Queensland Police Service

Contact Management Strategy

2010 to 2020

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Revision history

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Version	Date	Edited by	Comments / Summary of Changes
000.01	2/11/2010	Ryan Sheppard	Initial revision based on the statement of work issued.
000.02	8/11/2010	Ryan Sheppard	Updates post discussion with Maria Cozzi / Jason Hitchcock
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001.00	1/12/2010	Ryan Sheppard	Finalisation of documentation for handover to IPB.

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1 Contact Management Strategy

1.1 Introduction

The QPS have a strategic opportunity to further enhance and streamline the way members of public interact with police. This plan is intended to define the key components necessary for change to ensure the QPS can become more effective in providing services to the public via its Communication Centres and Policelink.

This plan acknowledges the Queensland Government's strategy of Toward Q2 through ICT, the QPS ICT Resources Strategic Plan 2009 – 2013, the ongoing Public Safety Frontline Communications activities and the recent introduction of Policelink and its scope of contacts.

1.2 Background

The public contact QPS by calling triple zero, Policelink, or their local police station, or through face to face contact at police beats, stations and community events. The introduction of Policelink has provided a more streamlined method for the public to interact with the QPS on a 24x7 basis which offsets call demand at communication centres and police establishments. The Policelink infrastructure has also introduced a platform to enable the QPS to begin refining how people should interact with the QPS.

Police Communication Centres (PCC's) are the central hub ensuring police resources can effectively serve the community by receiving and analysing information, reacting and taking action. Over the past 10 years PCC's have expanded their role to manage activities that require police service but are not necessarily of an urgent nature. Services in this category include calls to Police station after hours or busy on-forwards, public direct dialled non-urgent enquiries, and triple zero calls that are not of an urgent nature.

While it is impossible to predict the nature of a triple zero call until answered there were no other options available to PCC's prior to Policelink to direct a non-urgent call.

1.3 Aims of the Plan

This plan aims to ensure strategic and informed decisions are made to reach a common goal of providing the public with a high level of customer response and service. This plan aims to support the delivery of:

- Future funding models for projects to deliver key communications, workforce optimisation, contact centre physical developments and business improvements.
- Baseline for ensuring future projects delivering change is focussed on the core objectives and vision for communicating and providing high quality service to the public.
- The framework for future development of a well defined service catalogue describing the communication channels, types, agreements and responses for serving the community.
- Optimising QPS resource utilisation for urgent and non-urgent calls for service.

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1.4 About contact management

The Queensland Police Service is the primary law enforcement agency for the State of Queensland. We fulfil this role throughout the State, 24 hours a day, upholding the law and providing assistance to the community when necessary and in times of emergency, disaster and crisis[1].

The Queensland Police Service is responsible for:
• preserving peace and good order in all areas of Queensland
• protecting the Queensland community
• preventing and detecting crime
• upholding the law
• administering the law fairly and efficiently
• bringing offenders to justice.

The QPS services are aimed at
• keeping people safe
• keeping property secure
• enforcing traffic laws and reducing road trauma
• maintaining public order and safety.

Queensland Police Service has three core channels of public contact:
• Phone channel via triple zero (000) National number for life threatening contact, 131444 National non-urgent police contact, 1800333000 National confidential crime stoppers reporting, 13HOON (134666), 1 300 BE A COP (23 2 267), local police stations, watch houses, specialist services and beats.
• Online channel for members of the public to access information on a self service basis including a range of specific web domains and social networking sites (for example: one punch can kill campaign, Twitter and MySpace).
• Face to face via police stations, beats, operational crews and specialist supporting members such as community policing

22 Police Communication Centres are responsible for the annual answering and logging of over 450,000 triple zero calls and even more non-urgent public and sworn member enquiries.

Approximately 600 unique numbers (phone and fax) published in the Queensland White Pages directory. These numbers are answered in various offices around the state by members of the QPS.

"Policelink Client Service Officers (CSO) receive non-urgent occurrence reports and a wide range of general calls directly from community members. This moderates the demand on operational police, resulting in improved frontline police response times and enhanced client services.[2]" Policelink CSO's are highly trained and use customer relationship management software that applies strict quality control and business rules to ensure the right service response is provided by QPS. This vetting and assessment process often initiates the tasking of operational resources and/or the transfer of callers to the relevant communications centre for a priority response. Policelink is staffed by a mix of sworn and unsworn personnel to support this critical business function.

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[1] Source: http://www.police.qld.gov.au/aboutUs/the_service/charter/
2 17/9/2010 Policelink Intranet Site – Functions of Policelink

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Offences against the person are **not** handled by Policelink, and any such calls for service received by Policelink are vetted, recorded and redirected for an appropriate operational response. The following offences that fit within strict vetting criteria are taken by Policelink CSO's over the phone: wilful property damage, stealing offences, break and enters, stolen vehicles and lost property. Policelink also provide an internal and external switch function, requests for general police information (eg: adopt a cop, home safety, community policing), special event contact assistance, internal crime reporting by police members and crime stoppers.

