



**Lancashire  
Constabulary**  
police and communities together

<b>REPORT TO : SCRUTINY MEETING</b>
<b>REPORT BY: CHIEF SUPERINTENDENT PETER LAWSON</b>
<b>TITLE: UPDATE ON CONTACT MANAGEMENT</b>

**Summary**

This report sets out the update on Contact Management Department of the Constabulary for the reporting period January to March 2018.

**Decision Required**

The Commissioner is requested to review the report and make comments as appropriate.

1. Background

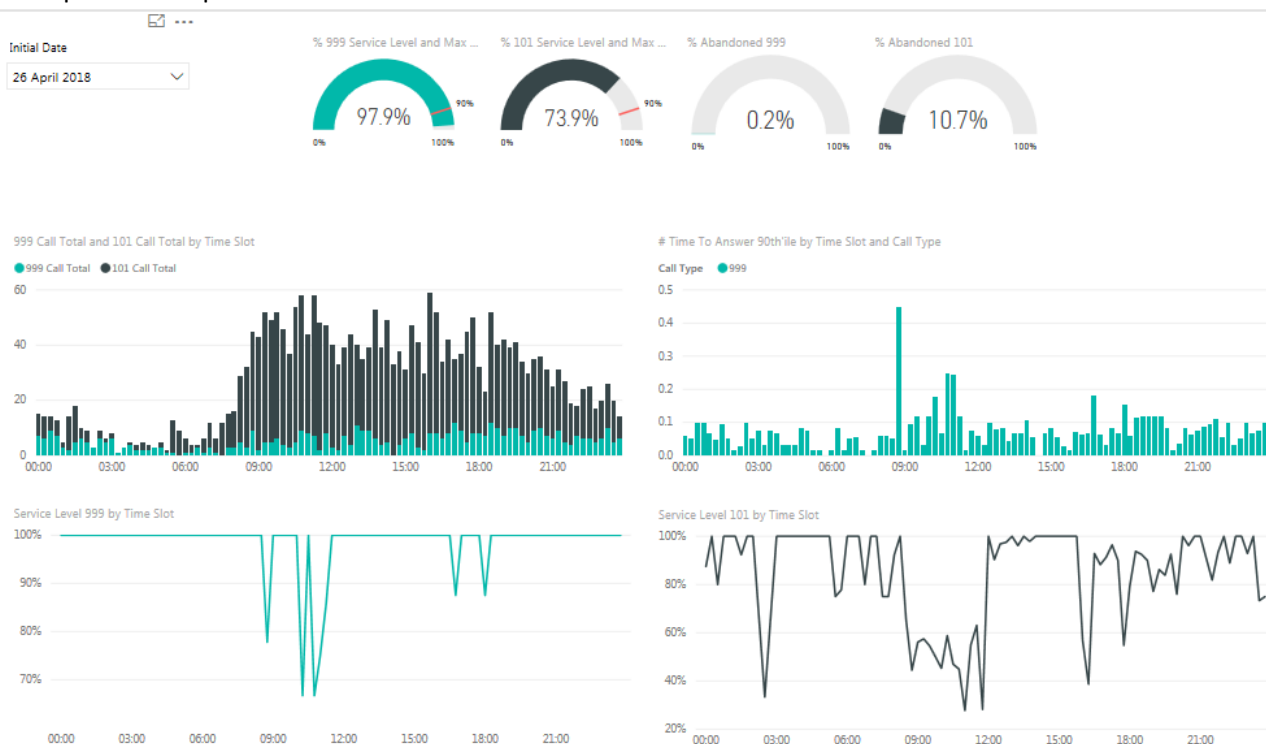
1.1. Since the last scrutiny report, work continues to provide a business case to replicate the South Pod trial across all three BCU's in a way that maximises the benefits and opportunities identified by the recent systems thinking review of Contact Management. This business case will be ready for consideration by COT early June 2018, a briefing will also be provided for the PCC.

1.2. In order to sufficiently meet demand a staffing uplift has been agreed for Contact Management, the requirement is to uplift from 295 FTE to 345 FTE. The rate of recruitment has doubled and with new staff joining the Force Control Room, although the new staff did not join for this reporting period since starting in Apr 2018 they are having a positive effect on call-handling performance. Significant work continues with recruitment and training plans to increase PCRO numbers, the detail of which is outlined further in this report.

