



STRATEGIC POLICING AND CRIME BOARD 1 October 2013

Force Contact – 5Ci Programme

PURPOSE OF REPORT

1. The purpose of this report is to provide members of the Strategic Policing and Crime Board with an update on the developments within Force Contact and an overview of the progress of the 5Ci Change Programme led by ACC Sharon Rowe.

BACKGROUND

2. Force Contact responsibilities comprise of the following functions:
 - Force Contact Centre Bournville, (FCC BV) - 999 call handling.
 - Force Contact Centre Lloyd House, (FCC LH) – handling 101 and other non urgent calls, to then route to local Contact Centres.
 - Local call handling at each Local Policing Unit (LPU) Contact Centre – dealing with 101 non-urgent calls, routed from FCC LH.
 - Resource Allocation and Dispatch; based in each LPU Contact Centre, sending police units to incidents.
 - Front counter provision at police stations.
 - Crime Services Team, (CST), providing a 24/7 service to officers to record and validate crimes direct onto appropriate systems, reducing bureaucracy for officers.
3. For many members of the public, contact with these functions is the start of their relationship with the police. The public tell us that the quality of service received at these critical touch points are important drivers of satisfaction.
4. The West Midlands Police (WMP) contact model has been based around 10 locally based Contact Centres, managed by each LPU, with 999 and 101 calls routed through to each Contact Centre by FCC BV and FCC LH respectively. This devolved model of Contact has supported delivery of policing in WMP over a number of years. However, it has led to the development of varying local approaches and policies, stretching resources, reducing productivity and delivering an inconsistent service to the public. WMP established the 5Ci Programme to develop a more efficient and effective service for the future. Early findings recommended the central ownership of all contact functions

to provide a single and dedicated leadership to improve standards and consistency of service.

5. Force Contact was subsequently created in July 2012, taking responsibility for all contact functions in WMP. The Force Contact team, led by Ch Supt Andronov, together with Supt Johnson and three Chief Inspectors, have responsibility for around 1,150 staff and officers. The team work closely with LPUs and other corporate departments to improve performance and standards of service in the way that WMP handles and responds to all emergency and non emergency calls for service from the public.
6. Force Contact has developed as a single team, giving a clear direction and team ethos to its staff and works very closely with all LPUs and departments to shape service improvement in a co-ordinated approach. With a dedicated, single oversight in place, the team has developed a far more sophisticated understanding of contact business and has introduced service improvement processes and clear accountabilities. In particular, a responsive and detailed understanding of resource needs is in place to deliver the optimum service to the public and maximise efficiency, enabled through a Resource Management and Performance Team (RMPT).
7. The 5Ci Programme continues, with the aim to radically improve how WMP manages contact from the public, through improving structures and processes and the introduction of new technology. The Programme, led by Force Contact and supported by dedicated programme resources, encompasses three strands:
 - 'Non emergency' – moving from non emergency call handling over eleven locations, to a two site model for all '101' and other non-emergency public contact.
 - 'Emergency' – developing more efficient and improved approaches to deploying resources to calls for service, to ensure a swift and effective response.
 - 'Public access' –front offices and other means of public contact, including new technology and partnership opportunities.

These work-strands will be described in more detail in the body of the report.

AREAS OF BUSINESS UPDATES – Force Contact – Key Developments

Load-Sharing – call handling

8. Non-emergency, (101) calls are currently taken by FCC LH and routed through to the appropriate LPU based Contact Centre to deal with the call. With each Contact Centre dealing with only its own calls, some Contact Centres have been overwhelmed at busy times, resulting in callers kept waiting and often for considerable periods of time. Throughout the autumn of 2012, LPU call handling was moved to a 'load-share' arrangement, whereby LPUs were grouped together in three clusters; the four Black Country LPUs; four Birmingham LPUs; and Coventry and Solihull LPUs. Calls are then routed by FCC LH to the relevant cluster to be taken by the first available member of staff on any of the LPUs within the cluster. This development has improved the level of service to the public significantly with around 80% of calls answered within 30 seconds. This approach to load-sharing is an initial step towards the new two site 'hub' model, described further in Section 4 below. It has been a vital opportunity to develop new working practices and technology that will be key to the future model.

