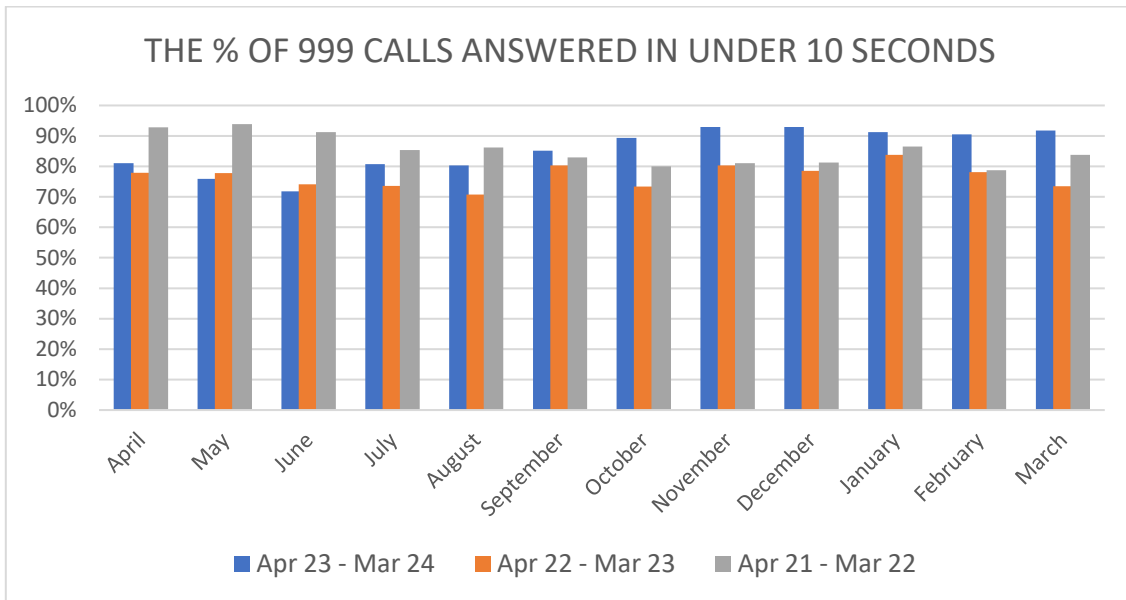
3.   EMERGENCY CALL (999) DEMAND

3.1   In the twelve months between **1st April 2023 to 31st March 2024** the Constabulary CCR received 130150 calls. This was an increase of 1.6% compared to April 2022 to March 2023 and 15.79% growth since the same period in 2021/22.
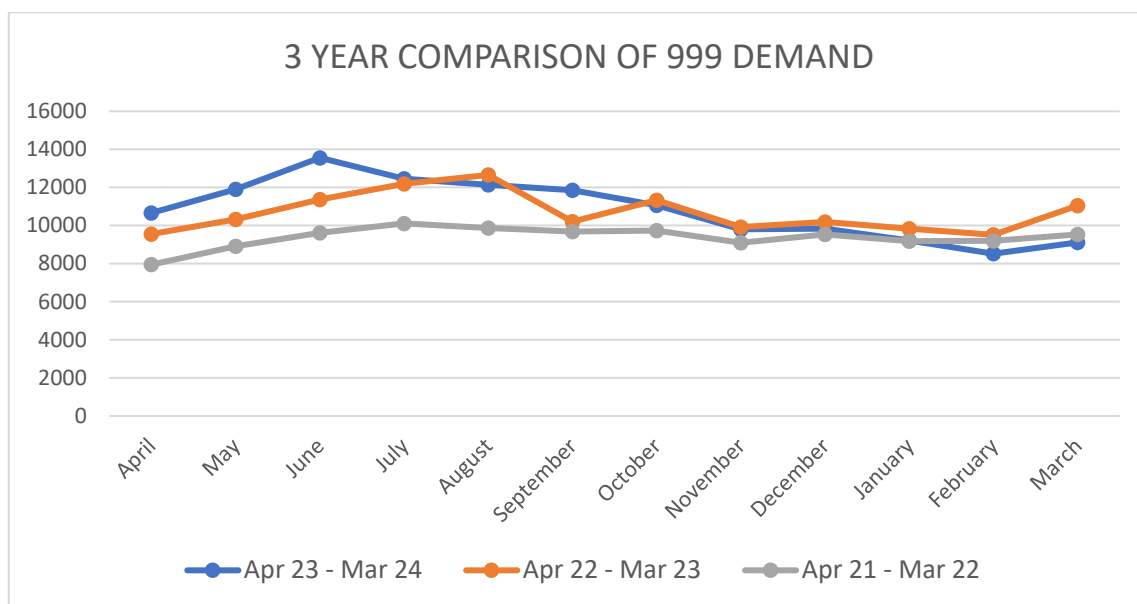

3.2   June 2023 saw a spike in demand and then a gradual reduction and February and March 2024 saw demand drop slightly lower than the same period in the last 2 years, however year on year demand can be seen below.

Total 999 Demand Year on Year Increases		
Apr 23 - Mar 24	130,150	1.6%
Apr 22 - Mar 23	128,130	14.0%
Apr 21 - Mar 22	112,401	-

3.3   National Performance Targets in respect of 999 remain at answering 90% of calls within 10 seconds. This was a cause for 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 the 12-month period between April 2023 and March 2024 our performance in this area has continued to improve and from November 2023, the force has consistently achieved over the 90% national performance target. As a result of the improved performance, HMICFRS have removed Suffolk from being a cause for concern.

