

National Contact Management Principles and Practice



Introduction

This document has been produced by the Association of Chief Police Officers (ACPO) with the assistance of the NPJA.

The effective delivery of policing relies on a substantial body of knowledge. This includes law, national standards, guidance and training materials, evidence about what works and what is most cost effective, ideas to improve practice, and data so that impact of initiatives can be measured and forces can compare performance. As part of its remit the NPJA is required to develop policing doctrine, including practice and or advice, in consultation with ACPO, the Home Office and the police service.

The National Contact Management Core Principles and Practice (NCMPP) 2012, is an update of the National Contact Management Principles and Guidance issued in 2010. The NCMPP underpins the National Contact Management Strategy (NCMS), 2012 and has been designed to provide chief officers with the foundations on which to design and develop their local contact management strategy.

The implementation of this practice/advice will require operational choices to be made at a local level in order to achieve the appropriate police response.

The NCMS, NCMPP and other key contact management products have been reviewed using the labelling scheme for policing knowledge. These products will fall within the 'reference material' category of the Authorised Professional Practice (APP).

The labelling scheme ensures that contact management materials, including core practice advice, learning and development products, research and data are organised and labelled in a way that supports the role of ACPO and provides forces with easy access to information via the Police Knowledge Area (POLKA) or Police National Database (PND). The labelling scheme will also show how one product relates to another, including its relationship to APP.

The document makes reference to a number of private companies and associations however such companies and associations are not endorsed by ACPO or the NPJA

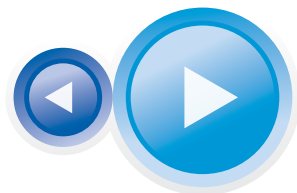
Acknowledgements

ACPO and the NPJA would like to express their thanks to all those involved in the drafting of this document and to those who gave their advice.

© ACPO (Association of Chief Police Officers) 2012

© NPJA (National Policing Improvement Agency) 2012

All rights reserved. No part of this publication may be reproduced, modified, amended, stored in any retrieval system or transmitted, in any form or by any means, without the prior written permission of the Association of Chief Police Officers or the National Policing Improvement Agency or their duly authorised representative.

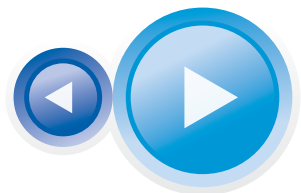


Contents

Contents

Overview	4
The Business Case for Change	4
Developing the National Contact Management Principles and Practice	5
Continuous Improvement	5
Understanding the Chapters	6
How to Use this Document	6
Structure of the Document	7
Chapter One – Customer Insight and Experience	8
Summary	9
Principle and Critical Success Factors	10
Creating a Citizen Focus Approach	12
Accessibility	13
Channel Strategy	15
Customer Insight	19
Keeping People Informed	23
The Quality of the Customer Experience	24
Dealing with Complaints and Dissatisfaction	25
Diagnostic Indicators	26
Chapter Two – Our Service Delivery	27
Summary	28
Principles and Critical Success Factors	29
Demand Forecasting and Resource Planning	31
Incident Management	34
National Contact Management Grades	39
Business Continuity and Disaster Recovery	42
Diagnostic Indicators	43

Chapter Three – Supporting Our Service Delivery	44
Summary	45
Principles and Critical Success Factors	46
Leadership and Culture	48
Our People	49
Employee Engagement	53
Investing in People	54
Wellbeing of Staff	55
Reward and Recognition	57
Diagnostic Indicators	58
Chapter Four – Value for Money	59
Summary	60
Principle and Critical Success Factors	62
Reducing Bureaucracy	63
Continuous Improvement	66
HMIC Value for Money Profiles	68
Collaboration	69
Business Partnering	71
Systems Thinking	72
Customer Experience: Cost Optimisation	74
Diagnostic Indicator	76
Appendix A – Matrix aligning NCMS Principles with Critical Success Factors from NCMPP	77
Appendix B – National Suite of Diagnostic Indicators for Contact Management	81
References	87
Useful Websites	88
Glossary	89



Contents

Overview

Policing in England and Wales is underpinned by the ethos that it is undertaken with the consent and support of the public. Central to retaining public consent and support is maintaining the public's confidence that, when they request assistance, the police will respond effectively and in a timely manner. This expectation goes to the heart of effective contact management. It requires forces to be accessible and responsive, providing the right service at the right time, to consistently high standards; tailoring service in such a way that our communities feel safe; and have trust and confidence in what we do.

Contact management should be seen in the context of contact that exists between citizens (the public) and the police service. Whilst much of that contact continues to be via the telephone, contact management is much broader than this. It involves other technologies/access channels such as SMS (short message service), on-line through the internet and social media, and direct forms of face-to-face contact, whether through police station front counters, partner agencies, various neighbourhood bases or other contact between front-line police staff and the public.

The service receives over 60 million requests for service each year from the public and each one is an opportunity to 'make every contact count'. High quality contact management delivered across the organisation provides a gateway to deliver enhanced customer satisfaction and improved public confidence.

Historically, the emphasis of contact management has been on improving the 'first contact' experience, particularly in terms of our response to telephone contact via contact centres. The world, however, has changed with 24/7 service expected as the norm. People are interconnected via a variety of mobile that enables them to communicate wherever and whenever they choose.

The increasing use of digital and social media makes it crucial that the police service continues to improve accessibility through the wider use of on-line channels that meet public needs and expectations. Our people are key to dealing with more complex interactions, whilst shifting transactional processes to other channels.

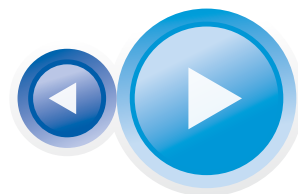
The Business Case for Change

The ACPO National Contact Management Strategy (NCMS), 2012 vision is 'protecting the public by making every contact count: delivering a value for money service that reassures our communities and increases public confidence in policing'. The background and business case for changes are outlined in more detail within the NCMS.

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

'One of the hardest things to quantify in a contact management strategy is the damage done by under-investment or constant cost cutting, but it is a very real danger if allowed to happen unchecked. In our experience, building confidence and gaining acknowledgement for delivering consistently good quality experiences takes months and years and can be destroyed in days. The key is to maintain unrelenting focus on building a sustainable high quality customer experience, benchmarking at regular intervals, gathering and acting on customer feedback and constantly challenging your colleagues to achieve higher standards.'

Paul Scott, *Director of Strategic Partnerships, Merchants Group (2012)*



Contents

Developing the National Contact Management Principles and Practice

The National Call Handling Standards (NCHS) were introduced in 2005, and was the first national standard in the police service for the call handling business area. In 2009/2010 the National Policing Improvement Agency (NPIA) conducted a fundamental review of NCHS to deliver a National Contact Management Principles and Guidance document. This 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 and consultation processes involved every force in England and Wales and the key messages outlined in the review were used to design and develop the National Contact Management Strategy (NCMS) and the National Contact Management Principles and Guidance (NCMPG). The NCMS and NCMPG were launched in 2010. They have been further refreshed to reflect the current policing landscape – change of government, new austere measures and also changes in industry.

The following national ACPO/NPIA products are recommended to forces:

- The **refreshed ACPO National Contact Management Strategy** (NCMS) 2012, outlines the vision for police contact management in the 21st century.
- The **new ACPO National Contact Management Principles and Practice** (NCMPP) 2012, on-line resource, which supersedes both the earlier NCMPG (2010) and NCHS (2005) documents, includes the core principles and underpinning critical success factors for contact management. It contains a self-assessment framework to assist forces in identifying and delivering local improvements.
- The **refreshed ACPO National Contact Management Grades** 2012, which provide a nationally agreed process by which contacts are assessed for risk and prioritised to ensure fair access to service and to reduce threat to harm and safety.
- A **refreshed ACPO Suite of Diagnostic Indicators for Contact Management** 2012, ensuring the service focuses on measuring those things that matter.
- An **updated National Contact Management Learning Programme** 2011, which provides a minimum framework for forces and which supports the broader contact management roles in the service.
- A national platform to support dissemination of best practice examples and best practice reviews through the secure online space for the policing community **Police On-line Knowledge Area** (POLKA) **POLKA** accessed via the police national network.

Continuous Improvement

The NCMPP on-line resource has been created to underpin the NCMS. It provides detailed information and practical advice, intended to expand understanding of the principles set out in the national strategy, namely:

Principle 1: **Customer:** designing and delivering contact management on the basis of citizen and business needs to increase customer satisfaction and public confidence.

Principle 2: **Leadership:** delivering effective leadership at all levels to promote and enhance citizen focused contact management.

Principle 3: **People:** investing in people and involving them in shaping service delivery.

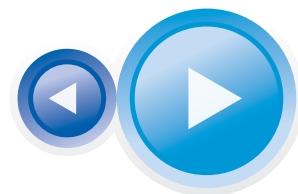
Principle 4: **Value for Money:** providing value for money by ensuring the optimum balance is achieved between the cost of service and delivering an excellent customer experience.

Principle 5: **Demand:** understanding the demand profile and workflow across the organisation in order to optimise service delivery.

Principle 6: **Resources:** satisfying demand for contact through the most efficient and effective use of resources, to deliver responsive local policing.

Principle 7: **Partners:** optimising resilience through effective planning and collaboration with partners to enhance contact management capability.

Each principle is linked to an underlying group of critical success factors (CSFs) that are contained within the NCMPP and which describe the key processes or activities to be carried out and/or measured, in order to deliver against the principle's stated intention.



Contents

The National Contact Management Principles and Practice on-line resource aims to:

- i. Achieve citizen focused improvements in service delivery – with customers' needs at the heart of force culture and business change processes.
- ii. Focus the service on improving the quality of the customer experience.
- iii. Deliver value for money services – encouraging a move away from bureaucracy and supporting officers and staff to act with discretion to deliver the best possible customer experience.
- iv. Make the complex simple and add real value to the design and delivery of contact management services.

Her Majesty's Inspectorate of Constabulary

(HMIC) has been consulted in the development of the NCMPP document and it supports the clear linkages between underlying principles, critical success factors and diagnostic indicators. HMIC will use the National Contact Management Principles and Practice and National Contact Management Learning Programme to support continuous improvement in forces.

Understanding the Chapters

Chapter One: Obtaining 'customer insight and experience' knowledge to design and deliver service.

Chapter Two: 'Our service delivery' uses the customer information to configure systems and processes and align resources.

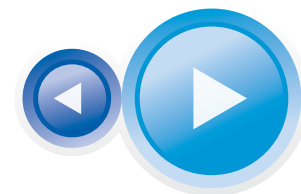
Chapter Three: 'Supporting our service delivery' involves well-equipped, empowered and trained staff doing the right things to deliver key contact management and service outcomes.

Chapter Four: Delivering 'value for money' outcomes requires having an approach that takes into account both functionality and the requirement to deliver the best possible customer experience at optimal price.

How to Use this Document

This document provides core principles, practice, diagnostic indicators and critical success factors that can be used to support forces in undertaking a self-assessment of current service. The framework can be downloaded and enhanced to support development of a local action plan for the delivery and development of a professional contact management service that meets the needs of the public they serve.

It takes into account the varying knowledge and experience of heads of profession and has been designed to support both existing staff and those that are new to the contact management business area.



Contents

Figure A: Structure of the National Contact Management Principles and Practice (NCMPP)

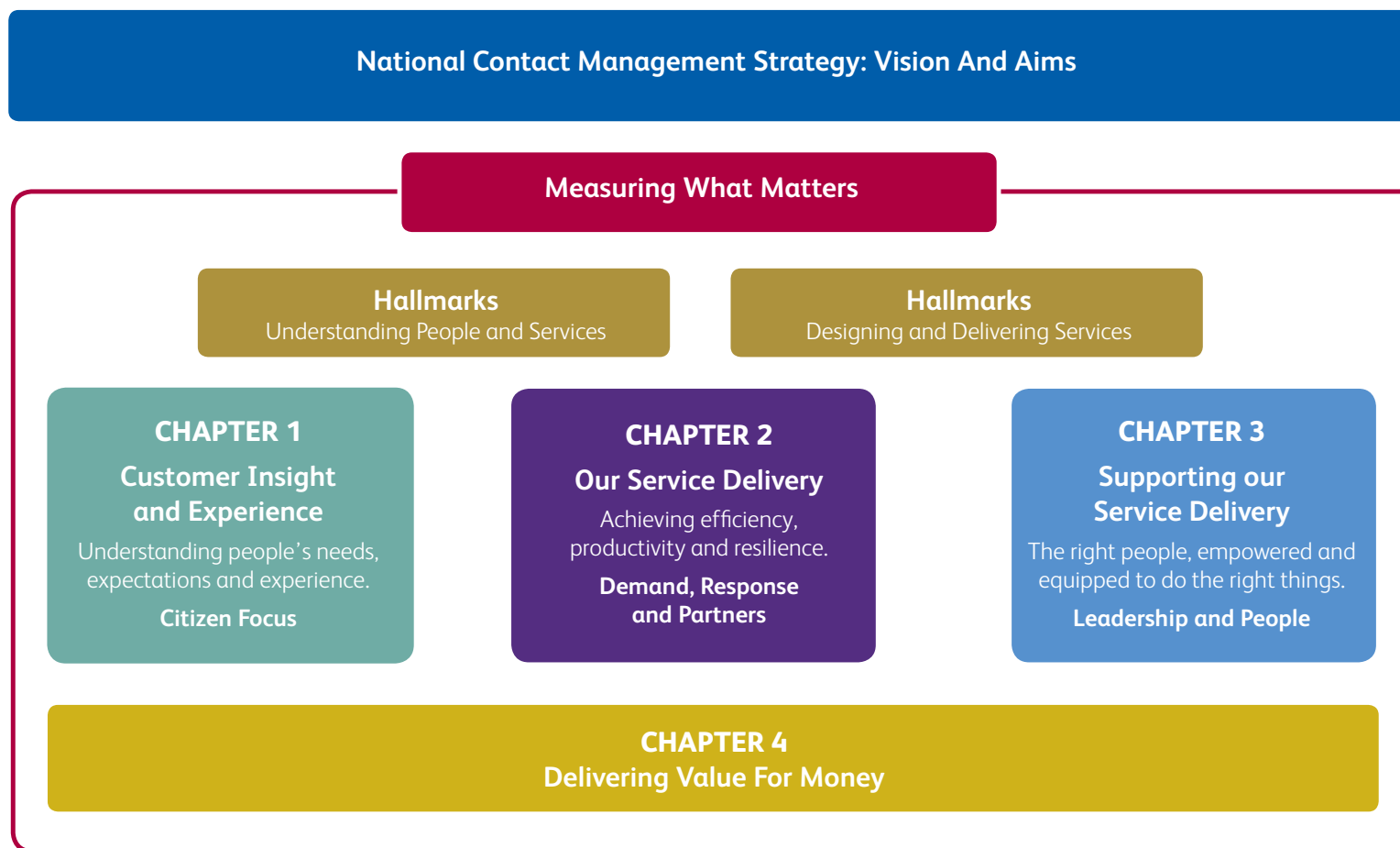
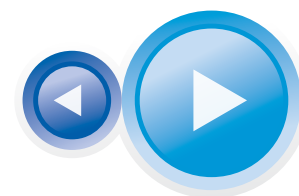
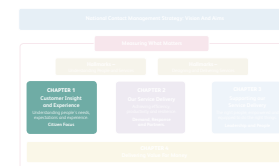


Figure A provides a visual means of understanding how the NCMPP document is constructed around the customer journey experience. It is a tactical document intended for contact management practitioners at all levels. Each chapter links back to the NCMS through the outlined principles and goes on to provide further information or practice around critical success factors – activities or behaviours, referred to as CSFs, which provide the advice and guidance that will support forces seeking to improve the delivery of contact management services. A full list of the CSFs is contained within Appendix A.



Contents

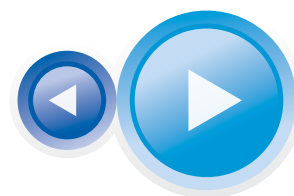
Customer Insight and Experience



CHAPTER 1 Customer Insight and Experience

Understanding people's needs,
expectations and experience.

Citizen Focus



Contents

Summary

This chapter focuses on ensuring that the service has a broad and informed view of the people it serves and that customer insight knowledge is used to design and deliver contact management services that meet the needs of individuals and communities. It includes:

Creating a Citizen Focused Approach

Citizen focus should not be a bolt-on to existing ways of doing business, it requires cultural and operational change at all levels. Historically, there has been a tendency for different processes or areas of the service to be considered separately rather than as part of a joined-up approach focusing on the key business outcomes of improved service delivery, customer satisfaction and public confidence.

Understanding and using the customer perspective to inform decision making should be undertaken at all levels of policing. Systematically capturing and using customer insight data will enable forces to target scarce resources more effectively and support reduction in operational costs.

Accessibility

Delivering an accessible and accountable police service that is responsive to the needs of local communities is central to maintaining trust and confidence and strengthening the link between the public and the police service. Nationally, the Home Office, ACPO and the NPIA have been working together to drive forward a number of key developments with individual police forces also introducing new and innovative ways of improving access to their services.

The introduction of 101 as the single non-emergency number for the police service in England and Wales provides the public with easier access to their local police, enabling them to report crime and concerns that do not require an emergency response. 999 remains the number for the public to contact in an emergency.

The www.police.uk website has been introduced by the Home Office to allow the public access to data on what crimes have been occurring in their area and provides a source of local information on crime and policing in each neighbourhood across England and Wales. The website will be further enhanced to include information on the outcomes of crimes and incidents.

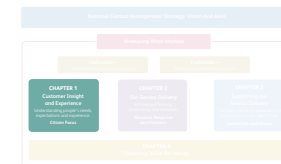
Forces are beginning to complement more traditional access channels such as telephony and face to face with digital developments by including more sophisticated on-line crime reporting tools and wider use of social media. The government's 'Digital by Default' agenda sets out that over the next few years public services should aim to provide more transactional services on-line, as opposed to simply using the internet as a platform to push out information to the public. The shift towards on-line channels has the potential to free up resources and provide the customer with the opportunity to engage using their channel of choice.

A channel strategy that supports the needs of local communities and encourages the development of digital channels is crucial to improving engagement between the public and police service.

The Customer Experience

One of the key influences on satisfaction and confidence is the provision of information to the public on the progress of their investigation – be it crime, anti-social behaviour or public safety issues and a number of forces are using technology/broader channels to do this. However, information should be tailored to meet individual needs and provide customers with a sense of closure.

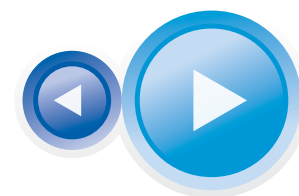
Customer insight is rapidly gaining ground as an approach to gaining knowledge about service users – their needs, desires, preferences, perceptions, experiences and behaviours. A way to gain customer insight is through root cause analysis of complaints and dissatisfaction. Forces can use reports of complaints and dissatisfaction as an opportunity to 'learn the lessons', which can have a positive impact on service delivery. Forces can also learn from reports of good service and performance in terms of what went well and why.



CHAPTER 1 Customer Insight and Experience

Understanding people's needs, expectations and experience.

Citizen Focus



Contents

Principle and Critical Success Factors

The main principle discussed within this chapter is 'customer'. This chapter also provides CSFs around key business areas that will support forces in driving and delivering change and performance.

DOWNLOAD
THE SELF
ASSESSMENT
MATRIX

Principle 1: Customer

Designing and delivering contact management on the basis of citizen and business needs to increase customer satisfaction and public confidence.

Citizen Focus Approach: Critical Success Factors

- Using the Citizen Focus Policing Hallmarks as an integral part of understanding business planning and delivering change.
- Having a process in place to understand the end to end customer experience.

Accessibility:

Critical Success Factors

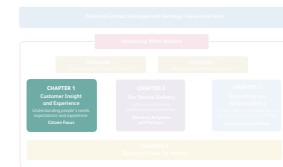
- Demonstrating understanding of customers and their needs in designing access to service that provides choice.

- Promoting the 101 single non-emergency telephone number to ensure that the public are aware of the number and when to use it.
- Providing an alternative geographical non-emergency telephone number for members of the public who may be unable to use the 101 number to get through to their local force.
- Having established processes for non-emergency and secondary SMS access for the deaf, hearing impaired and speech impaired.
- Having evidence to demonstrate that access to the police service supports non-English-speaking communities.
- Ensuring that opening times of police station front counters are well publicised and that alternative out of hours access is available.

- Providing the public with up to date contact details for neighbourhood policing teams and information on local beat meetings – on both force websites and the national police.uk website.

Channel Strategy: Critical Success Factors

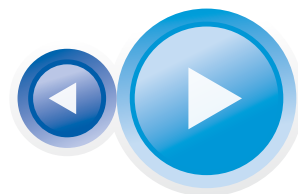
- Having a force channel strategy that supports the needs of local communities, encourages the development of digital channels and social media and which sets out the standards of customer service to be expected
- Developing a culture of innovation and continuous improvement around accessibility and transparency and sharing best practice with the wider service.



CHAPTER 1 Customer Insight and Experience

Understanding people's needs, expectations and experience.

Citizen Focus



Contents

Principle and Critical Success Factors continued

Customer Insight:

Critical Success Factors

- Systematically capturing and using customer insight data to inform decision making, reduce operational costs and target resources more effectively.
- Using customer journey mapping to understand the end to end customer experience and provide insight into communities' needs and expectations in order to shape, design and deliver services.

Keeping People Informed:

Critical Success Factors

- Being able to demonstrate how service users will be kept informed on progress and outcomes relating to them.
- Utilising technology/broader channels to keep people informed on progress and outcomes relating to them.

The Quality of the Customer Experience:

Critical Success Factors

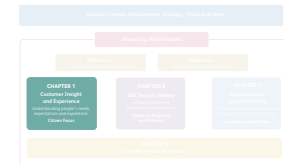
- Having a non-bureaucratic quality assessment process that focuses on delivering customer satisfaction and public confidence.
- Using a variety of methods to capture and understand the quality of the end-to-end customer experience in order to design and deliver service.

Dealing with Complaints and Dissatisfaction:

Critical Success Factors

- Providing the public with clear information on how they can make a complaint and report dissatisfaction.
- Undertaking root cause analysis of complaints, dissatisfaction and reports of good service to understand trends; and learning the lessons in order to improve service design and delivery.

**DOWNLOAD
THE SELF
ASSESSMENT
MATRIX**

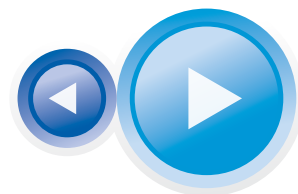


CHAPTER 1

Customer Insight and Experience

Understanding people's needs, expectations and experience.

Citizen Focus



Contents

Creating a Citizen Focus Approach

Citizen Focus Hallmarks

There are a number of ways that forces have sought to better understand the needs of the public in order to design and deliver continuous improvements and responsive service. Some of these approaches are discussed in more detail on the Police Knowledge Area (POLKA) under the 'Continuous Improvement Community'.

Further information can be found via the following link: [POLKA](#)

The ACPO/NPIA Citizen Focus Policing Hallmarks (2008) were introduced as a toolkit to enable forces to understand the characteristics of citizen focus. This is still a relevant citizen focus approach in today's changing environment as it focuses on delivering service from a customer's point of view – from the outside in. A number of forces are using this approach to support them in delivering local improvements.