Automatic Resource Location System (ARLS)

9. ARLS has been rolled out force-wide, providing a real time view of where all officers and Police Community Support Officers (PCSOs) are on the streets, using GPS technology in every Airwave radio. This enables swifter and more effective deployment in response for calls for service, enhances staff safety and enables the co-ordination of resources more effectively, particularly in large scale or fast moving incidents. This mapping technology is now in use by all Resource Allocator Dispatchers (RADs), in Control rooms when deploying officers and staff. All supervisors are currently receiving training so that they will be able to view the system from any WMP desk-top computer.
10. The ARLS mapping technology is also now available to all call handlers taking 101 calls. This provides detailed local information and mapping including access to information regarding local neighbourhood teams, future meetings etc to enhance the service to callers. This gives a greater level of local awareness to enable staff to service calls to a high standard anywhere in the force.

Load-sharing – Service Desk

11. The Service Desk function is delivered by the 10 LPU based contact centres, providing a service to officers and staff on the streets in responding to their calls for person or vehicle checks, updating logs and other non-urgent tasks that officers and staff need to support them on the streets. This was undertaken on a purely devolved basis, with each Service Desk serving only their 'home' LPU. Previously, officers would 'radio' the Service Desk for each request and then have to wait in a queue until a local member of staff was free. Airwave radio channels were often crowded with non-urgent radio traffic and RADs dealing with urgent incidents were cluttered with additional demand.
12. The Service Desk is now a fully corporate function, with officers/staff contacting the Service Desk by using the telephony function on Airwave handsets. All 10 LPU based Service Desks now operate on the same telephony switch with calls from officers taken by the first available member of Service Desk staff anywhere in the force, in a 'load-sharing' arrangement. Since the force-wide implementation of the Service Desk, around 2000 calls per day are taken, with an average waiting time of less than 10 seconds and 95% of calls answered in 30 seconds. In addition to improving service to operational staff, it is also improving officer safety and reducing airwave traffic and costs. This approach has improved RAD resilience with the ability to free up staff on the Service Desk to support the busy RAD function at peak times.

Service Improvements

13. Changes to working practices have resulted in a number of improvements to service delivery:
 - We attend immediate and early response incidents more quickly
 - We answer more non-emergency calls for service within 30 seconds
 - We have improved how quickly we answer emergency calls
 - We have access to live listening to improve the quality of service we offer through the department.
 - Monthly Airwave usage reduced by 1600 hours between July 2013 and August 2013

Please see the attached Appendix B for the Force Contact Performance information.

14. Over the last 12 months, Force Contact staff have worked through a period of ongoing change and uncertainty; moving from part of a locally owned team to be a part of a new, dedicated force department, with new accountabilities and processes. At the same time, future models have begun to take shape, requiring many police staff to make job choices for the future; some having to be interviewed to retain a role, many moving to new locations and working patterns. Throughout this period, Force Contact staff have been at the very heart of the WMP response to the many recent critical incidents, including the explosive devices in Walsall, Tipton and Wolverhampton, the murder of Mohammed Saleem and the English Defence League (EDL) protest. The summer, in particular, has been a period of extraordinary demand for WMP overall. The month of July saw more calls for service on 999, 101 and Service Desk than in recent memory, for example, WMP received over 58,000 999 calls which is significantly above the norm. FCC staff rose to this challenge with 54,000 of these calls answered within our 30 second target. This was the greatest number of calls answered within 30 seconds than in any previous month on record.

AREA OF BUSINESS UPDATE - 5Ci – Non-Emergency Contact Handling

15. With effect from 20 November 2013, Force Contact will restructure all non-emergency call handling from a centralised 'switchboard' routing calls to 10 LPU based contact centres, to a single point of contact delivered across two new, purpose built Contact Centres at Lloyd House and West Bromwich. Callers dialling 101 will be answered immediately by the first available non-emergency contact handler at either location, who will seek to resolve calls to a high standard at the first point of contact whenever possible. Other means of contact, including email, will also be serviced through the same approach.
16. This model will enable a consistent and high quality service, delivered by trained staff with dedicated, professional supervisors. Staffing levels will be carefully set to ensure service calls are dealt with swiftly and effectively. Moving from the disparate model spread over 11 locations to a single consolidated function has enabled 93 fewer staff in the new model saving £4million. This will be achieved through disestablishing police officer posts within Force Contact which have been projected into the Force Financial Plan.
17. The new Non-emergency Contact Centres will be staffed entirely by fully trained police staff and police staff supervisors. This has enabled the release of 93 police officer posts currently in LPU based call handling roles, in support of the Police and Crime Commissioner's decision to return police officers to operational roles.

