

NATIONAL CONTACT MANAGEMENT STRATEGY



The National Police Chiefs Council with the College of Policing has agreed to this revised strategy being circulated to Police Forces in England, Wales Scotland & Northern Ireland.

It is OFFICIAL under the Government Protective Marking Scheme and any referrals for advice and rationale in relation to Freedom of Information Act disclosure should be made to the NPCC Central Referral Unit at npcc.request@foi.pnn.police.uk.

Document information

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These revised guidelines have been produced and approved by the Local Policing Coordination Committee Area. This strategy produced by the NPCC should be used by chief officers to shape police responses to ensure that the general public experience consistent levels of service. The implementation of this strategy will require operational choices to be made at local level in order to achieve the appropriate police response. The Purpose of this strategy is to assist police officers and staff to properly manage any contact with the public seeking assistance. It will be updated and re-published as necessary.

Any queries relating to this document should be directed to either the author detailed above or the NPCC Business Support Office.

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1. Introduction

- 1.1. For most members of the public their first and, for some, their only contact with the police service is when they seek our help. In 1829 Sir Robert Peel’s 5th principles stated:

‘The police seek to preserve public favour, not by catering to public opinion, but by constantly demonstrating absolutely impartial service to the law,[...] by ready offering of individual service and friendship to all members of society without regard to their race or social standing...’

Whilst the nature of services delivered by police services today cannot have been envisaged in 1829, the core principle of individual service upon request remains a cornerstone of policing by consent.

- 1.2 Our vision going forward is:

Contact Management enabling the Police Service to manage all contact in a way that is nationally consistent and that appropriately meets the needs of the individual. Delivering a service that is intelligent, personalized, reassuring and effective at the earliest point of contact.

This vision will apply to **all contact channels** and will deliver contact management services which;

- are designed and deliver appropriate assistance to members of the public;
- prioritise those at greatest risk of harm;
- effectively use of people and technology across an appropriate range of communication channels;
- achieve early resolution of calls for service, deploying frontline policing resources where necessary; and
- in collaboration with others, ensure that we protect the public and increase confidence in policing.

- 1.3 Contact management represents the gateway to policing services, whether that be on a phone, in a police station enquiry office or online; it is the means by which members of the public seek police services. The number of ways to contact the police and the nature of services sought has grown significantly since the last iteration of this strategy and we believe that they will continue to do so over the period of this strategy.

- 1.4 The use of technology within communities has developed at pace, providing significant opportunities for the public to contact the police service. Initially, as new means to contact the police developed it was believed that this may move demand from other, more traditional, contact methods or channels. However, experience over the last six years has demonstrated that, as new means to contact the police emerge this creates new demand for policing services, which has proven valuable when tackling the issue of underreported crime, but has not reduced demand on more traditional channels. It is not merely that increasing numbers of the public contacting police, but the public expectations of policing continue to grow on a scale and at a pace previously unseen. As public finances have become constrained and public services contracted, the police service has become for many the service of last, and too frequently first, resort.

- 1.5 Coupled with this, the public have grown to expect increasing levels of choice across their life; choice of when a service is delivered, how it is delivered, where that service is delivered and who delivers that service. This has placed immeasurable pressure on policing to meet increasing demand for existing services, increasing demand for new services and increasing demand for

existing and new services to be delivered in a range of different formats and across a range of channels.