THE % OF 999 CALLS ANSWERED IN UNDER 10 SECONDS

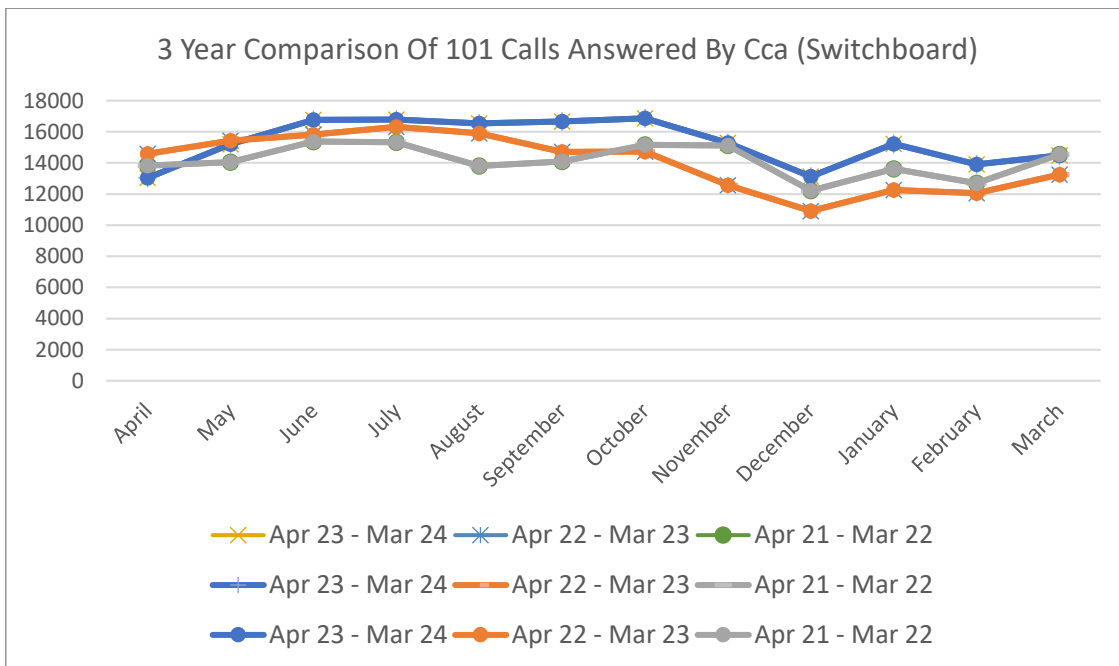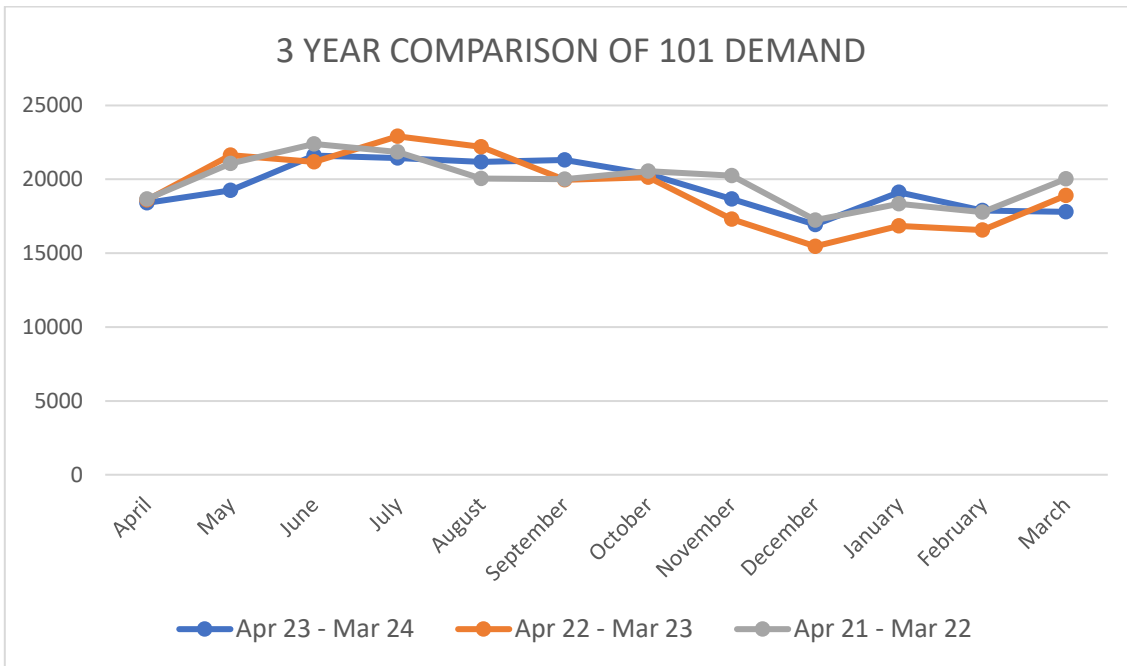Legend: Apr 23 - Mar 24 | Apr 22 - Mar 23 | Apr 21 - Mar 22

3.4 Average Time to Answer 999 calls peaked in June due to higher demand, noted above, but has dropped significantly in the months since and has been consistently under 10 seconds on average since September 2023, well below both the same period over the last 2 years.

MONTHLY AVERAGE TIME TAKEN TO ANSWER 999 CALLS

Legend: Apr 23 - Mar 24 | Apr 22 - Mar 23 | Apr 21 - Mar 22
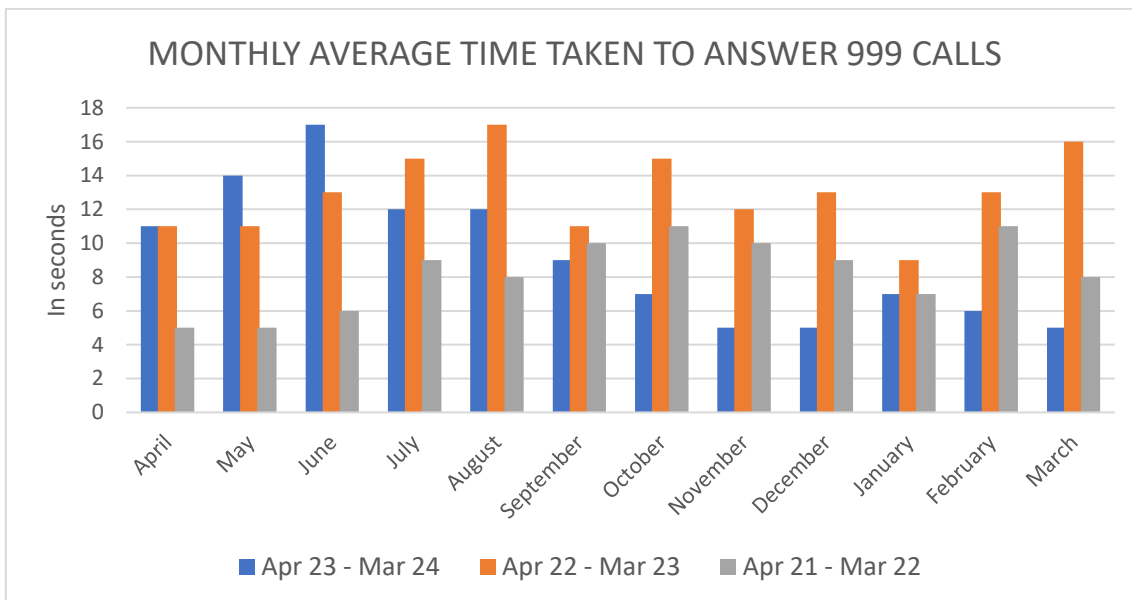
4. NON-EMERGENCY CALL (101) DEMAND

4.1 In the twelve months between **1st April 2023 to 31st March 2024** Suffolk Constabulary received 233,929 calls, an increase of 1% compared to the previous period. When dialling 101, callers are presented with a series of options. A number of these allow self-service via a voice recording menu of options – initial voice recording (IVR). Out of the 101 calls received, 183,884 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 demands have increased slightly in this period even though more users are now choosing digital channels (online reporting, Live Chat, social media). "Single Online Home" was introduced in the November 2023. Monthly fluctuations can be attributed to seasonal trends:

3 YEAR COMPARISON OF 101 DEMAND

Legend: Apr 23 - Mar 24, Apr 22 - Mar 23, Apr 21 - Mar 22

3 Year Comparison Of 101 Calls Answered By Cca (Switchboard)

Legend: Apr 23 - Mar 24, Apr 22 - Mar 23, Apr 21 - Mar 22

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. The teams 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 19 seconds, a small increase of 3 seconds since the previous reporting 12-month period.
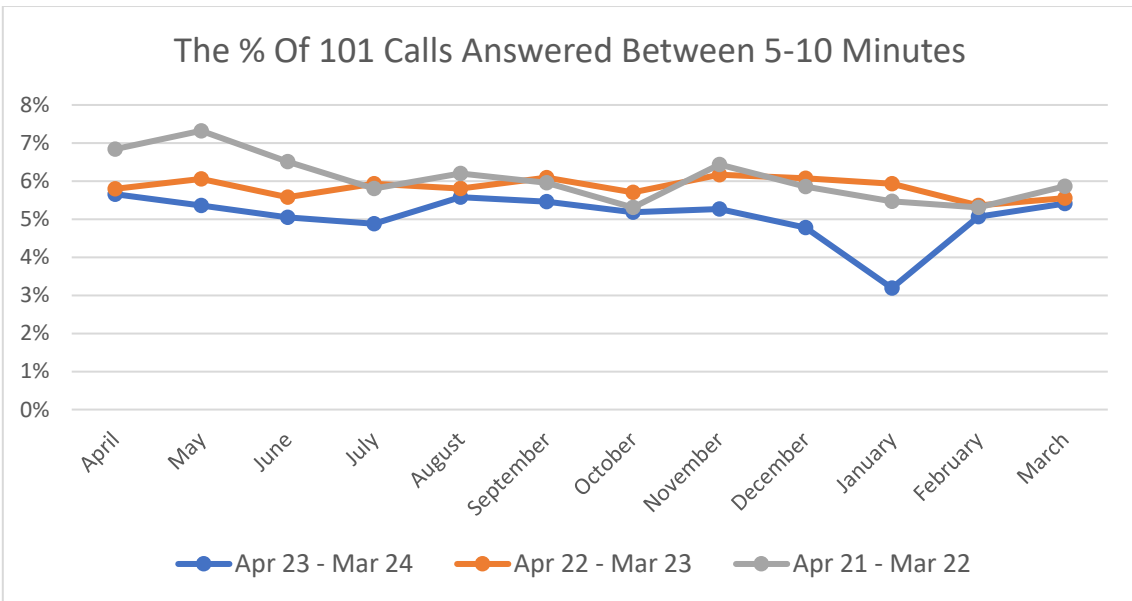
4.4 Between 1st April 2023 and 31st March 2024 the CCR received 109,952 101 calls from either the CCA (switchboard) or directly via the 101 Night Service (when the CCA is not operating, and calls go directly in to the CCR to answer and manage alongside all 999 calls). This is a 4% reduction from the previous 12 months:
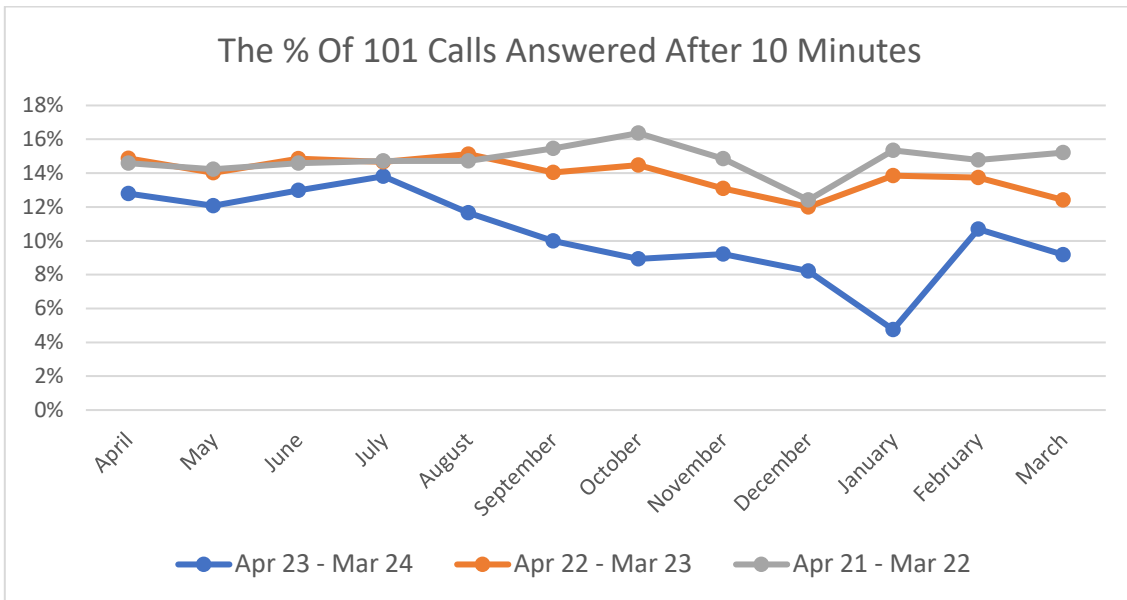
101 CALLS PASSED INTO CCR VIA CCA OR DIRECTLY FROM NIGHT SERVICE
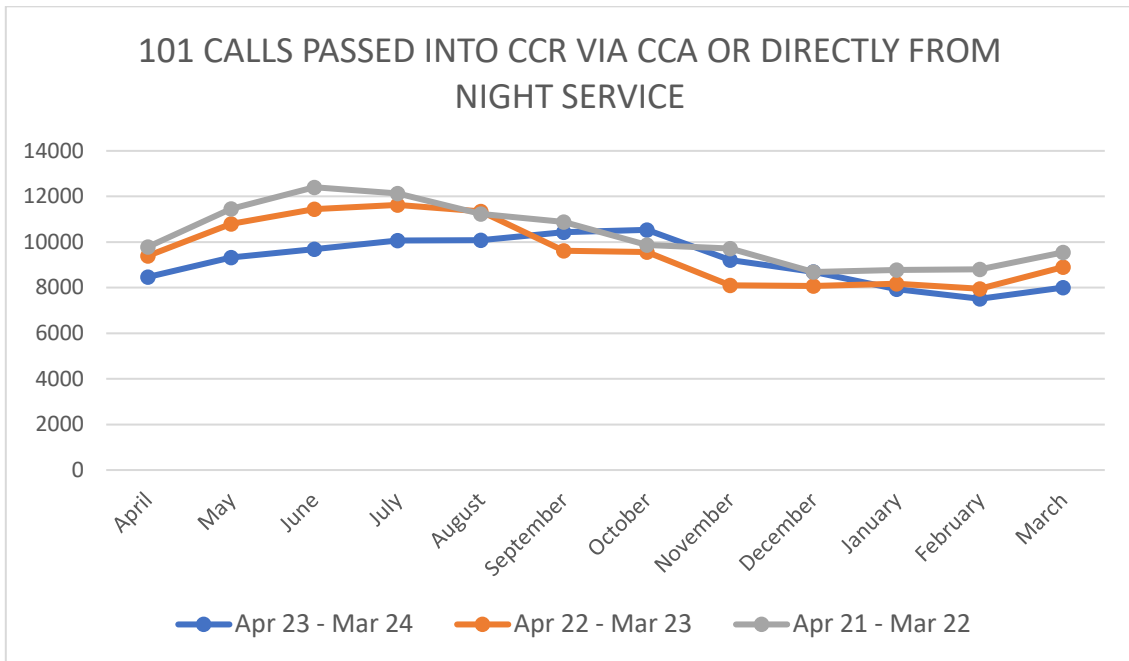
4.5 The CCA Call Taker will pass the call into the CCR by placing the caller in a specific 101 queue according to the type of call and priority. For example, calls relating to Domestic Abuse, Mental Health, Public Safety or Hate Crime will be given a higher priority and will be answered sooner by call handlers in the CCR. 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 CCR queues and will ensure correct prioritisation of 101 calls whilst checking the type of call with the longest waiting times. The volume of calls waiting, call abandon rate, and the longest waiting times are displayed at supervisor workstations and on large screens within the CCR so that all staff are aware, and Supervisors can react with re-defining staffing roles at short notice within the CCR to assist intense call handling demand periods.