Updates on the progress of key themes of this project are described below.

Infrastructure

18. The Lloyd House and West Bromwich Contact Centres are scheduled to 'go live' at 0700hrs on Wednesday 20th November 2013. Work on the West Bromwich Contact Centre, located in West Bromwich Police Station, is complete excepting some final details. Work on the Lloyd House Contact Centre is due to be completed in late September.
19. WMP is currently implementing a new telephony system and is being rolled out across Force Contact functions in a staged approach. This will be in place in advance of 20th

November 2013 to allow staff time to familiarise themselves with it before moving into the Contact Centres.

People

20. Human Resources support has been allocated primarily to focus on the project over the last 12 months. The changes within Force Contact impacts just over 400 staff. However, due to the interdependencies with other parts of the Department such as the RAD's and 999's, the total number of police staff and officers affected is nearer 1000.
21. The changes are an opportunity to revolutionise the contact between the public and WMP. To this end, extensive staff engagement has taken place with a view to changing the culture of the Department. This has included regular engagement and formal consultation with Staff Associations and the delivery of staff briefings across the force to enable staff to raise concerns and offer feedback on the proposals. Equality Impact Assessments have been completed for a number of different aspects including the shift pattern and the preferencing process to ensure that there was no adverse affect on any under represented groups.
22. In order to select staff for Contact Centre and Front Office roles within the new model, an online preferencing process was launched in May 2013. The majority of staff made a preference and over 90% were allocated their first choice of role and/or location. Alongside this process, a wholesale review of flexible working patterns has taken place to ensure that any individual flexible working request was compatible with the new shift patterns, and working hours were balanced against the business need and call demand profile. All affected staff have now been informed of their final posting and outcome of Flexible Working application in readiness for the go-live date in November.
23. There are currently a small number of staff (8) who did not make an original preference and elected to remain on the Alternative Employment Register (AEP) with the ultimate outcome being redundancy. Given that there continue to be vacancies within the new model, in negotiation with the Trade Unions, we have offered these staff the opportunity to continue working in their existing roles or in the Contact Centre roles as suitable alternative employment. This will mitigate the redundancy costs for these staff.
24. An extensive training and induction programme has been developed for staff who will be taking up posts within the Non-Emergency Contact Centres. The supervisor training has commenced and staff training will follow between now and 20 November. The emphasis on the training is around the qualitative nature of the role to ensure an excellent quality of service is delivered to the public. All existing staff moving into the Contact Centre will undertake a 4 week trial period so that their suitability to the role can be assessed. The criteria are based on a set of qualitative and quantitative measures to be assessed by supervisors.
25. There were approximately 100 vacancies remaining across Call Handling and Front office roles following the completion of the preferencing process and a decision by the PCC to return fully fit police officers from call handling, front office and CST roles to front line duties. The process was opened to all existing Fixed Term Contract staff who currently work within Force Contact, to the wider internal workforce of WMP and the vacancies were also advertised externally. Forty five have now been offered to existing police staff and the remainder will be filled by external candidates. Having received over 1200 external applications for these roles, these have been paper sifted and approximately 140 people have been now been interviewed. This process will now proceed to vetting and medical review stage for successful candidates. The calibre of applications seems to have been very high.

26. It is anticipated that all Contact Centre vacancies will be filled before 20 November in order to allow for necessary training and staff to be in situ in readiness for the go-live date. There is the possibility that not all Front Office vacancies will be filled before 20 November. These vacancies will be filled by Police Officers displaced from Call Handling roles in the short term until all external candidates are recruited and fully trained.
27. Work has also taken place to ensure that the 999 call handling function is resilient and has sufficient resources to meet demand; this has included the introduction of a new shift pattern. Likewise, a review has taken place of the Emergency Dispatch function and work is underway to ensure that resources are matched to demand using the Forcwide Service Desk Load Share.