- 1.6 In the most recent PEEL Efficiency report¹ Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service [HMICFRS] highlighted the rise in demand for police contact. Since 2012 the number of '999' calls had fallen until 2014/15, however, that decrease has been entirely recovered by the end of 2016/17, and there has been a 10.5% increase in the last year alone. Rising demand across all contact channels represents significant challenges for police services operating in a constrained financial environment. However, increasing contact provides evidence for increasing engagement with and accessibility of the police service to our communities.
- 1.7 In the 2016 Annual State of Policing Report HMICFRS notes that criminals have become adept at exploiting the opportunities presented by new technology, children and teenagers of today are digital natives but senior leaders in policing can be two generations behind. Online crime is an example of increasing complexity in demand, requiring appropriately skilled staff, systems and sufficient resources to respond in a way which is both efficient and effective. This is replicated by much of the demand now presented to contact centres throughout the UK, from those in mental health crisis to the threat from international terrorism within and out-with the UK and child sexual exploitation. The public are accustomed to remote resolution of problems by business and increasingly seek the same from the public sector, policing is no different.
- 1.8 To meet the mounting challenges chief officers have sought to resolve as much public contact as possible within the control room, however, this too has had an impact. Control room staff are resolving public contact at point of contact at the highest levels ever seen. The result is increases in the amount of time spent dealing with individual calls or contacts and a reduced ability to respond to new calls for service. As this trend increases demand is displaced from frontline officers and staff to point of contact. The unintended consequence for many police services has been rising wait times on the '101' non-emergency number, correlating with increasing misuse of the '999' emergency system and failure to meet the national target answer time.
- 1.9 The threat to the UK from terrorism remains a constant challenge for policing. Over the last six years the UK has responded to a number of terrorist incidents. In 2017 the UK responded to four large-scale terrorist attacks in London and Manchester, and provided help and assistance to UK citizens attacked abroad. There is no reason to suppose the nature of this threat will diminish; indeed, the Director General of the Security Service has made clear this is a long-term threat that will continue to exist. In his speech to the Bundesamtes für Verfassungsschutz² symposium in May 2018 he said:

*'Terrorism is not new. But, amplified and accelerated by the reach and tempo of technological change, it is now more global, more multi-dimensional and of a different order of pace and intensity than Hans-Georg and I have seen in our long careers.'*³

Being prepared to respond to this threat, and resulting increased public vigilance, must be part of our strategy.

¹ PEEL: Police Efficiency 2017 – A National Overview, HMICFRS, <https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/peel-police-efficiency-2017.pdf> accessed 20/05/18

² Federal Office for the Protection of the Constitution is the Federal Republic of Germany's domestic security service.

³ Director General Andrew Parker, *Speech to the BFV symposium, Berlin (14/05/18)* <https://www.mi5.gov.uk/news/director-general-andrew-parker-speech-to-bfv-symposium>

- 1.10 Large scale tragedies and challenges posed by extreme weather events show the need for the police service to be prepared to jointly respond to a variety of threats and risks, whether human or natural. The Civil Contingencies Act 2004 provided a legal framework for collaboration with our partners across the public sector, which is more essential than ever to truly protect the public. The nature and scale of the threats, risks and resulting harm requires a multi-agency, cross governmental response, as a police service will play our part.
- 1.11 Early action by contact management staff is critical in safeguarding the public, staff and officers. It is the compassion, concern, curiosity and professionalism of these staff that consistently provides the individual service *to all members of society* envisaged by Sir Robert Peel in 1829 but which remains relevant today.

2. Operational Context

2.1 In the NPCC Policing Vision 2025⁴ Chief Constables and Policing and Crime Commissioners set out their national policing plan. The Vision 2025 is intended to shape decisions on transforming policing, using resources to help keep people safe and provide an effective, accessible and value for money service that can be trusted. There are clear links to Contact Management within the vision that have shaped this strategy. In 2025 it is expected that:

- i. Digital policing will make it easier for the public to make contact with the police wherever they are in the country;
- ii. Specialist capabilities will be better prepared to respond to new and emerging crime types;
- iii. We will be focused on our people, enabled with systems and processes;
- iv. Policing will address the sources of demand working with a range of partner agencies;

Underpinning the Vision 2025 is a need to understand what adds value to the public and delivering against those issues to improve the quality of life for our communities. The Vision 2025 represents challenges for Contact Management; however, this strategy will enable individual police services to deliver that vision consistently with the contact management principles below.