1.3. The business case for POD working will be present to COT early June with a briefing also being provided for the PCC. As outlined in previous Scrutiny reports the benefits of this will be realized through PCRO's gaining more local knowledge, increased knowledge of resolution options at first contact and more efficiencies with a reduction of changes roles.

1.4. Contact Management is developing measures using Power BI, which is a Microsoft product that the force is now working with. The dashboards we create with it will help us better understand and present our performance and the different measures which govern that performance. It will also allow us to intelligently combine different data sources. These should result in dashboards and products, which will produce efficiency improvements and are part of the plan to allow us to deliver a better service to the public.

A couple of examples of the dashboards:



**1.5.** The Public Engagement phase 1 software went live in Mar '18 this will enable members of the public, agencies and organisations to dynamically report incidents on line to the Force Control Room. Phase 2 of PE will enable victims and witness to these reports to engage with officers and the FCR direct, reducing existing demands on maintaining contact via telephone, email or physical visits to individuals.

**2. Call Performance - Emergency Calls Summary**

**2.1.** Emergency calls are the primary focus of staff within the FCR. Whilst we recognise that there is a correlation between 101 call performance and the demand on the 999 service we remain focussed on answering 999 emergency calls above any other type of demand. What is significant in both types of demand is the increase in average call length and average wrap up time. This constitutes the handle time, which is how long the call taker needs to assess and action calls taken. This increase alongside an increase in demand has a significant impact of staffing required (bearing in mind we have the same issue with 101 calls).

**2.2.** In summary, for the period January - March 2018 when compared to the same period in 2017, for 999 Demand:

- An increase of 3868 emergency calls, which equates to a 7.6% rise
- Staff allocated to 999 call taking has also risen by 267 hours, which equates to a 4.6% rise

999 : 2018								
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate	Overall Handle Time	Average Call Length	Average Wrap Time
<b>JAN</b>	17607	14695	83.46%	6.0	0.7%	11:26	04:21	07:05
<b>FEB</b>	17280	13213	76.46%	7.9	1.8%	11:15	04:15	07:00
<b>MAR</b>	20019	14048	70.17%	10.0	1.4%	11:14	04:12	07:02

999 : 2017								
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate	Overall Handle Time	Average Call Length	Average Wrap Time
<b>JAN</b>	16396	13770	83.98%	5.5	0.8%	09:36	03:44	05:52
<b>FEB</b>	15872	12397	78.11%	6.6	0.6%	09:07	03:36	05:31
<b>MAR</b>	18770	13573	72.31%	8.2	0.5%	09:09	03:44	05:25

**3. Call Performance - Non Emergency Calls**

**3.1.** Non-emergency calls remain a challenge for the room and again, some of this can be attributed to the nature of demand coming into the FCR, research by the demand analysis team supports the anecdotal view that the complexity of the issues within calls combined with the safeguarding / vulnerability work done by FCR staff has pushed up the average call handling time from that seen in previous years. This is demonstrated in respect of an increase in the quality and level of detail, which is documented on incident logs. For example, there is an increase from 70 lines per log to around 95 lines per log for Concern for Safety incidents over the same period. There has also been

an increase in the type and volume of complex incidents. For example, there was an increase of at least 50% in incidents related to Mental Health over the same period.

3.2. In summary for the period January - March 2018 when compared to the same period in 2017, for 101 Demand:

- An increase of 6931 calls being offered, which equates to a 4.5% rise
- Staff allocated to 101 call taking has also risen by 5636 hours, which equates to a 17.3% rise (however many of these are new or inexperienced staff)

Non-Emergency : 2018								
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate	Overall Handle Time	Average Call Length	Average Wrap Time
JAN	61528	35099	57.05%	80.6	24.3%	11:01	04:39	06:22
FEB	59154	26833	45.36%	126.4	31.8%	10:49	04:35	06:14
MAR	68752	25486	37.07%	196.3	40.9%	11:06	04:42	06:24

Non-Emergency : 2017								
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate	Overall Handle Time	Average Call Length	Average Wrap Time
JAN	58949	39517	67.04%	47.2	12.0%	09:47	04:19	05:28
FEB	57649	29588	51.32%	84.1	21.4%	09:42	04:19	05:23
MAR	69744	30296	43.44%	119.2	27.6%	09:43	04:24	05:19

#### 4. Summary of Overall Call Performance

4.1. Call Volumes and Handle times have increased, both of which will increase the Control Room workloads significantly. Staffing levels have also risen, but the full benefits of this increase will not be felt in this period. Staffing was not at a sufficient level yet to assess and action calls as efficiently as more experienced staff. Also as the rate of recruitment increases, a greater proportion of the call handling staff are new or inexperienced. These staff are naturally slower and require increased levels of mentoring and supervisory support in comparison to experienced staff.