Model Office

28. A 'Model Office' has been established at West Bromwich Police Station to develop the new corporate processes that staff will use to ensure a consistent and high quality of service for all calls. The Model Office comprises of experienced staff drawn from Contact Centres, who have actively sought feedback from past callers to West Midlands Police and drawn on their own experience in re-designing customer focussed processes and policies. This includes a consistent approach to assessing the vulnerability of callers, together with processes relating to offences such as burglary, theft, assaults and cyber crime etc. The work of the Model Office will continue up to the launch of the new Contact Centres in November, thereafter, this approach will be used to continue to review service and new approaches on an ongoing basis.

AREA OF BUSINESS UPDATE - 5Ci – Emergency Project

29. This project focuses on reviewing the 'RAD' function which deploys and manages officers in responding to calls for service. RAD teams comprise of a mix of police officers and staff and are supervised by police sergeants. They are currently located in each of the 10 LPU based Contact Centres, now led by Force Contact, deploying officers from the LPU to incidents within their LPU. This highly pressurised and specialist role is fundamental to WMP responding effectively, together with LPU staff, in serving and protecting the public. This devolved model has led to a range of different local approaches and processes and staffing levels. This project will explore how, with our current technology/systems, we could undertake the RAD role more efficiently and consistently.
30. The demolition of Walsall Police Station in 2014, presents an opportunity to trial a new approach as the Walsall RAD team must be re-located. The Walsall RAD team will move to a resilience site at Wednesfield Police Station, along with the RAD function from Wolverhampton LPU, thus freeing up the current Wolverhampton Contact Centre as a resilience site. The move, due to take place in early 2014, is broadly supported by staff and will enable the exploration of new ways of working between LPUs and the possibility of 'civilianising' police officer RAD and supervisor posts to release more officers to operational roles policing the streets.
31. A business case, prepared for Organisational Change Programme Board (OCPB) in October, will recommend that the Force should now explore the restructuring of the RAD function, using learning from the benefits of combining the Walsall and Wolverhampton RAD teams in order to maximise the benefits from new developments in technology and make the control of resources more efficient. The complex and very demanding RAD function will, no doubt, be transformed further in the future through the introduction of a new operating model and technological developments that should be implemented

together with a future 'Innovation and Integration Partner', currently being sought by WMP.

AREA OF BUSINESS UPDATE - Front Offices

32. The future of Front Offices will be part of the 'Public Access' project currently being scoped out, that will explore how the public can access WMP in the future; either in 'face to face' facilities in police stations, in partnership with other agencies (Local Authority Neighbourhood Offices and other Council facilities for example) or using technology in other means of contact, for example, on line, web-cams, web-chat facilities, etc, that are in use successfully throughout many other commercial service industries. Future developments of WMP public access and Front Offices will be subject to extensive ongoing local consultation to ensure that services are shaped to meet the needs of the public, balancing accessibility and affordability. This will also be significantly shaped by the Customer Journey Project.
33. In the meantime, current Front Office practices, appearance and processes are under review to ensure that they operate in a consistent approach across WMP and have a more corporate and professional appearance.

AREA OF BUSINESS UPDATE - Crime Services Team (CST)

34. The Crime Services Team provides a 24/7 service to officers to record and validate crimes directly onto police systems thereby reducing bureaucracy for officers and ensuring crime recording standards are met. This function currently comprises of a mix of police officers and staff. As part of the PCC's decision to release police officers to operational duties, all medically fit officers will be returned to LPU roles by March 2014. Police staff are currently being recruited to fill the officers' posts and then those officers affected will be released as soon as replacements have been fully trained.

Key Risks, Concerns and Challenges

35. Risks and issues related to benefits realisation of the 5Ci Programme are managed in accordance with the 5Ci Programme Risk Management Strategy. Risks identified are often closely connected to the roles and developments of other departments within WMP, such is the cross cutting nature of Force Contact business. Risks are therefore, managed in close partnership with Programmes and key stakeholders within WMP. The key risks currently recorded relate to:
- Technology implementation (i.e. Telephony and Contact Centre development and associated ICT work);
 - Adequate budgetary provision to fund programme developments;
 - Achieving 999s and RAD resilience;
 - The successful realisation of the predicted £5 million total programme savings.

