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The Business Case for Change

The National Contact Management Strategy (NCMS) vision is 'making every contact count: delivering services that meet individual needs, reassuring our communities and increasing public confidence in policing'. The background and business case for change are outlined in more detail within the NCMS.

Please [click here](#) to download the strategy.

Developing the National Contact Management Principles and Guidance

In order to deliver this new National Contact Management Principles and Guidance (NCMPG) document the NPIA has conducted a fundamental review of the National Call Handling Standards (NCHS) 2005.

This has involved an independent review by Hyder Consultancy, extensive national consultation, a series of key practitioner seminars/workshops, an ACPO and senior stakeholder conference and an independently led National Police Contact Management

Benchmarking Exercise.

The review identified a number of key messages for the future development of NCMPG, including:

- Overwhelming support for an end-to-end view of the customer journey, which starts with contact management and continues across the organisation.
- Concern that many forces appear to see contact management as solely the preserve of the contact management centre and not the wider force environment.
- A greater emphasis on the qualitative understanding of service provision, promoting the right activities and behaviours.
- Measuring the key points across the customer journey to improve the customer experience.
- Clarity in terms of those things that are identified as a 'standard' versus those things that are simply guidance.
- Strong strategic leadership and focus to realise potential business change opportunities and benefits.
- Supporting local delivery, the guidance should focus on the 'what to do' rather than the 'how to do it', recognising that a one size fits all approach can be inflexible.
- The need to identify and disseminate good practice that supports effective local delivery of service.
- The benchmarking exercise identified areas where the Service was performing well and provided individual forces with insight on some areas for improvement.

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The review and consultation processes have involved every force in England and Wales and the key messages outlined in the review have been further used to design and develop the following contact management products:

- The National Contact Management Strategy – outlining the services vision for contact management in the 21st century.
- This National Contact Management Principles and Guidance document – providing underpinning tactical guidance to forces.
- The ACPO National Contact Grades – providing a nationally agreed process by which contacts are risk assessed and prioritised to ensure fair access to service.
- A suite of diagnostic indicators for contact management – ensuring the service focuses on measuring those things that matter.
- An updated National Contact Management Learning Package – to support the broader contact management roles in the service.
- New methods to support dissemination of good practice, e.g. through the Police Knowledge Area (POLKA).



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National Contact Management Principles and Guidance

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