4.2. Although this report is for Jan – March 2018 it is worthy of note that the new staff from February intake are influencing Call-Handling performance. Presented below is a brief snap shot of some of the key performance indicators for the Force Control Room. For simplicity, call volumes, hourly distributions and other influencing factors have not been displayed here. However, this should demonstrate the effects of the most recent uplift of new staff in the room. They started their first shifts in the centre on the 9<sup>th</sup> April. They then left the Hub and moved onto the teams on the 14<sup>th</sup> May.

	Performance		Average Speed to Answer (mm:ss)		Longest Wait (mm:ss)		Abandonment Rate	
	999	101	999	101	999	101	999	101
19/3/18	62.17%	25.39%	00:13	05:43	01:54	36:28	0.75%	55.97%
20/3/18	69.30%	25.37%	00:11	04:12	01:55	32:11	1.09%	48.04%

21/3/18	69.12%	33.19%	00:09	03:47	02:13	29:27	0.92%	40.82%
22/3/18	75.57%	40.36%	00:08	02:15	01:24	23:25	0.52%	31.14%
23/3/18	71.72%	29.32%	00:09	04:56	01:10	36:16	0.46%	49.75%
24/3/18	67.78%	38.29%	00:11	02:44	02:44	40:31	0.90%	35.57%
25/3/18	73.56%	65.31%	00:10	01:04	01:41	46:18	0.67%	18.01%
26/3/18	61.80%	22.34%	00:11	05:12	02:45	39:45	0.93%	52.06%
27/3/18	57.37%	26.10%	00:15	04:52	01:59	26:03	3.08%	48.33%
28/3/18	48.56%	22.25%	00:19	09:12	02:51	56:19	3.46%	64.75%
29/3/18	55.92%	19.17%	00:16	09:06	02:00	58:26	3.24%	65.84%
30/3/18	81.68%	79.03%	00:08	00:33	03:02	35:25	0.76%	13.31%
31/3/18	82.15%	56.16%	00:07	01:29	02:04	14:47	0.34%	22.46%
1/4/18	71.86%	56.48%	00:09	01:25	01:36	14:08	0.61%	26.65%
2/4/18	80.13%	70.06%	00:07	00:45	01:49	11:27	1.60%	13.89%
3/4/18	61.17%	22.80%	00:12	06:48	01:43	42:35	1.27%	58.06%
4/4/18	59.96%	21.10%	00:12	08:00	01:46	34:31	0.91%	61.64%
5/4/18	56.17%	24.81%	00:16	05:00	01:53	24:59	2.47%	51.50%
6/4/18	70.13%	52.76%	00:09	01:42	02:04	25:01	0.47%	25.62%
7/4/18	59.89%	42.70%	00:13	02:45	01:49	24:49	2.42%	36.60%
8/4/18	50.51%	25.26%	00:17	05:28	02:05	32:51	2.82%	51.97%
9/4/18	67.54%	38.01%	00:12	03:20	01:54	33:04	1.85%	39.98%
10/4/18	68.04%	32.96%	00:12	03:30	01:53	20:02	0.89%	41.53%