The first two Hallmarks are:

- i. **Understanding People**
- ii. **Understanding Services**

Understanding the profile of local communities, what the different priorities are within them and what people need and expect in terms of standards of service and outcomes is the basis of citizen focus.

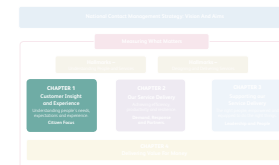
It is vital that those who deliver services understand the vision and values of the organisation. The involvement of staff in shaping and implementing change that improves service delivery is an effective means of promoting ownership and is likely to result in sustainable service improvement.

Understanding the customer journey is also important because it provides opportunity to identify inefficient and/or bureaucratic working practices that fail to deliver value for money service outcomes. This knowledge provides forces with the opportunity to refresh or re-design services to ensure that they satisfy public demand and deliver efficiency and productivity benefits.

The Hallmarks conclude with advice on:

- iii. **Designing Services**
- iv. **Delivering Services**

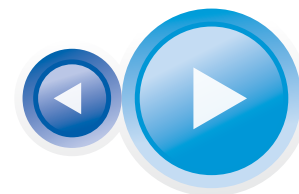
The Citizen Focus Policing Hallmarks (2008) are available for [download here](#).



CHAPTER 1 Customer Insight and Experience

Understanding people's needs, expectations and experience.

Citizen Focus



Contents

Accessibility

In order to provide comprehensive access to the police service, consideration should be given to the diverse make up of the communities served and by including them when designing access to service. This may include providing a choice of access points and design channels to ensure that the approach is around the customer and not the transaction.

Access to Service

Access to the police service in England and Wales was simplified in 2011 through the introduction of 101. The public now have two main telephone numbers to make contact with the police – 999 where an emergency response is required and 101 for less urgent matters. 101 is the local number for the public to contact their local police. Forces have retained an alternate geographical telephone number to enable people unable to use 101 to contact them i.e. where the service is not available in their area, for overseas enquiries and where members of the public need to make contact with their force whilst abroad. The alternate geographical numbers are available via www.police.uk/101

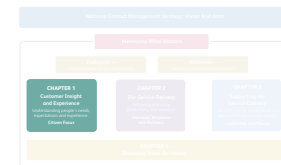
It is vital that police forces continue to raise public awareness of the 101 number in order to reap the benefits of the service. The Home Office and ACPO will work with forces to develop a communications plan. The 101 communication toolkit is available through the Home Office media and marketing team.

Over time and subject to local agreement, forces may wish to consider joining with local partner organisations to deliver a wider range of services through 101. For example, in Sheffield, the police and city council continue to work together to provide one point of contact for the public to report a range of anti-social behaviour issues such as graffiti, fly-tipping and broken street lighting – with the police answering calls, which are then tasked out to the relevant council department for effective remedial action.

Emergency SMS

Emergency SMS (eSMS) provides access for people who are unable to use the 999 voice service, specifically those with hearing or speaking difficulties, who routinely use SMS and who either do not use Text Relay, or it is not available. The service allows registered users to text 999 as an alternative to calling and the process is facilitated using the Text Relay platform and operators provided by BT. At time of writing the service remains in a state of trial and a move to fully live status is being managed through the 999 Liaison Committee. In June 2011, OFCOM mandated the e-SMS service on all mobile network operators.

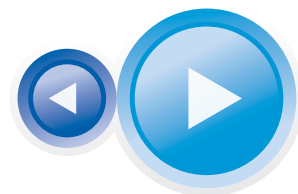
Further information on eSMS is available via www.emergencysms.org.uk



CHAPTER 1 Customer Insight and Experience

Understanding people's needs, expectations and experience.

Citizen Focus



Contents

Customer Insight and Experience

Non-Emergency SMS

SMS is a channel of choice for many hearing impaired people who are unable to routinely use voice services. In addition to eSMS it is essential that forces provide non-emergency SMS access. At time of writing the Home Office and ACPO are looking at options for national non-emergency SMS access across England and Wales due to the current sporadic nature of non-emergency SMS access.

999 Futures

ACPO is working closely with other emergency authorities: the Ambulance Service, the Fire and Rescue Service and the Maritime and Coastguard Agency to consider the future scope of 999, be this through text, multi-media or real-time video.

Face to Face Access

Whilst a number of forces are looking to rationalise front counter services in these austere times, they are still keen to ensure that the public receive a high quality accessible service. The importance of delivering face to face contact to a high standard is further recognised by ACPO who commissioned the National Contact Management Learning Programme (NCMLP). The NCMLP includes a module and national learning descriptors for face to face contact. The learning programme materials can be found on the N-Calt managed learning environment via the following link: www.ncalt.com

Additionally, and to support national front counter/face to face service provision, ACPO recognise and sponsor the national police front counter forum. The forum objectives are to promote and disseminate effective practice and identify opportunities to reduce bureaucracy and improve service. The forum has an open community available to all forces on [POLKA](https://polka.pnn.police.uk/)

Access to Information

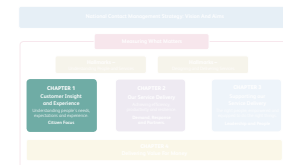
As part of the government's drive to improve transparency across public services, street-level crime data, alongside information about neighbourhood policing teams, is now published on the www.police.uk website. The website will be further developed to enable the public to see what happens next when a crime occurs in their area. Local communities are being encouraged to use the information on this website to discuss local issues with their neighbourhood officers.

As more and more people choose to access information over the internet, police force websites will become ever more important in ensuring that communities have easy access to crime and policing information. Research shows that ensuring that the answers to the most popular enquiries are easily accessible on the internet can reduce avoidable contact significantly and support forces to free up resources.

Access to Neighbourhood Policing Teams

Members of the public now have direct access to their neighbourhood policing teams as well as many other parts of the organisation. Therefore, to deliver a consistently professional service to the public, forces need to have a smart approach to managing voicemail and secondary contact that will support reduction in repeat calls and potential causes of dissatisfaction. The approach should set out clear policies, guidelines and management information for all departments and individual users to ensure a quality of service that can be measured and managed.

Forces can also use the police.uk website to reduce avoidable contact by maintaining up-to-date information about neighbourhood officers and how to contact them, as well as local force websites.

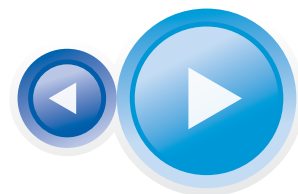


CHAPTER 1

Customer Insight and Experience

Understanding people's needs, expectations and experience.

Citizen Focus



Contents

Channel Strategy

The channels through which public services are delivered and by which the public has contact with, be that through the telephone, on-line, in person, or via other means, are a critical part of service provision, and there is continued drive for all organisations to manage them effectively and efficiently. In order to meet the needs of the public the police service must provide services that are easily accessible, simple to use, streamlined, convenient and transparent. Figure B shows the elements of a channel strategy working together¹.

Channel Strategy

A channel strategy is an organisation's plan for the channels it will use to deliver services to, and interact with, its customers and it should explain how an organisation will meet the demands of its customers using the resources it has available. The process of developing and implementing a channel strategy needs to focus on current delivery channels used and those that may be used in the future to meet customer and organisation needs.

The following factors should be considered when developing a channel strategy:

- The whole organisation must be behind change – top-down leadership, overall governance, a team with shared vision, and bottom-up staff input must all be aligned;
- Service delivery must be viewed as an end to end processes, not siloed;
- HR policies must support channel shift and drive staff to achieve channel shift aims;
- Efficiency and effectiveness should decide function and design;
- Decision-making should be made as close to the customer as possible;
- Collaboration beats coercion in the end (in both stakeholder and customer terms); and
- For ongoing success, flexibility and sustainability must be accepted as essential.

Further guidance on developing channel strategy is available on the cabinet office website by [clicking here](#).

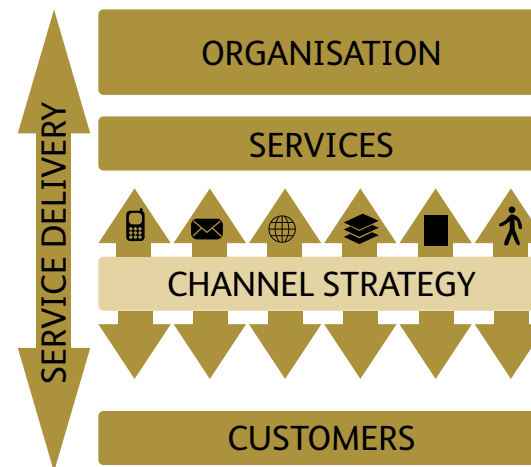
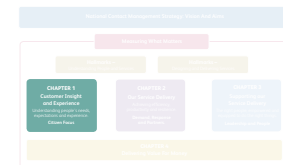


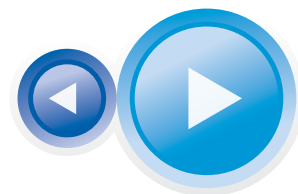
Figure B



CHAPTER 1 Customer Insight and Experience

Understanding people's needs, expectations and experience.

Citizen Focus



Contents

Customer Insight and Experience

Channel Shift

Inevitably, and in order to provide the public with a service experience that is most appropriate to their needs, a channel strategy is likely to consider, or promote, an element of channel shift. Channel shift is the process by which an organisation seeks to encourage customers to access, or interact with services via channels other than those to which they normally choose.

Channel shift forms one part of an overall channel strategy, and if implemented well, it can lower costs, build reputation, empower the citizen and improve the overall service. Shifting customers to particular channels involves behaviour change on their part, and prompting this behaviour change can present a real challenge.

Many calls to the police are complex and often require a human interaction; however, for less complex transactional contact some forces are considering strategies to shift this demand to other channels – specifically on-line services.

Digital Inclusion

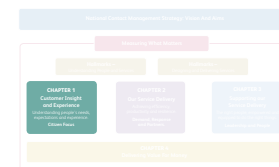
Digital inclusion is a vital consideration in planning successful channel strategies where the vision is of providing public services that are customer focused and accessible to all.

There is no doubt that many services can be delivered online more efficiently and effectively from the point of view of the customer and the service deliverer. However, a proportion of the UK population are still effectively digitally excluded, therefore, police forces intending to make digital and online channels a core part of service delivery must ensure that they consider this group and cater for their needs by other means.

Digital Engagement

Digital engagement covers a range of areas, however, for the purposes of this document it mainly focuses on the use of social media to engage and interact with users of our services and the wider public.

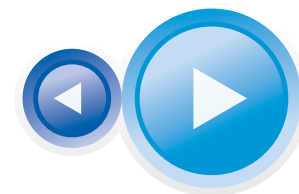
Social media sites such as Facebook, Twitter, YouTube, Blog and Flickr have had a massive impact upon customer service and every organisation needs to be ready, willing and able to use these platforms to engage and improve the quality of customer service. The central thing to remember about social media is that it is about people and how they choose to interact and converse.



CHAPTER 1 Customer Insight and Experience

Understanding people's needs, expectations and experience.

Citizen Focus



Contents

Customer Insight and Experience

Organisations are managing their approach to social media in a number of ways and it is important to understand that, whichever approach is used, consideration is given to how accessible the two way communication between the police and the public is shared and used by the whole organisation.

Integrating social media into customer service/channel strategy has to be a comprehensive and detailed process. Organisations should figure out what communications channels customers want to be interacting on and develop a social media service model that responds to their requirements. The core purposes of digital engagement are to disseminate information, listen and monitor, gain insight, respond, discuss, consult and collaborate with the public and service users.

The four main business approaches to social media:

- **Decentralised** – no one department managed or co-ordinates; efforts bubble up from the edges of the company
- **Centralised** – one department (like corporate communications) manages all social activities
- **Hub and spoke** – a cross-functional team sits in a centralised position and helps various business units
- **Holistic** – everyone in the company uses social media safely and consistently across the organisation.

‘We need to embrace this new form of communication because if we don’t engage with people via social media they will move on without us and we will miss the opportunity to influence them, making it much more difficult to re-engage with them later. We also need to communicate more effectively with members of the public to let them know what we’re doing. After all, nobody is going to be confident in an organisation who they don’t hear from and who they can’t engage with.’

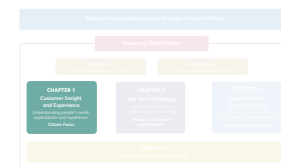
DCC Gordon Scobbie, ACPO Lead for Digital and Social Media Engagement (2011)

Leicestershire Police: Social media campaign and appeal for information regarding a missing person

The force launched an anniversary appeal to find a Polish mother who had been missing for 5 years. The aim of the campaign was to use social media to target the Polish community in Leicester, Poland, Germany, Holland, and elsewhere in the UK, who may have information about the disappearance.

- A Facebook group was set up with links to photographs of the missing woman and her family that had been used in the original appeal.
- A short and moving video clip of the missing person with her daughter and family was posted on Facebook, Twitter and the force YouTube channel.
- Emails (in English and Polish) were sent to all members of the Facebook Group appealing for information and directing them to the video footage.
- The force ran an advert on Facebook targeting the Polish community.
- Used Bluetooth machines to broadcast messages at the entrance and exit of East Midlands Airport, which is used by the Polish community to travel to Poland.

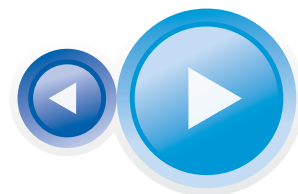
As a result of the campaign officers gained information that has enabled them to take the investigation further



CHAPTER 1 Customer Insight and Experience

Understanding people’s needs, expectations and experience.

Citizen Focus



Contents

Customer Insight and Experience

The effective use of social media was prevalent during the public disorder in England in 2011. Lessons learned indicate that forces who had already invested in social media, and had adopted it both centrally and in neighbourhoods, felt better prepared when the disorders took place. Furthermore, they reported an upsurge in followers for their corporate police sites as members of their communities identified them as a reliable source of information during a time of uncertainty.

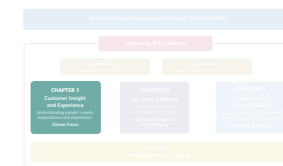
There is a need for timely responses on social media sites at the start of any potential disorder, critical incident or high profile event. It was apparent that where forces engaged with their communities on social media sites the disorder, they received many messages of support, thanks and evidence of reassurance in response. Forces that shared these messages of support internally also saw an upsurge in staff morale.

The Engage: Digital and Social Media Engagement for the Police Service practice document, (2011) and further information on social media in policing is available on the 'Digital Engagement Community' on [POLKA](#)

West Midlands Police use of social media during the disorder in August 2011

The communications team were based in Gold Control to ensure consistency of message and social media was used to proactively issue key messages, dispel speculation (providing partners with an outlet to dispel myths relating to their services), update the public on arrests and provide reassurance. The results:

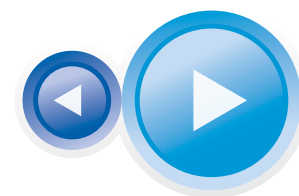
- Twitter was a valuable source of community intelligence allowing the force to respond to potential threats and address concerns or tensions. Followers to the corporate force account rose from 9,000 to 25,000
- YouTube views of wanted people rose from 572,000 to 823,380
- A dedicated internet site, providing a one stop shop for updates, press releases and offender images/videos attracted 1.2 million hits.



CHAPTER 1 Customer Insight and Experience

Understanding people's needs,
expectations and experience.

Citizen Focus



Contents

Customer Insight

The gathering, sharing and analysis of criminal intelligence has long been valuable to policing – to inform the tasking and co-ordination of resources and police activity. This includes intelligence about the people who commit crime as well as information about where crimes occur. Similarly, the use of information about customer – ‘customer insight’ can be used to target resources more effectively.

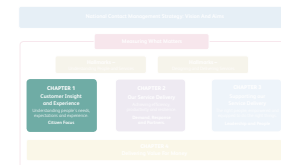
The use of customer insight in communications and service design can demonstrate how the public and service users are driving the way that policing is delivered locally and assist in providing joined up, tailored, accessible services that meet public needs. Customer insight and sharing it with partners can assist in more joined up use of resources to target for example community issues and anti-social behaviour and to develop a channel strategy.

What can customer insight help us to do?

- Find out which groups of people use or do not use particular services, and why;
- Determine specific needs of different service users and non-users;
- Support the re-design services and development of customer and channel strategy;
- Encourage the public to use less expensive self-service channels, where appropriate;
- Understand the impact of services on people and what improvements can be made to their experience of them;
- Determine whether there is equality of opportunity, access and treatment of people from diverse groups; and
- Increase public accountability through more effective communication of performance and improve activity.

10,000 volts: Norfolk Constabulary and the Metropolitan Police Service have used 10,000 volts exercises to gather insight into what their staff and/or the public think about policing services. This methodology involves participants posting comments and responding to specific questions anonymously using laptops.

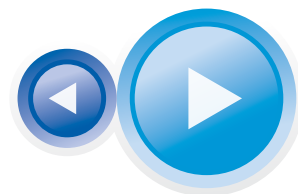
- In Norfolk the Let's Talk event attracted in excess of 120 attendees and the information it generated identified a number of areas where the public felt that service was ineffective. This assisted the force in making improvements based upon public feedback.
- In the Metropolitan Police feedback from the exercise informed work on force values, created senior level buy-in for the need to prioritise customer service improvements and helped frame the force victim service strategy.



CHAPTER 1 Customer Insight and Experience

Understanding people's needs, expectations and experience.

Citizen Focus



Contents

Community profiling, public feedback, demand analysis and engagement at a local level can often assist in identifying more complex issues affecting individuals or communities, where a deeper understanding about people's experience, public perception or individual behaviours may be required to inform activity.

Increasingly forces are seeing the benefits of using the customer perspective as part of their organisational change programmes to ensure that cost effectiveness and continuous improvement tackle those issues not delivering value for the customer or are adversely affecting the service delivered to them. Involving those using or delivering these services in the changes that are made, further ensures that the solution really meets the needs of customers and staff and delivers right first time ultimately reducing our costs to deliver.

Further information is available via the 'Customer Insight Community' on [POLKA](#)

Customer Journey Mapping

A customer journey map is a way to describe a customer's experiences through a life event, intervention or interaction with one or several services, and the emotional responses these provoke. Customer journey mapping can then be used to design service improvements that reflect the customer's experience. Although many public organisations have huge amounts of expertise in traditional forms of research, it's less usual to find the more innovative forms of user engagement, which seek to get closer to customers, understanding what really drives behaviour and attitudes.

The NPJA Customer Insight Practice Document (2012) outlines three main types of journey mapping.

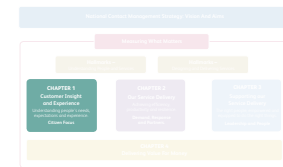
1. **Customer experience mapping** is a qualitative approach, focused on 'emotional' insights about a customer, in order to tell his or her story with passion and narrative. It's a powerful way of engaging both staff and customers
2. **Mapping the system**, or process mapping, maps the steps in a process and identifies where to act to make the experience as easy, pleasant and efficient as possible
3. **Measuring the experience** is a form of mapping that allows you to determine how well an experience is delivered. It can quantify the effect of changes and contribute to business cases

Customer journey mapping is about understanding the end-to-end experience, which often starts with the contact management centre or front counter. Some forces have used customer journey mapping, for example, to map the end to end experience of victims of stalking and harassment and victims of burglary.

One example of a customer journey mapping technique is the Circle of Needs © framework². This framework has been used collaboratively to support a number of partner organisations in targeting people in the greatest need. The framework has assisted in identifying vulnerable victims and perpetrators of anti-social behaviour and areas for improved service delivery.

Customer journey mapping can help organisations to:

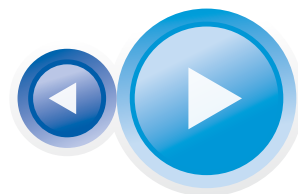
- See things from the customer's point of view;
- Deliver information, messages and services at the most appropriate time;
- Deliver a seamless, streamlined experience that cuts across silos by recognising where and when it makes sense to join things up for the customer;
- Get it right when it really matters e.g. when emotions are highest or need greatest; and
- Look at the current situation and the 'ideal' side-by-side, giving a chance to genuinely redraw the customer journey.



CHAPTER 1 Customer Insight and Experience

Understanding people's needs, expectations and experience.

Citizen Focus



Contents

Customer Insight and Experience

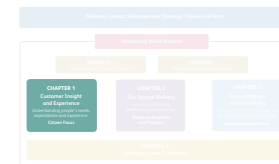
Journey mapping helps bring customers' stories to life. It can challenge preconceptions and help change perceptions, acting as a call to action and contributing to culture change. The insights that it generates can help shape strategy and policy, leading to better customer experiences and more efficient service delivery. At its best, journey mapping can be truly transformational.

Further information on customer journey mapping is contained within the NPIA Customer Insight Practice Document (2012). This document, along with best practice examples where forces have effectively used customer insight and customer journey mapping techniques, are available via the 'Customer Insight Community' on [POLKA](#)

Leicestershire: To improve their understanding of the needs of vulnerable adult victims of anti-social behaviour, agencies across Leicestershire employed Aperia's Circles of Need® framework to:

- engage with victims to understand their actual needs, hopes and fears
- amend services to meet the identified needs, to understand the hopes and fears and to make better use of public sector resources.

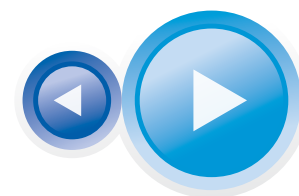
The use of customer journey mapping techniques was new to Leicestershire Police and its partners. Many of the results demonstrated that small changes can have a big impact on customers. All of the authorities involved are now moving forwards together, improving access to services, sharing information between organisations and reducing duplication.



CHAPTER 1 Customer Insight and Experience

Understanding people's needs,
expectations and experience.

Citizen Focus



Contents

Speech Analytics

One of the more recent ways of measuring customer insight is through an application of call recording and speech analytics. This has come of age more recently in industry where a few pioneers have demonstrated measurable benefits.

Organisations using speech analytics are able to analyse the content of conversations, which provides visibility of things that could never have known before. What's more some industry experts believe that if we'd had speech analytics in the early years of call centres, we probably wouldn't have the metrics and performance culture we do now.

Two common approaches of analytics have emerged.

1. **Automation** – Set up by experts, it runs in the background with applications that rate, rank or allocate to particular work categories or approaches.
 2. **Business intelligence** – 'Data mining' from many sources provides information upon which business strategy or customer segmentation is based. The insight can drive strategic transformation in many operational departments
- Speech analytics opens up a 'third' approach, customer communication, focused squarely on the role and nature of the customer service centre, much of whose work in most organisations still involves telephone conversations – this is certainly the case for the police service. Early adopters in industry have trialled different concepts often driven in part by their technology infrastructure as well as their business challenges, but common trends have already emerged:
- **Creating new measures** – measuring what could not previously be measured
 - **Process Improvement** – many early implementations create new insight on the drivers of long calls, repeat calls or unnecessary calls. There are big savings to be made in efficiency and customer effort.
 - **Quality and customer experience** – The benefits of better quality can be hard to quantify, speech analytics can assist in understanding this experience.
 - **Embed behavioural changes** – In all types of contact centres, there are specific things you want to hear on a call – such as capturing information, offering opportunities or meeting compliance requirements. By building specific data categories, you can see unambiguously who is or isn't doing this on every single call. Speech analytics can build queries that search for the right things to meet your organisational needs.

