

## PFCC Decision Report

Please ensure all sections below are completed

<b>Report reference number:</b> PFCC/100/2018
<b>Classification</b> (e.g. Not protectively marked/restricted):
<b>Title of report:</b> Contact Management Change Project
<b>Area of County/Stakeholders affected:</b> Contact Management
<b>Report by :</b> Ch Insp Ed Wells <b>Date of report:</b> 22 <sup>nd</sup> June 2018 <b>Enquiries to:</b> Ch Insp Ed Wells

### 1. Purpose of report

The purpose of this report is to request funding to support the transition from the existing Contact Management operating model to the target operating model. The required funds relate to a temporary implementation team, and early appointment of some new permanent roles which are key enablers for the implementation of the proposed changes, as well as for the target operating model once established.

### 2. Recommendations

It is recommended to agree to move towards the target operating model for Contact Management and support the request of £188k in 2018/19 to be allocated to the provision of project team and early adoption of roles which are key enablers for the proposed change.

### **3. Benefits of Proposal**

The strategic case has been previously outlined for a completely fresh public contact command which seeks to combine the opportunity of a redesigned police contact and response provision with digital policing and channel shift whilst maximising any opportunities for collaborative working. Supported by intelligent real-time workflow, this will revolutionise how Essex Police manages external contact and demand and delivers seamless business processes fully integrating officers' mobile devices. Key to this is maximising productivity and realising the benefits of the digital age and connected communities we live in, being careful not to be exclusionary to any community groups.

### **4. Background and proposal**

The commissioned work was undertaken jointly by KPMG and i-three analytics, and was set against a number of design principles around what a future operating model of Contact Management should accomplish. The high level target operating model design will act as a guide to how the Command will operate in order to provide its services in the future.

- We will make it easier for the public to contact us
- Focussed on improving public confidence
- Maximise the use of existing technology
- Building the foundations for collaboration
- Force wide thinking
- Developing and supporting our workforce
- Embrace the command and control structure
- Agile ways of working
- We will be pro-active in all we do
- A culture of trust and accountability

The proposed target operating model is described in detail throughout the Performance and Resources Scrutiny paper and appendices, and identifies opportunities to improve the service delivery within the Contact Management Command:

- Create a Resolution Centre, by utilising the experience of Local Demand Risk Management (LDRM) resources and the capacity created in Crime Bureau, to manage Grade 4<sup>1</sup> demand and low level investigations.
- Create an Operations Support Team to focus on driving performance improvement and increasing productivity.
- Implement a set of Performance Dashboards, which will include both measures of efficiency and effectiveness, in order to provide better MI to Supervisors, allowing them to drive improved productivity levels across the teams.
- Reduce dispatch channels and redeploy resources in to either a Resolution Centre or Operations Support Team.

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<sup>1</sup> Grade 4 incidents are those assessed as requiring police attendance within 24 hours; i.e. non-urgent attendance. Many of these can in fact be resolved without attendance but do require police action.

- Move away from Omni-competency in order to free up funds to be re-invested in the implementation of an Operations Support Team and Resolution Centre.
- Improve the operating efficiency of Switchboard by making changes to current Interactive Voice Response routing.
- Carry out a review of flexible working arrangements to better align shift patterns with the demand profile, improving service levels across all functions.
- Increase the digital offer by pushing business crime to online crime reporting, providing training to drive its use

To realise these opportunities a restructure of the Force Control Room, Crime Bureau and the LDRMs is required – broadly speaking this will result in three key functions, highlighted in Figure 1, which will deal with the bulk of demand and drive performance, and changes to some existing functions and processes to further enhance performance.