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 April 2023 to 31st March on average 60.5% of 101 calls were answered by the CCR in under 5 minutes, which is a 13.5% improvement from the previous 12-month period, with an increase since July 2023, peaking at over 82% in January 2024.

The % of 101 Calls Answeredin Under 5 Minutes
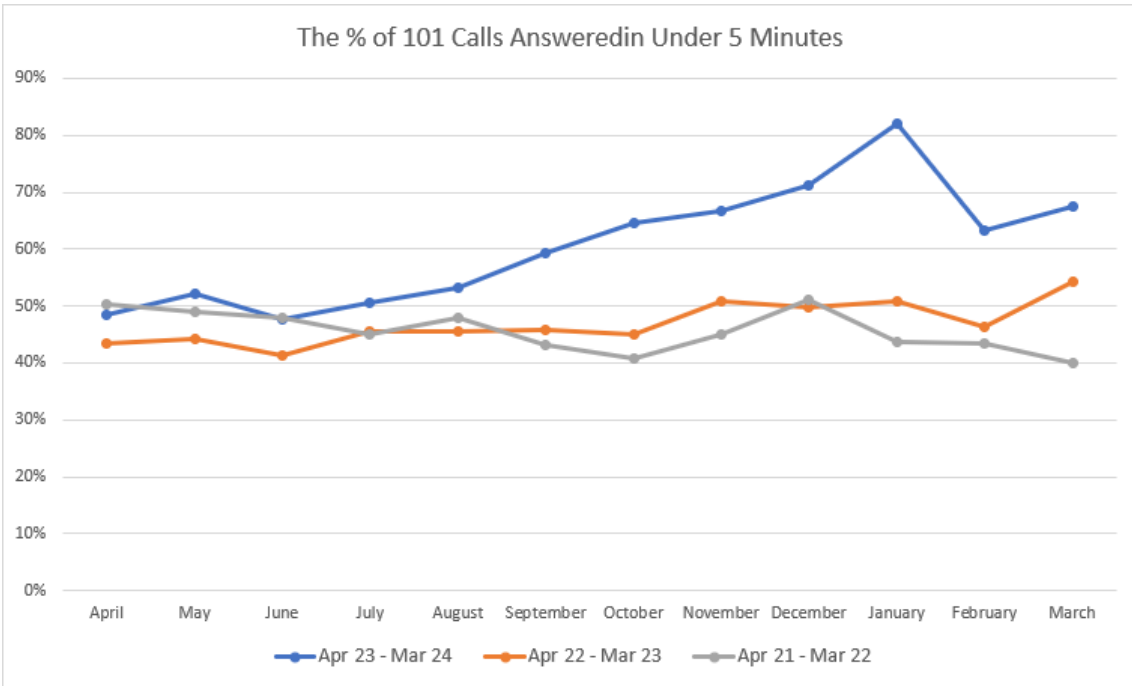
4.8   Between 1st April 2023 to 31st March 2024 on average 5.1% of 101 calls were answered by the CCR in between 5-10 minutes and 10.4% after 10 minutes, performance increases of 0.7% and 3.5% respectively.

The % Of 101 Calls Answered Between 5-10 Minutes

The % Of 101 Calls Answered After 10 Minutes

Legend: Apr 23 - Mar 24, Apr 22 - Mar 23, Apr 21 - Mar 22

4.9   The CCA 101 Call Abandonment Rate is low at approximately 7%. 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   The Constabulary is part of the national working group for 101 call handling set by the National Police Chiefs Council (NPCC) as part of the National Contact Management Strategy which promotes standards and best practice across the Contact Management Business Areas. This provides the force an opportunity to influence change on Key Performance Indicators (KPI's) for 101 call handling and abandonment rates. There is currently no national set standard for 101 call handling.

4.11   **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.

4.12   The Constabulary publish the combined short and long abandonment rate, there has been a year-on-year decrease due to additional staffing and changes to policy and procedure, as well as more users choosing digital channels.

Yearly 101 abandonment rate Combined	Apr 23 - Mar 24	Apr 22 - Mar 23	Apr 21 - Mar 22
	28.1%	39.7%	34.5%

4.13   Between 1st April 2023 to 31st March 2024 5.0% of abandoned calls were short-abandoned - abandoning before 30 seconds.

Digital Contact and Engagement Team

4.14   Prior to the launch of CCR Digital Contact and Engagement Team (DigiDesk) all emails, and live chat contact workload was managed by CCR staff. In March 2024, the Constabulary launched the Digital Contact and Engagement Team to streamline the work in the CCR. A dedicated team of 12 staff, and 2 supervisors were recruited. The team now manage 90% of the digital demand coming into CCR between the hours of 0700 – 2200hrs.

The core functions of the Digital Contact and Engagement Team is 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.

4.15   Between 1st April 2023 to 31st March 2024 the live chat service saw 6949 users, peaking in March 2024 with 988 users. The average time to be answered on live chat by a CCR Digital Contact and Engagement staff member was 26 seconds, with an abandon rate of 1.4%. 93% of users who completed a post-chat survey would recommend live chat and would use it again. 82% rated the service as very good. Digital Public Contact & Engagement Team will be evaluated after 12 months.