1.5 Trends of other Organisations

The service continually works with other Police organisations through its network of Australian Police Services / Forces, project delivery streams, special visits, Niche user group and more recently Australian and International contact centre organisations through the introduction of Policelink. Emerging communication trends include:

- Improvements in resource utilisation applying industry standard work force optimisation techniques and solutions. *For example the utilisation of specifically trained, experienced contact centre / communications centre management and specialised toolsets.*

- Specialisation of contact centre resources to handle multiple types of request for services. *For example highly trained agents to provide high levels of customer service for non-urgent contacts that can also handle urgent contacts.*

- Consolidation of contact services into both physical and virtual models. *For example, consolidation of services to specific phone numbers, web sites, SMS channels and physical sites. Smart Service QLD is an example of non police, non-urgent government services.*

- Leveraging similarities in types of services provided within a single virtual location regardless of physical sites. *For example, telephony, radio and applications all delivered via a virtual platform.*

- Telecommunication premise or cloud based virtualisation with high availability. This trend is seen as one of the most technically focussed enablers for some time allowing organisations to greatly improve their resource utilisation.

- Intelligent channel routing to treat customer contact for service with knowledge based rules enabling different grades of service, queue times (not triple zero), call interrupt, looking ahead and reserving resources for another call, blending calls, emails and SMS channels.

- Whole of government reform and savings through economies of scale consolidation. *For example the Victoria Government "Emergency Services Telecommunications Authority" receives all Victorian emergency calls for service handled via a virtualised telephony platform spread across three sites. Call takers are highly trained to elicit the necessary information and enter the relevant details into CAD software. Centralised dispatch agents receive the CAD job and radio the necessary emergency services resources for response.*

- Integration of in field and value add services. *For example, many commercial organisations operating with infield resources provide role specific functionality to a mobile device enabling the agent to complete specific activities without attending a premise. This model has recently been improved by adding more streamlined processes. An example scenario is a regional CAD Job that is dispatched to an available in the field crew via a mobile device, the job is also visible at a local police station who update the address to a local alternative name and remind the crew of recent weather damaged track conditions.*

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2 Principles

The QPS has conducted a number of PCC reviews over the past 15 years. The previous reviews have been valuable input into this consolidated paper which aims to logically present the steps to achieve a series of future models.

This paper acknowledges the wide range of views, opinions and previously researched outcomes[3]. A set of principles are presented below that have guided the research, strategic requirements and roadmap. The principles are by no means an exhaustive list and are also not meant to restrict future enhancements or be considered as constraints to the detailed design process that would follow endorsement of this paper.

2.1 Leverage Policelink investments

Policelink developed very detailed telephony, workforce optimisation, customer relationship management and integration specifications that resulted in a high availability solution meeting the majority of requirements.
Principle: Policelink provides the foundation and leverage for future investment in integrated contact management

2.2 Interoperability

The QPS has a number of methods to interact with the community, however the prime methods are triple zero / PCC's, Policelink, Police stations and Police members. Observations have clearly indicated that higher levels of interoperability between PCC's, Policelink and Police stations will enable greater efficiencies and better inform all members of in-progress events.
Principle: PCC's and Policelink are to be further enhanced including, processes, technology, telephony and data.

2.3 Increase triple zero call answering capability

Previous research has clearly indicated the QPS does not meet the national standard of answering 90% of triple calls in 10 seconds[4]. This is primarily due to the siloed methods utilised by QPS to answer a triple call from Telstra. Telstra receive the triple zero and attempt to connect the caller to the most appropriate geographical QPS PCC. If the PCC does not answer within 45 seconds Telstra pulls the call and attempts to connect to another PCC. This continues until a PCC answers the call. Once the PCC answers the call and elicits the required information a job is created in either ESCORT or IMS and then the PCC attempts to phone the target PCC.
Principle: Integrate PCC triple zero call answer points to create one virtual group of potential call answer points.

2.4 Improve communications capability

The QPS is currently initiating a mobile service project to deliver a mobile capability to specific units and members of the service. The QPS is continually improving its radio communication network with a focus on IP radio capability.
Principle: Future models are to leverage an IP based communication network ensuring two way voice and data communications can be achieved from PCCs.

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[3] See references for more information.
[4] SDPC RECOMMENDATION 14 – DEVELOPMENT OF A CIVILIANISATION PLAN BEYOND 2009 – "During 2009 on average, only approximately 25% of Triple Zero calls presented to the QPS are answered within this standard."