- 2.2 This document has been drafted against seven strategic assumptions:
- i. Demand will continue to rise;
 - ii. Demand will continue to be complex and will increase in complexity;
 - iii. Contact management staff will continue to spend increasing time resolving contact;
 - iv. Resolving complex contact will require increasing emphasis on partnership working and skills mix.
 - v. Technology will continue to provide new means to contact the police service and the public will continue to expect a choice of contact channels for key services;
 - vi. Resources for policing will continue to remain constrained;
 - vii. Contact management will continue to be a key enabler for overall police service delivery.
- 2.3 The objectives of the strategy:
- i. To provide a national framework for the delivery of contact management by individual police services during the period 2018-2022;

⁴ Policing Vision 2025, <http://www.npcc.police.uk/documents/policing%20vision.pdf>

- ii. To support the Policing Vision 2025;
- iii. To support greater use of integrated technological solutions in managing new and existing demand;
- iv. To promote compliance with the Home Office Counting Rules for Recorded Crime and the National Standard for Incident Recording;
- v. To enable misuse of the '999' emergency service to be challenged in a way that is nationally consistent;
- vi. To support the delivery of the '999' emergency and non-emergency contact channels in a way that is nationally consistent;
- vii. To maximise the use of single online home [SOH] as the preferred channel for non-emergency transactional contact;
- viii. To promote information sharing and partnership working in resolving complex demands.

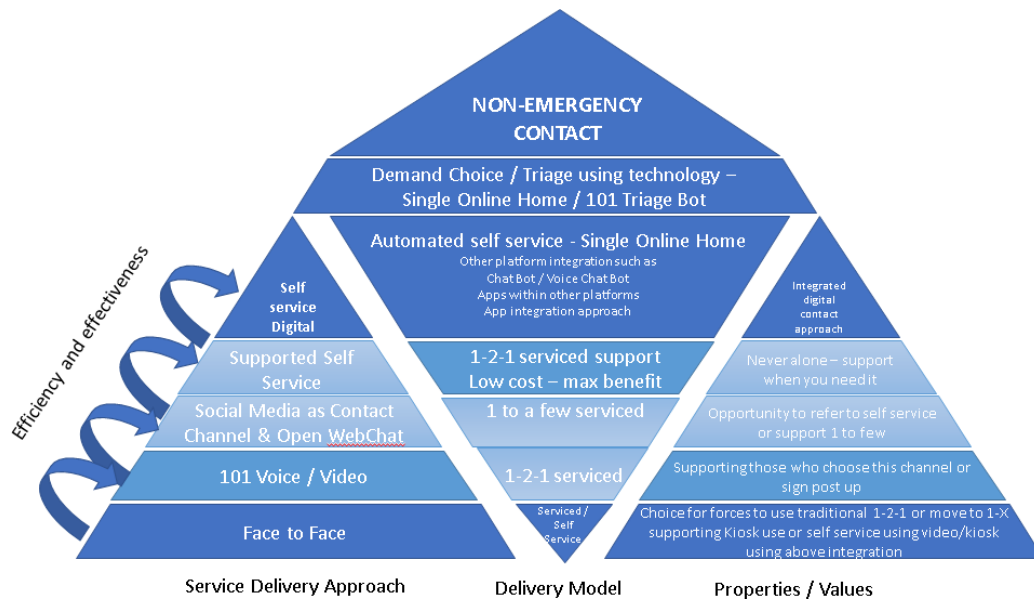
3. Principles of Contact Management

Public Focused

- Contact channels must be accessible and meet the policing needs of the public intended to use those channels.
- All contact channels will provide clear information and sign-posting to self-service wherever possible.
- Decisions on call grading and attendance will consider the needs of both the individual and the public as a whole.
- Police officers and staff must act in a way which is ethical and protective of the public interest.
- Contact with individual members of the public may provide wider opportunities for engagement and communication with the public as a whole, in a digitally connected era.

Effective Channel Management

- A range of contact channels will be required to meet demand in a way that is nationally consistent.
- The '999' emergency system will remain the preferred means to contact police in an emergency and misuse of that system should be robustly challenged.
- There will be a range of non-emergency channels to contact the police but not all contact will be serviced on all channels.
- Contact with higher risk remains a higher priority for the police service and will be serviced contact.
- Transactional or lower-risk contact should be primarily self-service.