11/4/18	80.21%	49.94%	00:07	01:37	01:37	16:15	0.88%	23.15%
12/4/18	87.48%	51.35%	00:04	01:37	00:33	15:07	0.00%	20.88%
13/4/18	76.72%	38.16%	00:07	02:49	01:34	16:24	0.57%	34.39%
14/4/18	74.42%	56.56%	00:07	01:14	01:03	09:55	0.61%	18.21%
15/4/18	82.64%	67.47%	00:06	00:55	01:11	10:41	0.14%	14.84%
16/4/18	80.50%	54.69%	00:07	01:29	01:31	16:23	0.54%	24.02%
17/4/18	83.76%	41.59%	00:06	02:26	01:32	24:25	0.59%	33.97%
18/4/18	79.97%	45.94%	00:07	01:49	01:15	13:27	1.34%	25.68%
19/4/18	71.12%	43.32%	00:10	02:06	02:00	17:32	0.44%	30.08%
20/4/18	74.10%	50.13%	00:09	01:29	01:38	10:40	0.72%	24.85%
21/4/18	71.76%	61.03%	00:10	01:14	01:57	16:48	0.51%	19.56%
22/4/18	73.06%	54.69%	00:09	01:26	02:01	11:56	0.56%	22.74%
23/4/18	88.48%	41.76%	00:05	02:08	00:40	16:03	0.19%	29.50%
24/4/18	84.84%	57.15%	00:06	01:24	01:08	14:50	0.37%	20.78%
25/4/18	92.64%	63.97%	00:04	01:00	01:17	08:24	1.75%	17.14%
26/4/18	97.86%	73.88%	00:03	00:39	00:38	07:01	0.39%	11.07%
27/4/18	87.63%	44.67%	00:05	02:01	01:13	14:54	0.17%	27.49%
28/4/18	87.59%	53.18%	00:05	01:37	00:49	22:00	0.25%	26.77%
29/4/18	85.83%	66.31%	00:05	00:54	00:59	08:47	0.13%	17.76%
30/4/18	88.03%	52.62%	00:05	01:28	01:08	12:06	0.37%	22.21%
1/5/18	93.05%	66.84%	00:04	00:50	01:30	12:33	0.38%	13.01%
2/5/18	86.36%	58.40%	00:05	01:07	00:56	12:28	0.52%	19.51%
3/5/18	85.24%	61.26%	00:05	01:13	00:58	14:23	0.31%	18.79%
4/5/18	82.14%	53.86%	00:06	01:28	01:13	15:45	0.00%	24.57%
5/5/18	91.72%	69.88%	00:04	00:49	00:42	20:44	0.34%	14.68%
6/5/18	79.26%	58.13%	00:07	01:29	01:48	40:18	0.55%	25.29%
7/5/18	89.64%	69.52%	00:04	00:44	01:17	10:28	0.81%	15.26%
8/5/18	85.37%	34.63%	00:05	03:34	01:17	35:37	0.87%	44.87%
9/5/18	79.28%	36.01%	00:07	02:54	01:49	24:09	0.54%	36.88%
10/5/18	84.34%	31.62%	00:05	03:05	01:14	18:17	0.34%	38.97%
11/5/18	91.84%	55.89%	00:03	01:11	00:40	14:05	1.88%	19.62%
12/5/18	83.50%	50.83%	00:05	01:37	00:58	14:50	0.89%	27.55%
13/5/18	78.01%	57.23%	00:06	01:23	02:00	21:57	3.40%	20.87%
14/5/18	88.63%	47.45%	00:04	01:29	01:51	19:06	0.33%	23.05%
15/5/18	86.82%	57.63%	00:05	01:12	01:11	15:39	0.91%	21.05%