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2.5 Increase resource effectiveness

PCC's are currently resourced based on historical call patterns and demands for service. Call patterns, previous research and more recent observations indicate that capacity exists during low call times and unusual events. While a virtual PCC triple zero call answer point will utilise some of this capacity limits it is acknowledged that capacity will always exist and overflow will continue to occur.

Principle: Leverage contact centre and mobile technologies with appropriate processes to distribute PCC triple zero, other phone calls and specific Policelink contacts through the QPS service network and facilitate once-only data entry.

2.6 Leverage Mobility

The QPS have initiated mobility projects that will provide resources with job information, query capability and reporting capabilities. Police services nationally and internationally utilise mobile devices in different ways to complement the traditional radio and phone communication methods.

Principle: Leverage QPS future mobility investments by ensuring the right business process and supporting solutions are utilised in an integrated manner.

2.7 Contact management

PCC's currently receive calls broadly grouped as E000, Station redirects, Public direct dialling PCC's, Sworn member direct dialling PCC's for enquiry purpose and emergency services direct dialling PCC's for assistance.

Principle: Define and manage more effectively the types of calls received by PCC's and treat non PCC calls appropriately with alternate QPS services.

2.8 PCC Roles and Responsibilities

The geographical location, resource availability, management style, technical, telephony and radio capability of each PCC is currently directing the role and responsibilities utilised in each PCC. This has resulted in inconsistent standards or broad commonalities between the PCC's.

Principle: Leverage the "joined up" and "Interoperability" principles and implement a set of clearly defined roles and responsibilities across the state.

2.9 Consolidate

The current 22 PCC's all require managerial, technical, administrative and operational resources to deliver services to the community. Majority of the 22 sites are not purpose built or in ideal locations for effective technical support. Over the last 10 years improvements in contact and communication centres have enabled many more opportunities to improve resource, technical, telephony and procedures resulting in greater efficiencies.

Principle: Consolidate communications centres to a seven site regional model as the short term goal. Assume further consolidation will occur and develop models to leverage this assumption.

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2.10 Plan for the future

A number of initiatives that impact PCC are currently being delivered including, CAD Project, Mobile, Public Safety Frontline Communications and this body of work. A strategic direction for the QPS PCC's is required to ensure minimal organisational impacts and reactive changes increasing costs. The strategic direction must also ensure supporting technology, telephony and radio is planned as the volume of integration points is increasing causing higher risk of system reliance.

Principle: Leverage this PCC Business Strategy in the future business models presented.

3 Vision and Mission

Vision: Implement and maintain effective contact management systems and practices enabling police members to continuously improve services provided and safety of the Queensland community.

In order to achieve this vision communication centres and Policelink need to continue delivering business as usual activities with an emphasis on continuous improvement and innovative ways of conduction communication with the public.

Mission: To deliver a high quality 24-hour contact and response services for both community and QPS members, functioning in support of operational police to contribute to a safer community.

Increased sharing and learning with like industry sectors will provide valuable input into the platform to deliver the vision. Meeting minimum national industry standards, benchmarking against similar world wide organisations and investing in people, process and technology will be key to this strategic direction.

4 Strategic Drivers of Change and Objectives

In order to enhance the service level and safety of the Queensland community effective and efficient use of communication centres and Policelink is paramount. Key reasons for change include:

4.1 Improve the utilisation of PCC resources

To leverage existing available police contact resource capacity to improve responses for public safety, general public interactions and proactive policing activities.

Objectives
Virtualise PCC telephony by 2013.
Virtualise PCC radio communications by 2014.
Endorsed refined PCC organisational model by 2012.
Endorsed demand for service resource model by 2012.
Civilianise all triple call taking & dispatch roles by 2014.

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Objectives
Civilianise line management PCC roles by 2015.
Ability for any PCC or Policelink agent to answer a triple zero call and create a CAD job by 2012.

4.2 Achieve the triple zero national standard

Objectives
Reduce the volume of non-urgent contacts to PCC's by 30% in 2014[5].
Meet the Australian national performance standard for answering "000" calls which is 90% of all calls answered with 10 seconds by 2014.
Post triple zero answering on forward all non-urgent contacts to Policelink by 2012.

4.3 Improve PCC effectiveness and capacity

QPS currently has 22 communication centres operating under different management styles, business processes, supporting technology and telephony. Limited interoperability, support and visibility are seen as unmanageable and not cost effective.

Objectives
Implement the necessary business, technology, organisational, people and process changes to enable consolidation of 22 PCC's to 7 regional sites by 2014.
Progressively further consolidate 7 PCC regional sites to 2 or 3 urgent contact sites and Command and Control sites.
Develop agreed "joined up" whole of government emergency services strategy by 2014.
Integrated PCC workstation model with full telephony, radio, software tools and layout by 2012.
Implement endorsed Communication Command for governance, monitoring and improvement of PCC's and Policelink by 2014. Ensure Command is included in annual OPR's
Expand Policelink to a two physical site model with increased scope of contacts to include station non answer, non-urgent triple zero contacts and increase public awareness campaigns[6].