Prioritisation of Contact

- Contact where there is a real and immediate risk to life will be prioritised in all cases.
- Contact will, where appropriate, be resolved at the earliest point of contact, without deploying officers or staff.
- Some contact will not be attended and where appropriate may not be investigated.
- Strategic decisions on attendance and investigation policies will be informed by the resources available to meet demand.
- Vulnerability will be considered when prioritising demand.
- Relationships with partners should support the most suitable response to contact, every time.

4. Enablers for Contact Management

4.1 Leadership

Contact management is the first point of contact into policing and the criminal justice system. Both are areas unfamiliar to the majority of the public. It is the initial actions of contact management staff that determine the response and the level of risk to the public, whether for criminal damage, murder or extreme weather events. In that sense contact management cuts across departmental functions and other areas of policing responsibilities. It is also a cornerstone of national capabilities in responding to national threats. It is right, therefore, that contact management has strategic leadership within each police service. Leaders should be appropriately skilled to understand the criticality of contact management to policing, able to manage consequences and promote standards. Leaders in contact management should seek to embed a culture of ethical behaviour which promotes an ethos of contact management staff and officers being *first responders*.

- 4.2 Working in the contact management environment can be difficult. Staff and officers are faced with harrowing circumstances on a daily basis which can have an impact personally and professionally. Chief Officers recognise the difficult decisions contact management staff and officers are faced with on a daily basis, without all the information our staff take time-critical decisions. As Chief Officers we will support our staff with appropriate well-being and resilience

structures to enable them to deal with the impact of their work. This should include embedding a supportive environment where staff can learn from mistakes. Chief Officers will consider how best they can work with partners to ensure contact management staff are prepared, skilled and equipped to deal with new and more complex demand.

4.3 Preparedness

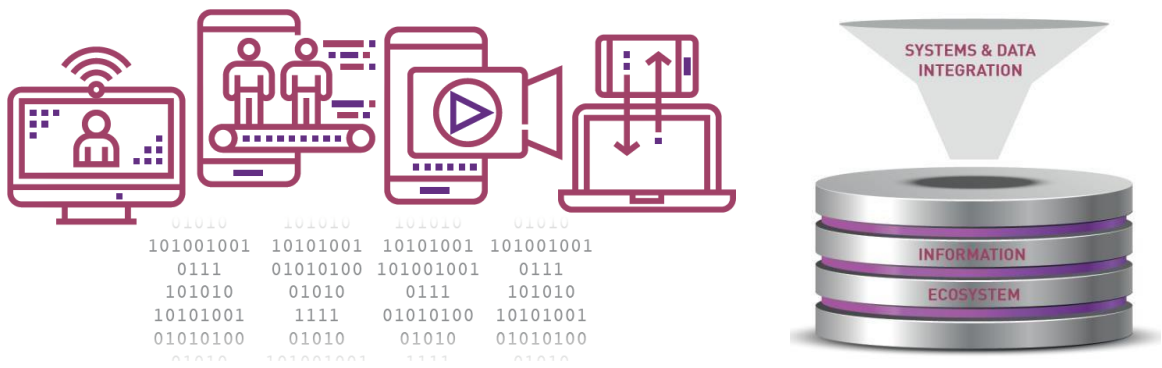
The nature, scale and pace of incidents that police services respond to on a daily basis is unrivalled. Among those incidents are some of the most operationally challenging and dangerous. In dangerous times the public seek protection from their police. It is important that we are prepared to respond to whatever we may face. In order to be able to function effectively in a crisis we must prepare, rehearse and test out plans for a variety of contingencies. The nature of contingencies to be prepared for will vary between police services but the level of preparedness should not. It is this preparedness that enables us to operate in such difficult circumstances, either alone, or as part of a national mobilised response.