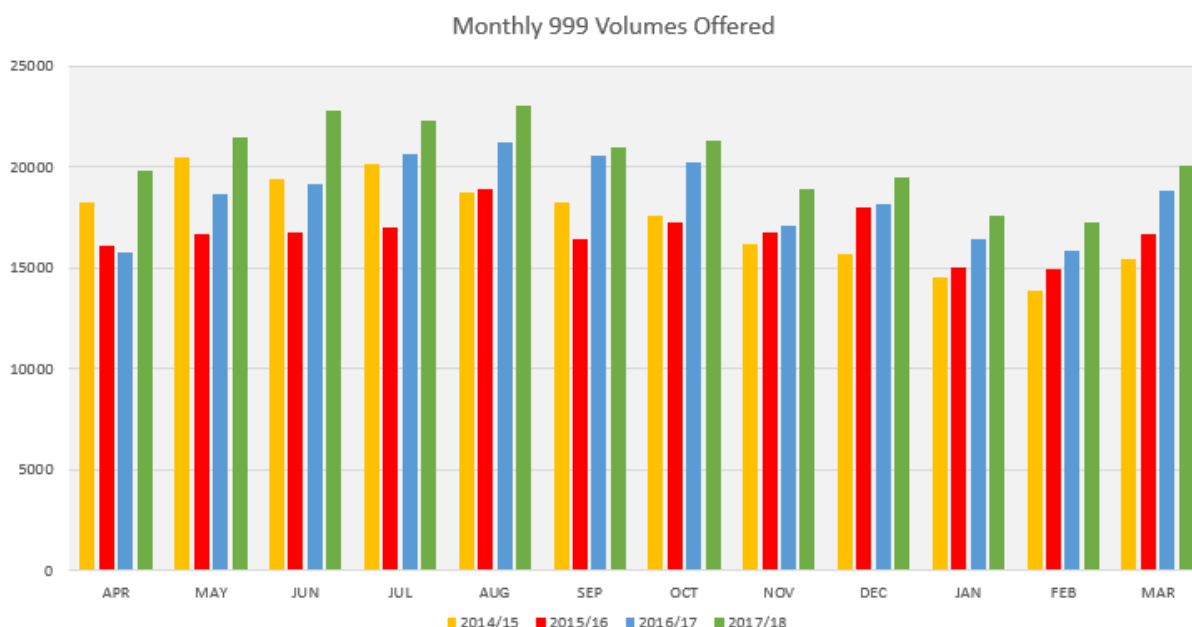
## 5. National Context

5.1. During 2017/2018, Police forces throughout England and Wales have reported significant, and in some cases unprecedented demand on their Control Rooms. Many forces are reporting an increase in 999 calls and this has been the case in Lancashire. Where for example on a number of days in February and March (usually lower demand times) the force received well over 700 emergency calls per day – levels exceeding even that experienced at Peak demand times.

**5.2.** BT have reported during the period from the 1<sup>st</sup> January to circa 20<sup>th</sup> March 2018 999 demand has increased by 5% when compared to the same period in 2017, BT predicts this demand increase will continue.

**5.3.** At a national level the number of long delays (999 calls), i.e. over 120 seconds – continues to increase – so for example the number of delays across the country had reached the total for January 2018 by mid-month. In respect of Lancashire with the staffing uplift we have seen a reduction recently in long delays for 999 calls from 100+ in both Feb and Mar to 40 in Apr and 26 currently far in May. Nationally the average daily number of 999 calls for all Emergency Services was 80,000 calls, however this has increased to 90,000 calls and for the Police this equates to 47% of this demand, 49% to the Ambulance with the rest split between the Fire and Coastguard. BT has seen days where the number has exceeded 100,000 over a 24 hr period, and this appears to becoming more common.