4.4 Improve the business continuity of Police communications

Objectives

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[5] PCC non-urgent contacts include station busy re-directs, public direct dials, and non-urgent / non enquiry police member contacts.
[6] This strategy acknowledges the Policelink progression of a separate business case for two site model.

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Objectives
Implement agreed set of common roles and responsibilities by 2014.
Implement "joined up" telephony, radio and job management across all agreed PCC sites by 2014.
Implement agreed contact management plan by 2012[7].
Deliver consistent business processes and SOP's by 2014.
Implement intelligent call routing and call interrupt capability to enable PCC and Policelink to share urgent / non-urgent contacts when applicable by 2018.

5 Contact Management Strategies

Organisational change, process, supporting technology, telephony and radio improvements will be the core to the strategies necessary to achieve the core Police communication objectives.

The contact management strategies will directly target the sub standard triple zero call answer capability of the service. It is important to note that this is directly related to aging non integrated telephony, radio and technology.

A summary of key statistics are included below to help justify the importance of the strategies.

- "The national performance standard for answering triple zero calls is that 90% of calls are answered within 10 seconds and all calls answered on first presentation. On average, only approximately 25% of triple zero calls presented to the QPS are answered within this standard[8]".

- Queensland's population is projected to grow by more than two million people over the next 20 years with the number of people aged over 65 expected to double[9].

A set of complimentary strategies are defined to ensure the core police contact management objectives and vision can be met. The key strategies are:

- PCC physical site consolidation.
- Policelink scope enhancement with an additional physical site.
- Telephony and radio communications virtualisation.
- Workforce optimisation management.
- Contact demand management and control.
- Public education campaigns
- Increased CAD, Policelink, Mobile and QPRIME integration.
- CCTV integration.
- Automatic vehicle / resource location and mobile capability.

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[7] Contact management plan defines the process and rules associated with on forwarding calls received by PCC's deemed to be of a non-urgent nature to Policelink.
[8] 28/5/10 SDPC Recommendation 14 – Development of a Civilianisation plan beyond 2009 – A/Inspector Steve Jenkins
[9] Queensland Government (2008, 3rd edition). Queensland Government Population Projections to 2056: QLD and statistical division.

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- Business continuity planning through contact management agreements, consistent roles and responsibilities and common supporting technologies.

The model following defines the linkages between the vision, mission, objectives, strategies and tactics to deliver this overall Police contact management strategic plan.

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6 Contact Management Strategies Model

QPS Vision: Queensland is a safe and secure place to live, visit and do business
QPS Mission: To deliver high quality, innovative, progressive and responsive policing services

QPS Objectives			
To reduce the incidence and impact of crime and road trauma in Queensland	To strengthen Queensland's capacity to plan for, respond to, and recover from disasters and major events	To enhance community confidence in, and satisfaction with, policing in Queensland	

Strategic Goals

Improve the utilisation of resources	Achieve the triple zero national standard	Improve effectiveness and capacity	Improve the business continuity of Police communications.

Contact Management Vision: To deliver a high quality 24-hour contact and response services for both community and QPS members, functioning in support of operational police to contribute to a safer community.
Mission: To deliver a high quality 24-hour contact and response services for both community and QPS members, functioning in support of operational police to contribute to a safer community.

Objectives

Consistent roles and responsibilities.	Answer 90% of triple calls in 10 seconds.	Consolidate to 7 regional PCC sites by 2014.	Joined up PCC job management.
Demand for service model.	Reduce the volume non urgent contacts to PCC's by 30%	Agreed "joined up" whole of government contact strategy.	Contact management plan
Civilianisation of call taking, radio and line management.	PCC non urgent calls to be treated by Policelink.	Integrated PCC workstation model.	Business process improvements.
Overflow agreements with Policelink		QPS Communication Command.	Intelligent call routing and interrupt
		Extend Policelink scope and additional site.	

Strategies

VIRTUALISATION Deliver "joined up" telephony, radio and mobile communications.	**CALL ROUTING** Intelligent call routing and treatments.	**CAPACITY PLANNING** Forecasting and demand management	**REDUNDANCY** Identified technical and resource capacity for unplanned events.
ORGANISATIONAL Civilianise and improve resource model with well defined roles and responsibilities.	**CALL TREATMENT** Reciprocal agreements between urgent & non urgent contact centres.	**BUSINESS PROCESS REENGINEERING** Single contact command	**BUSINESS PROCESS** Improved processes to capture end to end police communication lifecycle
AUTO RESOURCE LOCATION	**CAMPAIGNS** Deliver campaigns to advise the community of QPS communication channels.	**CAPACITY** Consolidation and PCC's and expand Policelink sites.	