4.4 Collaboration

The challenges faced by policing are not unique and the demands on policing are, in some cases, symptomatic of similar challenges in partner organisations. Sustainable solutions require a collaborative approach. When we do not produce sustainable solutions then repeat demand threatens to overwhelm. However, working with partners we can immediately safe-guard those at risk and provide a basis for longer-term resolution of issues for the public. In preparing to meet the threats faced by the UK in the 21st century Joint Emergency Services Interoperability Principles [JESIP] provide a basis for collaboration when dealing with major incidents. Some areas have gone much further, embedding collaboration through the use of multi-agency emergency service contact centers or collaboration across police service boundaries. Both provide real opportunities to improve the service delivered to communities. A collaborative approach to training key interdisciplinary skills may provide efficiencies and a consistent approach across all emergency services.

4.5 Technology

Technology is constantly developing and advancing. Since the last iteration of this strategy social media and the single non-emergency number ‘101’ has changed how we interact with the public and each other. New technology presents new opportunities such as the ability to engage and inform the public of large scale incidents or disruption thereby reducing demand. However, it is not without challenges to existing requirements, processes and structures. To be able to meet those challenges it is important that contact management is adaptive and agile in reacting to new technology and change.



- 4.6** It is likely that, with increasing demand for contact, police services will seek to exploit new and emerging technology to better manage this demand. Most forces surveyed already use automated attendant functionality to manage and direct calls other forces use technology with the ability to automate some radio dispatch messages. With Single Online Home [SOH] there are a number of self-service functions currently available and more planned. This enables police services to manage transactional contact in the most efficient way, whilst utilising other more traditional contact channels for higher risk situations.

Case Study – Artificial Intelligence in Contact Management

The natural pinnacle of self-service is artificial intelligence [AI] processes.

The increasing prevalence of automation and rise of AI was considered by HM Government in a research paper *Artificial intelligence [AI]: opportunities and implications for the future of decision making*. The paper identifies four key benefits for public bodies and government:

- i. Make existing services – such as health, social care, and emergency services – more efficient by anticipating demand and tailoring services more exactly, enabling resources to be deployed to greatest effect.*
- ii. Make it easier for officials to use more data to inform decisions (through quickly accessing relevant information) and to reduce fraud and error.*
- iii. Make decisions more transparent (perhaps through capturing digital records of the process behind them, or by visualising the data that underpins a decision).*
- iv. Help departments better understand the groups they serve, in order to be sure that the right support and opportunity is offered to everyone.*

It is likely that as this technology develops more applications will become apparent. There are, however, suggested parameters when used by public authorities. The report recommends that AI processes should provide advice, with a person involved in supervising or reviewing the final decisions. This is key to respecting the special role of the public sector within society. A possible example within contact management would be AI processes risk assessing contacts, identifying threat, harm and vulnerability consistently before passing those contacts to a call handler. AI could also be used to record and result transactional, non-attendance calls, ensuring live-time crime recording without human input. The report would suggest this should be checked by contact management staff checking those records to ensure appropriate decisions not to attend were taken.

Secondly, legal compliance; the public sector is subject to a number of legal constraints, policy and directions that must be complied with. The combination of these provides a legal framework which governs the relationship between the public and public authorities. In implementing technological or AI solutions/processes care must be taken so as to not undermine this relationship. Applying this to the above example those contacts recorded through AI processes must comply with the Home Office Counting Rules on Crime Recording.

- 4.7** Social media as a contact channel has developed in a way that has resulted in inconsistent service delivery; whilst some forces receive reports via social media, others do not; some forces have dedicated social media profiles for contact whilst others service contact across a range of platforms. However, properly harnessed and integrated within a range of channels, social media has a role to play in managing increasing public demand. Integrated social media webchat, among other options, has the potential to make it easier for the public to contact police through digital channels, whilst also making efficient use of limited resources. Increasing digital contact should not, however, see any fall in standards. It is right that, as services move to digital channels, the same regulatory standards should be applied. In contact management this means that incidents reported digitally should be risk assessed and prioritised; crimes reported through digital channels should be recorded in the same way as crimes reported through other channels; it also means that systems should be in place to evidentially prove that digital contact for prosecution purposes.