**5.4.** Lancashire has seen an increase in 999 demand, which mirrors this increase nationally.

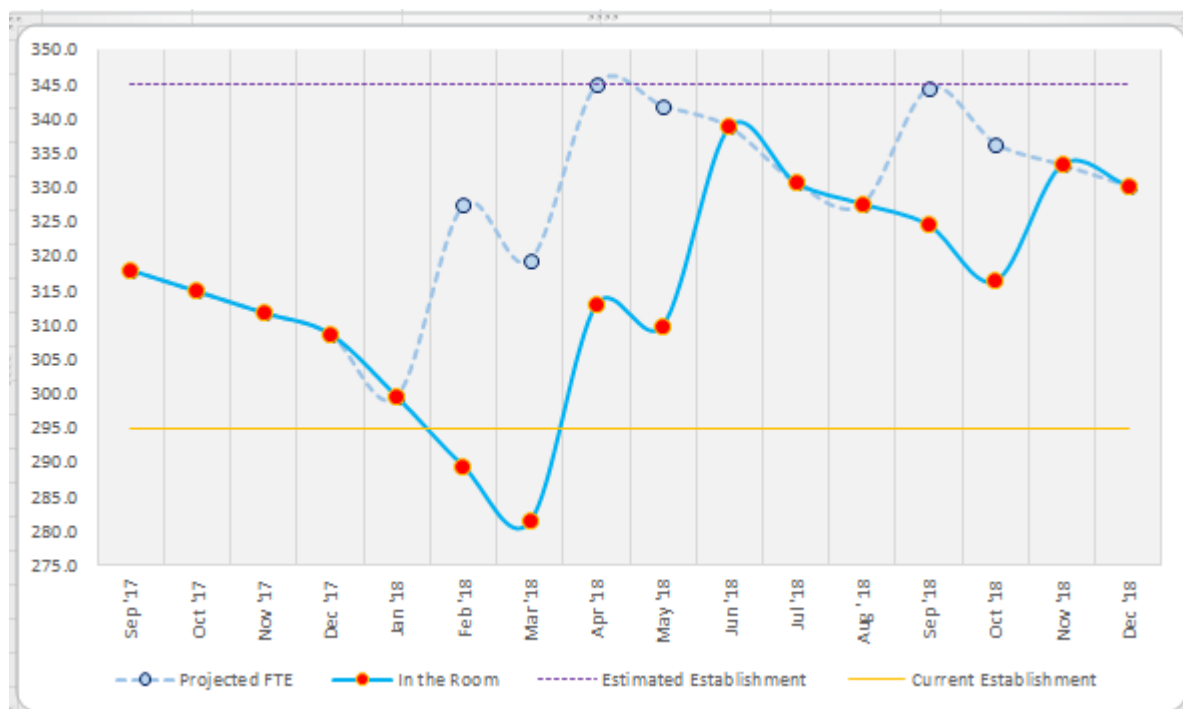


**5.5.** BT has raised the concerns at the 999 National Liaison Meeting, as such a separate Strategic group with the three key ministers from Home Secretary, Policing and Culture & Media Ministers representatives at these meetings. Forces are reporting they are recruiting extra staff and diverting staff from other areas of business.

**5.6.** Due to the pressures of answering 999 many Police Forces nationally are struggling to answer 101 calls, 999 lines have to be prioritised which does impact on their ability to answer 101's. Issues around 101 have appeared in various regions media, North Yorkshire and Norfolk being the latest – the response from the North Yorkshire Police is to fund a further 15 call handlers. Whilst Norfolk state that the 101 waiting time of average 2 mins 45 secs is a result of staff taking more time to complete THRIVE (risk and threat) assessments and resolve more at first contact. All Forces are suffering the same issues in terms of recruiting i.e. the challenges of the role and shift working, and even when fully trained these staff need time to develop and settle into the role.

## 6. Recruitment

- 6.1.** Recruitment campaigns are continuing for the department, with a requirement to uplift from 295 FTE to 345 FTE to meet current demand.
- 6.2.** There is currently an intake of 36 being trained and will join the control room in July, with another intake planned Sept/October. As the vacancies are permanent contracts, we are seeing a wide range of skills and experience including mental health and social services backgrounds. The current recruitment campaign has received 292 applications; this is very impressive as other forces are reporting a decrease in applicants for Police Control Room Operators.
- 6.3.** Below chart is the step-down showing leavers and recruitment, this will carry into next year's recruitment plan.



- 6.4.** There has been some work done in the department to assess why staff leave the department and look at retention. The turnover rate for Contact Management is 14.5%, which is significantly lower than some regional forces that report theirs at 20-25%.
- 6.5.** Current risks to our FTE staffing levels are the Police Officer recruitment process, the PCSO recruitment process and the Connect Linking Team process scheduled for autumn 2018. It is important to note that even with the substantial intakes this year we will need to closely monitor the FTE staffing level and have a provisional plan for a September intake if required. We do retain the 2-year tenure for our current staff joining Lancashire Police, whilst there has been concern that we have lost staff to Regional Police recruitment the numbers are actually minimal (two have left in the last 2yrs to join GMP).
- 6.6.** Current recruitment levels will greatly assist the call-handling capabilities of the FCR but will need careful management to prevent the skills gap risk with the number of new and inexperienced members of staff in the room. We have changed some of the key processes, for example for the

first time in department we now have an established team of tutor’s who are trained, briefed and ready to deal with the intakes when they arrive. We have changed the rota that they will work so that it aligns to the tutor team - this also gets them used to their own teams and supervisors prior to leaving the tutoring hubs. Workbooks have been updated with clear progress plans to allow them to consolidate their training and move onto new areas as soon as possible and we are in negotiation with staff associations and HR to lengthen the probationary assessment period to ensure new staff are meeting the demands of the role before completing probation.

**6.7.** In terms of recruitment from the county, and particularly in respect of the Pod working on the horizon we can report that the recruitment per BCU area is as follows:

**6.8. This**

BCU Area	South	East	West	Misc
Recruits in last 12 months	36	29	24	13

Misc refers to recruits from outside the county area.

**6.9.** This is an encouraging sign as there was a fear that we would recruit from the Preston area only but clearly we are still attracting recruits from all parts of the county (and in some circumstances beyond).