Tactics

|			
• Mobility Project (leverage mobility and CAD investments) • Civilianisation plan • Formal QPS training modules	• Telephony optimisation (common telephony hardware and software platform, consistent call handling) • Workforce optimisation and demand based rostering	• Policelink 2nd site • Integrated Frontline Communications Program • Whole of government ICT consolidation	• Public safety frontline communications project • Radio optimisation (standardisation and strengthen radio communications)

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7 Delivery of the Plan

For this plan to be successful complimentary initiatives supporting the key objectives are required to be implemented in a timely manner. Majority of these initiatives will require funding, delivery and management approval.

QPS Contact Management Strategic Plan – Roadmap
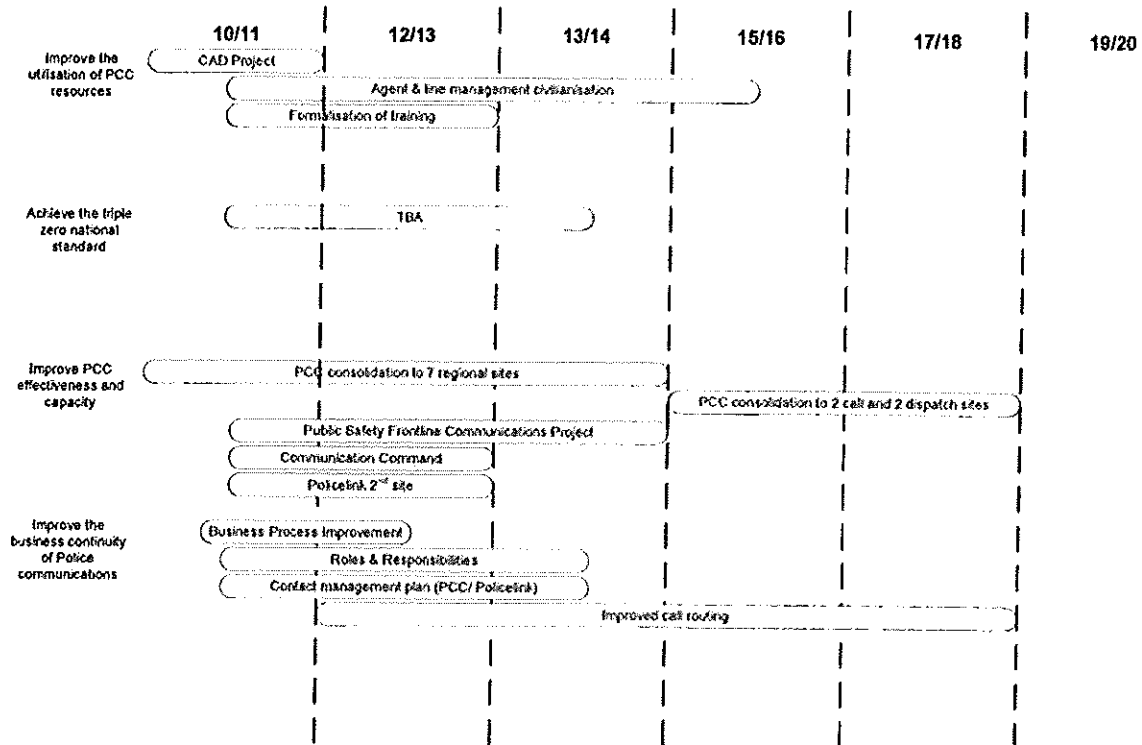
The overall success of this plan will be measured by:

- The achievement of major project milestones;
- Endorsement of the required future projects;
- Meeting the national standard for triple zero call answering;
- Reducing the volume of non-urgent contacts to PCC's;
- Reducing the volume of sworn members in communication centres call taking, dispatch and line management roles; and
- Reducing the amount of customer waiting time when attempting to contact Policelink for non-urgent matters.

Governance of this plan will be delivered by the following QPS forums:

Board of Management	Responsible for approving this plan.
Operational Support Command	Responsible for the ongoing updates and management of this plan.
Policelink Command	Responsible for ensuring ongoing input and guidance of the plan and projects.

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8 Contact Management Business Models

The models following are designed to progressively deliver improvements to contact management inline with the contact management strategic plan.