Benefits Realisation

36. The programme's key benefits are identified as:
- £4m cashable savings from Non Emergency Contact Centres
 - 93 Police Officer posts returned to front line duty

- Call handlers delivering improved service as a result of the introduction of new technology (CRM software and FOxi mapping) which will allow better understanding of individual / community threat, risk and harm (including the identification of vulnerable victims) at the first point of contact with West Midlands Police.
- Contact answered more quickly with a single point of resolution to calls.
- Increased and wider channels of communication 24/7 including social media.
- Improved communication of information to members of the public.
- Intelligence information used more dynamically by staff to deliver a tailored service to individual needs.
- A customer feedback structure, including call-backs by supervisors and call monitoring, which will enable qualitative and quantitative performance management.
- Improved staff skill base and buy-in to Force values as a result of better training.
- More effective resource management
- Improved RAD service (based on Hub model)
- More efficient & effective use of operational resources
- Improved Trust & Confidence

(See Appendix A, 5Ci Programme Benefits Map)

Financial Implications

37. The majority of 5Ci programme costs for the Non-Emergency Project are being met from within existing departmental budgets for ICT, Force Contact and Estates.

38. The information provided below is a financial breakdown of the major costs of the Non Emergency Project for 2013/14. It is not the total cost of the 5Ci Non Emergency Project.

Budget and estimated Costs

5Ci Non Emergency	2013/14 One Off Costs Capital £	2013/14 One Off Costs Revenue £
Estates Refurbishment		1,400,000
Project Management resources		195,000
ICT Capital Equipment	100,000	-
Total	100,000	1,595,000

39. The Estates cost of restructuring Force Contact to two Non-Emergency centres, is estimated at £1.4 million. These Estates costs and Information and Communication Technology (ICT) costs such as, relocating existing equipment and cabling are being met from within departments existing budget allocations.

40. The Organisational Change Programme Board allocated project resources to the 5Ci Programme totalling £195,000 for 2013/14. The cost of these and other officers and staff engaged in delivering the 5Ci programme are being met from within existing pay budgets.

41. 5Ci Non-Emergency ICT capital equipment purchases are estimated to cost £100,000. The budget for this expenditure was included in the 2013/14 capital programme.

Savings

42. The 5Ci Programme savings requirement is £5m. It is estimated that Non-Emergency will deliver savings of £4m in 2014/15. These savings were included in the 2013/14 medium term financial plan.

Legal Implications

43. The legal implications of the programme are being managed through dedicated legal advice sourced through Human Resources department.