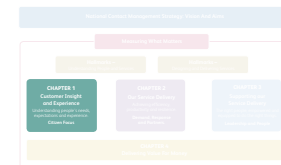
A few forces are in the early stages of investigating how speech analytics can benefit policing services and how this can support continuous improvement. It is too early to outline, in any detail, any return on investment or any great use of speech analytics in policing. Speech analytics is a current hot topic that needs to be explored thoroughly to enable forces to determine if and how it could benefit policing in the future.

ContactBabel, an industry analyst company have produced "The Inner Circle Guide to Speech Analytics". The guide provides definitive and realistic analysis of the commercial benefits of speech analytics, as well as the technology, best practices, return on investment modelling, expected results and supplier landscape.

The guide is available to download, free of charge.

[Click here to download the guide.](#)

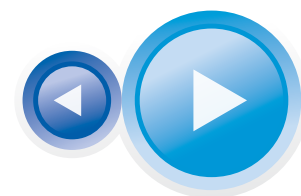
Further information and a 'guide to speech analytics' is also available via the Professional Planning Forum website: www.planningforum.co.uk



CHAPTER 1 Customer Insight and Experience

Understanding people's needs,
expectations and experience.

Citizen Focus



Contents

Keeping People Informed

One of the key influences on satisfaction and confidence is the provision of information to the public on the progress of their investigation – be it crime, anti-social behaviour or public safety issues. However, information should be tailored to meet individual needs and should provide customers with a sense of closure.

When designing services for keeping people informed, forces will need to consider customer choice, i.e., asking if they wish to be kept informed and, if so, how and then capture this information at the first point of contact. It is also important for forces to have agreement on who will take responsibility for updating customers. This should take into account the requirements of:

- **The Code of Practice for Victims of Crime** (2005), further details are available by [clicking here](#).
- **The Witness Charter** (2008), further details are available by [clicking here](#).

In the past victims have had to wait for the police officer investigating their crime to contact them direct with updates. Often this could be at times that weren't convenient to them. TrackMyCrime has been developed by Avon and Somerset Police and enables a faster and more efficient service to victims of crime who can access information about the status of their crime on-line. The system can automatically notify a

victim by either email or text message when the crime has been updated.

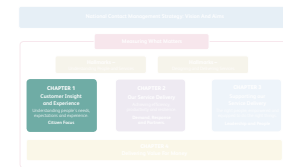
Further information on TrackMyCrime is available by [clicking here](#), or on the 'Knowledge Bank Community' of Polka: **POLKA**

This initiative doesn't replace speaking to an officer in person if the victim wants to; it provides more choice about how and when they access information from the police. Victim support has recently highlighted this initiative as an example of best practice in providing victims with an easy way to access information on how their case is progressing. Avon and Somerset Police have made the system available to other forces and at the time of writing over thirty forces have expressed an interest in adopting this initiative.

Further information regarding police trailblazers is available by [clicking here](#).

The **Home Office** is working with a number of 'trailblazer' forces to explore other ways of providing information to the public about crime and justice in their area:

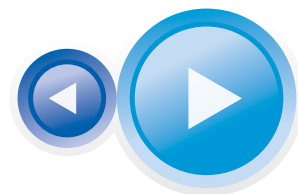
- **Surrey Police** – are developing an interactive application for mobile phones which will improve communication between communities and neighbourhood policing teams. The application will allow people to see crime maps for where they live, receive updates on police interventions, and allow them to comment and vote on what matters most to them in their neighbourhood.
- **Hampshire Constabulary** – are developing a brand new online socially interactive facility which will allow public and partners the ability to see street level crime, incident and activity data on a daily basis and enable them to play an active part in the resolution of community problems.
- **Leicestershire Police** – exploring how to develop online case tracking systems for individual victims so that they can monitor the progress of their case online.



CHAPTER 1 Customer Insight and Experience

Understanding people's needs, expectations and experience.

Citizen Focus



Contents

The Quality of the Customer Experience

The quality of the customer service experience came into focus with the introduction of the Home Office Quality of Service Commitment (QoS) in 2006. It made a number of national service commitments in respect of the quality of service provision.

It focused on six key areas of service delivery:

1. **Making it easy to contact us**
2. **Providing a professional and high quality service**
3. **Dealing with your initial contact**
4. **Keeping you informed**
5. **Ensuring your voice counts**
6. **Dealing with victims of crime service**

IPSOS Mori carried out the Public Sector Service Satisfaction Index Report for Consumer Focus (2010) identified the following drivers of satisfaction in public services, these driver are not dissimilar to those outlined in the Quality of Service Commitment:

- **Staff attitude** – the attitude of staff they dealt with
- **Professionalism** – the knowledge and ability of staff they deal with
- **Accessibility** – how easy it was to access the service

- **Delivery** – whether the service delivered what they needed
- **Information** – the information available about the service and how customers are kept informed of progress
- **Timeliness** – the length of time it took the customer to get what they needed.

The National Contact Management Learning Programme (2011) was commissioned by ACPO and provides a national framework, which supports forces in delivering a quality response that meets the needs and expectations of the public from the first point of contact. It recognises that in order to reduce risk and achieve high levels of customer satisfaction and public confidence in policing staff need to be trained to the same consistently high standard. The NCMLP is built around the drivers that are identified in the original QoS and the more recent Public Sector Service Satisfaction Index.

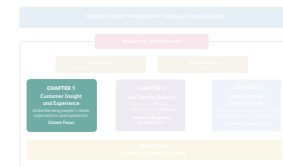
The NCMLP is covered in more detail in chapter three of this document.

Creating a joined-up approach to quality across the whole organisation – including all functions, people, departments and activities – is crucial to success. Whilst quality assurance can support the development of staff, over monitoring and repetitive

processes can drive the wrong behaviours, resulting in resistance from staff and high attrition. Staff who are de-motivated are often less capable of sensitive and responsive interactions with the customer.

Intense surveillance can be counterproductive and costly in terms of workforce motivation and commitment. However, abandonment of surveillance and monitoring mechanisms can never be an option as these are integral to the operation of the call centre. Surveillance and compulsion alone cannot guarantee productive performance⁴.

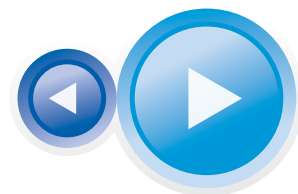
Dimension Data's Global Contact Centre Benchmarking Report: Taking the lead (2011), suggests that there is a small and growing trend in industry to dispense with traditional quality assurance approaches with quality management evolving from largely irrelevant and discredited practices to be replaced by the voice of the customer. Using direct feedback as the primary mechanism to assess quality and drive change, they expect to see the use of more real-time customer surveys, more opportunities for outsourced quality management and the advent of more relevant call monitoring regimes such as peer-to-peer listening.



CHAPTER 1 Customer Insight and Experience

Understanding people's needs,
expectations and experience.

Citizen Focus



Contents

Dealing with Complaints and Dissatisfaction

Police complaints and reports of dissatisfaction are one indicator of the level of public satisfaction with policing. Understanding complaints and reports of dissatisfaction, identifying trends and acting where necessary, is crucial to public confidence. It is also important to consider the reports of positive service offering in order to gain a balanced understanding of how the service we provide impacts on the public.

Knowing how to make a complaint or report dissatisfaction and understanding what will happen as a result, are essential to public confidence. It is also important to note that complaints should be used to highlight and manage vulnerability and risk for the organisation. Root cause analysis of complaints can provide forces with meaningful customer insight, which can be used to support continuous improvement.

Historically, complainants had few options to complain about poor service delivery. In the past those making a complaint may have spoken directly with the contact centre or have written to the organisation, their issue would, or would not, have been resolved. If they are truly engaged they may complain to an independent body or contact their local media. In response to this forces are now providing wider access to make a complaint, in particular a number of on-line options are available to the public.

The Independent Police Complaints Commission (IPCC) has a duty under the Police Reform Act to increase access to the complaints system and expects the police service to develop a range of ways for people to access the complaints system, which address the specific needs of complainants. Further information on the IPCC statutory guidance is available by [clicking here](#).

West Midlands Police – The force has developed the Rateyourlocalpolice.co.uk website. The aim of this site is to allow members of the public to give honest and open feedback about the service they have received from the police at a front office, over the phone or in the street. The site is open to all members of the public so people can read about the experience of others as well as sharing their own. Feedback is sent to the local station where the service was received and the local policing team's responses to the comments are posted on the site. This site is administered and managed by West Midlands Police Authority to make sure that local people have a say in how they are policed and to use the insight gathered from it to hold the chief police officer to account for the services delivered.

Managing Customer Complaints via Social Media

Organisations can't afford to ignore social media – if they are not involved in the conversations taking place about their service then those conversations will carry on without them. Customer-service issues and complaints need not be seen as all negative. With the right mindset we can view them as opportunities to learn more about what people want and expect from us and use their feedback as opportunities for improvement.

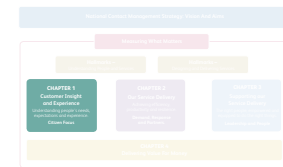
With the help of social media monitoring tools, organisations can hear what customers are asking, provide timely responses and determine early warning signs of negative PR and other issues.

Social media can enhance customer service by:

- Giving the organisation a human face
- Listening to what service users/the public are saying
- Proactively engaging with customers
- Providing alternative contact channel
- Giving customers a chance to talk to each other
- Sharing customer feedback

Social media may mean that poor service is observed by a wider audience as can success stories or positive messages. Forces are embracing social media and recognise the need to engage with the public and respond by resolving their problems with sensitivity, on their terms and on their online territories. In doing so these forces are winning accolades and building value.

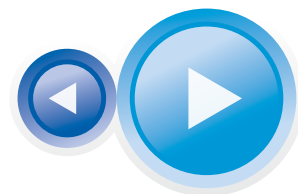
Further information on the use of social media can be found on the Digital Engagement Community, which can be accessed via [POLKA](#)



CHAPTER 1 Customer Insight and Experience

Understanding people's needs, expectations and experience.

Citizen Focus



Contents

Diagnostic Indicators:

Customer Insight and Experience

The Customer Insight and Experience diagnostic indicators are part of an overall Suite of Diagnostic Indicators for Contact Management that can be found in [Appendix B](#). It is not the intention for the diagnostics to be used in isolation where the focus might be on quantity at the expense of quality, more used together to gain a fuller understanding of the customer experience. These indicators are not exhaustive and do not preclude forces from using additional appropriate diagnostics that meet local needs.

Key Outcome Performance Indicators

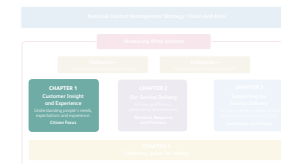
Description	Indicator and Brief Narrative
Improved Public Confidence	Force confidence measure
Improved Public Satisfaction	Ease of emergency contact
	Ease of non-emergency contact
Dissatisfaction, complaints and compliments	Volume of reports of dissatisfaction, complaints and compliments

Emergency Contact Performance Indicators

Description	Indicator and Brief Narrative
999 Calls Answered in 10 Seconds	Volume and % of 999 calls answered in 10 seconds
Abandoned 999 Calls	Volume and % of abandoned 999 calls
999 Average Time to Answer (ATA)	Average time to answer an emergency call / contact
999 Calls Over 2 Minutes	Volume and % of calls / contacts answered after 2 minutes
Emergency SMS (eSMS)	Volume of contacts and action taken

Non-Emergency Contact Performance Indicators

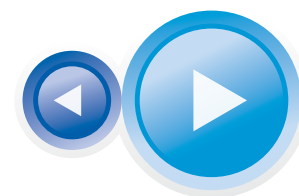
Description	Indicator and Brief Narrative
Non-Emergency Contact Service Level	Volume and % of non-emergency calls answered within locally derived time
Abandoned Non-emergency Calls	Volume and % of abandoned non-emergency calls
Average Time to Answer (ATA) Non-Emergency	Average time to answer a non-emergency call / contact
Contact received via other channels (email, SMS etc)	Volume of contacts per channel and action taken



CHAPTER 1 Customer Insight and Experience

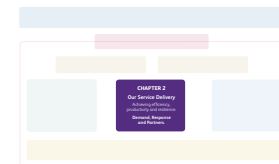
Understanding people's needs,
expectations and experience.

Citizen Focus



Contents

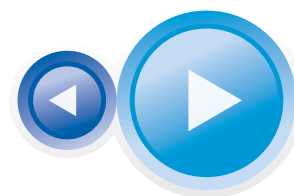
Our Service Delivery



CHAPTER 2

Our Service Delivery

Achieving efficiency,
productivity and resilience.
Demand, Response
and Partners.



Contents

Summary

This chapter focuses on the response to requests for service – from first contact through to response. Optimising resources to meet demands for service and enhancing capability through collaboration with partners is crucial to delivering citizen focused and value for money services. It includes:

Demand Forecasting and Resource Planning

Understanding, planning and delivering effective processes to manage demand is crucial given that failure to identify and respond effectively to threat, risk, vulnerability and public safety issues can negatively impact upon public confidence. Organisations without effective demand forecasting/ resource planning functions often have to make reactive and potentially costly responses to business problems. Effective use of resources can lead to improved speed and quality of response and improved customer satisfaction. It is even more crucial in times of austerity and shrinking budgets to use professional planning and forecasting skills and knowledge in order to develop the right resource model.

Responding to Requests for Service

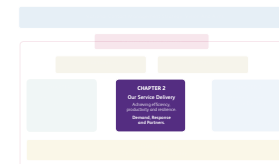
Contact management deals with a broad spectrum of operational service provision, which ranges from protective services, including terrorism threats, critical incident management and crimes, through to quality of life issues that affect our communities. The ACPO national contact management grades provide a framework for forces to effectively prioritise requests for service. It is important to identify threat, risk, and vulnerability and repeat victims in order to deliver the right response.

Understanding demand and then making process improvements can successfully reduce levels of demand, enabling a more appropriate response that meets the needs of the customer and optimises use of resources. A one team approach between the contact management function and basic command units

(BCUs) is crucial to providing an effective response to requests for service as satisfaction and confidence are negatively impacted where service failure occurs. This can be extended to working with partners and multi-agencies in order to achieve effective and efficient service outcomes.

Delivering 24/7 Service to our Communities

The public expect to be able to contact the police 24/7 and, in particular, there is an expectation that the service will respond and take the lead in the event of an emergency. It is crucial that forces have robust business continuity and disaster recovery plans in place to support service delivery as failure to respond in these circumstances will affect public confidence in the service.

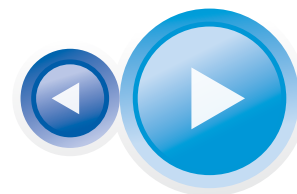


CHAPTER 2

Our Service Delivery

Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

Principles and Critical Success Factors

The main principles discussed within this chapter are demand, resources and partners. This chapter also provides CSFs around key business areas that will support forces in driving and delivering change and performance.

DOWNLOAD
THE SELF
ASSESSMENT
MATRIX

Principle 5: Demand

Understanding the demand profile and workflow across the organisation, in order to optimise service delivery.

Principle 6: Resources

Satisfying demand for contact service through the most efficient and effective use of resources, to deliver responsive local policing.

Principle 7: Partners

Optimising resilience through effective planning and collaboration with partners, to enhance contact management capability.

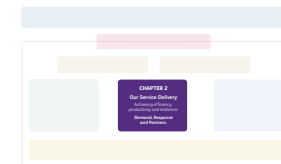
Demand Management and Resource Planning: Critical Success Factors:

- Creating an environment where planning and forecasting optimises resources and is used across the organisation to effectively manage demand.
- To make best use of resources, having dedicated demand forecasting and resource planning expertise is essential.
- Showing evidence of understanding customer contact demand in order to determine what changes are required across the organisation.

Incident Management: Critical Success Factors

- Having joint accountability for service delivery across the organisation in order to deliver the best possible customer experience.
- Utilising integrated technology to optimise the efficiency of incident management resources and services.

- Ensuring BCU commanders and supervisors are held accountable for patrol availability and response.
- Having evidence of involving the contact management function in planning for and debrief of operations and critical incidents.
- Ensuring that the contact management function is configured technically and has the skills base to be able to respond in real-time and to manage major and critical events, where required with responder organisations.
- Ensuring that the effective use of Airwave from talkgroup management, status messaging and Airwave Speak, supports improved processes and efficient use of resources.
- Having a policy in place to manage misrouted emergency calls to reduce risk to the public.

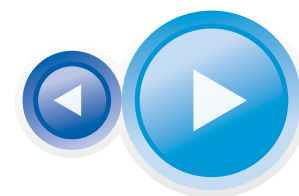


CHAPTER 2

Our Service Delivery

Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

Principles and Critical Success Factors continued

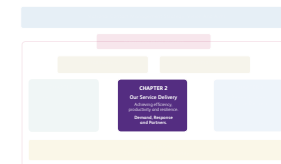
National Contact Management Grades:
 Critical Success Factors

- Ensuring that contact management staff understand the importance of using the contact grades to prioritise and deliver responsive local services.
- Ensuring that staff understand the importance of accurately recording incident information to support the right decision and response.

Business Continuity and Disaster Recovery:
 Critical Success Factors

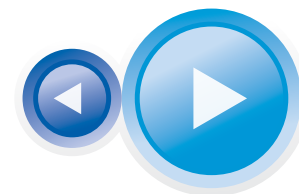
- Having business continuity and disaster recovery plans in place, which are regularly tested, in order to maintain service and reduce risk to the public.
- Supporting opportunities for collaboration, particularly on a regional basis, to enhance resilience, achieve value for money and support business continuity.

DOWNLOAD
THE SELF
ASSESSMENT
MATRIX


CHAPTER 2
Our Service Delivery

Achieving efficiency,
productivity and resilience.

**Demand, Response
and Partners.**



Contents

Demand Forecasting and Resource Planning

Demand forecasting and resource planning is crucial to supporting the service's ability to respond effectively to threat, risk, vulnerability and public safety issues. It is also key to ensuring that customer expectations are met, and that they are satisfied with the service they receive. Forces have to deal with many different demands and broadly these can be identified as either external (originating from outside the force) or internal, i.e., contact or calls generated from within the organisation.

Understanding demand, for example reports of crime, anti-social behaviour, intelligence or simple requests for information, and their volumes over time is critical to effective demand management. It requires an understanding of both primary contact handling activity (calls dealt with through the contact centre) and secondary contact handling (those matters dealt with at individual extensions or in departments away from a force contact centre).

Demand forecasting and planning in industry has been used for over a decade and is based upon a scientific model called Erlang C. This model is the basis of many more sophisticated technologies, including workforce management systems and simulation modelling systems that are widely available to forces and used across industry.

Having a scientific understanding of demand enables a more accurate prediction of performance based upon demand, which should and can be underpinned by the appropriate budget. Using these approaches to forecast demand can deliver a tangible return on investment and reduce risk to the public by more effective planning and use of resources.

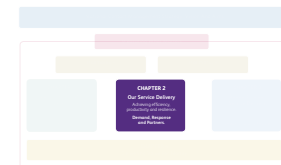
In terms of understanding efficiency, demand can be categorised as:

- **Value demand** – contact that is relevant to the functions of an organisation.
- **Non-value demand** – contact that is not relevant/avoidable, which tends to be generated through a failure of processes or service delivery.

For demand management to be effective, all non-value contact needs to be 'designed out' of the system of work in order to resource plan accurately against true demand to ensure cost effectiveness. To manage demand effectively, all points of contact, for example, front counters, response and neighbourhood teams, should be aligned in order to deliver a consistent standard of service.

An effective demand strategy, which could form part of a channel strategy, will ensure that key business stakeholders are aligned to achieve services that meet needs at all levels. There are a number of reasons why demand strategies fail including:

- Lack of investment in forecasting operations.
- Forecasting operations lack the support of senior management, who do not appreciate the return on investment.
- A lack of skills/resources to deliver services.
- A siloed approach to forecasting exists.
- Forecasting processes are not appropriately integrated across the organisation.
- Failure to learn from regular reviews and to use that knowledge to refine forecast modelling around service delivery.

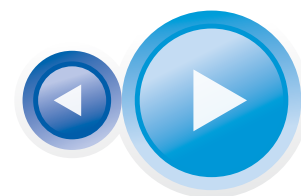


CHAPTER 2

Our Service Delivery

Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

Our Service Delivery

‘To maximise efficiencies, productivity and operational performance you need the best possible plan. Improving your forecasts and schedules are a continual process and by monitoring performance live and retrospectively you can make the necessary tweaks for operational excellence. How much does sickness cost your business? Could you plan your offline activities better? Is achieving service level enough, or could you do it differently?’

Paul Smedley, *Chair & Founder of the Professional Planning Forum (2012)*

The Professional Planning Forum is an independent industry body that promotes effective resourcing and planning in the contact centre industry. They are supplier-independent and work across all industry sectors to provide specialist support for contact centre professionals on resource planning and to promote best practice. Further information on the Professional Planning Forum is available by [clicking here](#).

The Forum identifies the following key areas for effective resource planning:

The Forum identifies the following key areas for effective resource planning:

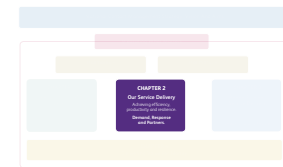
- **Planning fundamentals** – whether it is forecasting, scheduling or adherence monitoring we must get the basics right.
- **Driving the right behaviours** – never has the link between management information operations and resource planning been so intertwined.
- **Skills planning** – building the right mix of skills that offer employee development to provide the required depth of contact resolution and operational efficiency.
- **Influence and communication** – planning is no longer just about a team of analysts.
- The planning role is a strategic one, requiring senior managers to effectively influence contact management, achieve organisational change and realise business benefits.

Effective forecasting and planning can support improved work-life balance for staff. It can support a reduction in abandoned calls and ensure that predicted abstractions are catered for to facilitate briefings, workplace coaching and training. In order to realise the benefits of effective planning, forces should recognise the value of using dedicated resources who have the professional knowledge, skills and abilities to

deliver high quality forecasts that consistently match demand to available resources in the most effective and efficient way. Workforce simulation models, call centre calculators and/or workforce management (WFM) software all have a vital role to play in planning and regularly reviewing and refining forecasts.

Simulation modelling can be used to match resources to demand. It is not a substitute for WFM software that is designed to create staff schedules from real-time information. It allows organisations to test and analyse various scenarios that will provide conceptual evidence of resources required. Simulation modelling works best where processes are consistent and accurate and detailed process data is available. This approach is useful for helping people understand the underlying issues and problems by animating calls and response teams on a computer screen. The relative impact of various policy decisions can also be calculated. In the case of a contact management centre simulation model, the type of data used will include, for example:

- Call volumes and types
- Service levels
- Abandonment behaviour
- Number of contact management staff and work schedules

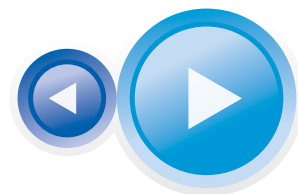


CHAPTER 2

Our Service Delivery

Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

Our Service Delivery

When considering the size of the demand forecasting and resource planning team, it is important to understand the impact and return on investment that this specialist function can deliver for the organisation. The average industry ratio of planners to staff has increased from 1:100 (2007) to 1:88 (2010), as industry continues to realise and prove the benefits and positive impact that this function delivers. The Professional Planning Forum benchmark research undertaken in 2010, in figure C below, outlines the following planning team ratios by sector⁵.