8.1 Today 'as is + CAD'
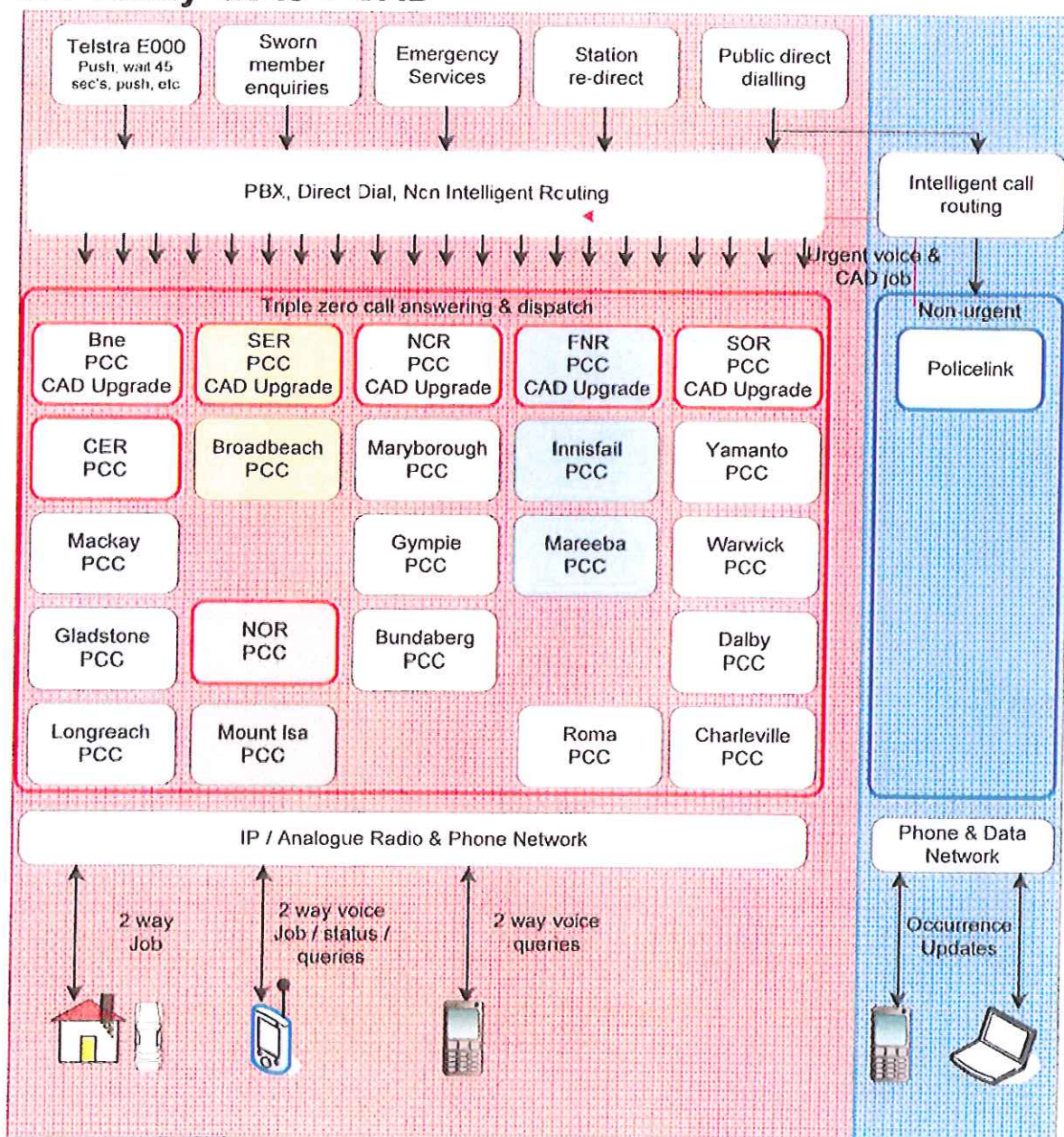
This model reflects the current contact management state with the addition of CAD project deliverables, including upgraded CAD software to 5 or 7 regional sites. Some upgrades to telephony and routing strategies are represented in this model.

Police members will continue to use existing methods for communicating with PCC's via the radio and mobile phone.

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Policelink will create CAD jobs for upgraded PCCs and continue to generate work tickets for non-urgent negotiated response from non-upgraded PCCs. Police members will continue to call Policelink for occurrence reporting and finalisation; they also continue to use QPRIME directly and intranet reporting where applicable.