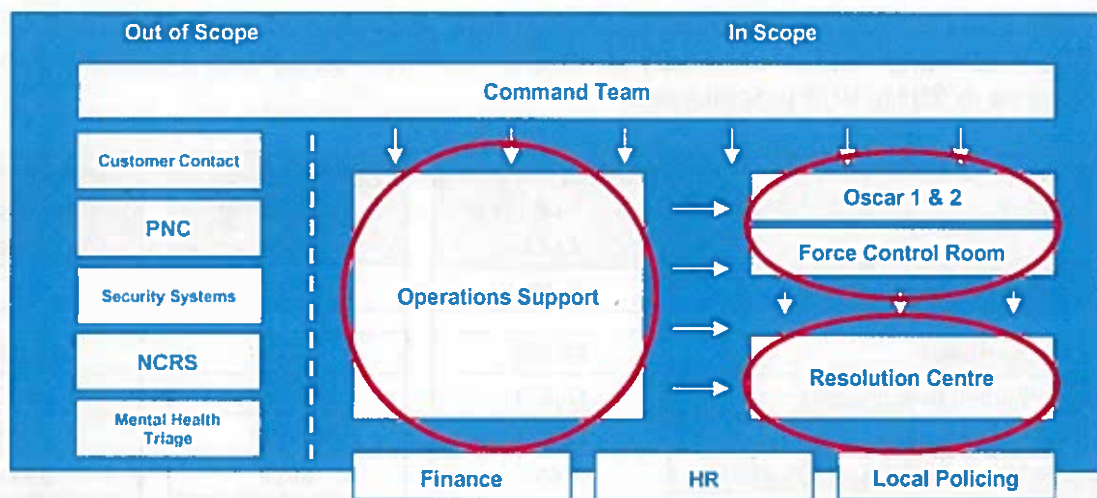


Figure 1

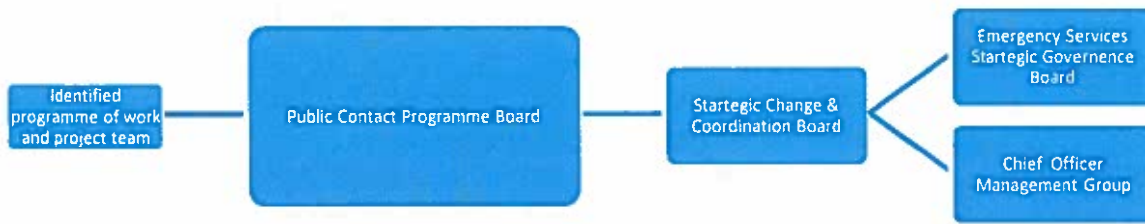
## 5. Police and Crime Plan

### More local, visible and accessible policing

The proposed changes to the Contact Management Command will make the force more efficient at dealing with telephone, on-line and investigation demand; this will allow local officers to spend more time in public facing roles. The proposals to improve digital contact will also increase visibility and accessibility on-line.

## 6. Police Operational Implications

There are a number of relevant force risks. If this proposal is agreed, a number of these risks will be reduced, although the process of implementation will create some additional temporary risks. An implementation team would manage the response to these risks, through the following governance structure.



## 7. Financial Implications

The transition phase is expected to incur £188k of funding requirements in 2018/19 financial year for the appointment of temporary implementation team and the appointment of new posts prior to the attrition of existing roles from the command being achieved.

£188k revenue funding requirement for project implementation phase is represented in table below and will be funded by virement from the Operational Transformational Reserve in 2018/19 financial year.

Function	Current 2018/19 Annual Budget £'000	Revised 2018/19 Estimated Cost £'000	Variance 2018/19 Revised vs Current £'000
Roles Unchanged	£5,554	£5,554	£0
FCR Role changes	£7,330	£7,160	-£170
Crime Bureau Role changes	£5,674	£5,199	-£475
LDRM Role changes	£2,391	£2,192	-£199
Resolution Centre Role changes	£0	£632	£632
Operations Support Role changes	£0	£266	£266
Project Team roles	£0	£134	£134
<b>TOTAL</b>	<b>£20,950</b>	<b>£21,138</b>	<b>£188</b>

The figures are indicative as the new posts have not been formally evaluated, albeit they are based on market rates and comparison to other roles of a similar responsibility and complexity in Essex and Kent Police, therefore there is a reasonable level of confidence in the figures provided.

## 8. Legal Implications

There are no specific legal issues in respect of this request for funding.

## 9. Staffing and other resource implications

If the request for funding was not agreed, then there would be staffing and resource implications for the Contact Management department of Essex Police. There is a potential for the impact of key staff focusing on the project to undermine ongoing business as usual work; also potential for distraction of staff more broadly through the various phases of change.

There are a number of other change projects underway, some directly impacting Contact Management, such as Oscar 1 and 2 implementation, and other possible changes which might indirectly impact the command, such as the shift pattern review.

It is important to note that the Contact Management command team have engaged with staff associations, and if agreed, the implementation team will develop this consultation with staff associations and staff directly throughout the anticipated timeline.

**10. Equality and Diversity implications**

Although no specific impact has yet been identified; this will be closely monitored throughout the implementation plans with specific consideration to any impact on equality as we review shifts and/or flexible working patterns.

**11. Background papers**

Paper and appendices to PFCC Performance and Resources Scrutiny panel on 28<sup>th</sup> June 2018.

**Report Approval**

The report will be signed off by the OPFCC Chief Executive and Treasurer, prior to review and sign off by the PFCC / DPFCC .

Chief Executive/M.O

Sign:

Print: David Lawson

Date: 3 July 2018

Chief Financial Officer/Treasurer

Sign:

Print: Abbey Gough

Date:

11/7/18

**Publication**

Is the report for publication?

YES

NO

If 'NO', please give reasons for non-publication (state 'None' if applicable)

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If the report is not for publication, the Chief Executive will decide if and how the public can be informed of the decision.

**Redaction**

If the report is for publication, is redaction required:

1. Of Decision Sheet

YES

2. Of Appendix

YES

NO

NO

If 'YES', please provide details of required redaction:

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.....

Date redaction carried out: .....

**Treasurer / Chief Executive Sign Off – for Redactions only**

If redaction is required, Treasurer or Chief Executive are to sign off that redaction has been completed.

Sign: .....

Print: .....

**Chief Executive/Treasurer**

Date signed: .....

**Decision and Final Sign Off**

I agree the recommendations to this report;

Sign:  .....

Print: R.C. HIRST .....

**PFCC/Deputy PFCC**

Date signed: 16/7/18 .....

I do not agree the recommendations to this report because;

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