Planning team ratios by sector	
Public Sector	1:57
Retail & Leisure	1:58
Finance	1:104
Outsourcing	1:75
Telecoms	1:87
Overall	1:88
The overall average without financial services is only 1:77	

Figure C

A number of forces have small teams that use bespoke WFM software, including products such as GMT Planet, Aspect, Q-Max and Verint, some forces have procured these systems jointly and achieving significant cost savings. Other forces still effectively use Excel spreadsheets to accurately calculate the level of staff required against forecast demand – using call centre calculators, for example, Erlang C. This calculator is free to download here

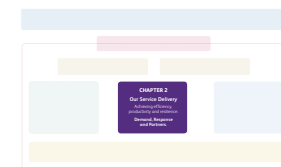
There are a number of other important dimensions to successful resource management, including:

- Having a shift pattern that closely matches the demand profile.
- Allocating the right number of people with the right level of experience across teams.
- Ensuring supervisors hold staff to account for both their attendance and their performance.
- Supervisors themselves are held to account.
- Adopting a robust approach to the management of sickness and overtime.
- Having professional and highly skilled staff.

‘Forecasting and planning is a fundamental part of our business lives but it’s not all about mathematics. Yes, mathematics are an integral part of the planning process but nothing can substitute for business knowledge, customer insight and that almost intangible gut feeling that is inherent in every planning professional.’

Steve Helm, *Head of Planning and Reporting, Vertex Data Science Ltd (2010)*

By understanding what our customers want and looking at resources holistically across the organisation (from the contact centre to patrolling resources), there are real opportunities to pool resources and work more efficiently across unit, team or business group boundaries, to improve service.

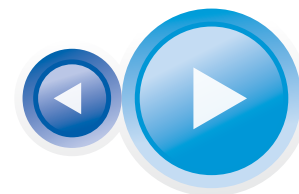


CHAPTER 2

Our Service Delivery

Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

Incident Management

Policing deals with crimes and incidents where the effectiveness of the police response is likely to have a significant impact on victims and communities where confidence in the service can be easily affected.

Across England and Wales the service records in excess of 20 million incidents annually. These vary from quality of life issues to those with associated risk factors, which if not dealt with effectively may escalate into a more serious incident. Almost a third of these incidents result in the recording of a notifiable crime.

Incident management is about responding to situations and minimising impact on the community by undertaking effective risk assessment and appropriate deployment of police or other resources. It involves incident recording and classification, providing advice, primary investigation, analysis and diagnosis through to resolution and recovery – leading to incident closure. Incident management also involves ownership through the lifecycle of the incident: monitoring and tracking the progress of the resolution of the incident and keeping people informed.

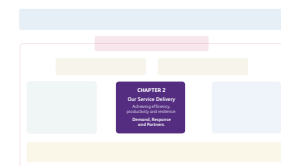
‘It is often easy to overlook the harm that persistent anti-social behaviour can cause. I know that many police forces, councils and housing providers have made great strides over recent years, but we still hear of victims reporting the same problem over and over again and getting an inadequate response. These long-running problems – and the sense of helplessness that goes with them – can destroy a victim’s quality of life and shatter a community’s trust in the police.’

RT Hon. Theresa May, *Home Secretary* (2012)

Anti-Social Behaviour

A key area of concern for the current government is anti-social behaviour, the considerable impact it has on the public and the cost to society. The Home Office report ‘Focus on the Victim, Summary on the ASB call handling trials’ (2012) states that over 3 million incidents of ASB were reported in England and Wales in 2010/11. Many more were reported to other local responder agencies such as local councils, and housing associations, or not reported at all. The report details the findings from the eight participating forces and local partners that undertook a trial described as a bottom-up effort to shift practitioners focus from logging types of ASB to protecting victims and communities from harm.

The Home Office report states that whilst there is more to do the initial results have been encouraging. Forces have reported improved caller satisfaction, better and quicker identification of vulnerable victims, and closer working with other agencies in dealing with those high-risk cases.

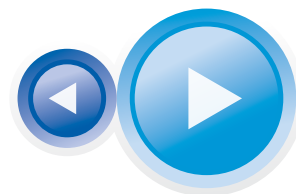


CHAPTER 2

Our Service Delivery

Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

Our Service Delivery

The other major benefit of these trials has been in the impact they have had on police officers and staff. Forces have described how focusing on the harm caused to the victim, rather than the nature of the anti-social behaviour itself, has helped their officers to realise just how damaging anti-social behaviour can be.

This 'Focus on the Victim, Summary on the ASB call handling trials' (2012) report is available on the Home Office website by [clicking here](#).

To further support the call handling trials the Home Secretary has presented to parliament a white paper 'Putting Victims First : More Effective Response to Anti-Social Behaviour', May 12. This paper strongly supports police officers/staff using their professional knowledge and experience to deal with a problem in the way that they see fit. His report is available to download by [clicking here](#).

HMIC completed their inspection of how forces respond to dealing with anti-social behaviour (ASB). As part of their inspection they listened to over 4000 calls for service and commissioned an independent survey of public satisfaction regarding response to anti-social behaviour. Their findings are published in the report 'A Step in the Right Direction: The policing of anti-social behaviour' (June 2012) which is available to [download here](#).

The role of the command and control operator is fundamental to protecting the public through the effective and efficient use of force resources. It is important that they are well trained in interrogating force IT systems, prioritising information and assessing risk in order to identify vulnerable or repeat victims at first point of contact. Broadcasting accurate and concise information is important to ensure officer and public safety and a timely response.

In order to provide efficient and effective service, training plans should be in place to keep knowledge and skills up to date. Pursuit management, special events and major and critical incidents should also form a key part of ongoing training, ensuring that skills meet the requirements of the role.

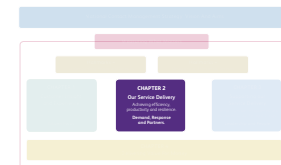
Recognising the importance of contact management roles, include command and control operators, ACPO commissioned the National Contact Management Learning Programme (NCMLP). The NCMLP includes a module and national learning descriptors for command and control. The learning programme materials can be found on the N-Calt managed learning environment via the following link: www.ncalt.com

To support forces in protecting the public the Home Office and ACPO introduced the National Crime Recording Standards (NCRS) and the National Standards for Incident Recording and Assessment (NSIRA). These standards provide a common understanding of how crime and incidents are recorded and enable forces to use the information to take targeted action. The importance of contact management staff using these standards at the first point of contact, to accurately record information, assess risk and prioritise the response is crucial to protecting the public.

National Crime Recording Standards

The National Crime Recording Standards (NCRS) is a Home Office standard for recording crime in accordance with the law. It is based on applying legal definitions of crime to victim's reports. The aim of the NCRS is to be victim focussed and maintain a consistent data set of recorded crime allegations across all forces.

Further information on NCRS is available by [clicking here](#).

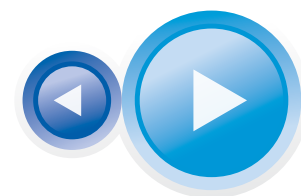


CHAPTER 2

Our Service Delivery

Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

The National Standard for Incident Recording and Assessment

The National Standard for Incident Recording (NSIR) was introduced in 2005, to provide a common understanding of recording practices. The NPJA, working closely with ACPO, the Home Office and HMIC have changed the focus of NSIR from back end data collection to front-end risk assessment, at the initial point of contact.

The document has been re-branded to reflect the change of focus and the 2012 version is known as the ACPO National Standard for Incident Recording and Assessment (NSIRA).

The NSIRA encourages effective assessment of risk and appropriate deployment of police or other resources as well as ensuring accurate recording and classification. It aims to support more accurate identification of vulnerability and focus on the needs of those requiring the services of the police, whilst also reducing the bureaucratic burden on forces.

The reduction of categories aligns with the ACPO reducing bureaucracy strategy (2011) by supporting better targeting of police resources, which leads to improved customer service and public protection.

The NSIRA supports the use of professional judgement in the police service by encouraging a proportionate approach to the management of risk and the use of discretion.

It is not intended that NSIRA will go through a fundamental review process every year as has been the case in the past. The need for annual major changes to NSIRA will cease and this will result in cost savings on IT and training, as well as freeing up staff to focus on improving public protection through effective assessment of risk. The proposed changes to NSIRA will be formally presented at ACPO Council in 2012.

Police officers and police staff, in contact management roles, are required to make operational policing decisions on a day to day basis; this includes defining threats and assessing the dangers to individuals, communities and environments posed by potential natural events and human behaviour.

Risk assessment can be quantitative when the probabilities of adverse events and their impact are numerically determined. Qualitative risk analysis does not involve numerical calculation or description and relies more on gathering information to support professional judgement to consider threats and vulnerabilities.

ACPO National Decision Making Model

ACPO has developed a simple tool to aid decision-making and reduce unnecessary bureaucracy; the National Decision Making Model (NDMM). This model encourages a pragmatic, proportionate and accountable approach and is the model that every member of staff should use to ensure that whatever decision they make, they have considered and assessed all the circumstances and risks and have the rationale to support that decision.

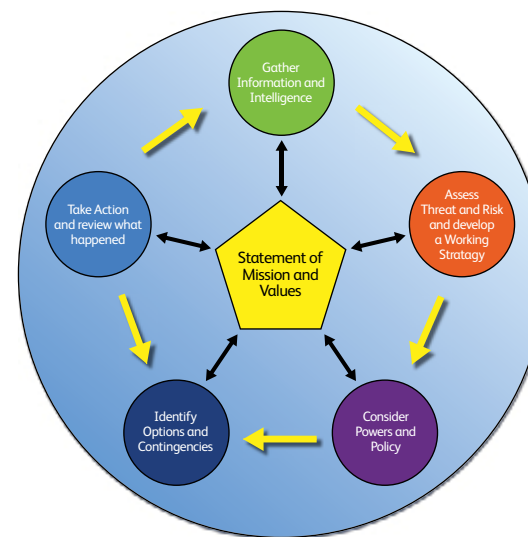
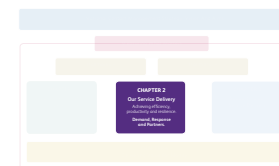


Figure D ACPO National Decision Making Model

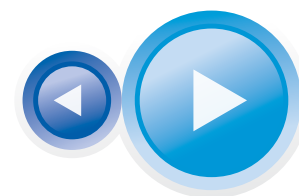


CHAPTER 2

Our Service Delivery

Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

Our Service Delivery

Crisis Management

In a control room environment day to day incidents can very quickly move to a crisis management situation. It is important to ensure that various information streams are effectively overseen and a single point of management is in place to ensure that critical information is not missed.

Some forces have recognised the key to successful planning and management of major and critical incidents has been to ensure that contact management staff are included in the briefing and de-briefing process.

The public disorder during the summer of 2011 is an example of how very quickly day to day incident management can move to a crisis management situation. The disturbances that continued over a number of consecutive days placed extreme pressure on the ability of forces to resource both the operational environment and the contact management function.

Having the right technical functionality and skilled resources to hand, in order to resource at speed Gold and Silver facilities during the worst civil unrest in a decade was never more crucial. Furthermore, public expectations are that the police respond to such major incidents with responder agencies – working together effectively in a professional and co-ordinated manner in order to manage risk and facilitate an appropriate return to normality.

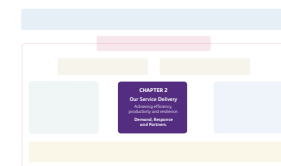
The NPJA, on behalf of ACPO, has produced a guidance/practice document for Multi-Agency

Interoperability. The guidance provides blue light services (police, ambulance, fire and rescue and coastguard) with a unified framework for working together that enhances established practices for communication and coordination across the command and control structures.

A copy of the ACPO Guidance on Multi-Agency Interoperability (2009) is available to [download here](#).

A key factor to managing the public disorder in the summer of 2011 was having shared accountability and ownership for service delivery across the organisation and especially between the contact management centre and BCU commanders. Recognising the positive results of more joined up working, some forces that were affected by the disturbances have continued this approach to incident management.

Other forces have gone a step further and are actively exploring single ownership of contact management, combining contact centre(s) with response and front counter functions to create a structure and approach that reflects the end-to-end scope of service delivery. The key issue is that forces design effective processes and then seek to integrate technology solutions to deliver improved service outcomes.

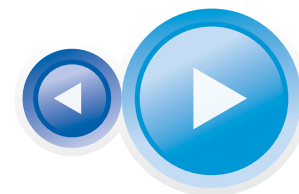


CHAPTER 2

Our Service Delivery

Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

Our Service Delivery

Airwave Management

Airwave, the national digital radio system, can effectively support demand management through efficient resource deployment. Whilst the service has been using Airwave for a number of years forces are increasingly focussing on exploiting the functionality of the system to fully realise the benefits.

At a time of shrinking budgets and the need to do less with more impact, some forces have carried out a full review of Airwave management and demand in order to identify areas for improvement. Some of the areas that have been identified for improvement include better use of status messaging, talkgroup management and Airwave Speak⁶.

By focussing on these areas some forces have through a reduction in air/talk time achieved lower Airwave usage/rental costs; additionally the need for less talkgroups has reduced the number of staff required to manage them.

Recognising the benefits of effective Airwave management, ACPO commissioned a national learning needs analysis to identify national gaps and opportunities for Airwave training. The learning needs analysis identified a number of key roles, including control room operators/dispatchers and control room supervisors as being suitable for development of training products that will enhance their understanding of airwave-related control room issues.

National learning outcomes for contact management staff will, when complete, be embedded into the ACPO National Contact Management Learning Programme (NCMLP) during 2012. The NCMLP is covered in more detail in Chapter Three and the learning materials are available via N-Calt management learning environment: www.ncalt.com

Other emerging technologies are being used across forces to reduce duplication, free up officer time to proactively interact with the public. Used well, technology can enable better use of resources and assist forces in identifying the most appropriately skilled resource to respond. This can lead to real efficiencies in terms of time, travel and transport costs. A few forces, including Leicestershire and Nottinghamshire are using fleet management and incident resourcing tools and early indications are that this is positively impacting on demand management.

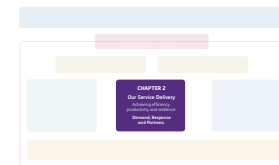
Public Emergency Call Services Code of Practice

It is important to understand that from the public point of view the police service has no boundaries, therefore when they make a request for service they expect a seamless response. A code of practice for the Public Emergency Call Services (PECS) exists between communication providers and the emergency services

and is intended to deal with the handling of 999/112 public emergency telephone calls. The PECS code establishes a requirement for forces to have 'buddy arrangements' in place to maintain service delivery. These arrangements are usually invoked in the event of a major influx of emergency calls or as a result of technical/equipment failure within a force. The code of practice also provides agreed guidance for drafting media statements to reassure and update the public in the event of significant service failures.

Misrouted Calls

Another issue that has become prominent through IPCC recommendations relates to the management of emergency misrouted calls. In order to reduce risk to the public and provide a seamless service a process should be in place locally to take ownership of the call. An assessment of risk is required at the first point of contact and it is crucial that relevant information is transferred to the relevant force in fast time. With the introduction of 101 as the single police non-emergency number forces will inevitably receive calls for outside of their force area, some of these calls will result in incidents and require the same ownership and process. Some forces have protocols in place using Airwave or a local/regional Direct Electronic Incident Transfer (DEIT) solution to enable them to exchange incident information in real-time.

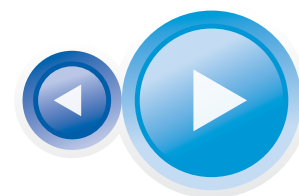


CHAPTER 2

Our Service Delivery

Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

National Contact Management Grades

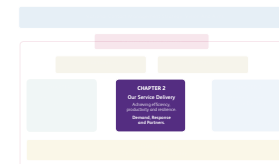
Prioritising response is one of the first critical components of incident management. This involves contact handlers making professional judgments in relation to the vulnerability of callers, informed assessments about risks to life and property, threat to safety and whether some matters are more critical in nature than others.

‘We need to move away from the tick box, cover your back culture – where the response is rigidly prescribed according to the type of problem reported. And instead, we need to adopt a more sensible way of managing risks to the public. For example, more efficient call-handling, often by staff rather than police officers, and active assessment of risks could mean more effective grading of incidents.’⁷

Rt Hon Theresa May, *Home Secretary May* (2011)

Research suggests that there is an expectation that the police response will depend on the seriousness of the crime or incident in terms of attendance and speed, and that key influences are the level of injury involved, the victim’s vulnerability, and whether the perpetrator is at the crime scene. For less serious crimes and incidents, victims tend to be flexible about the response, as long as the police give a time at which they will attend and go on to meet that commitment. This clearly demonstrates the need for contact handlers to understand the purpose of using the national contact grades, and their key role in setting realistic expectations during initial contact to ensure the service does not over-promise and fail to deliver on response.

Incorrectly grading incidents can have serious consequences for the public and responding officers. Evidence in some forces suggests that staff, on occasion, over-grade incidents in order to ensure a resource attends more quickly – this can lead to the unnecessary risk to officer safety. Another area of concern is downgrading the initial contact response, evidence suggests that this may be as a perceived pressure to achieve local response targets and/or a lack of available resourced. These are key area for forces to address as part of their quality monitoring process. Any decision to upgrade/downgrade an incident should have a clearly documented rationale. It is also essential that contact management staff have the skills, abilities and support systems in place to identify and manage and risk, vulnerability and threat to safety.

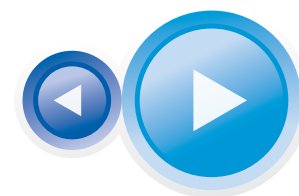


CHAPTER 2

Our Service Delivery

Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

Our Service Delivery

National Contact Management Grades and Definitions

As national information sharing and interoperability develops, the importance of using common language is key to delivering the seamless response the public expect. The original ACPO National Call Grades (2005) were supported by definitions. The ACPO National Contact Management Grades (2012) continued from that point, providing definition around emergency and non-emergency contact, and a nationally agreed process by which contacts are assessed for risk and prioritised to ensure fair access to service that meets needs across England and Wales.

Some forces will underpin the national contact grades with a local approach, for example, providing their own definitions and narrative, designed in conjunction with partners and local communities. However, in doing this, they should clearly be able to show that their approach adds value and is aligned to the national graded responses framework.

Emergency Contact

An emergency contact encompasses circumstances where an incident is reported to the police which is taking place and in which there is, or is likely to be, a risk of:

- Danger to life
- Use or immediate threat of use, of violence
- Serious injury to a person
- Serious damage to property



Where the contact relates to an allegation of criminal conduct, it will be dealt with as an emergency if:

- The crime is, or is likely to be, serious and in progress.
- An offender has been disturbed at the scene.
- An offender has been detained and poses, or is likely to pose, a risk to other people.

Where the contact relates to a traffic collision, it will be dealt with as an emergency if:

- It involves or is likely to involve serious personal injury.
- The road is blocked or there is a dangerous or excessive build up of traffic.

Where the above circumstances do not apply, a contact will be classified as an emergency if:

- The circumstances are such that a police contact handler has strong and objective reasons for believing that the incident should be classified as an emergency.
- Force deployment priorities require an immediate response.

An Emergency Response

Where an *emergency* contact requires an emergency immediate police response, the caller should expect the following:

- The contact handler will provide an estimated time of arrival, where appropriate, getting to you safely and as quickly as possible.

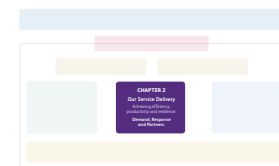
A Non-Emergency Contact

A contact will be classified as non-emergency if it does not meet the emergency criteria outlined above.

The consequences of classifying a contact as non-emergency mean only that the police response may not be immediate and may encompass a range of solutions, some of which will not require the attendance of an officer.

A non-emergency contact attracts three levels of initial response:

- Priority
- Scheduled appointment
- Resolution without deployment

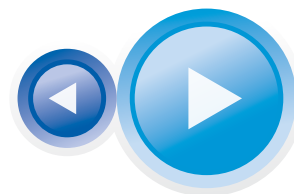


CHAPTER 2

Our Service Delivery

Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

Our Service Delivery

A Priority Response

A priority/prompt response will be required where the police contact handler acknowledges that there is a degree of importance or urgency associated with the initial police action, but where an emergency/ immediate response is not required.

These typically arise in the circumstances where:

- There is genuine concern for somebody's safety.
- An offender has been detained but poses no risk to others.
- A witness or other evidence is likely to be lost.
- A person involved is vulnerable or a repeat victim
- Force/neighbourhood priorities require a priority response.
- A hate incident/crime is reported.

Scheduled Appointment

Where a contact does NOT require an immediate or priority response but still requires police attendance, it will result in a scheduled appointment response.

These circumstances typically arise where:

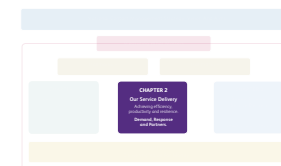
- The response time is not critical in apprehending offenders.
- The matter is service-orientated and a better quality of initial police action can be provided by:
 - A pre-arranged police response by a suitable police resource.
 - Attendance at a police clinic or surgery at a time and location of the caller's choice.

Resolution without Deployment

Resolution without deployment can occur where the needs of the caller can be adequately met through provision of advice, information, helpdesk or telephone investigation function or signposting to another lead agency/service. This includes signposting to the Police National Legal Database Frequently Asked Questions (PNLD FAQs) database which can be viewed by [clicking here](#).

A non-emergency contact that does not require police attendance will be dealt with over the phone; the caller should expect the following standard:

- If agreed that attendance is not necessary, we will give you advice, answer your questions and/or put you in touch with someone who can help.

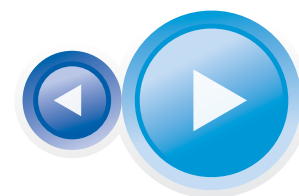


CHAPTER 2

Our Service Delivery

Achieving efficiency,
productivity and resilience.

**Demand, Response
and Partners.**



Contents

Business Continuity and Disaster Recovery

The public expect to be able to contact the police 24/7 and, in particular, there is an expectation that the service will respond and take the lead in the event of an emergency – even when they themselves have been impacted by it. Failure to respond, particularly in the case of an emergency, will affect public confidence in the service.

The Civil Contingencies Act (2004) defines an emergency as:

- **An event or situation, which threatens serious damage to human welfare or to the environment in the UK.**
- **War or terrorism which threatens serious damage to the security of the UK.**

The Civil Contingencies Act (CCA) places a legal responsibility on forces to assess the risk of emergencies, to maintain plans to respond and ensure business continuity and to communicate with the public and work with other emergency response agencies including local authorities, councils, hospitals and other 'blue light' services.

The CCA has created a legal requirement for business continuity and emergency planning and forces should be able to provide a 24/7 response service for emergency calls and also be prepared to deal with more demanding emergencies such as terrorist attacks, serious flooding or outbreaks of disease that

threaten the welfare or environment within their communities.

Business continuity planning requires forces to identify critical police functions and to have plans and policies in place to ensure their continued delivery during an emergency or after a partial, or complete, loss of service. Most forces identify 999 call-handling and providing response services as critical functions to be maintained in the event of an emergency or disaster.