Live Chat Demand
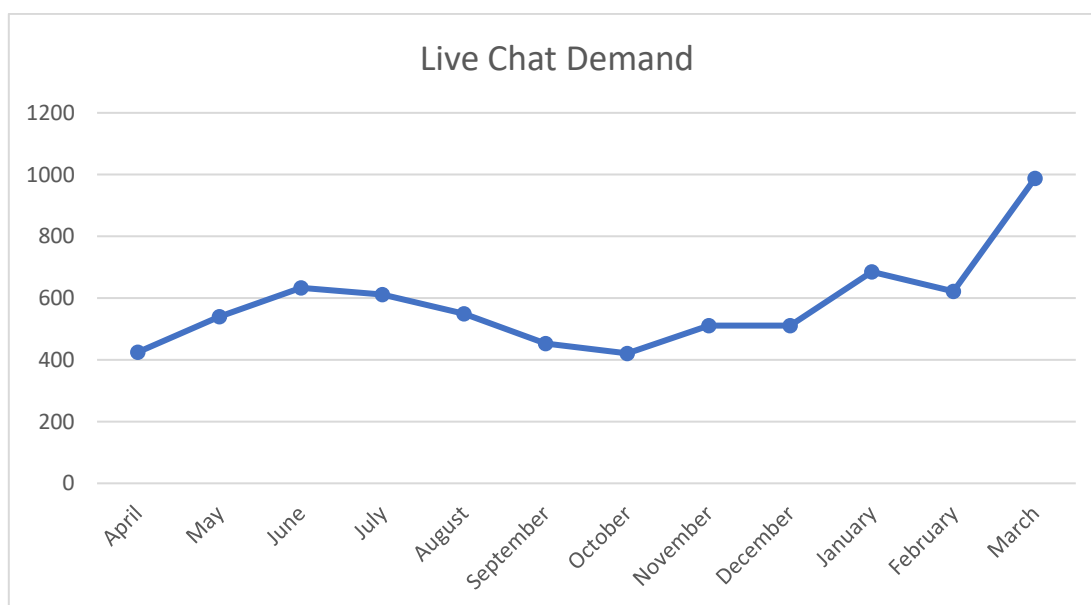
Single Online Home (SOH)

4.16   In November 2023, the previous Constabulary website was replaced by Single Online Home (SOH). Single Online Home is a digital platform that provides a virtual front door to police. SOH facilitates contact with the Constabulary including the direct reporting of crime onto the police crime recording system (Athena), making firearms licencing applications, Freedom of Information requests and reporting Road Traffic Incidents. SOH also has contact forms that are directed into specific email accounts. Each contact from members of the public is known as a contact event. Since November there has been a steady increase in the volume of contact events. The below data shows the increase of SOH demand into the CCR and the type and

volume of contact events that have come into the Constabulary between April 2023 and March 2024.

Single Online Home (Into CCR) Demand
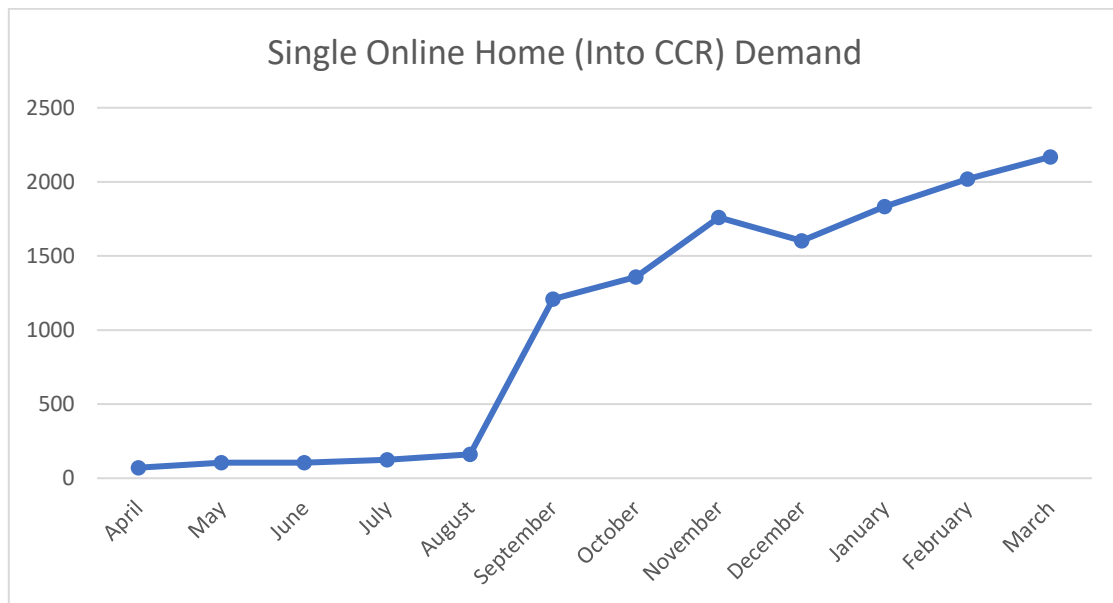
4.17   The introduction of Online Services is having a positive impact on 101 abandonment rates as it provides an alternative means to report crime and obtain information. This is monitored through the user's responses to online questions sets. Removing digital contacts following 101 abandonments provides a true reflection of abandonment rate. Higher sickness rates and tutoring new recruits, overall meaning less available call handling resource, caused a slight increase in abandonment rates during February 2024.

101 Abandonment rate minus Live Chat and SOH users who reported using 101 before digital
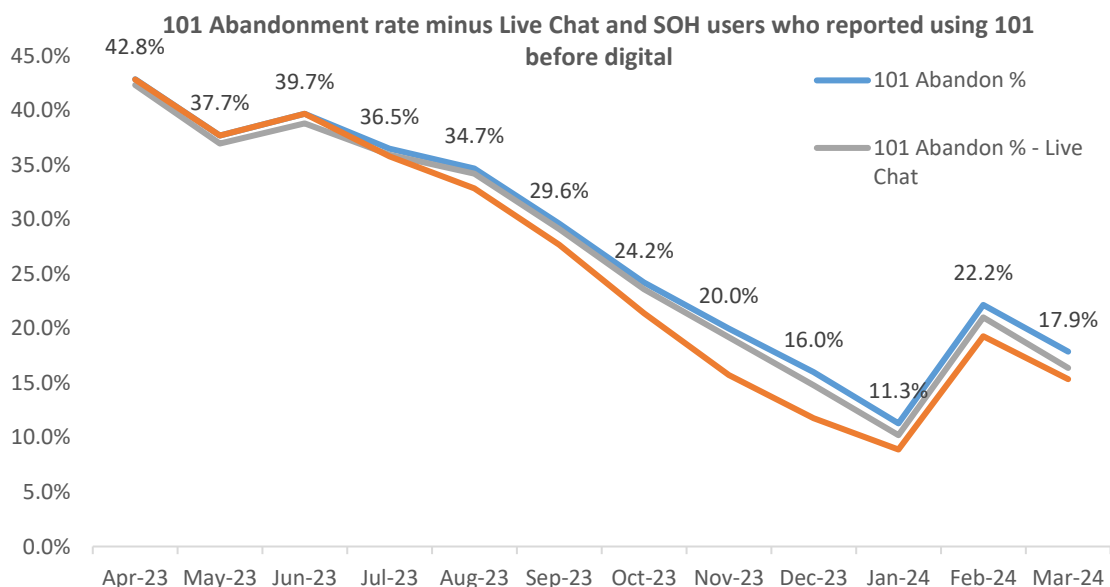
4.18   Since April 2023 emails into CCR have reduced as a direct correlation of the introduction of Single Online Home, and the workflow that follows, which sees some of this demand directed straight to the relevant department for actioning.

4.19   Single Online Home (SOH) within the Crime Coordination Centre (CCC) is now at a stage where all processes are embedded, and it is working effectively. There had been a significant rise in

the amount of SOH contact events received in 2024, from 654 in January to 847 in March. The Crime Coordination Centre retains around 55% of all SOH contact events reducing demand on front line officers.