- 4.8** The private sector has increasingly seen the delivery of emergency services as an area for exploration and development. Smartphone technology greatly increases the amount of information that could be transmitted to contact management centres. Traditionally police technological development has not kept pace with wider development and this has become a barrier to accessing policing services via new technologies. However, private sector solutions which integrate seamlessly with existing contact management infrastructure, either via BT Operator Services [BTOS] or SOH provide simple opportunities for innovation. It is important that leaders in contact management continue to engage constructively and supportively with private industry in the development of solutions which make contact with the police easier for the public.
- 4.9** Increasing technological development presents challenges to accessibility and inclusion. If technology can be an enabler to managing increasing demand then it equally can present a barrier to those unable to use technology or those in deprivation. Sir Robert Peel envisaged a service that was available to all, regardless of their race or social standing. This principle is as important today as it was in the 18th Century. Contact channels must remain sufficiently diverse to meet the needs of all our communities, particularly our minority communities. Those needs must be consideration at an early stage when developing new contact channels.
- 4.10** Whilst new technologies provide more efficient means of managing contact from the public, care must be taken to ensure that a drive towards more technological and self-service based solutions does not result in the police service becoming inaccessible to some within our communities. This particularly important for our diverse communities of today; single-language services present challenges for those who do not speak English. Similarly, a lack of channels that are accessible to people with disabilities can lead to some of our most vulnerable being left behind. Technology should be considered an enabler for accessibility, some police services have used video relay services and whilst others have used automated translation to provide practical and affordable means to ensure the police service is more accessible than ever.

4.11 Resources and Skills

The resources to meet increasing demand are likely to continue to be constrained. Staff and officers will often be our most effective means to resolve public contact. However, our people are also our most valuable assets, their value increases with experience and time. Many police services have gone through a period of consolidation in response to financial pressures to deliver efficiencies. In delivering further efficiencies Chief Officers should recognise the value added to frontline policing by adequately supporting contact management, both by managing demand at source and assisting frontline neighbourhood and reactive officers. A properly resourced contact management structure will assist frontline officers and ensure officer time is spent where it adds most value.

- 4.12** Staff and officers within contact management need appropriate skills, training and guidance. There should be opportunities for career and personal development for staff within contact management roles. Whilst more traditional training focused on recording of crime and contact records, the best use of contact management training now should be on contact management acting as frontline responders and managing demand at source. In particular contact management staff need training, skills or guidance in the following areas:
- i. The identification of threat, harm and risk;
 - ii. Customer and community focused service delivery;
 - iii. The prioritisation of demands;
 - iv. The provision of safeguarding, crime prevention and sign-posting advice;
 - v. Decision making;

- vi. The appropriate resolution of contact (for a variety of types of contact);
- vii. The recording of contacts and crime.

It is expected that all services will provide training in a way that is consistent with the College of Policing - National Contact Management Programme.

- 4.13** As new technology, processes and systems are developed it is important that contact management staff are provided with appropriate guidance to support them in using them effectively. As the key gateway into the police service it is important that they are organisationally aware and prepared for significant change across the police service.

5. Performance and Standards

- 5.1 Measuring performance in contact management is important to ensure the police service remains accessible to the public when they need the police most. However, when measuring performance it is important to ensure that performance metrics support rather than undermine the principles of contact management. Whilst call answer times have long been a performance measure, this focus can have unintended outcomes. Answer times for '999' calls are important because they are emergency calls from the public in need of help and time is of the essence. Applying answer time performance measures in isolation for '101' non-emergency calls leads to perverse outcomes for policing overall and should be resisted. It will often result in members of the public feeling rushed through a call and opportunities for resolution at point of contact being missed, leading to inefficient and ineffective contact management.
- 5.2 Performance management should seek to embed a culture of efficient demand management starting in contact management and supported by the rest of the police service. It should identify and challenge areas of unnecessary or wasted demand. For example:

Contact Management Performance

- Reduce misuse of the '999' emergency system;
 - Reduce demand within serviced channels, including the '999' emergency system and '101' non-emergency system;
 - Increase the number of calls on the '999' emergency system answered within the nationally agreed target;
 - Seek to eradicate '999' calls waiting for more than 2 minutes to be answered by police
 - Increase use of self-service channels as a proportion of all contacts;
 - Increase the number of contacts resolved without deployment of officers or staff to the scene.
- 5.3 Contact management officers and staff alone cannot reduce demand within contact management centres. To support contact management staff, in delivering effectively, organisational standards are required.