During these times of austerity some forces are considering moving from multi-site to single-site dependencies. For some forces this will significantly impact on how they maintain 24/7 service for the public. Whether forces have multi-site or single site it is important that their fall back plans include a sequenced approach to total failure, for example:

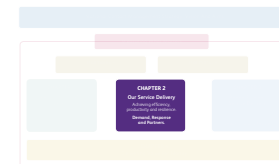
- **Single site forces would require full uninterrupted power supply supported by a back up generator**
- **Multi-site forces may only require one of their sites to have full uninterrupted supply supported by a back up generator.**

This approach to designing the infrastructure of any control room needs to be considered and risk assessed and should include server support, telephony network, call flow and single or multi-processors to minimise the impact on the public and to mitigate against service degradation. These complex plans require regular

testing to identify any issues or areas for improvement. For single-site forces where they have a fall back site it is important to test the equipment and ensure that the procedures are current and understood by staff. Where reliance of partners is more prevalent, forces are encouraged to have service level agreements in place and that fall back plans are regularly tested.

Potential changes to structures will inevitably require forces to consider changes to their resource model, which could further lead to a review of terms and conditions of staff. A number of local and national disputes have taken place since 2011, and may continue during 2012. In response to this some forces have up-skilled police officers, who are not involved in delivery of core operational services, to fill any gaps in handling emergency calls and radio messages.

Given the critical nature of contact management it is important that forces review their business and put robust plans in place to ensure that the impact on delivery of essential services to the public is minimised. These plans should be regularly reviewed and tested and supported by an effective media and marketing strategy.

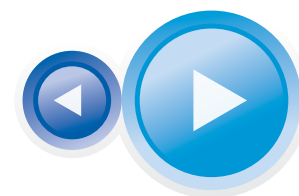


CHAPTER 2

Our Service Delivery

Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

Diagnostic Indicators

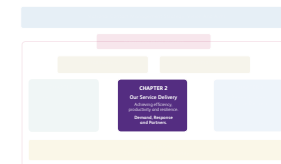
The 'Our Service Delivery' diagnostic indicators are one part of an overall suite of Diagnostic Indicators for Contact Management that can be found in [Appendix B](#). It is not the intention for the diagnostics to be used in isolation where the focus might be on quantity at the expense of quality, more they should be used together to gain a fuller understanding of service delivery. These indicators are not exhaustive and do not preclude forces from using additional appropriate diagnostics that meet local needs. It is recognised that the 'Incident Response' performance indicators will be subject to local commitments.

Incident Response Performance Indicators

Description	Indicator and Brief Narrative
Emergency Response URBAN	Volume and % incidents attended and average response time
Emergency Response RURAL	Volume and % incidents attended and average response time
Priority Response	Volume and % incidents attended and average response time
Scheduled Response	Volume and % of incidents scheduled
	Volume and % of incidents attended
Resolution without Deployment	Volume and % of incidents resolved without deployment

Core Contact Management Performance Indicators

Description	Indicator and Brief Narrative
Demand Forecast Accuracy	Ability to accurately forecast contact demand by comparing forecasted demand against actual demand
Staff Utilisation	Time spent on customer contact activity
Incidents per Grade	Volume and % of contacts graded as Emergency
	Volume and % of contacts graded as Priority
	Volume and % of contacts graded as Scheduled Appointment
	Volume and % of contacts graded as Resolution without Deployment

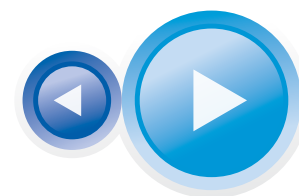


CHAPTER 2

Our Service Delivery

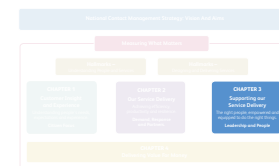
Achieving efficiency, productivity and resilience.

Demand, Response and Partners.



Contents

Supporting our Service Delivery

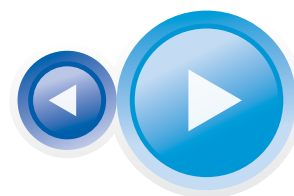


CHAPTER 3

Supporting our Service Delivery

The right people, empowered and equipped to do the right things.

Leadership and People



Contents

Summary

This chapter focuses on developing a culture where effective and informed leaders support, develop and empower people to deliver a truly citizen focused service. It includes:

Leadership and Culture

The importance of contact management in delivering policing services needs to be valued and recognised at chief officer level and across the wider organisation. Successful forces have an ACPO lead for contact management supported by joined-up decision-making and joint accountability, across business areas.

To create the right culture and promote trust and confidence within the organisation, leaders and managers should involve staff in shaping and delivering service. Understanding the organisations purpose and setting out a clear vision which is communicated well to staff at all levels is key to developing the right culture.

Our People

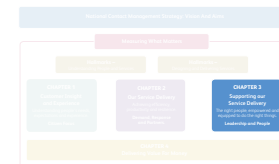
Our people are our most valuable asset and it is critical that they are well equipped and truly empowered to use their knowledge and skills to deliver the best possible customer experience. Engaging with staff, supporting their wellbeing, recognising and rewarding excellence and providing opportunities for career progression demonstrates a pro-active approach to valuing the people that deliver our service.

The right people strategies will create a working environment that delivers for the customer, the organisation and our people. People who clearly understand how their work contributes to the quality of the overall customer experience are more likely to deliver services that truly meet the needs of individuals and communities.

National Contact Management Learning Programme

ACPO have worked in partnership with the NPJA to produce a National Contact Management Learning Programme (2011) designed to ensure a common national standard of training for contact management staff across England and Wales.

Contact management is at the heart of policing and by delivering a quality response at the first point of contact the service can reduce risk to the public and achieve high levels of customer satisfaction. In these times of austerity many forces have reduced the number of staff in contact management roles, it is more important than ever that forces continue to invest in developing highly skilled people to deliver this high quality service.

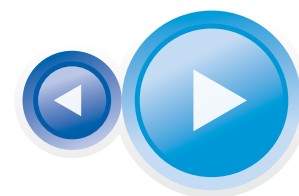


CHAPTER 3

Supporting our Service Delivery

The right people, empowered and equipped to do the right things.

Leadership and People



Contents

Principles and Critical Success Factors

The main principles discussed within this chapter are leadership and people. This chapter also provides CSFs around key business areas that will support forces in driving and delivering change and performance.

DOWNLOAD
THE SELF
ASSESSMENT
MATRIX

Principle 2: Leadership

Delivering effective leadership at all levels to promote and enhance citizen focused contact management.

Principle 3: People

Investing in people and involving them in shaping service delivery.

Leadership and Culture: Critical Success Factors

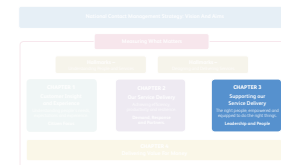
- Having an identified chief officer lead for contact management.
- Having governance in place to support joined-up decision-making and joint accountability at all levels in order to support effective service delivery.

- Recognising the specialist nature of contact management when selecting heads of profession and supporting this through effective succession planning.
- Being able to demonstrate how frontline leaders support their staff to deliver citizen focused outcomes.

Our People: Critical Success Factors

- Having an HR Strategy for contact management.
- Having effective and robust HR functions and processes to drive operational performance and change.
- Having management information and an absence management policy to enable managers to effectively manage absence and support staff.

- Demonstrating effective succession planning which supports ability to sustain operational performance and recognises individual roles.
- Being able to demonstrate a culture of service improvement that promotes organisational learning.
- Empowering staff to use their professional judgment and skills to effectively resolve calls for service from the public.
- Having effective processes and systems in place to support decision-making and reduce bureaucracy.

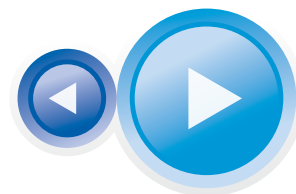


CHAPTER 3

Supporting our Service Delivery

The right people, empowered and equipped to do the right things.

Leadership and People



Contents

Principles and Critical Success Factors continued

Employee Engagement:
Critical Success Factors

- Being able to evidence a process for engaging staff at all levels.
- Undertaking staff perception surveys, ensuring that they are relevant and that the findings are fed back to staff and action planned.

Investing in People:
Critical Success Factors

- Mapping local contact management training against the ACPO national contact management learning outcomes and action planning any identified gaps, in order to meet the standard.
- Having a recognised accreditation process that supports effective talent management in line with organisational ambitions and to support improved performance.

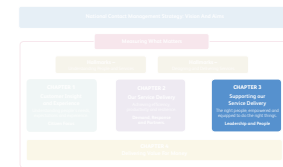
Wellbeing of Staff:
Critical Success Factors

- Implementing a structured health and wellbeing programme that is proactive, long lasting and supports staff in the workplace.

Reward and Recognition:
Critical Success Factors

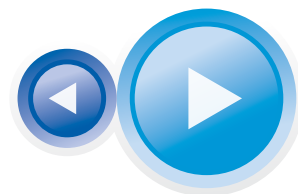
- Having effective reward, recognition and retention plans in place to support and maintain contact management service delivery.
- Ensuring that reward and recognition plans are fair and inclusive and linked to organisational values.

DOWNLOAD
THE SELF
ASSESSMENT
MATRIX

**CHAPTER 3****Supporting our
Service Delivery**

The right people, empowered and
equipped to do the right things.

Leadership and People



Contents

Leadership and Culture

Forces that have strong commitment and support from their chief officers, combined with joined up accountability and decision making, have seen a positive impact on performance. Employees will look to their line managers and senior managers for explanation, support and guidance. It is therefore, important that leaders head the cultural change movement and champion its rationale and benefits.

Some forces are moving from a command and control management style to a systems thinking approach, which involves managers and staff in shaping and delivering service. This approach focuses on meeting customer (both internal and external) needs and expectations by designing and continually seeking to improve services and processes across the end-to-end customer journey. Systems thinking organisations work in a planned and systematic way, seeking to remove/reduce non-value demand and create a culture of 'getting it right first time – every time' from the customer's perspective.

To further support delivery of a good customer experience, BCU commanders and heads of contact management need to work together, at a strategic level, to ensure effective tactical delivery of service. Joined-up decision-making and accountability is essential to delivering contact management in a cohesive way that adds value.

Some forces still do not acknowledge the specialist nature of contact management work when selecting heads of profession. There is limited evidence of either

effective succession planning or a comprehensive induction course for senior police officers/police staff to equip them with the necessary skills before taking up senior contact management positions. This can result in skills and knowledge gaps in their roles and this can have an impact on cost and service delivery, particularly in the short term, as new managers seek to build up their knowledge and expertise.

Furthermore, it is important that the roles and responsibilities of supervisors within the contact management function are clearly set out, for example, are they solely people managers, or do they have operational responsibilities or a blend of both? Clarity of focus will ensure that supervisors carry out the right activities to support delivery of service to the customer.

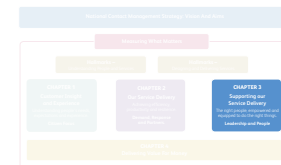
Strong elements of leadership are also required for effective frontline supervision; part of that leadership will inevitably involve the management of processes and the supervision of individuals, teams and incidents. The relationship between the managers within contact management and managers of key operational functions is crucial to delivering a seamless service.

The importance of good leadership is a national focus. In August 2010, the Home Secretary, Theresa May, asked Chief Constable Peter Neyroud to undertake a review of police leadership and training. His report contained 14 recommendations including; the creation of a chartered professional body for policing that would set standards and ensure accreditation of these standards;

a new delivery body for police leadership; and a new qualification framework for policing. The report suggests that by adopting these recommendations it will enable a move away from in house delivered programmes which have been largely classroom based, to a new partnership with Higher Education, building towards the 'teaching hospitals' for policing linking learning with practice.

'I intend to create a new police professional body. This aims to professionalise policing by creating a body that directly supports police officers of all ranks and civilian policing professionals. It further aims to create opportunities to open up the closed system of leadership within the police service, to harness greater diversity and experience at a senior level, and to equip the service with the skills it needs to deliver effective crime fighting in a changing, leaner and more accountable environment.'

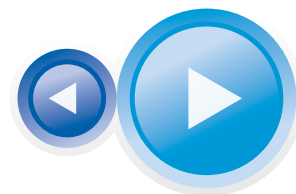
RT Hon. Theresa May, *Home Secretary* (2011)



CHAPTER 3 Supporting our Service Delivery

The right people, empowered and
equipped to do the right things.

Leadership and People



Contents

Our People

Quality services are delivered when forces have the right people with the right skills doing the right job. Staff that feel valued and inspired by a sense of service and have people's needs at the forefront of their minds are likely to be more productive and motivated to deliver force goals. Our people are more likely to be motivated and inspired where they receive high quality training and development and are rewarded for delivering the best possible customer experience.

'In the fast changing world of contact management the frontline and their leaders are crucial, making the right decisions, recording the right information and making that intangible emotional connection makes the difference – equipping and investing your staff and their managers with the professionalism, skills knowledge and emotional connection will make the difference to each and every contact and citizen.'

Natalie Calvert, *Chief Executive Officer, Calcom Group (2012)*



High Involvement Human Resources

Research in strategic human resource management shows a link between organisational performance and human resource (HR) strategies that invest in the workforce. These strategies are often referred to as 'high involvement systems' and generally include coherent sets of HR practices that enhance employee skills and involve staff in the decisions and shaping service.

The contact management function is complex and requires high involvement HR in order to delivery consistently high level and customer focused service at optimal price.

Employers can only deliver the required service if they have the right workforce or resources in place. An HR strategy should help to focus the organisation on the people management interventions that impact on the achievement of corporate objectives and outcomes. The strategy should recognise the benefits of having a committed, capable and skilled workforce and one that is focused on achieving the organisation's objectives.

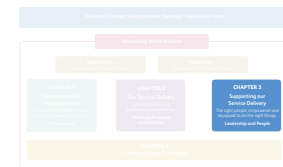
HR managers in policing face significant challenges, including different regulations for police officers and police staff, fixed shift patterns, flexible working, local policy and the ever-increasing intensity of work within the contact management environment. The complexity of police contact management work and the structure it operates within requires the support

of high involvement HR and a specific HR strategy for contact management.

An HR strategy for contact management needs to encompass:

- High quality recruitment and retention plans
- The provision of the right skills and tools for the job
- Talent management
- Resource capability model
- Approach to employee engagement
- Reward and recognition
- Staff wellbeing
- Absence management

Some forces have an HR strategy specifically for contact management, linked to their force strategy. Whilst some forces still have dedicated HR within the contact management function, others have centralised HR support. The key is to have the support of HR professionals who understand the contact management environment. Those forces with dedicated expertise have seen a reduction in sickness, increased staff retention and increased productivity and performance.

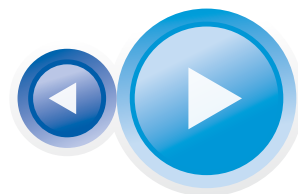


CHAPTER 3

Supporting our Service Delivery

The right people, empowered and equipped to do the right things.

Leadership and People



Contents

Supporting Our Service Delivery

Recruitment and Retention

It is crucial that forces recruit and retain the right staff in order to sustain organisational memory, skills and experience and deliver the best possible customer experience at optimal price. To recruit the right staff, processes need to be dynamic and test experience, skills, competencies and behaviours relevant to the role.

At a time of shrinking budgets a number of forces are moving a way from dedicated call handlers and dispatchers to omni-competent staff. It is important that forces adopting this model re-align recruitment processes to reflect the significant change of the skills and competencies required.

Currently, emotional intelligence is high on the agenda in industry as they recognise the positive impact that this skill can have on customer relationships/ experience. Forces may wish to consider incorporating this into recruitment and training plans. Recruitment and training has a significant cost to the contact management centre, in the current financial climate it is more important than ever to retain and invest in high quality staff.

Career progression and development opportunities should be considered for contact management roles at all levels and should include, for example, duty inspectors; team managers and supervisors; mentors, tutors and coaches; contact handlers and command and control operators. Historically, the contact management business area has suffered from a lack of recognition of the complexity and specialism of its role. This has, in some cases, resulted in police officers being posted to the contact management centre without any skills assessment. There are clear benefits to having a

workforce mix, however, this needs to be balanced with having the right people, with the right skills and at the right cost. Forces that have a planned recruitment process to assess and recruit police officers into the contact management centre, have harnessed police officer knowledge to enhance and develop other members of contact staff. In order to maximise these benefits consideration should be given to the length of posting of police officers in the contact management centre.

Inevitably, people leave organisations and exit interviews provide leavers with an opportunity to give the reasons behind their decision and the organisation with an opportunity to learn any lessons, where appropriate. Setting high standards in recruitment and learning and development will positively impact on staff retention and ability to deliver consistently high quality customer service.

The following key activities support organisational learning:

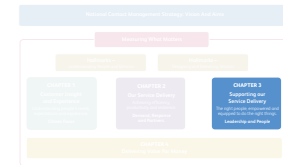
- Having a robust process in place to collect and collate timely exit interview results.
- Ensuring that analysis is carried out and the information is used to improve performance and that the recruitment process is evaluated and developed accordingly.
- Ensuring that learning and development is central to the employment contract and is individually tailored and designed around organisational and individual needs.
- Having skilled mentors and tutors in place and measuring and evaluating their effectiveness.

Attrition

Staff attrition refers to the number of staff that leave their role within a given period of time, usually calculated on an annual basis. Attrition of contact management staff within the police service has historically been low when compared to both commercial and public sector. More recently this has changed with many forces introducing early voluntary redundancy schemes in order to shrink the workforce to meet significant budget reductions.

There are a number of organisational factors that have an impact on attrition rates. The most common factors are low job control over how tasks are done and how customers are dealt with. This supports the need for staff to be empowered to use discretion and professional judgment to deliver a quality customer experience.

The excessive use of overtime and under-recruitment can lead to increased attrition and absence rates. It is critical to achieve the right balance between reducing the workforce and being able to deliver cost effective continuous improvements. Further information on demand forecasting and resource planning is contained within chapter two, page 31.

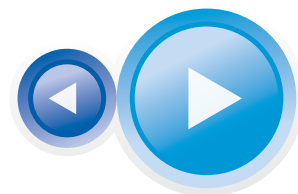


CHAPTER 3

Supporting our Service Delivery

The right people, empowered and equipped to do the right things.

Leadership and People



Contents

Absenteeism

Commercially, it has been identified that contact centres are known for high absence rates. Historically, police contact centres and control rooms have experienced high sickness and absence rates in comparison with other parts of the organisation. The nature of contact management roles and the enclosed environment is a contributing factor to sickness levels. The significant change and uncertainty that staff currently experience can have an adverse affect on absenteeism.

It is important that robust processes are in place to help reduce and manage attendance and that these processes are proactive, in order to address the cause and effect of such. Having accurate and detailed management information will enable proactive management to reduce absenteeism.

It is important to understand the contact management environment is different to a normal office environment. Demand at peak times can be relentless and in order to meet public demand breaks are often required to be scheduled and monitored. It is a challenging environment and, therefore, it's important that managers recognise this in order to support staff to maintain their wellbeing.

Where forces have invested in managing absence they have seen, in some cases, a significant return on investment. In the current climate it has become essential to support staff to sustain and improve their health and wellbeing.

The CBI 'Healthy Returns Absence and workplace health survey' (2011) looked at how firms are managing absence in the recovery from the recession. The key findings of the report suggest that:

- **The median total cost for each absent employee in 2010 was £760.**
- **Non-work related illness and injury is by far the most widespread driver of employee absence, followed by post-operative recovery time.**
- **Other factors contributing to absence include personal problems, caring responsibilities and misuse of sick pay provision by some employees.**
- **Health issues are seen as the most common factor causing employees at work to fail to perform to their potential capacity.**
- **9 out of 10 organisations operate stress management policies.**

Understanding the complexity of the environment and measuring absenteeism and health and wellbeing in the workplace through staff surveys and engagement approaches will enable forces to action plan and deliver continuous improvements. The outcome of this approach can improve staff morale, which can positively impact their interactions with the public.

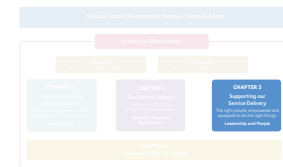
Succession Planning

Succession planning is crucial to minimising future costs and sustaining operational performance. Recruiting staff into any role can be time consuming and costly and the whole process from start to finish can take up to six months. It is important to forecast, where possible, attrition rates and demand and link them to succession plans.

The duty officer is a key role in any force. Police officers and/or police staff in this role are required to demonstrate effective leadership and real-time critical operational decision-making on a daily basis. Out of hours, the duty officer may often be the backstop for the force and the key fast-time decision maker for critical incidents, pursuits and carrying out spontaneous firearms silver command.

Some forces experience difficulty in recruiting to this role. There are a variety of reasons for this, however, anecdotal evidence suggests that in the main this is due to inaccurate perceptions around the role, a lack of financial incentives and reluctance to assume the responsibility that goes with the role, specifically around firearms.

To improve this situation forces need to consider raising the status and profile of the duty officer role and be proactive in recruiting the right staff into this critical role. Some forces recognise the opportunity for developing officers and the importance that this role plays in protecting the public. They have identified this as a crucial part of career progression and have attracted a pool of suitable candidates, which has resulted in improved performance.

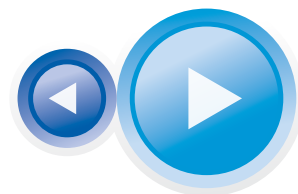


CHAPTER 3

Supporting our Service Delivery

The right people, empowered and equipped to do the right things.

Leadership and People



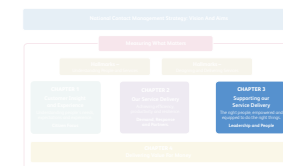
Contents

Empowering People with Discretion

Empowering staff to use their professional judgment and skills to effectively resolve calls for service from the public is fundamental to delivering a tailored service to our communities. Sir Ronnie Flanagan's Review of Policing was published by HMIC in 2008. The report discussed how the range of demands on policing and the changing nature of the world mean that policing now needs to be even more dynamic and flexible, so it can more easily prioritise and respond to changing needs. The report is available to download [here](#)

Leading on from the Flanagan report the Reducing Bureaucracy Programme Board (RBPB) was set up by the Home Office and is chaired by the ACPO lead for Bureaucracy. Under its established governance arrangements the board will be reporting to the Policing Minister on a regular basis. The board has representation from ACPO, the Home Office, HMIC, the Crown Prosecution Service, the APA and the NPJA.

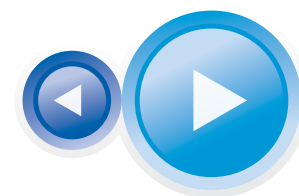
An example of one work strand being managed under the RBPB is the missing person's pilots in Greater Manchester Police and Staffordshire. This has enabled staff at the first point of contact i.e. call handlers to undertake an assessment of risk and use their discretion to determine whether a person is 'missing' or 'absent'. Further details on the three main benefits of the pilot can be found in chapter four.



CHAPTER 3 Supporting our Service Delivery

The right people, empowered and
equipped to do the right things.

Leadership and People



Contents

Employee Engagement

Focus on employee engagement should begin even before employees start working with the organisation. Research shows that there is a clear trend for employees to be highly engaged upon joining an organisation, but engagement levels tend to dip significantly in the early years. Many organisations recognise the benefits of focusing on engagement as part of the whole employee lifecycle.