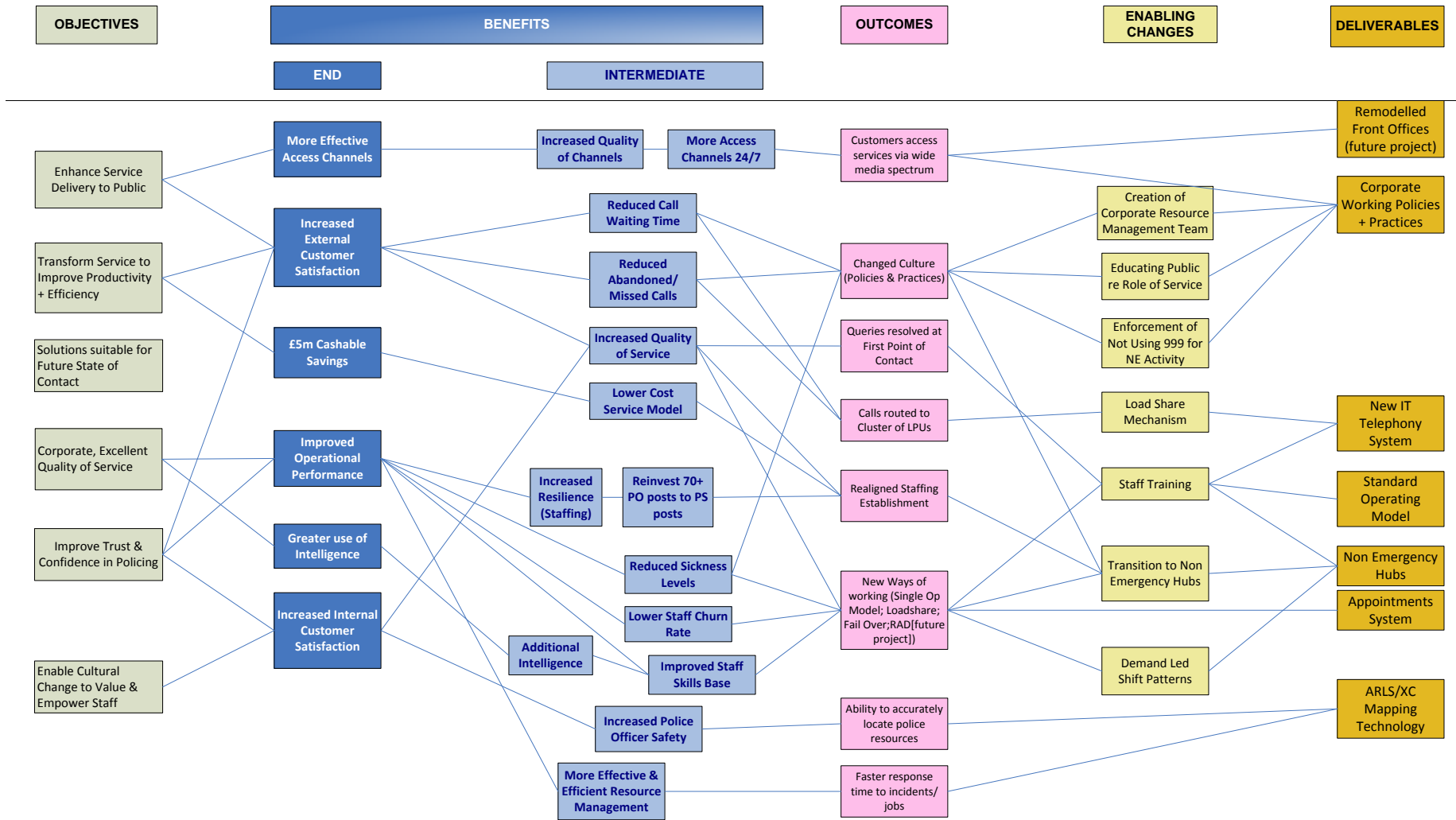
Recommendations

44. The Board is asked to note the content of this report

Ch Supt James Andronov
Commander, Force Contact

5CI PROGRAMME BENEFITS MAP

9th Sept 2013 Revision



Appendix A

Appendix B

Force Contact Performance Report

September 2013

Key Measures

Behaviours	Measure	Detail	Milestone	YTD	August 2013 (MTD)%
Keeping Our Promises	Emergency Response (Immediate)	Volume and % of incidents attended within 15 minutes.	90%	88.9%	88.5%
	Priority Response (Early)	Volume and % of incidents attended within 60 minutes.	90%	86.1%	84.8
Involving Our Staff	Attendance Levels Police Officers	Police officers attendance monthly indicator.	97%	91.8%	90.8%
	Attendance Levels Police Staff	Police staff attendance monthly indicator.	97%	95.0%	95.2%
Being Productive and Efficient	999 Calls answered in 10 seconds	Average volume (per month) and Percentage of 999 calls answered in 10 seconds.	90%	90.99%	88.86%
	Delayed 999 calls	Average volume (per month) and % of delayed 999 calls. Useful in understanding the volume of delays being answered on 999	Less than 2%	1.05%	1.31%
	Abandoned non-emergency calls (FCC)	Volume and % of abandoned non-emergency calls.	Less than 5%	2.75%	2.76%
	Non-emergency contact service level - LPU	Volume and % of non-emergency calls answered within 30 seconds	90%	88.53%	83.24%
	Calls returned to FCC Lloyd House	Volume and % of calls returned to FCC Lloyd House	2%	1.01%	1.82%
	FCC Non Emergency Calls Offered / Answered in 30 seconds	Force Contact Centre Lloyd House - Calls Offered Calls Answered Abandoned SLA %	90%	603709 529344 16606 87.68%	121049 102237 3339 84.46%
	Service Desk Calls Offered / Answered in 30 seconds	Service Desks - Calls Offered Calls Answered Abandoned SLA %	90%	215697 202058 4844 93.68%	41768 39739 719 95.14%
	CST Calls Offered / Answered overall	94% of all calls offered as set by the CI Review - Calls Offered Calls Answered Abandoned SLA %	94%	97704 91827 5877 92.40%	20133 18459 1674 91.69%

Version Control	Date	Author
Sep 13 v.1.0	3 rd Sept	Service Improvement