Organisational Standards

- Where non-emergency public contact is required self-service channels will be the preferred channel;

- New services resulting in new demand will only be used for high risk contacts;
- Each police service will determine how the public should contact the police and ensure it is consistently communicated;
- Each police service will determine how individual police officers are contactable by the public and ensure it is clearly communicated to the public.

6. Strategic outcomes

6.1 This strategy provides a national framework for local delivery of contact management within England, Wales, Scotland and Northern Ireland. Whilst contact management will remain a crucial link between the public and the police there is a need for a fundamental shift in how that link operates. Over the last decade, against a rising tide of demand, police services have sought to open up new contact channels to meet demand. When new channels have been opened far from reducing demand, those channels have presented new demand -that approach is not sustainable and must change.

6.2 The strategic outcomes we want to see delivered during the coming years are:

1. Efficient management of contact by increasing the use of self-service channels.

To be able to operate effectively in the future against ever increasing demand it is necessary that the public will be offered less choice in which contact channel they wish to use for particular services and, when an inappropriate channel is used, that must be declined. Whilst the range of ways to contact police may increase, not everything will be possible on every channel – compromise and prioritisation is necessary.

2. Efficient contact management centres by focusing on contact resolution.

Contact management staff add most value when they resolve contacts within the contact centre, reducing the need for officers or staff to deploy to incidents. Telephone investigation units or sign-posting the public to more appropriate resources are now key elements, but so too are strong partnerships which deliver for the public. Close collaboration with other services including information sharing and co-working should be fully exploited to provide the most appropriate response at the earliest opportunity. We want to see operational police officers time being used to best effect focusing on those in greatest need and at highest risk, because that is where they add most value.

3. Reduced misuse of the '999' emergency system.

There are difficult choices that should and must be made on a national level about what range of services the police service can offer and how we can best deliver those services. The '999' emergency service is an essential service protecting the public across the UK, but misuse of it undermines our effectiveness in protecting the public. It is right that we robustly challenge misuse of the '999' system. Whilst the '101' non-emergency service has provided ease for the public in contacting police, unfortunately we have also seen the police service become the service of last, and too often first resort.

7. Delivering the Strategy

For the strategy to be successful the following elements will be required;







- Adoption collectively by NPCC leadership and promoted individually by Chief Constables;
 - To provide a cohesive approach for the direction of Contact Management;
 - To ensure Contact Management receives an appropriate focus and priority in each Force or Service.

- Adoption collectively by APCC leadership and promoted individually by Police and Crime Commissioners;
 - To provide a cohesive approach for the direction of Contact Management;
 - To ensure Contact Management receives an appropriate focus and importance in each Force or Service.

- Support to design and deliver detailed ‘Demand Analysis’ & ‘Trend Analysis’ for both Emergency and Non-Emergency channels in order to better understand the nature of demands and in order to inform the basis for intelligent, evidence based solutions moving forward.

- Engagement of Forces and Services with the Digital Public Contact Programme Board;
 - To ensure that innovation is harnessed and enabled in a way that is scalable, achievable and sustainable;
 - To maximise the opportunities to leverage available transformation and other central funding and strategic partners in national delivery;
 - A coherent and collaborative approach to balancing national delivery with local flexibility.

- Engagement of Force and Service Leads with the National Contact Management Steering Group;
 - To ensure that individual leads have access to good practice, emerging issues and developments and access to peer support;
 - To ensure key stakeholders have a point of contact with senior practitioners across the UK;
 - To act as ‘Senior Business Users’ to inform the tasking, design and delivery of national contact management solutions;
 - Development and implementation of updated Principles and Practice.