When developing an approach to employee engagement, forces need to consider what employee engagement looks like and means within their force and how they will attract the right people to work for them. It is also crucial to have an understanding of what skills, knowledge and experience new members of staff bring to the force and how these can be best utilised.

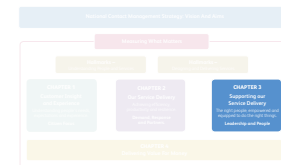
Evidence from the Sunday Times Best Companies to Work for in the UK shows that companies with higher levels of staff engagement (measured using parameters such as employee wellbeing, line management and team working) have 13 % lower staff turnover and less than half the sickness of the UK average. It is, therefore, essential to encourage staff to get involved and share ideas.

‘In the current climate when we are all required to deliver more for less it is more important than ever to engage with and invest in our people, in order to maintain high levels of customer service and performance which rely on motivated and committed staff.’

Sharon Ault, *Head of Human Resources, Nottinghamshire Police*

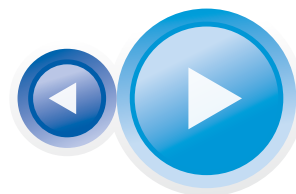
A good internal communications strategy is vital to open up routes for direct employee involvement. It can also ensure that staff understand and support the corporate vision. The strategy needs to be ‘two-way’ to enable questions, feedback and opinion, as well as provide information. A number of forces undertake regular staff perception surveys to find out what they think about the organisation. These surveys often result in new ideas and innovations to support improved performance.

Another approach to engagement is where forces have established staff working groups to specifically look at the design and re-design of processes across the organisation. Involving staff in designing the changes has shown a number of positive benefits for the organisation and the public; including improved morale through a significant time of change; reduced operating costs and improved customer satisfaction. Importantly, many staff historically disengaged have become a fundamental part of the change process.



CHAPTER 3 Supporting our Service Delivery

The right people, empowered and equipped to do the right things.
Leadership and People



Contents

Investing in People

It is more important than ever that forces are able to motivate and inspire their people to use their skills and abilities productively. Yet, often the training and development is the first casualty at times of financial constraint. Investing in people and providing opportunities for staff to develop their skills and progress their career are key to staff retention rates, and increasing productivity and knowledge.

ACPO have worked in partnership with the NPJA to produce a National Contact Management Learning Programme (NCMLP) designed to ensure a common national standard of training for contact management staff across England and Wales. All forces were engaged in shaping the design of the programme. The learning programme was launched in 2011 and aligns to both the National Contact Management Strategy (2012) and National Contact Management Principles and Practice (2012).

Protecting the public and delivering the best possible customer experience requires highly trained staff who are skilled at assessing risk at the first point of contact and recording the quality information to support the right response. Furthermore, enabling staff to use professional judgment and discretion is key to delivering a tailored service to meet the needs of individuals. Many forces have reduced the number of staff in contact

management roles, making it more important than ever for those forces to continue to invest in developing people to deliver this high quality service.

The national curriculum for contact management is set out in seven learning modules. It is the national standard against which all forces should map existing training to ensure they are equipping their staff fully with the necessary knowledge and skills. The seven modules are:

1. Delivering a professional service
2. Making every contact count
3. Technology and equipment
4. Investigation and intelligence
5. Contact grading and incident recording
6. Providing a service face to face
7. Command and control

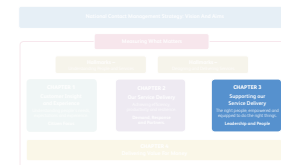
The modules recognise that contact management staff perform different roles, in different forces. It provides a flexible approach to achieving a national standard for a variety of roles, including call handlers, command and control operators, front counter staff and crime and intelligence bureau's. A number of additional learning materials have been developed

to support forces, including a trainer guide to delivery and assessment, programme handbook and learning descriptors for the each of the seven modules. The learning programme materials can be found on the N-Calt managed learning environment via the following link: www.ncalt.com

At time of writing ACPO are working with the NPJA Learning Programmes to consider options for accreditation.

A specific requirement of the dispatcher's role is effective management of Airwave. ACPO have commissioned a national learning needs analysis to identify national gaps and opportunities for Airwave training. The learning needs analysis identified a number of key roles, including control room operators/dispatchers and control room supervisors as being suitable for development of training products that will enhance their understanding of Airwave-related control room issues.

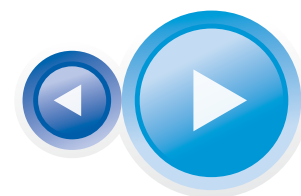
National learning outcomes for contact management staff will, when complete, be embedded into the ACPO NCMLP during 2012. ACPO recognises the NCMLP as the national standard against which all police forces in England and Wales are expected to map their existing contact management training. The programme is also supported by HMIC.



CHAPTER 3 Supporting our Service Delivery

The right people, empowered and equipped to do the right things.

Leadership and People



Contents

Wellbeing of Staff

The workplace can be a key setting for improving people's health and wellbeing. The way in which the workplace can affect someone's health and wellbeing is not simply a medical issue. Good health improves an individual's quality of life, and a focus on their wellbeing can also add value to organisations by promoting better health and increasing motivation and engagement of employees, in turn helping to drive increases in productivity and efficiency.

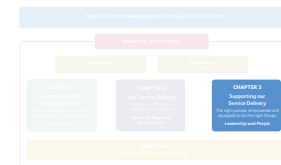
Dame Carol Black, the National Director for Health and Work, was commissioned to conduct a review of the health of Britain's working-age population. Her subsequent report, *Working for a Healthier Tomorrow*⁹ (2008), suggested that a shift in attitude is necessary to ensure that employers and employees recognise not only the importance of preventing ill-health, but also the key role the workplace can play in promoting health and wellbeing. Promoting wellbeing in the workplace is about more than promoting healthy lifestyles and eating habits.

Whilst these initiatives do have a place and show concern for employee welfare, workplace wellbeing covers a wider range of issues including:

- Work-life balance and flexible working
- Stress management
- Fairness
- Mental health, disability, bullying and harassment
- The impact of the physical working environment
- Perceptions of safety at work
- Support from line managers

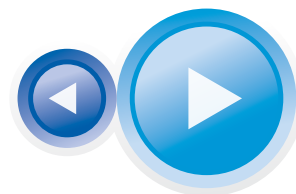
'There is persuasive evidence that the health and wellbeing of employees are critical determinants of the success of enterprise and service, whether in the public or private sector. Employers are increasingly aware of the benefits that investment in the health and wellbeing of employees can bring, in terms of both performance and reputation. The benefits are tangible, whatever the economic climate. A meaningful programme to safeguard, maintain and restore health and wellbeing can strengthen loyalty, engagement and advocacy and lead to improved morale, productivity, service and product quality and customer satisfaction. It can reduce absenteeism and staff turnover and, by promoting skill retention, will reduce avoidable cost of recruitment and training.'

Dame Carol Black, *National Director for Health and Work* (2012)



CHAPTER 3 Supporting our Service Delivery

The right people, empowered and
equipped to do the right things.
Leadership and People



Contents

Supporting Our Service Delivery

The nature and characteristics of the jobs that staff undertake are vitally important in terms of satisfaction, reward and control. Good management can lead to good health, wellbeing and improved performance. An approach to wellbeing needs long term commitment and should be considered as normal practice for both employers and employees.

A number of wellbeing programmes promote an intrusive management approach and include initial workforce assessments, individual health checks, workplace sessions and identifying workplace champions. Some forces have invested to promote health and wellbeing and, as a result, have realised a number of measurable benefits and return on investment. These include:

- Increased staff morale and engagement
- Reduced absence and attrition
- Increased physical activity
- Improved healthy eating
- Reduced number of smokers
- Improved productivity and efficiency
- Reduced costs

‘In the current climate it has become essential to help employees take the first steps to improving their health. Investing in staff wellbeing is an employer’s responsibility and the returns are significant and, importantly, measurable. The benefits include financial savings, advocacy and improvement in morale, leading to increased outputs of service and productivity. Implementing a structured health and wellbeing programme ensures the investment is sustainable and offers value for money.’

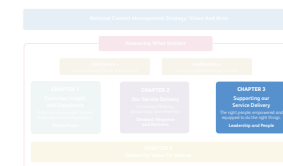
Maria Bourke, *Let’s Get Healthy Founder and Managing Director (2012)*

Let’s Get Healthy Initiative: Nottinghamshire Police

Operating a Health and Well Being programme in the workplace has numerous benefits both for the employer and the employee. In recognition of this Nottinghamshire Police allowed staff to attend workshops run by Lets Get Healthy™.

- The programme looked at the main areas of recorded sickness for example stress and anxiety management, and muscular skeletal disorders that can be caused by sitting for long periods and poor posture.
- The workshops empowered staff to accept that keeping healthy is a dual responsibility as their role will always be stressful with prolonged periods of sitting at a terminal when dealing with an incident.
- The workshops proved to be a success with staff and the force arranged some mental health training days with managers to give them confidence and skills to support staff and know how to access information and support.
- These two factors culminated in a reduction of around 30% of short term illness and impacted on our long term sickness as well. This achievement was welcomed as contact management had the highest recorded sickness as a department in the force and high sickness rates when compared with other forces control rooms.

The challenge now is to maintain and improve even further on reduced sickness by robust but supportive sickness management using the tools acquired from the Lets get Healthy programme.

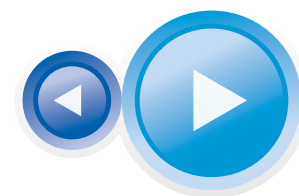


CHAPTER 3

Supporting our Service Delivery

The right people, empowered and equipped to do the right things.

Leadership and People



Contents

Reward and Recognition

Reward and recognition can have a significant impact on the culture of an organisation. Designing a recognition scheme that is aligned to the force purpose can deliver a return on investment. A number of forces are focusing reward and recognition on delivering customer service excellence, bravery and courage, supporting an effective investigation, partnership working (internal and external) and protecting the public. Giving extra responsibility and opportunities for career advancement are positive motivational factors. When staff can see a direct connection between their efforts and an outcome that they feel is worth striving for they are likely to be more satisfied in the workplace and this can result in a more positive culture.

Factors to consider when designing a recognition scheme:

Be inclusive – A successful scheme should aim to reward and recognise excellence and motivate everyone, not just the small group of 'stars' in an organisation.

Make it fair – Establish a proper assessment process to ensure that the scheme is fair and consistent. Using 'peer panels', where colleagues decide on successful nominations, works successfully for some organisations should encourage behaviours that really matter and should therefore be aligned to organisational values.

Link it to the organisational mission – Ensure the scheme links directly to the force mission.

Keep it simple – Reinforce the reason why the scheme exists, for example, to reward and recognise special achievements or behaviours that demonstrate force values.

Promote the scheme – Communication is key to success and should occur as frequently as possible through team briefs, intranet, email alerts and posters to keep it 'top of mind' and to encourage nominations.

One force has developed a reward and recognition matrix. The matrix records recognition of special achievements or behaviours that demonstrate force values – this could be individual contact management roles or team and cross-departmental working.

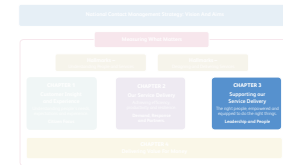
Excellence is recognised on a regular basis and a personal letter is sent out by head of profession highlighting the specific reasons for the recognition and is sent to the member of staff's home address. The feedback on this initiative, directly from staff, has been extremely positive as they feel valued for the right reasons.

The Call Centre Management Association (CCMA) is a not for profit body that supports call centre professionals across the UK. The annual awards are free to enter and the CCMA have introduced a number of awards to recognise the specialism of the emergency services. The awards provide a free benchmarking opportunity as independent industry professionals judge candidates furthermore the awards bring individual and force recognition across industry. A number of other industry organisations such as the Contact Centre Association (CCA) and Institute of Customer Service (ICS) hold annual awards.

Further information on the CCMA is available via the following link: www.ccma.org.uk

Another initiative for recognising partnership working is the Home Office sponsored 'Tilley Awards'. Currently the main focus of the awards is on innovating crime fighting projects where police, community groups and the public successfully work together to identify and tackle local crime problems. The competition invites applications from projects that can demonstrate that they have successfully tackled crime within a number of themes, including for example vulnerable groups and dealing with anti-social behaviour.

Further information on the Tilley Awards is available by [clicking here](#).

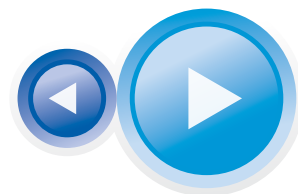


CHAPTER 3

Supporting our Service Delivery

The right people, empowered and equipped to do the right things.

Leadership and People



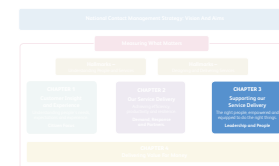
Contents

Diagnostic Indicators

The 'Supporting Our Service Delivery' diagnostic indicators are part of an overall Suite of Diagnostic Indicators for Contact Management that can be found in [Appendix B](#). It is not the intention for the diagnostics to be used in isolation where the focus might be on quantity at the expense of quality, more they are used together to support understanding of our people who support delivery of our service. These indicators are not exhaustive and do not preclude forces from using additional appropriate diagnostics that meet local needs.

Core Contact Management Performance Indicators

Description	Indicator and Brief Narrative
Attrition	Number and percentage of staff leaving as a percentage of total FTE employed by the contact management function
Absence	A measure of the number of unplanned days lost through sickness or other unplanned absence each year
Employee Engagement	Measures how satisfied staff are in their work and activities undertaken to engage with staff

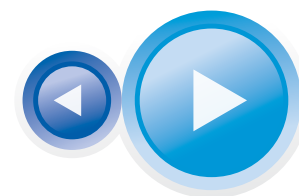


CHAPTER 3

Supporting our Service Delivery

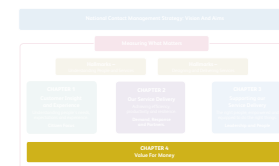
The right people, empowered and equipped to do the right things.

Leadership and People

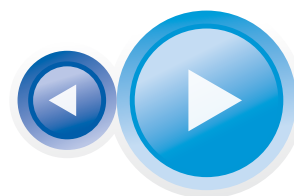


Contents

Value For Money



CHAPTER 4 Value For Money



Contents

Summary

This chapter focuses on the importance of achieving the optimum balance between cost and delivering a better customer experience and explores different business tools and methodologies for delivering value for money for the public. Contact management is an integral part of providing consistently high quality customer service and should not be seen as merely an expensive necessity. It includes:

Reducing Bureaucracy

At a time of increasing pressure on public finances, there is an explicit requirement for forces to proactively review their business processes and technological systems, in order to achieve greater efficiency and value for money (VfM) in the area of contact management.

Modern policing is increasingly difficult and demanding. To effectively fight crime high standards of conduct, especially demonstrated through strong leadership, and clear, professional expertise, underpin police forces' ability to work effectively together to tackle fast moving challenges.

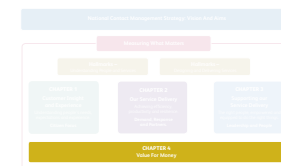
The financial challenge that the police service face means that forces need to be able to make the necessary savings whilst improving their ability to fight crime. Police continue to be burdened by bureaucracy when they can afford it least. Replacing bureaucracy by informed professional discretion unlocks savings and improves service for the public.

A number of initiatives are being piloted in forces, which support increased use of professional judgement and management of risk; free up staff time and improve response through better use of technology and leaner processes.

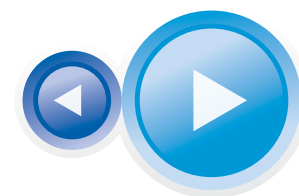
Continuous Improvement

Sustainable continuous improvement is achieved by creating a positive organisational environment where every individual understands the end-to-end organisational process within which they operate, as well as the value of their individual contribution to those processes, and is encouraged and supported to identify and influence change as a key part of the day-to-day activity.

To assist forces ACPO has developed a continuous improvement self assessment matrix to help make the concept of continuous improvement more accessible. One force is using this to assess current position of their front counter shared service provision in one area of the force. The matrix will assist them in identifying how to deliver a force-wide integral front counter service with a clear improvement vision.



CHAPTER 4 Value For Money



Contents

HMIC Value for Money Profiles

HMIC's value for money (VfM) profiles identify questions rather than make judgements. The information needs to be set within the local context. The VfM profiles providing benchmarking information on what the police are spending their budget on, staffing levels and outputs and outcomes.

In order to successfully benchmark and realise opportunities for efficient savings, it is important to understand that the structures and functions of contact management across England and Wales can differ significantly. When comparing cost against service delivery these different structures and functions can lead to a considerable misunderstanding of whether the function is efficient and effective.

Collaboration

Collaboration is increasing amongst police forces and authorities in England and Wales. Forces are using collaborative approaches as a key strategy to deliver value for money services for the public with shrinking budgets; this includes collaboration of contact management function, for example, to support effective business continuity, recruitment processes and delivery of training.

Business Partnering

The police can also benefit from business partnering with the private sector. By harnessing private sector innovation, specialist skills and economies of scale available, forces can transform the way, in which, they deliver services and improve outcomes for the public. Forces should think radically about the potential range of support services that might be within scope for business partnering or other alternative delivery models such as shared services. A detailed understanding of their own business processes and costs will enable them to approach potential private sector partners as an 'intelligent client' and ensure they get the best deal.

Systems Thinking

A different approach to delivering value for money is a systems thinking approach. Systems thinking is a management style, a way of thinking that focuses on meeting customer (both internal and external) needs and expectations – designing and continually seeking to improve services and processes across the end-to-end customer journey. Systems thinking organisations work in a planned and systematic way and seek to remove/reduce waste across the organisation and engender a culture of 'getting it right first time – every time'.

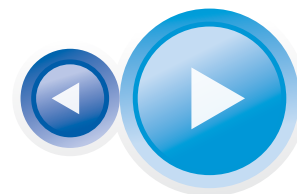
The systems approach is enabling some forces to better understand demand and design and measure service from the outside in. By using this approach Cheshire Constabulary has evidenced that they are better able to identify the causes of problems and improve partnership problem solving; service recovery activity has reduced considerably and dealing with more calls for service end-to-end officers has resulted in greater ownership and accountability.

Customer Experience: Cost Optimisation

In order to truly establish best practice and deliver value for money, functionality and service delivery need to be fully understood to avoid making decisions that could negatively affect customers. A value for money approach successfully used by a global organisation is the Merchants Customer Experience Cost Optimisation (CECO) Model. Contact management is a complex business area and as such it can be difficult to really understand the damage done by under-investment and constant cutting. The CECO model is an example of what can be used to ensure that equal focus is given to the customer experience, whilst still ensuring it is balanced against cost.



CHAPTER 4 Value For Money



Contents

Principle and Critical Success Factors

The main principle discussed within this chapter is providing value for money. This chapter also provides CSFs around key business areas that will support forces in driving and delivering change and performance.



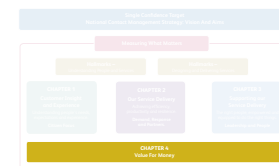
Principle 4: Value for Money

Providing value for money by ensuring the optimum balance is achieved between the cost of service and delivering an excellent customer experience.

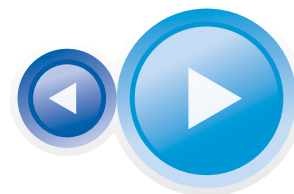
Delivering Value for Money:

Critical Success Factors

- Creating a culture that champions the customer and recognises success, removing or reducing waste in order to add value.
- Achieving the balance between cost and service delivery.
- Understanding contact management functionality, scope, performance and cost when comparing with other organisations and most similar forces.
- Producing a true comparison and understanding differences in order to identify organisational learning and opportunities for efficiency gains.
- Considering collaborative procurement opportunities when optimising and developing the service delivery function.



CHAPTER 4 Value For Money



Contents

Reducing Bureaucracy

Modern policing is increasingly difficult and demanding. To effectively fight crime high standards of conduct, especially demonstrated through strong leadership, and clear, professional expertise, underpin police forces' ability to work effectively together to tackle fast moving challenges. Officers and staff need to be allowed to use their discretion within the scope of relevant ethical and legal dimensions.

The financial challenge that the police service face means forces need to be able to make the necessary savings while also improving their ability to fight crime. Police continue to be burdened by bureaucracy when they can afford it least. Replacing bureaucracy by using informed professional discretion can unlock savings and improves service for the public as it focuses on providing the right response for the public first time and every time.

Dealing with bureaucracy isn't just about cutting out unnecessary forms it's about redesigning whole systems and whole ways of doing things. That sort of transformative change can come from the bottom up – from forces themselves – as well as from the top down. But even more than this, it is about changing the prevailing culture .

The Reducing Bureaucracy Programme Board (RBPB) was set up by the Home Office and is chaired by Chief Constable Chris Sims, ACPO Lead for Bureaucracy. Under its established governance arrangements the board will be reporting to the Policing Minister on a regular basis. The board has representation from ACPO, the Home Office, HMIC, the Crown Prosecution Service, the APA and the NPIA.

The Reducing Bureaucracy Programme is initially looking at a number of projects within the following six work streams:

1. Criminal justice system
2. Management of Information
3. Legal Powers
4. Management of risk
5. Partnership and engagement
6. Internal systems

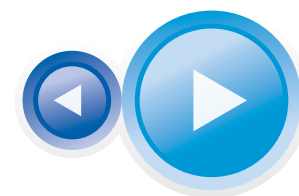
The Reducing Bureaucracy Programme has identified three strategic level benefits, which are to improve:

1. **Customer service** and public protection through better targeting of police resources and increased visibility
2. **Police productivity** through increased efficiency and effectiveness (leading to cashable and non cashable savings)
3. **Morale and professionalism** of the police service through a proportionate approach to the management of risk and use of discretion

The aim of the Reducing Bureaucracy Programme Board is to develop proposals and actions which will continue to contribute towards achieving the government's aim to reduce unnecessary bureaucracy on the police service. The RBPB will build on previous reports on reducing bureaucracy, including Sir Ronnie Flanagan's Review of Policing, HMIC Reports and Jan Berry's Reducing Bureaucracy in Policing Reports.



CHAPTER 4 Value For Money



Contents

Value For Money

One of the six areas of work is 'management of risk' and within this is the missing person's workstream. The area of missing persons has been looked at in previous reports on reducing bureaucracy and the following recommendations made:

Reducing Bureaucracy in Policing – Final Report: Jan Berry, October 2010

Recommendation 23 – “Apply a more risk based approach to Missing Person enquiries and record keeping and re-use information where possible “

HMIC – Cutting the Blue Tape: A Scoping Study, January 2011

Recommendation 9.1 – “To change the definition of missing persons to include a fear for the safety and welfare of that person resulting in a reduction of 10% in cases investigated and content “

Both of these reports identify:

- The need for a more proportionate and risk based approach to handling and recording of missing persons.
- The current definition for missing person's results in a disproportionate response to cases reported relative to risk.

A group of experienced personnel in the area of missing persons met in February 2011 and agreed a proposal for a pilot. Following further discussions with the Child Exploitation and On-line Protection Centre (CEOP) additional safeguards have been incorporated within the pilot, an outline of which is below. The pilot incorporates the recommendations above and was supported by the Reducing Bureaucracy Programme Board, Reducing Bureaucracy Practitioners Group and the ACPO lead for Missing Persons; and has been tested with positive results.