**7. Other Impacts**

**7.1.** Over the next 12 months, we are conscious that there are also some additional systems changes, which we will monitor closely as they all, have the potential to affect our staffing and performance – they are:

- SMARTSTORM – a replacement of our current Command and Control system – it is anticipated that this will be a low-impact introduction as this is an upgraded version of our current system – this is due for testing in March with very little training requirement – **very little impact on staff and performance**
- Connect Phase 2 – the replacement of the SLEUTH system – this will potentially have an impact on our call handling/data handling time within the FCR – this requires 2 days training which is programmed into the current plan and scheduled to go live in November – we will be watching this closely as it develops – **this has potential to impact on both staff and performance**
- Workforce Management – the replacement of the Planet WFM system – the version we are taking looks and feels very similar to our current product and we do not anticipate any major impact on staff with its introduction. **Some impact on staff and performance**
- Capita Upgrades on ICCS for ESN – there will be patching work over the next 12 months to bring us up to spec for ESN readiness. This will also stabilise the telephone interface and should give us a more resilient system within the FCR. There will be some service interruptions for the patching but staff will not notice any significant difference with the system being used (supervisors will require training as they will see a substantial difference) – **very little impact on staff and performance**

*Please note that all the above is separate to the Pod implementation.*



7.2. There are further details on the Consolidated Action Plan below in relation to the systems being introduced but it is important to emphasise the impact on staff and performance with every change of system that we bring in.

**8. Implications**

<b>Financial:</b>	No financial consideration at this time. Any future financial considerations will be set out in the Business Plan to be presented in early June 2018.
<b>Legal:</b>	No legal consideration at this time
<b>Equality Impact Assessment:</b>	N/A at this time
<b>Risks and Impact:</b>	See paper for explanation of risks and issues (a project risk register is maintained and reviewed by the governance board)
<b>Link to Police and Crime Plan:</b>	Implementation of an effective programme for the handling of 999 and 101 calls is central to delivery of the Police and Crime Plan.

**9. List of attachments / appendices**

9.1.

CONSOLIDATED ACTION PLAN

New and On-going Actions

		Completion Date	Progress	Comments
2016/7	To upgrade systems to be ready for the national Airwave replacement, ESN (Emergency Service Network).	2018	On-going	<p>The department have begun to host demonstrations from suppliers of integrated control room systems to understand what products are available on the market and as a pre-cursor to establishing a formal landscape review of the systems and with a view to longer-term upgrade or replacement with a highly stable and function rich integrated solution.</p> <p>Update Sept 17: a Statement of Requirements has been sent to Capita with a view to upgrading the Capita ICCS to be ESN ready in line with timeframes required by the national ESN programme. Progress is on track but with little room for slippage.</p> <p>Update Oct17: Statement of requirements is now with Capita following functional and technical workshops to refine requirements and ensure they support Pod method of operating. Capita will shortly be issuing the costed proposal, which will also address the long-standing weaknesses in our current ICCS/Telephony configuration.</p> <p>Update Mar18: Work still on-going and ESN readiness and further due diligence required therefore ICCS Upgrade planned for early 2019</p>

2016/9b Introduce new planning system – replacement for the current product, ‘Planet’ 2018

**On-going** The introduction of this system will enable duties planning for staff in the control room to be more accurately matched to predicted demand, and to accommodate future planning requirements related to multi-channel access to the FCR such as Web-Chat and Online reporting.

Sept 17: The dept. is procuring the latest Verint workforce scheduling system. Timescales have slipped because of delays in finding an appropriate route to market to procure the solution. It is expected to be in place early 2018, but in the interim, a license extension has been secured for the current system.

Mar 18: Statement of requirement completed and awaiting for suppliers to commence workshops

2016/9c Development of a 'public engagement' platform Dec-17

**Complete** The procurement of a ‘Public Engagement’ platform that will allow the Constabulary to provide an improved service to the public of Lancashire who wish to report incidents or crimes on line and allow a more effective service to victims and witnesses. It will allow members of the public to create an account, and after doing so, to view their online reporting history and to seek an update on the progress of their investigation.

September 2017: Implementation of the PE module is progressing in line with timescales set in the programme plan. The phased adoption of the system in November 2017 and April 2018 is progressing to plan.