4.20   From April 2023 through to March 2024 the Constabulary has continued with investment into the transformation programme within the CCR. There has been a focus on staff recruitment. The force has recruited 61 new operatives into call handling in the CCR. They are supported and mentored by experienced tutors. There is a continuous programme of looking forward recruitment to ensure the staffing target is maintained which considers the necessary vetting processes of approximately 6 months to completion and clearance whilst also focusing on retention and efficiency going forward.

4.22   The Constabulary has modernised and streamlined the recruitment process to be accessible and efficiency by developing an online version. The new 'online' process allows the candidates to directly book into assessment centres once eligibility has been achieved; such process has removed added layers of bureaucracy and paperwork. The CCR recruitment process has been praised by the College of Policing during a recent peer review and has been taken forward as best practice to be shared with other forces.

5.   CALL RESOLUTION WITHIN THE CCA & CCR

5.1   Call resolution by both CCA and CCR remains high, preventing the need for deployment of officers, allowing officers to be deployed to incidents which require attendance.


Calls Resolved by the CCA & CCR – April 2023 to March 2024
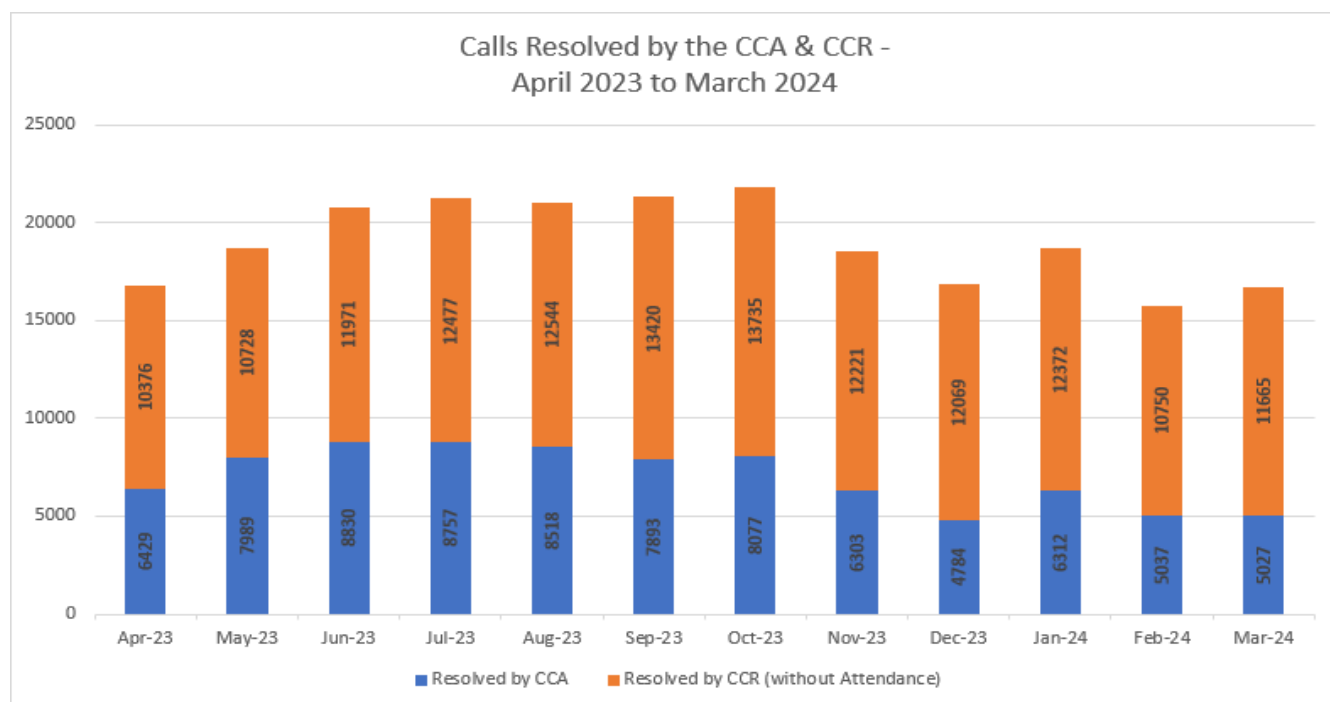
6. **CALL GRADING & RESPONSE TIMES**

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 based or slower time follow up)
D	REMOTE RESOLUTION	N/A

6.2 Between 1st April 2023 to 31st March 2024 the monthly average for attendance at Grade A Incidents was 10 minutes 43 seconds. Almost all months were within the target attendance time of 15 minutes except for May. The target attendance of 20 minutes within a rural area's was achieved each month and on average attendance was 15 minutes 13 seconds. 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 inflated 999 demand in the start of this period, as shown above.