8.2 Interim '3 to 5 year view'
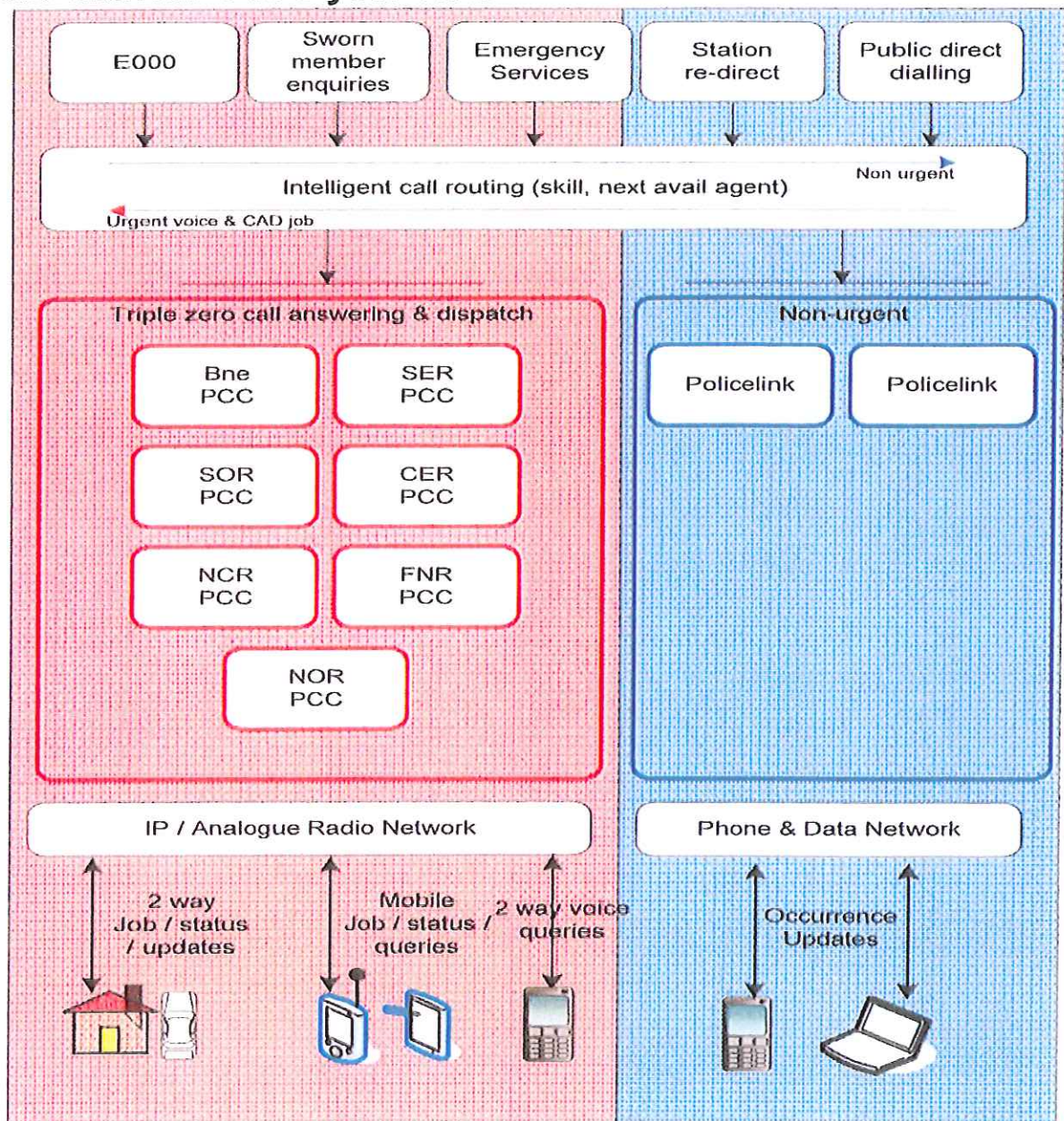
This model reflects PCC physical site consolidation to a regional 7 site model with intelligent call routing enabling the utilisation of all available PCC call takers. Enhancements are required to ensure digital and analogue radio communications can occur between any of the 7 sites and police resources across the state.

