

DECISION NOTICE (GMP)

Decision author and proposer: Dawn Royle / Chris Kinsella

Subject:
Force Contact Centre (FCC) Future Structure - Investment

Type of decision: Precept Funding Allocation - Investment Provision				
Deputy decision	Mayor's	X	Chief Officer's decision	

The decision is that:

The Deputy Mayor is asked to consider the proposals set out in the FCC Business Case and approve the necessary investment to enable the FCC to address the challenges it faces in creating a more resilient, high quality, responsive and consistent service.

The Deputy Mayor is asked to approve additional funding as set out below:

1. Approve the release of £8,058,682 recurring revenue for Phases 1 (A) & 1 (B). (It should be noted, however, that the part-year recurring revenue cost forecast for 2022/23 is £4,915,351 due to anticipated timescales to recruit) and thereafter £8,058,682 per annum.
2. Approve the release of £228,000 one off revenue for project resources in 2022/23.
3. Approve the expenditure of £72,613 one off capital for training laptops and FCC door automation in 2022/23 (to be funded from capital grant as part of the 2022/23 capital programme).

The reasons for the decision are:

The FCC Investment Business Case has been proposed to outline the investment needed for the Force Contact Centre to address the challenges it faces in creating a more resilient, high quality, responsive and consistent service. It will supplement the existing change work ongoing in the branch around replacing contact centre telephony, estates improvements, technical upgrades and business process redesign around incident grading, dispatch, crime recording, force operations and the people strategy.

It addresses the recent issues surrounding the sub optimal 999 and 101 performances - where our service has fallen way below what the public should expect of us, and the substantial amount of money spent on overtime with limited impact on performance and which is unsustainable to resource.

It looks at the resilience of the branch to handle the spikes in demand and abstractions presented by the recent pandemic and the need to review the resourcing model to meet and respond to changes in demand, such as the increase in live chat and website contacts. It also considers the high turnover of staff and sickness, plus the capacity challenges experienced in selection, recruitment, training and mentoring within the FCC.

It highlights the anticipated benefits to the public who should see an increased satisfaction with their police force as well as the benefits to the health and wellbeing of staff, operational integrity, compliance and financial/operational efficiencies. It also summarises the key practical delivery considerations including any required enabling work, central support, provisional timescales and risk management, as well as projected costs.

The requested budget includes:

- an increase in call handling establishment by 42 (from 246 to 288) in order to deliver 999 SLA.
- recruitment to 10% over establishment across Switchboard, Call Handling, Command & Control and Crime Recording to minimise the effect on performance of spikes in leavers (current attrition rate is 10%) or delays in on-boarding
- the creation of a senior staff post for customer contact to drive the business forward.
- an investment into People and Development training resources to deliver the uplift and ongoing CPD.
- It also recommends a review of pay in call handling which we anticipate would be raised from grade C/D to E to align with the Radio Dispatch role. Dispatch would move to a single E Grade role, aligned to Call Handling.
- A pay review in the Customer Enquiry Unit (known as switchboard) and proposes they might see an increase of grade from B/C to D.

Job evaluation and consultation will be required before it can be implemented, however planning for this can be progressed immediately.

Alternative options considered and rejected:

In view of the demand for 101 and 999 services into GMP and the HMIC VSA recommendations and the cause for concern, no alternative options were considered.

Financial comments:

Following approval of the Precept increase on 31st January 2022, GMP seek formal approval to progress Phases 1 (A) and 1 (B), both of which are

essential to stabilise the workforce and reduce our attrition rates across the FCC.

The Precept report, presented to Police, Fire and Crime Panel members on the 31st January 2022, highlighted the priority of FCC improvements to be funded directly from the precept increase.

Precept increases are recurring year on year and part of the baseline budget.

Legal comments:

This proposal will not involve a procurement process.

There is a requirement to consult with staff and trade unions, these discussions will be planned following approval of the business case.

Risk Assessment:

Without agreement to the proposal, GMP will not be in a position to improve services to victims of crime at their initial point of contact resulting in high levels of failure demand and dissatisfaction.

Can this decision notice be published in the public domain:

This decision notice can be published in the public domain, following completion of staff and trade union consultation.

Signed on behalf of GMP

Signed: 

Name:...CHRISTOPHER KINSELLA

Date:...25 FEBRUARY 2022

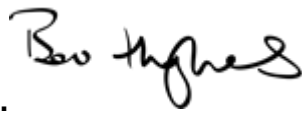
Signed on behalf of GMCA Treasurer

Signed 

Name Steve Wilson

Date 17/03/2022

Agreed by Deputy Mayor

Signed: ... 

Name: ...Baroness Beverley Hughes.....

Date: 29th March 2022.....