Grade A Urban Average Response Times

Grade A Rural Average Response Times
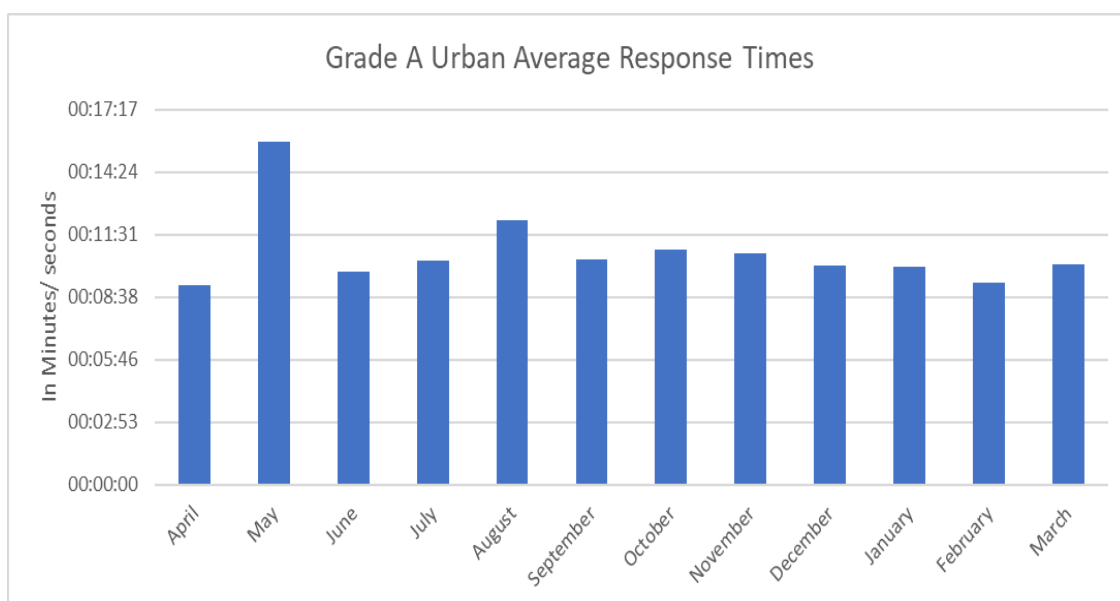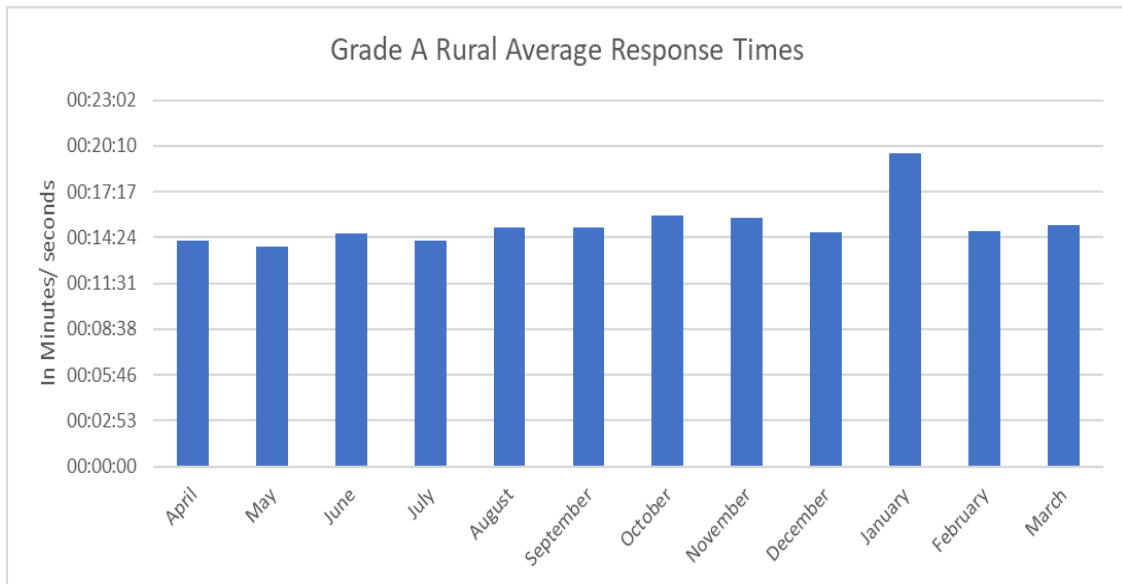
7. CCR IMPROVEMENT AND TRANSFORMATION PROGRAMME PHASE 3 – UPDATES

7.1 In 2021 the Suffolk CCR Improvement and Transformation Programme Board was set up to deliver the following strategic aims with clear 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.
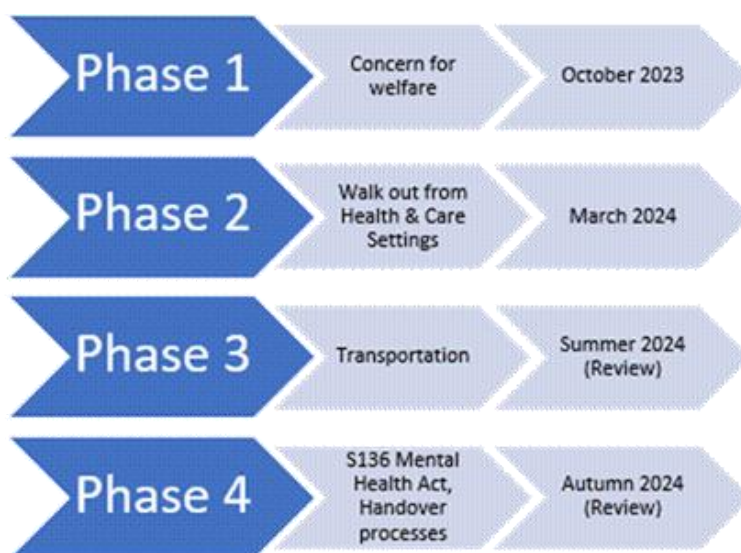
7.2 This section provides an update on the RCRP and the Domestic Abuse Video Response Team, included within phase 3 of the CCR transformation programme. A summary of the CCR Improvement and Transformation Phase 1 and Phase 2 can be found in Appendix 3 of this report.

Right Care Right Person (RCRP)

7.3 The Suffolk Constabulary RCRP consultation phase with partners commenced in February 2023, formally announcing the intention to adopt the approach at the Health & Wellbeing Board in March 2023. The Constabulary has continued to work in partnership to implement the approach supported by a Multi-Agency Executive and Working Group, with scheduled updates provided to the Health & Wellbeing board.

7.4 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.

7.5   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. The timeline for adoption of phase 2 was adjusted at the request of health to allow further engagement with community-based hospitals. The timelines for phases 3 & 4 (which are considered reviews in Suffolk) have also been adjusted since the last report. The Constabulary has now embedded phases 1 & 2 and is reviewing data ahead of a focus upon phase 3, which seeks to reduce the occasions when police vehicles are used to convey members of the public to hospitals.

Phase 1	Concern for welfare	October 2023
Phase 2	Walk out from Health & Care Settings	March 2024
Phase 3	Transportation	Summer 2024 (Review)
Phase 4	S136 Mental Health Act, Handover processes	Autumn 2024 (Review)

7.6   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.

7.7   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 has been identified as one of three police forces nationally that is receiving an enhanced evaluation by the Home Office in relation to RCRP.

7.8   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 in the first few months met on a regular basis to discuss specific cases, apply learning, and enhance wider system responses to the public, the number of cases identified for review have been small and have reduced over time.

7.9   The first month (October 2023) of phase 1 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. This was the steepest decline in police attendance which has since increased slightly and levelled out.

7.10   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 since 2021. The Constabulary's attendance rate gradually reduced between June 2022 and October 2023. 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 Constabulary's CCR, and access to mental health professionals telephone advice. Since revising the Constabulary's approach to calls for service relating to concern for welfare, there has been a reducing number of calls for service, but the percentage of officer attendance has increased. This indicates that the calls into policing are now becoming more appropriate for a policing response. The number of officers attending these types of incidents has remained relatively stable since October 2023.