‘The RBPB is supporting and encouraging increased use of professional judgement and a proportionate approach to the management of risk, together with better identification and management of vulnerability which will provide improved customer service and public protection.’

DCC Douglas Paxton,
ACPO Bureaucracy Business Area (2011)

Missing Persons: Piloting a New Approach with Forces

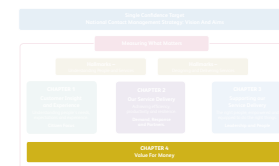
The missing persons workstream of the RBPB aims to make best use of resources by discerning between those person's who are absent, and who may not require an immediate frontline response and missing persons record; and those who are missing and therefore vulnerable to immediate risk.

- An alternative missing person definition and approach to investigating people who have gone missing is being piloted.
- GMP and Staffordshire police have enabled staff at the first point of contact i.e. call handlers to undertake an assessment of risk and use their discretion to determine whether a person is 'missing' or 'absent'.

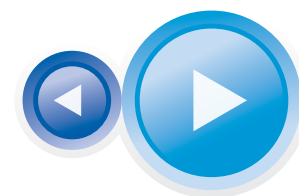
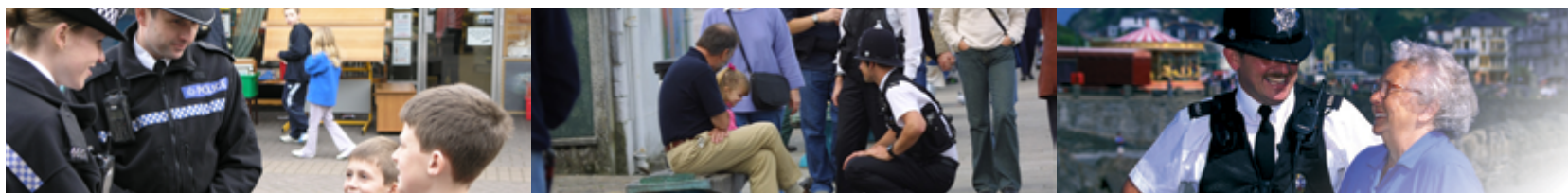
The pilot will focus on measuring three identified benefits:

- Better identification of and management of vulnerability.
- Increased use of professional judgment and management of risk.
- Improved service increasing user satisfaction with the police.

The Reducing Bureaucracy Community on **POLKA** provides further information on these initiatives.



CHAPTER 4 Value For Money



Contents

Information Sharing Hub: Wales Concept Trial

Another area of collaboration, which doesn't come under the Reducing Bureaucracy Programme Board governance, is the development of direct electronic incident transfer. The Welsh Government, together with the support of Cabinet Office, the Wales Joint Emergency Services Group and ACPO are trialling a one connection solution that will enable the exchange of real-time incident and location information through direct electronic incident transfer (DEIT). This is a further example of how a collaborative approach is being used to reduce bureaucracy, reduce cost and improve public protection.

The trial will involve sharing information between three pilot sites – police, fire and rescue service and a local authority. Currently, forces fund and maintain local gazetteer information and develop local interfaces with neighbouring forces and partners to share incident information. The pilot sites will use the National Address Gazetteer (NAG). The NAG provides a single location validation, is maintained by unitary authorities which reduces the need for multiple validation and multiple updates to partner systems.

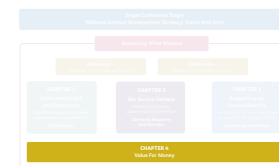


Wales DEIT Concept Trial

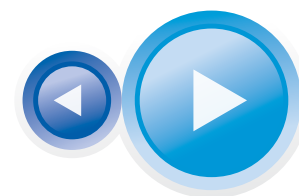
The 'proof of concept' trial will use an information hub solution, hosted by the National Resilience Extranet. The trial will develop and deliver key products and provide better understanding of cost savings, lessons learned and benefits. This information will support development of a proposal to consider a joined up approach with England and Wales

The Benefits

- Improve response and save significant amounts of time and money currently wasted in manually transferring incidents across forces.
- Reduce risk and threat to life, property and environment by freeing up staff and through reduced double-keying and the timely sharing of more accurate information with partners.
- Support delivery of effective 999/101 services through more efficient and leaner processes.
- Improve business continuity and capability to support critical incidents and major events.
- Support local delivery with future capability that will enable further collaboration opportunities with other responder agencies.



CHAPTER 4 Value For Money



Contents

Continuous Improvement

At this time of austerity forces are facing severe resource constraints and adapting to major organisational change. In the current landscape it is a good opportunity to adopt a continuous improvement approach and learn from approaches and techniques that have been successfully trialled in other industries.

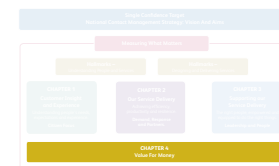
Continuous improvement is concerned with the end-to-end review of service delivery processes. By focusing on understanding demand, system workflows and removing non-value activity can reduce cost and still achieve to provide a high quality service for the public.

Sustainable continuous improvement is achieved by creating a positive organisational environment where every individual understands the end-to-end organisational processes within which they operate, as well as the value of their individual contribution to those processes, and is encouraged and supported to identify and influence change as a key part of the day-to-day activity.

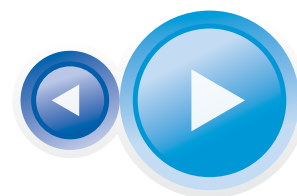
To assist forces the NPfA, on behalf of ACPO, has developed a continuous improvement self assessment matrix to help make the concept of continuous improvement more accessible. It identifies four key enablers:

- 1. Leadership** – focussing on governance and interoperability, openness and active participation, removal of blame culture and encouragement to identify issues to support improvement.
- 2. Engagement** – focusing on the customer and engaging with the business.
- 3. Resourcing and Sustainability** – identification and selection of the right people with the right skills to understand and deliver desired outcomes.
- 4. Methodology and Rigour** – having an evidence base to support change and clearly identifying/communicating desired goals, outcomes and benefits.

Each of these enablers is described in more detail in the continuous improvement matrix (overleaf) and identifies the activities and actions a force would need to take, in order to change attitudes, behaviours and culture.



CHAPTER 4 Value For Money



Contents

The Continuous Improvement Matrix

The continuous improvement matrix in Figure E below is a way of describing improvement activity or processes as graded levels of continuous improvement culture. Organisations often use such models to improve performance and to introduce common understanding of terms and standardisation of an activity. The matrix is designed for self-assessment. It is not an inspection tool to be used for external assessment or audit purposes nor should it be used to apportion blame.

The levels of continuous improvement culture explained

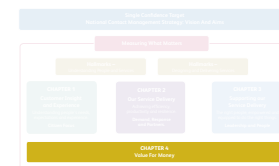
Level	Descriptor	Characterised in practice as...
1	Marginal	Forces where improvement efforts are one-off, with continuous improvement perceived as a fad that hasn't worked or wouldn't work in practice
2	Reactive	Forces that tend to think about improvement in response to a crisis or external stimulus
3	Process-focused	Forces where projects are the main focus; delivery likely to be cost or process rather than quality focused – how many or much rather than how well
4	Proactive	Forces that place a high value on improvement, actively invest in continuous improvement projects and programmes and are always on the look out for areas to improve
5	Integral	Forces where continuous improvement is a way of life and embedded in everything staff do from the frontline to senior managers

Figure E

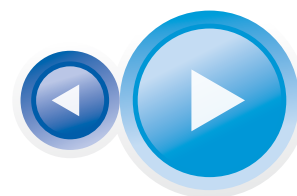
The matrix aims to support forces in achieving a sustainable continuous improvement culture across the organisation – identifying their own areas of strength as well as areas for improvement. It allows forces to baseline their current continuous improvement capability and plan which areas they will develop as part of their business change planning and it encourages peer support – matching those forces with something to share to those with something to learn.

Nottinghamshire Police is using the continuous improvement self assessment matrix to assess current position of their front counter shared service provision in one area of the force. The matrix will assist the force in identifying how to deliver a force-wide integral front counter service with a clear improvement vision.

Further information is available on the Continuous Improvement Community which can be found on [POLKA](https://polka.pnn.police.uk/)



CHAPTER 4 Value For Money



HMIC Value for Money Profiles

HMIC's value for money (VfM) profiles identify questions, rather than make judgements. As ever, the information needs to be set within the local context. The profiles were developed for two reasons:

- to help forces and police authorities investigate reasons for differences in performance or costs and take action to improve
- to help HMIC focus its inspection effort on the most fruitful areas in each force

Much has remained the same as the profiles published on the HMIC website in March 2010. The focus is on comparison of staff numbers, as they are easier to compare than costs, which are subject to local market factors. Non staff costs are reported as a percentage of staff costs to provide some adjustment for local area costs. HMIC have taken the opportunity to make some improvements:

- Data quality has been improved – HMIC provided each force with a draft profile in advance to enable checking and resubmission of data.
- A six page executive summary, which includes comparisons with the most similar forces and the England and Wales averages.
- Some additional data sources have been considered and included where appropriate while other data has been removed

Value for money profiles provide benchmarking information on:

- What the police are spending their budgets on;
- Staffing levels by grade and function; and
- Outputs and outcomes in a comparable format.

Further information regarding HMIC VfM Profiles is available by [clicking here](#).

In spring 2011 Her Majesty's Inspectorate of Constabulary (HMIC) carried out an inspection into the preparedness of forces and authorities across England and Wales to make savings over the four years of the Comprehensive Spending Review period (CSR, 2011/12 – 2014/15).

In mid June HMIC will publish 'Policing in Austerity – one year on' which will shine a light on how well forces and authorities have done in achieving their plans at the end of the first year of the CSR, and on how they now plan to meet the remaining challenge as they enter into year two.

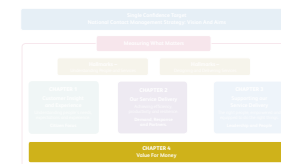
The review will be published on www.hmic.gov.uk and will provide data and analysis which will enable the public, their elected representatives and the police to see how their force compares with others.

In order to successfully benchmark and realise opportunities for efficiency savings it is important to understand that structures and functions of contact management across England and Wales can differ significantly. When comparing cost against service delivery these different structures and functions can lead to a considerable misunderstanding of whether the function is efficient and effective. For example, in some forces crime recording functions are carried out within the central contact management department, where other forces have separate departments that carry out this function.

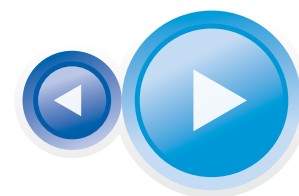
The Metropolitan Police Service, with the support of ACPO, has undertaken a benchmarking exercise with most similar forces. The aim of this exercise is to ensure that the information used for benchmarking is broken down into such detail that differences are fully understood, in order to provide a true comparison and identify organisational learning and opportunities for efficiency gains.

Once the key results have been collated and circulated those involved in the exercise will meet in a forum and use the information to support their continuous improvement. Where appropriate, key findings will be shared via:

POLKA



CHAPTER 4 Value For Money



Contents

Collaboration

Collaboration is increasing amongst police forces and authorities in England and Wales. There is a growing need to find new ways to generate efficiencies and back-office savings and forces have increasingly looked to adopt a collaborative approach to delivering an ever-growing range of policing functions. Just as criminality (particularly organised criminality) will not be constrained by police force boundaries, neither can the policing response be.

The Toolkit for Police Collaboration (2010) states that strong governance, leadership and a will to make change happen is of critical importance for successful collaboration. Within the service it is important to have commitment and a shared vision at ACPO level to ensure that momentum for collaboration is maintained across participating forces and partners. Equally, it is important that police authority members and, in the future, police and crime commissioners understand and accept the need for change and to generate buy-in at all levels of the collaborating organisations.

Integral to this strong understanding at a senior level is the recognition that collaboration may lead to a loss of power and responsibility at an individual level or that it may require the introduction of processes that are sub-optimal at a local level but super-optimal at a collaborative level. The attitude of “what is in it for me?” can be obstructive to the process and it is important to consider the benefit to the “greater good”.

The toolkit highlights the following checklist of critical success factors:

- Full agreement on the business/operational objective
- Full agreement on the schedule of services to be delivered
- Adequate, real and available resources to implement and deliver the services
- A lean and clear management structure
- Agreement over governance and absolute clarity on accountability
- Support from your police authority and Chief Constable

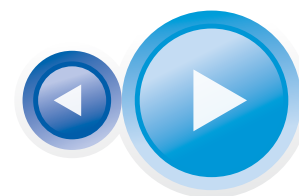
There are already examples of how collaborative procurement arrangements have saved money and increased productivity through shared programme and project resources.

A recent example of collaboration between forces and other responder agencies is the summer 2011 disturbances. The Public Emergency Call Service (PECS) Code of Practice suggests that all of the emergency authorities identify buddies to support interoperability between forces and or other emergency services. Forces who had prior service level agreements in place have indicated that they were able to determine where any influx of calls went and how information would be transferred back into the force.

When experiencing a high influx of emergency calls it is important that forces engage with call handling providers i.e. BT and Cable and Wireless Worldwide at the earliest opportunity to support effective management of demand. This, in conjunction with any proposal to progress a national approach to information sharing and data management, could be the platform to deliver a virtual approach to contact management. As a minimum it could reduce bureaucracy, reduce cost and improve public protection.



CHAPTER 4 Value For Money



Contents

National Police Procurement

Technology and information are two of the most important enablers used by the police in their fight against crime and how they are bought and managed are critical to success. The government is establishing an information communication technology (ICT) company that will be responsible for the procurement, implementation and management of complex contracts for information technology, related business change and business partnering services, supplying both national and local services for the police.

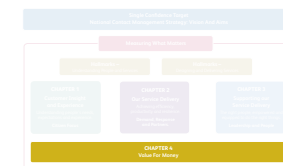
The new company will be independent from the Home Office, owned by police authorities and subsequently police and crime commissioners, with the police service as its customer. The company will provide products and services that support forces and other customers in their drive for interoperability. Furthermore, it will ensure a more commercial and efficient approach to police ICT provision, using economies of scale and market forces to save public money.

It will operate in such a way that forces can more quickly, easily and efficiently collaborate and procure IT solutions, which meet local requirements thus providing better value for their ICT spend. Over time the benefits for contact management could deliver jointly procured telephony platforms, command and control systems and other contact management technology such as workforce management/simulation modelling systems. This could in the future support better business continuity and virtual contact management models.

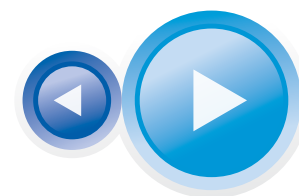
Further information regarding the ICT Company is available by [clicking here](#).

‘ICT is crucial to policing, and the company will allow IT professionals to do the IT and the crime fighters to do the crime fighting. And by harnessing the combined purchasing power of police forces, the company will be able to drive down costs, drive up value and save the public money.’

RT Hon Theresa May, *Home Secretary (2012)*



CHAPTER 4 Value For Money



Contents

Business Partnering

The government have indicated that the police service can benefit from partnership working with the private sector. By harnessing private sector innovation, specialist skills and economies of scale available, forces can transform the way, in which, they deliver services and improve outcomes for the public.

Forces should think radically about the potential range of support services that might be within scope for business partnering or other alternative delivery models such as shared services.

A detailed understanding of their own business processes and costs will enable them to approach potential private sector partners as an 'intelligent client' and ensure they get the best deal.

Work carried out with a number of forces has shown there is a capacity and potential within the market to support delivery of policing services. Across the country, police forces are identifying various pathways to change and are seeking a combination of approaches that best suit their requirements and capabilities.

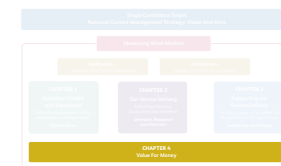
These approaches include:

- **Reliance on internal change programmes**
- **Collaboration with other police forces**
- **Joint working with local partners**
- **Reliance on emerging central direction**
- **Business partnership**

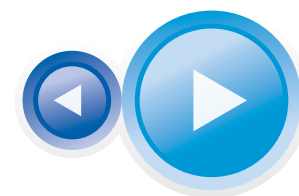
Cleveland and Lincolnshire Police have embarked on business partnering models that includes contact management as part of the overall contract. At time of writing it is too early to fully understand the full potential of this approach or identify the full business benefits.

Surrey Police and West Midlands Police:

The Home Office is supporting Surrey and West Midlands Police in developing a programme designed to identify the potential for more systematic involvement of the private sector in the delivery of policing – this includes the contact management function. The Home Office will continue to support this work and consider the potential value of private sector partnering to achieve both the cost savings required and the transformation to improve services to the public, and will share the learning with the wider service.



CHAPTER 4 Value For Money



Contents

Systems Thinking

The systems thinking approach is defined as ‘a philosophy and practice of ongoing identification and elimination of waste in the delivery of customer value, by everyone in the organisation’. Therefore, the approach is not just an initiative to reduce cost, although ultimately that is a by-product of improving the efficiency and productivity of an organisation’s services and processes.

Systems thinking is a management style, a way of thinking that focuses on meeting customer (both internal and external) needs and expectations – designing and continually seeking to improve services and processes across the end-to-end customer journey. This means services can be configured and delivered in the most efficient and productive ways to meet needs and that, in turn, means our people are available to do the right thing, in the right place, at the right time. A systems approach is diametrically opposed to a ‘command and control’ way of working.

Systems thinking organisations work in a planned and systematic way and seek to remove/reduce waste across the organisation and engender a culture of ‘getting it right first time – every time’. Waste can be, for example, down to:

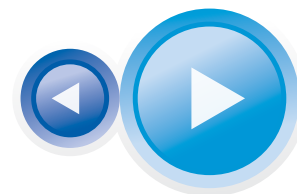
- Service delivery defects – avoidable contact/rework
- Signposting to another lead agency
- Bureaucracy – more steps or time involved in processes than is necessary to meet customer needs
- Empowerment – staff have limited authority/ discretion

‘In mass production organisations demand is seen as a transaction (a call, an incident etc) and leads to a label which specifies a process with procedures. In systems thinking organisations demand is derived from what matters to the citizen/customer. It describes an end to end relationship with a set of principles that controls that relationship. The outcome must be resolution against what matters. In policing terms, have we simply responded to a call and met a response standard or would the caller believe that the police had fully solved the underlying problem such that it will not re-occur.’

John Seddon, *Systems Thinking in the Public Sector* (2012)



CHAPTER 4 Value For Money



Contents

Value For Money

The table below shows the difference between a command and control style of management thinking and a systems style of management thinking. A number of organisations that have embraced systems thinking as part of day to day business have realised a number of benefits, including significant reduction of preventable demand/waste (up to 40 % in some cases), cultural change and increased customer satisfaction. By encouraging staff to be part of the solution they have also unleashed innovation from within. The systems thinking approach has been used successfully in many public sector organisations and police forces.

Command and Control Thinking		Lean Systems Thinking
Hierarchical or top-down approach	Perspective	Outside-in (customer focused) approach
Functional specialisation and procedures	Design of Work	Demand, value and flow are important
Contractual nature of relationships	Attitude to Customers	What matters to the Customer
Separated from work	Decision-making	An integrated approach
Outputs, targets, standards: related to budgets	Measurement	Capability and variation – related to purpose
Control budgets – manage people	Management Ethos	Continuous learning through analysis and action

Like most of the public sector, the police service had to face the reality of massive budgetary cuts in the wake of the government's spending review. 'Rock bottom' is the Police Federation's characterisation of morale in the wake of the Winsor pay review. The Chief Inspector of Constabulary, Sir Denis O'Connor, has also admitted that finding cuts of that magnitude will be "difficult to secure" without affecting the frontline.

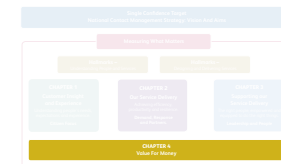
Adopting a systems thinking approach may be the way forward for forces to meet the financial challenges they face. Some forces are now using this approach to optimise the organisation as a whole rather than as a collection of parts. Instead of starting with central targets and designing the organisation and its work around them, it begins at the other end by asking what seems a basic question: to fulfil our objective, who do we need where? An important strand in the logic of this approach is that you can't cut costs directly without providing unintended consequences.

Further information on systems thinking can be found on the continuous improvement community on [POLKA](#) or on the systems thinking website www.systemsthinking.co.uk

Cheshire Constabulary: A 5 month force review was carried out to gain an understanding of the true nature of demand on the organisation from the customer perspective, how well the force was designed to address that demand and what prevented them delivering the right service. A review of 22,000 calls for service captured an accurate reflection of what people said and were asking for, as opposed to simply how the incident was categorised. This exercise showed that 40 % of calls were predominantly processes created by the organisation that could be stopped by getting it right first time. End to end process mapping of a number of activities from theft through to rape identified steps that did not address the initial call for service and therefore added no value for the customer. An experimental stage introduced a model of policing based on the following principles:

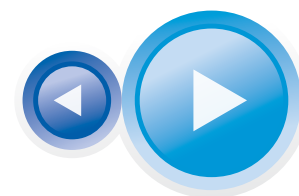
- We do what matters to the victim
- We do what matters to the community
- We act fairly with the offender
- Whatever we do must be in the public interest

As a result of Cheshire's customer-led approach, reclassification of incidents is assisting to better identify the causes of problems and improving partnership problem solving, service recovery activity has considerably reduced, officers are dealing with more calls for service end to end and there is greater ownership and accountability.



CHAPTER 4

Value For Money



Contents

Customer Experience: Cost Optimisation

In order to truly establish best practice and give value for money, functionality and service delivery need to be fully understood to avoid making decisions that could negatively affect customers. There are a number of models available in the commercial world to measure the efficiency and effectiveness of contact centre service delivery.

A model, successfully used by a global organisation, is the Merchants Customer Experience Cost Optimisation (CECO) Model. The CECO model is an example of what can be used to ensure that equal focus is given to the customer experience, whilst still ensuring it is balanced against cost.

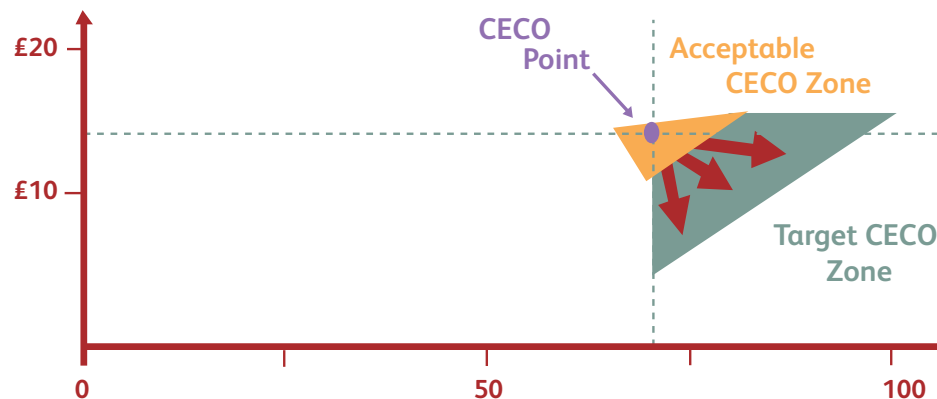
Merchants Customer Experience Cost Optimisation (CECO) Model

Delivering an excellent customer experience at any cost is not a sustainable option for any organisation. Similarly, just cutting costs indiscriminately to reduce the 'cost to serve' equation is placing the whole customer experience at risk. There needs to be way of maintaining equilibrium and ensuring that the best possible customer experience is delivered at the optimal price.