Vision for 999 emergency contact		<i>'Intelligent and reassuring emergency contact which is consistently managed no matter what the channel, nor where the contact is received'</i>																					
	2021	2023																					
Roadmap	<ul style="list-style-type: none"> Police services enabled to manage emergency contact whether reported in force or out of force contact; Emergency contact decisions informed by integration with force intelligence systems; Police services have appropriate signposting to telephony as the preferred means for emergency contact; Engaged nationally with private sector on third party software generating emergency contact. 	<ul style="list-style-type: none"> Police services equipped to manage emergency contact whether reported in force or out of force contact; Systems to identify emergency contact on non-emergency channels for prioritisation; National standards for third party providers on integration to emergency contact systems; Sharing of safety critical information automatically and nationally. 																					
Outcomes	<table border="1"> <tr> <td>Caller identity data informs decision making</td> <td>Immediate transfer of safety critical information</td> <td>Nationally consistent transfer systems</td> <td></td> </tr> <tr> <td>Contact that is reassuring</td> <td>Emergency digital contact receives emergency response if appropriate</td> <td></td> <td></td> </tr> </table>	Caller identity data informs decision making	Immediate transfer of safety critical information	Nationally consistent transfer systems		Contact that is reassuring	Emergency digital contact receives emergency response if appropriate			<table border="1"> <tr> <td>Caller identity data informs decision making</td> <td>Immediate transfer of safety critical information</td> <td>Nationally consistent transfer systems</td> <td>Legal framework for acquisition of digital identity information</td> </tr> <tr> <td>Contact that is reassuring</td> <td>Emergency digital contact receives emergency response if appropriate</td> <td>Infrastructure to support live-time incident transfer and</td> <td>Automated systems to identify emergency contact wherever received</td> </tr> <tr> <td colspan="4">Digital contact receives same quality of service as telephony</td> </tr> </table>		Caller identity data informs decision making	Immediate transfer of safety critical information	Nationally consistent transfer systems	Legal framework for acquisition of digital identity information	Contact that is reassuring	Emergency digital contact receives emergency response if appropriate	Infrastructure to support live-time incident transfer and	Automated systems to identify emergency contact wherever received	Digital contact receives same quality of service as telephony			
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Benefits																							
	 Efficiency improvement  Quality of Service	 New Capabilities  Demand Management / Reduction																					

Vision for non-emergency contact
‘Intelligent, personalised and reassuring non-emergency contact which is accessible, and consistently provides an appropriate level of service no matter what the channel, or where the contact is received’

	2021	2023
Roadmap	<ul style="list-style-type: none"> • Non-emergency contact is delivered across digital and telephony; • Customer relations information available at point of contact; • Investigation and attendance decisions informed by integration with force intelligence systems; • Services signpost to digital as the preferred means for non-emergency contact; • Single-Online-Home provides a basis standard for digital telephony. 	<ul style="list-style-type: none"> • Customer relations information shared nationally; • Non-emergency telephony digital triages and prioritises contact; • Non-emergency contact is automated where appropriate; • Automated systems to record, reassure and signpost; • Parity of service standards across non-emergency channels - digital or telephony.
Outcomes	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"> <p>Increased range of contact channels</p> <p>Automated national systems to record some contact</p> <p>Automated national systems to manage some contact</p> <p>Some personalisation of non-emergency contact</p> </div> <div style="width: 50%;"> <p>Nationally consistent IT systems to prioritise non-emergency telephony</p> </div> </div>	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 25%;"> <p>Increased range of contact channels</p> <p>Automated national systems to manage some contact</p> </div> <div style="width: 25%;"> <p>Personalised service delivery of non-emergency</p> <p>Automated national systems to record some contact</p> </div> <div style="width: 25%;"> <p>National systems to prioritise contact</p> <p>CRM enabling personal information sharing</p> </div> <div style="width: 25%;"> <p>Immediate response for non-emergency contact</p> <p>Ability to identify emergencies on non-emergency channels</p> </div> </div> <p>Parity between non-emergency channels for response, range and quality of service.</p>
Benefits		



Efficiency improvement



Quality of Service



New Capabilities



Demand Management / Reduction



**CONTACT
MANAGEMENT**