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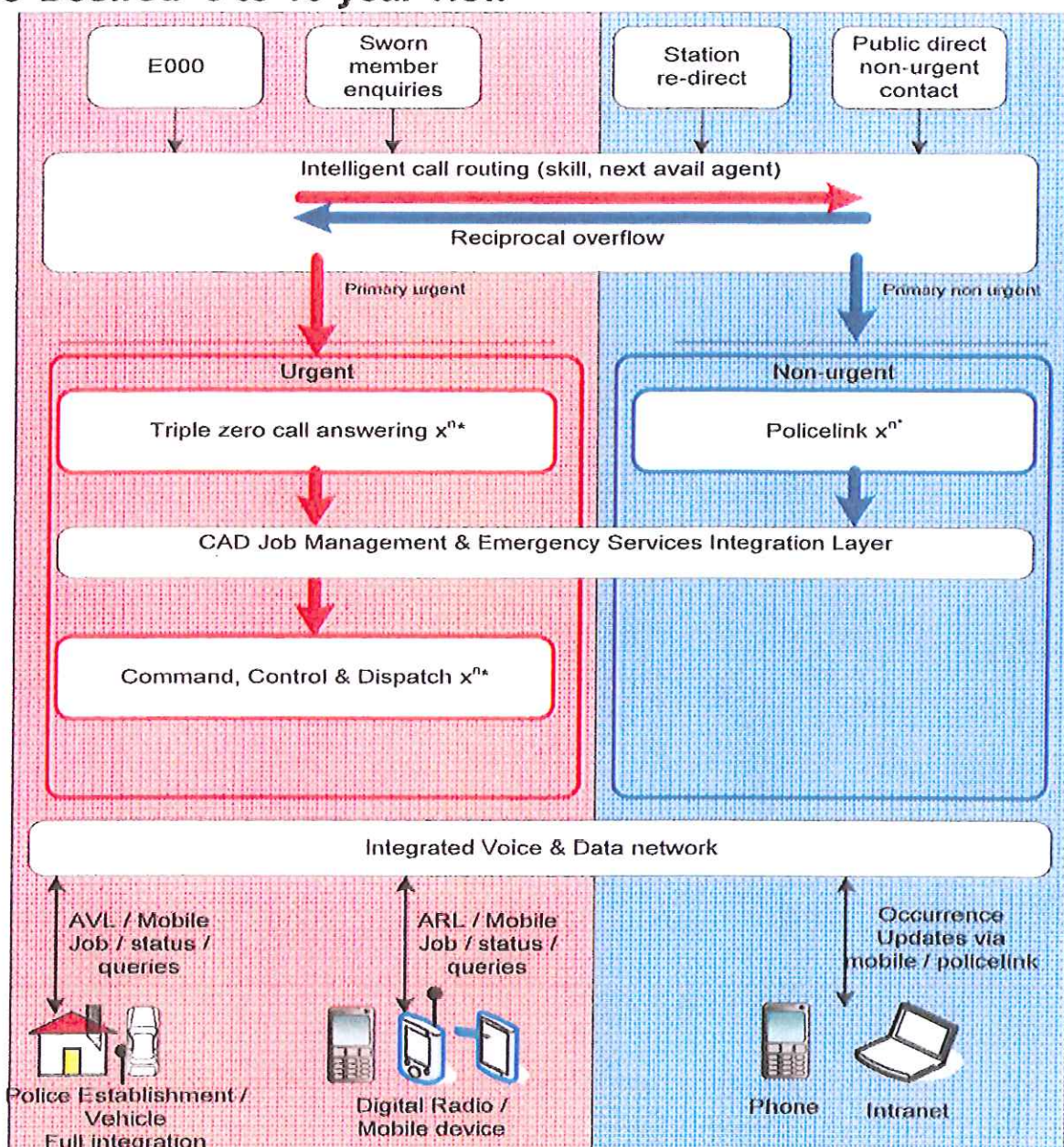Version No: 000.01
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Other Emergency services continue to communicate with Police via existing methods; station re-directs are forwarded to Policelink. If PCC receives a non urgent contact that does not require a police response and peak calls are being experienced, customer is told to hang-up and call 131444 or transferred (subject to freeing of 000 line capability) to Policelink.

Given the predicted growth of non urgent police contacts Policelink operates two sites providing expanded contact capacity and BCP. Police members continue to call Policelink for occurrence reporting and finalisation; they also continue to use QPRIME directly and intranet reporting where applicable.

Mobile devices are used to receive jobs, conduct queries, provide updates and police resource location tracking.

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8.3 Desired '5 to 10 year view'[10]

This model takes advantage of all available call taking roles by providing the capability for PCC 000 agents and Policelink agents to handle a range of contact types.

PCC's still remain the primary answer point for 000 contacts as does Policelink for non urgent police contact. However both PCC and Policelink will have the necessary skills to assist each other in times of peak demand. Examples:

- An E000 contact is received by PCC, the call is deemed non urgent and not requiring police attendance, however E000 call volumes are low and agents are available for other E000 contacts. Based on this data the PCC agent is automatically presented with a Policelink style interface. The PCC agent provides the customer with the

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[10] * Actual PCC and Policelink physical sites are not defined in this model as demand has not been calculated. This model assumes Policelink has at least 2 sites.

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required services and ends the contact by transferring the client to an automated announcement advising of the differences between urgent and non urgent contact.

- Policelink receive a contact via 131444, however the contact is deemed urgent. While eliciting the necessary urgent details the agent is automatically notified that no PCC agents are available. The Policelink agent records all necessary data, then the Policelink-to-CAD interface creates the CAD job and sends it to PCC to dispatch an available police crew. Policelink systems are updated as soon as CAD receives an update.

Other emergency services are "connected with" QPS via the CAD integration layer enabling them to make specific requests . Increased use of mobile technology assists in reducing voice traffic over limited radio channels . The mobile devices update CAD and QPRIME resulting in less time required by Police when finalising occurrences.

8.4 Desired '5 to 10 year view' business process

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