Concern for Welfare and incidents (CADS) that are Mental Health Related
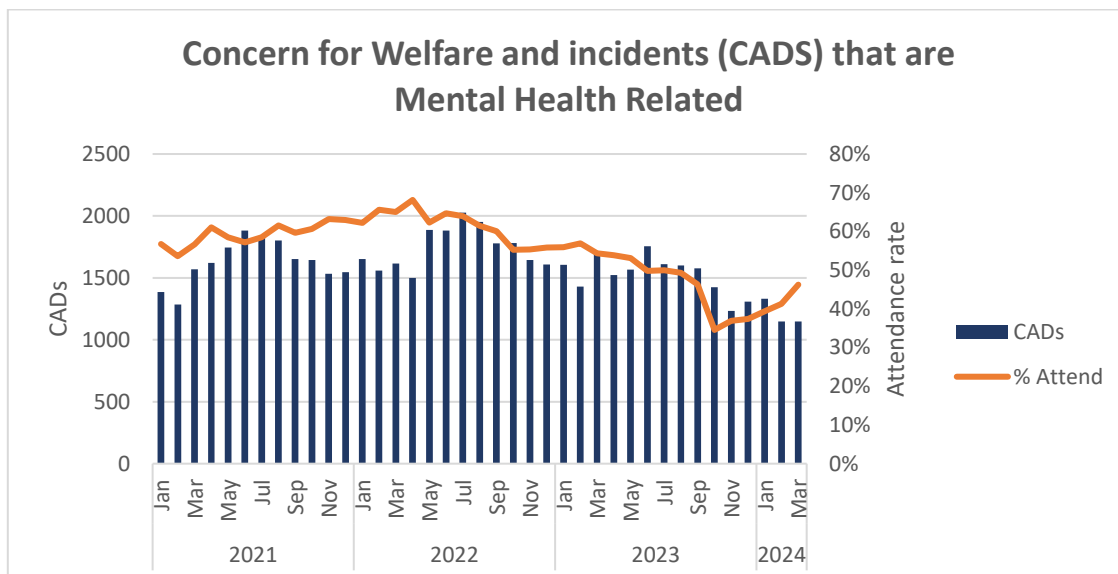
7.11   The first month after the adoption of phase 2 of RCRP (situations when people walk out of health & care settings) saw 23 incidents assessed under the revised approach. 5 incidents police attended and 18 were referred back to the caller, which predominately were hospitals. Due to the level of vulnerability attached to the 5 incidents police attended, these used an average of 6.6 police officers for a combined total of 5 hrs 26 minutes officers' time. To date there have been very few escalations relating to phase 2, and a wider partnership meeting will take place to discuss any impact and early findings.

7.12   The Constabulary have conducted an internal survey with contact & control room staff, focused upon training and support in relation to right care right person. The responses generated a largely positive result, with 89 % of the respondents feeling that they received sufficient support and supervision throughout the implementation.

Domestic Abuse Video Response (DAVR)

7.13   Following the success of the three-month pilot early in 2023 (see previous APP), the Constabulary has now implemented the DAVR Team, which consists of 1 Sergeant, 3 Constables and 6 support staff investigators. There is a clear criterion for domestic abuse calls that can be dealt with by the DAVR Team, to ensure any risk is effectively managed. The team utilises video technology to engage with victims reporting domestic abuse offering both scheduled appointment and live time consultations. The technology is also being used to support disclosures under the domestic abuse disclosure scheme. DAVR provides a greater choice of police contact to victim of domestic abuse. Early indications show that this option has a high satisfaction rate. This will be explored in more detail in the next reporting period.

8.   FINANCIAL IMPLICATIONS

8.1   None.

9.   OTHER IMPLICATIONS AND RISKS

9.1   None

10.   CHIEF OFFICER CONCLUSION

10.1   999 call demand is still a significant challenge in Suffolk as there remains year on year growth. The stabilisation of the workforce response has continued to cause enhanced performance in call answering and performance is now consistently good when considered against targets. Impressively the ability to service demand effectively to avoid the despatch of frontline officers continues to show improvements as we move towards the peak demand months of the year.

10.2   Improvements continue to be made in servicing of 101 call demand and abandonment rates are much improved prior to the transformation programme and investment. New methods of dealing with public enquiries such as Single Online Home and the force Digital Desk has meant greater flexibility for the choice and increased responsiveness to public needs.
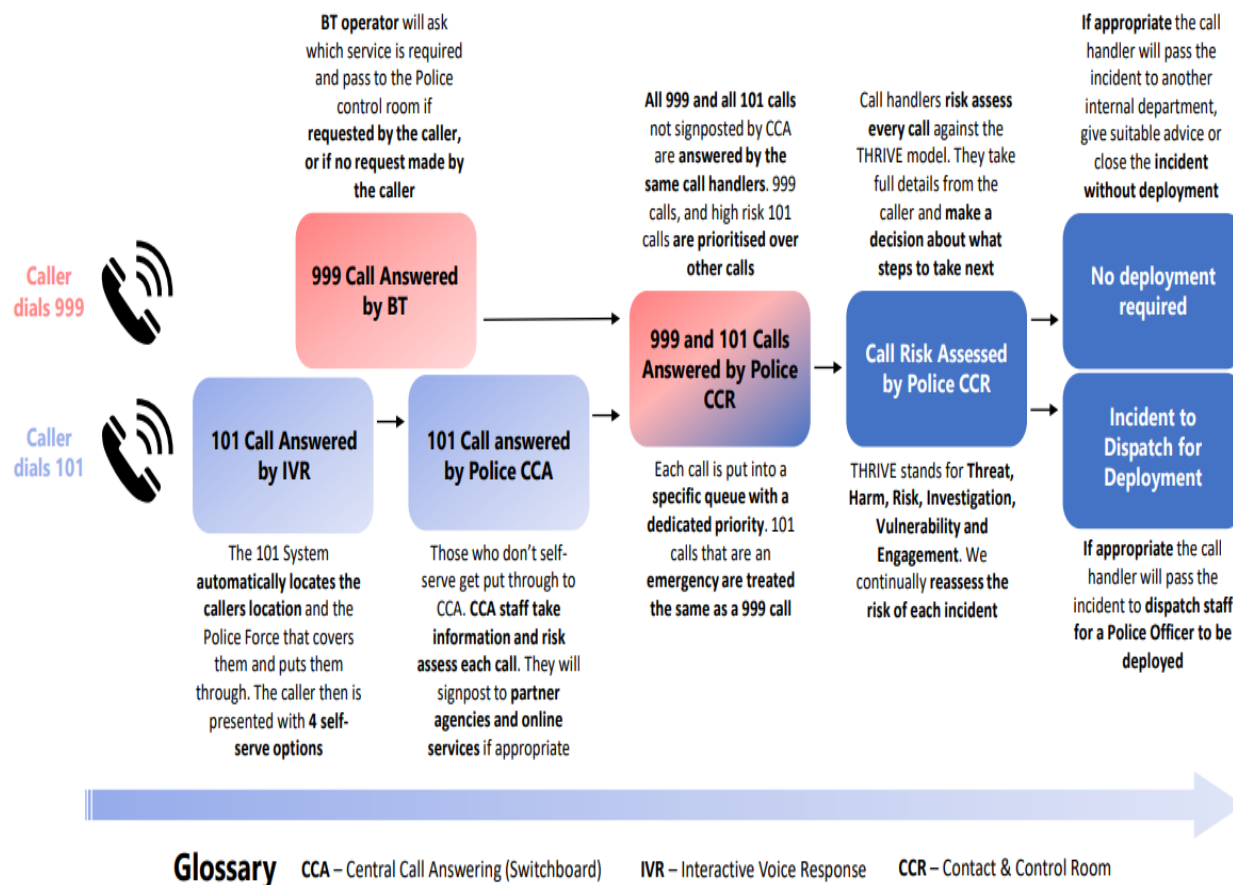
10.3   RCRP has continued through the implementation phases with relatively little problem in the local system. The Constabulary are now spending less time dealing with mental and medical health non-emergency response and this is allowing greater officer hours to be invested in the policing mission work. Further evaluation is underway and will be reported outside of the APP forum.

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':

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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