2017/1 Pod Rollout

End 2018

	<p>November 2017: User acceptance testing has progressed well and training has commenced for Force Mailbox staff (cohort of 39). Excepted go-live for the online reporting via PE is early December 17. (NB. Full functionality not available until full CONNECT Phase 2 rollout of Crime &amp; Intelligence modules).</p> <p>Feb 2018 – PE is scheduled to go live within the FCR - this will be monitored for impact.</p> <p>Mar 18 – Go live and completed.</p>
On-going	<p>An evaluation of the South Pod pilot demonstrated performance enhancements that, if scaled across the whole force, would significantly improve the service offer to the public using 101 and 999. Work is on-going to develop a detailed business case to enable Chief Officer and PCC decision making about the investment that is likely to be required to enable the full rollout.</p> <p>In order to develop the detailed business plan and prepare to commence works if the programme is approved, full project management support is now in place to manage risks, interdependencies, and govern progress.</p> <p>November 2017: Inaugural Programme Board is set for 22nd November, as is a separate initial briefing to the PCP Task and Finish Group. Work is progressing to the agreed timescales and a business case with 90% accuracy will be submitted for the Chief Officer/PCC considerations in early June 2018.</p> <p>Mar 18: Business case ready for presentation to COT early June.</p>

**Completed Actions**

## Appendix D

		Completion Date	Progress	Comments
2016 / 1	Subject to vetting checks, 45 new Police Control Room Operators (PCROs) are scheduled to start in the control room with effect from Monday 23rd January	23-Jan-17	Complete	<p>Training of a PCRO takes 9 weeks. Completion of actions 1 and 3 will move the room from an understrength position that has been experienced throughout 2016 to an over-strength position in a deliberate move to make the room as resilient as possible for raised demand in summer 2017.</p> <p>Complete. 45 recruits started and there have been 2 further intakes of around 25 since.</p>
2016 / 2	An analyst to be recruited to the FCR	23-Jan-17	Complete	<p>This appointment will help to optimise workforce scheduling and plan staff according to predicted demand. The analyst was recruited in 2016 and has been developing the understanding of demand and staffing levels working with the Systems team.</p>
2016 / 3	A further intake of PCROS is planned during the Spring to ensure the FCR remains at or above	30-Apr-17	Complete	<p>As action 1 above</p> <p>Complete – Current Establishment is 305 (11 over strength - includes abstractions for sickness, maternity etc.)</p>
2016 / 4	To undertake a Peer Review of the FCR	01-May-17	Complete	<p>The terms of reference and parameters, will be agreed with the Police and Crime Commissioner before the review commences and the findings will be reported to the Police and Crime Panel in due course. Complete as described in the report by Jane Larkin North Yorkshire Police.</p>
2016/5	Reconfiguring the Initial Investigation Unit (IIU)	01-Apr-17	Pended	<p>Shift pattern being reviewed. This will improve customer experience by dealing with more calls at the first point of contact.</p>

				<p>The South Pod pilot places IIU police officers within the pod next to PCROs. Because the decision has been made to roll out Pod working more widely this action has been superseded.</p>
2016/6	Streamline Question Sets used by PCROs	01-Apr-17	Complete	<p>The following question sets were removed:</p> <ul style="list-style-type: none"> <li>Arson</li> <li>ASB</li> <li>Burglary</li> <li>Criminal Damage</li> <li>Vehicle Damage</li> <li>Personal or Environment</li> <li>Nuisance</li> </ul> <p>MFH and Concern for Safety was retained along with bomb threats and kidnap. The questions sets were removed and replaced with SOPs that staff can pull on if required.</p>
2016/9	Review and Develop ICT provision	2018	Complete	<p>Discussions ongoing with ICT following findings of the Peer Review.</p> <p>Monthly management meeting established between ICT and Contact Management to drive fault resolution, identify planned maintenance and developments and strengthen links between the 2 departments.</p>
2016/9a	Develop the telephony platform	2018	Superseded by the ICCS Upgrade	<p>The FCR also aspires to maximise technology developments related to the telephony platform used by the Constabulary to develop solutions that for example inform callers how long they are waiting, their position in a queue, or to request a call back when they reach the front of the queue.</p>

Sept 17: A reconfiguration of telephony functionality has been included in development of configuration of the upgraded ICCS.

Mar 18: on-going configuration.