The CECO tool is a tried and tested management tool, which can evaluate the way forces deliver customer experience to citizens and third parties. It allows measurement against cost in order to give a current 'CECO score'.

Cost

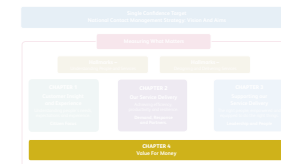
(per citizen, per contact, per business function e.g. contact centre or front of house etc)



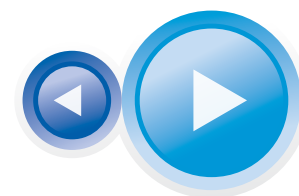
Customer Experience Index

(Score derived from various empirical sources including increasing public confidence and satisfaction, response times to incidents, FCR, time to answer, etc)

Copyright Merchants ©

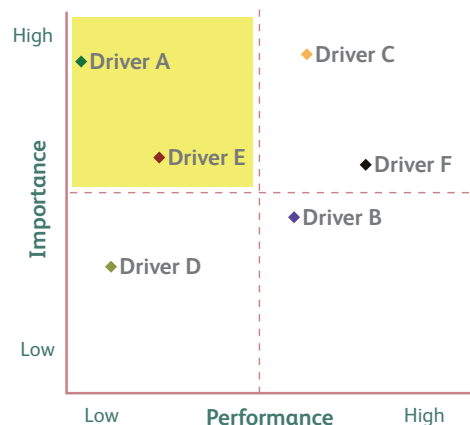


CHAPTER 4 Value For Money



Contents

This same framework can be used to define a desired future CECO state:

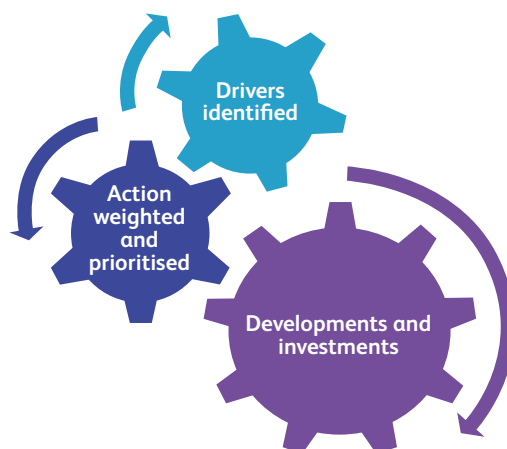


The Customer Experience Index can be derived from a number of factors: service standards and outcomes, quality of problem solving, dissatisfaction and empathy and professionalism of staff.

Each of these drivers has a cost associated with it, which leads us to be able to map them onto a matrix to show relative importance.

It is important to prioritise the drivers that are high cost but performing poorly, as these will impact negatively on the overall CECO score in a number of ways:

- Inappropriate day-to-day focus on objectives, supporting management information systems and drawing management attention away from higher value adding areas.
- Development and investment budgets may be wasted or spent on the wrong priorities.



Why use the CECO Model?

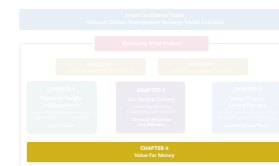
Using CECO means that forces:

- Identify their current position from a customer experience versus cost perspective.
- Define the desired future CECO state by isolating the key drivers for customer experience, their relative weightings and priorities.

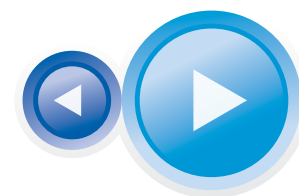
This allows forces to:

- Define objectives and targets that are aligned to customer experience and cost imperatives at both the local and national level.
- Focus management effort day-to-day on objectives that matter and realise tangible/trackable results.
- Develop initiatives and make investments in people, processes and technology that will deliver the best returns in line with the overall National Contact Management Strategy.

Further information on the CECO model is available from Merchants, a Dimension Data Company, by [clicking here](#).



CHAPTER 4 Value For Money



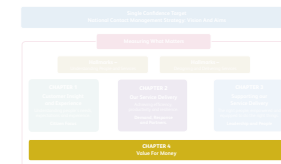
Contents

Diagnostic Indicator

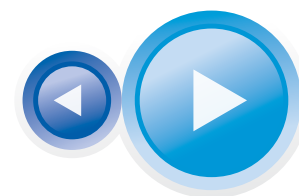
The 'Delivering Value for Money' diagnostic indicator is part of an overall Suite of Diagnostic Indicators for Contact Management that can be found in [Appendix B](#). It is not the intention for the diagnostic to be used in isolation where the focus might be on quantity at the expense of quality; more they are used to support understanding of how the contact management demand forecasting and financial budgeting processes are aligned to actual spend. These indicators are not exhaustive and do not preclude forces from using additional appropriate diagnostics that meet local needs.

Core Contact Management Performance Indicator

Description	Indicator and Brief Narrative
Budget Tolerance	Remaining within a % of allocated budget and understanding actual spend versus budgeted spend



CHAPTER 4 Value For Money



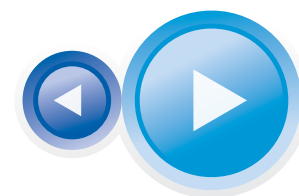
Contents

Appendix A – Matrix aligning NCMS Principles with Critical Success Factors from NCMPP

Principle 1: Customer: Designing and delivering contact management on the basis of citizen and business needs to increase customer satisfaction and public confidence.

Critical Success Factors (CSFs)

Chapter 1: Customer Insight and Experience	
Citizen Focus Approach	- Using the Citizen Focus Policing Hallmarks as an integral part of understanding business planning and delivering change. - Having a process in place to understand the end to end customer experience.
Accessibility	- Demonstrating understanding of customers and their needs and designing access to service that provides choice. - Promoting the 101 single non-emergency telephone number to ensure that the public are aware of the number and when to use it. - Providing an alternative geographical non-emergency telephone number for members of the public who may be unable to use the 101 number to get through to their local force. - Having established processes for non-emergency and secondary SMS access for the deaf, hearing impaired and speech impaired. - Having evidence to demonstrate that access to the police service supports non-English-speaking communities. - Ensuring that opening times of police station front counters are well publicised and out of hours alternative access is available. - Providing the public with up to date contact details for neighbourhood policing teams and information on local beat meetings – on both force websites and the national police.uk website.
Channel Strategy	- Having a force channel strategy that supports the needs of local communities, encourages the development of digital channels and social media and which sets out the standards of customer service to be expected. - Developing a culture of innovation and continuous improvement around accessibility and transparency and sharing best practice with the wider service.
Customer Insight	- Systematically capturing and using customer insight data to inform decision making, reduce operational costs and target resources more effectively. - Using customer journey mapping to understand the end to end customer experience and provide insight into communities' needs and expectations in order to shape, design and deliver services.
Keeping People Informed	- Being able to demonstrate how service users will be kept informed on progress and outcomes relating to them. - Utilising technology / broader channels to keep people informed on progress and outcomes relating to them.
Quality of the Customer Experience	- Having a non-bureaucratic quality assessment process that focuses on delivering customer satisfaction and public confidence. - Using a variety of methods to capture and understand the quality of the end-to-end customer experience, in order to design and deliver service.
Dealing with Complaints and Dissatisfaction	- Providing the public with clear information on how they can make a complaint and report dissatisfaction. - Undertaking root cause analysis of complaints, dissatisfaction and reports of good service to understand trends; and learning the lessons in order to improve service design and delivery.



Contents

Principle 5: Demand Understanding the demand profile and workflow across the organisation, in order to optimise service delivery.

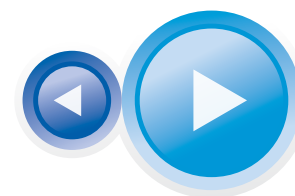
Principle 6: Resources Satisfying demand for contact service through the most efficient and effective use of resources, to deliver responsive local policing.

Principle 7: Partners Optimising resilience through effective planning and collaboration with partners, to enhance contact management capability.

Critical Success Factors (CSFs)

Chapter 2: Our Service Delivery

Demand Management and Resource Planning	• Creating an environment where planning and forecasting optimises resources and is used across the organisation to effectively manage demand. • To make best use of resources, having dedicated demand forecasting and resource planning expertise is essential. • Showing evidence of understanding customer contact demand in order to determine what changes are required across the organisation.
Incident Management	• Having joint accountability for service delivery across the organisation in order to deliver the best possible customer experience. • Utilising integrated technology to optimise the efficiency of incident management resources and services. • Ensuring BCU commanders and supervisors are held accountable for patrol availability and response. • Having evidence of involving the contact management function in planning for and debrief of operations and critical incidents. • Ensuring that the contact management function is configured technically and has the skills base to be able to respond in real-time and to manage major and critical events, where required with responder organisations. • Ensuring that the effective use of Airwave from talkgroup management, status messaging and Airwave Speak supports improved processes and efficient use of resources. • Having a policy in place to manage misrouted emergency calls to reduce risk to the public.
National Contact Management Grades	• Ensuring that contact management staff understand the importance of using the contact grades to prioritise and deliver responsive local services. • Empowering contact management staff to use their skills, abilities and professional judgment, in order to assess risk, vulnerability and threat to safety.
Business Continuity and Disaster Recovery	• Having business continuity and disaster recovery plans in place, which are regularly tested, in order to maintain service and reduce risk to the public. • Supporting opportunities for collaboration, particularly on a regional basis, to enhance resilience, achieve value for money and support business continuity.



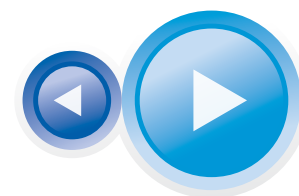
Contents

Principle 2: Leadership Delivering effective leadership at all levels to promote and enhance citizen focused contact management.

Principle 3: People Investing in people and involving them in shaping service delivery.

Critical Success Factors (CSFs)

Chapter 3: Supporting Our Service Delivery	
Leadership and Culture	• Having an identified chief officer lead for contact management. • Having governance in place to support joined-up decision-making and joint accountability at all levels in order to support effective service delivery. • Recognising the specialist nature of contact management when selecting heads of profession and supporting this through effective succession planning. • Being able to demonstrate how frontline leaders support their staff to deliver citizen focused outcomes.
Our People	• Having an HR strategy for contact management. • Having effective and robust HR functions and processes to drive operational performance and change. • Having management information and an absence management policy to enable managers to effectively manage absence and support staff. • Demonstrating effective succession planning which supports ability to sustain operational performance and recognises individual roles. • Being able to demonstrate a culture of service improvement that promotes organisational learning. • Empowering staff to use their professional judgment and skills to effectively resolve calls for service from the public. • Having effective processes and systems in place to support decision-making and reduce bureaucracy.
Employee Engagement	• Being able to evidence a process for engaging staff at all levels. • Undertaking staff perception surveys, ensuring that they are relevant and that the findings are fed back to staff and action planned.
Investing in People	• Mapping local contact management training against the ACPO national contact management learning outcomes and action planning any identified gaps, in order to meet the standard. • Having a recognised accreditation process that supports effective talent management in line with organisational ambitions and to support improved performance.
Wellbeing of Staff	• Implementing a structured health and wellbeing programme that is proactive, long lasting and supports staff in the workplace.
Reward and Recognition	• Having effective reward, recognition and retention plans in place to support and maintain contact management service delivery. • Ensuring that reward and recognition plans are fair and inclusive and linked to organisational values.



Contents

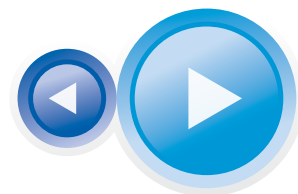
Principle 4. Value for Money Providing value for money by ensuring the optimum balance is achieved between the cost of service and delivering an excellent customer experience.

Critical Success Factors (CSFs) continued

Chapter 4: Delivering Value For Money

Delivering Value for Money

- Creating a culture that champions the customer and recognises success, removing or reducing waste in order to add value.
- Achieving the balance between cost reduction and achieving continuous improvements.
- Understanding contact management functionality, scope, performance and cost when comparing with other organisations and most similar forces.
- Producing a true comparison and understanding differences in order to identify organisational learning and opportunities for efficiency gains.
- Considering collaborative procurement opportunities when optimising and developing the service delivery function.



Contents

Appendix B – National Suite of Diagnostic Indicators for Contact Management

Introduction

To promote the right behaviours and to support effective service delivery the Suite of Diagnostic Indicators for Contact Management has been developed and includes a mixture of targets and measures.

The indicators are customer focused and aim to support knowledge and understanding of contact management services. It is important to note that these diagnostics cover the contact management environment, which is much wider than the contact centre, including for example front counters, crime desks and neighbourhood and response teams.

The Suite of Diagnostics for Contact Management includes:

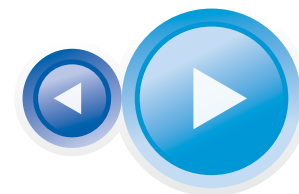
- Measures from the ACPO National Call Handling Standards (2005) that are still relevant to delivering customer focused service delivery – including call abandonment and average time to answer.
- Additional core contact management measures – these are optional measures for forces to use to understand and improve quality and to support consistency of service delivery.
- New customer focused measures – including 999 calls over 2 minutes, forecast demand accuracy and breakdown of incidents per grade.

Information relating to the origin / source of each indicator is shown in the tables that follow. It is not the intention for these indicators to be used in isolation, where the focus might be on quantity at the expense of quality. More that they are used together to promote quality outcomes and support understanding of contact management service delivery.

They aim to identify trends and patterns and provide focus on areas for improvement to deliver a consistent approach. These indicators are not exhaustive and do not preclude forces from using additional appropriate diagnostics that meet local needs.

The indicators are grouped into the following areas:

-  Key Outcomes
-  Emergency Contact
-  Non-Emergency Contact
-  Incident Response
-  Core Contact Management Measures



Contents

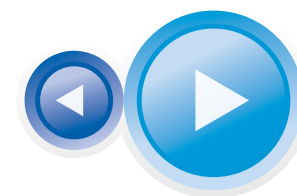
Key Outcomes Performance Indicators

Description	Indicator and Brief Narrative	Origin/Sponsor
Improved Public Confidence	Ease of emergency contact	Local
	Ease of non-emergency contact	Local
Improved Public Satisfaction	Ease of emergency contact	Crime Survey for England and Wales
	Ease of non-emergency contact	Crime Survey for England and Wales

Satisfaction with contacting the police can in turn influence confidence. The research evidence shows a difference between police initiated contacts and public initiated contacts. In particular unsatisfactory public initiated contacts will have a negative impact on confidence in the police. Forces need to understand satisfaction of emergency provision and of non-emergency provision.

Description	Indicator and Brief Narrative	Origin/Sponsor
Dissatisfaction	Volume and reports of dissatisfaction and compliments	Local

Analysis of complaints are potentially a rich source of customer insight which can identify areas for improvement. An audit of these would aim to examine a number of complaints over a period of time to identify commonly occurring themes. These provide an opportunity to use existing data to improve police practice. Focusing on problems in the first instance is an important place to start for improving confidence



Contents

Emergency Contact Performance Indicators

Description	Indicator and Brief Narrative	Origin/Sponsor
999 Calls answered in 10 seconds	Volume and % of 999 calls answered in 10 seconds	ACPO

There are a number of indicators that can be used to support this including Service level which will outline the % of overall 999 calls received that are answered in 10 seconds. Understanding of 999 service provision across channels is key to providing a consistent level of service.

Description	Indicator and Brief Narrative	Origin/Sponsor
Abandoned 999 Calls	Volume and % of abandoned 999 calls	ACPO

Customer focused measure – if you can't get through you don't get a service. It is important to look at the whole – each call is potentially a member of the public that has not been able to get through. There is a need to understand and explore the reasons for failure to support improvement i.e. technology, failure to meet demand, identify trends etc. Identify where in the call journey customers are abandoning their attempt to get a response.

Description	Indicator and Brief Narrative	Origin/Sponsor
999 Average Time to Answer (ATA)	Average time to answer an emergency call/contact	ACPO

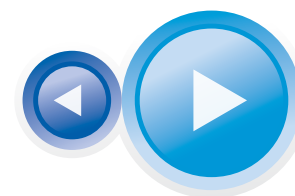
Average time to answer is the time it takes on average to answer calls presented to the service. Different to service levels, average time to answer gives an indication of the time frame a member of the public would usually get answered within a given time period i.e. daily, monthly, annually etc. This measure is often used to communicate the level of service that the public can expect to receive.

Description	Indicator and Brief Narrative	Origin/Sponsor
999 Calls Over 2 minutes	Volume and % of calls / contacts answered after 2 minutes	HMIC

Originates from HMIC Thematic First Contact (Recommendation 15). This measure supports the importance of providing a timely emergency service to the public.

Description	Indicator and Brief Narrative	Origin/Sponsor
Emergency SMS (eSMS)	Volume of contacts and action taken	ACPO (NCMPP 2012)

This service provides essential access to the police for hearing deaf, impaired and speech impaired. It is important that forces understand the level of demand and also the quality of the response delivered from first point of contact through to attendance.



Contents

Non-Emergency Contact Performance Indicators

Description	Indicator and Brief Narrative	Origin/Sponsor
Non-emergency contact service level	Volume / % of non-emergency calls answered within locally derived time	Local

There is no national target although forces may have a locally agreed service level. Service levels take into account the usual and unusual times it takes to be answered and indicates fluctuations, spikes in demand and inconsistent service delivery. This should take account of different force structures – forces that have switchboard and call handling centres should for example understand the service level of each business area.

Understanding the volume and % of calls through 101 and the force local geographical number, in order to provide an appropriate level of service.

Description	Indicator and Brief Narrative	Origin/Sponsor
Abandoned non-emergency calls	Volume and % of abandoned non-emergency calls	ACPO

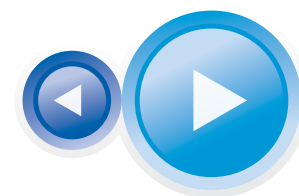
This is a customer focused measure – if you can't get through you don't get a service. Forces need to understand the reasons for failure to support improvements – explore reasons for i.e. technology, failure to meet demand, identify trends etc. Identify where in the call journey customers are abandoning their attempt to get a response.

Description	Indicator and Brief Narrative	Origin/Sponsor
Average Time to Answer (ATA)	Average time to answer a non-emergency call / contact	ACPO

Average time to answer is the time it takes on average to answer calls / contact presented to the service. It is different to service level, average time to answer gives an indication of the time frame a member of the public would usually get answered within a given time period i.e. daily, monthly, annually etc.

Description	Indicator and Brief Narrative	Origin/Sponsor
Contact received via other channels (Email, SMS etc)	Volume of contacts per channel and action taken	Local

Understanding the volume of contacts through a variety of channels and understanding the quality of the response.

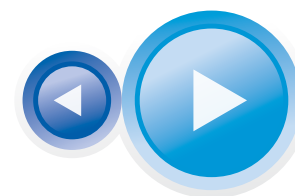


Contents

Incident Response Performance Indicators

Description	Indicator and Brief Narrative	Origin/Sponsor
Emergency Response URBAN	Volume and % incidents	Local
Emergency Response URBAN	Volume and % incidents attended and average response time	Local
Emergency Response RURAL	Volume and % incidents attended and average response time	Local
Priority Response	Volume and % incidents attended and average response time	Local
Scheduled Response	Volume and % of incidents scheduled	Local
	Volume and % of incidents attended	Local
Resolution without Deployment	Volume and % of incidents resolved without deployment	Local
Incidents per Grade	Volume and % of contacts graded as Emergency	ACPO (NCMPP 2012)
	Volume and % of contacts graded as Priority	ACPO (NCMPP 2012)
	Volume and % of contacts graded as Scheduled Appointment	ACPO (NCMPP 2012)
	Volume and % of contacts graded as Resolution without Deployment	ACPO (NCMPP 2012)

The breakdown of incidents per grade will support understanding of the demand profile and may highlight issues regarding over / under grading. This information will further support alignment of resources required to fulfil demand.



Contents

Core Contact Management Performance Indicators

Description	Indicator and Brief Narrative	Origin/Sponsor
Demand Forecast Accuracy	Ability to accurately forecast contact demand by comparing forecasted demand against actual demand	ACPO

Measuring forecast accuracy is an ongoing activity carried out against short-term, medium term and long term demand forecasts. Its purpose is to show consistency and accuracy of forecasting across a set period. This metric is an essential part of the business planning process

Description	Indicator and Brief Narrative	Origin/Sponsor
Staff Utilisation	Time spent on customer contact activity	ACPO

This measures the amount of time a call handler is actively working on customer contact activity and this can help identify over and under utilisation of staff to help achieve the best balance.

Description	Indicator and Brief Narrative	Origin/Sponsor
Attrition	Number and percentage of staff leaving as a percentage of total FTE employed by the contact management function	ACPO

Defined as the total number of contact management staff that leave their role (resign, staff who are asked to leave, staff who fail probationary training periods, staff at leave the contact centre to take up a permanent or seconded post elsewhere in the organisation) in a year.

Description	Indicator and Brief Narrative	Origin/Sponsor
Absence	A measure of the number of unplanned days lost through sickness or other unplanned absence each year	ACPO

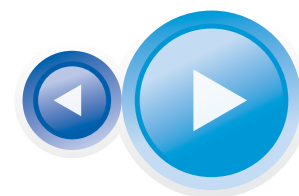
A measure of the number of unplanned days (or hours) lost through sickness or other unplanned absence each year, expressed as average working days (or hours) lost per FTE per year. It includes both short and long term absence and for clarity excludes known events such as annual leave or maternity/paternity leave.

Description	Indicator and Brief Narrative	Origin/Sponsor
Employee Engagement	Measures how satisfied staff are in their work and activities undertaken to engage with staff	ACPO

Measures how satisfied staff are in their work and the activities undertaken to understand the level of engagement, sense of ownership, loyalty and pride staff have in their work.

Description	Indicator and Brief Narrative	Origin/Sponsor
Budget Tolerance	Remaining within a % of allocated budget and understanding actual spend versus budgeted spend	ACPO

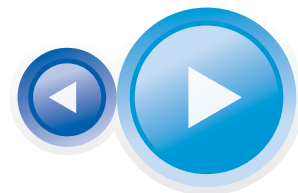
Shows how the contact management demand forecasting and financial budgeting processes are aligned to actual spend.



Contents

References

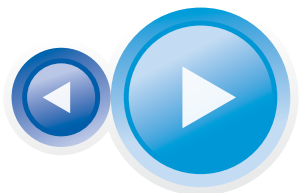
1. Cabinet Officer (2009), Channel Strategy Guidance
2. <http://www.aperia.co.uk/Pages/CirlceofNeed.aspx> ©
3. Victim Support (2011) Left in the dark: Why victims of crime need to be kept informed
4. Taylor P/Bain P (1999) 'An Assembly Line in the Head': Work and Employee Relations in the Call Centre, *Industrial Relations Journal*.30:2, p. 109-116.
5. Professional Planning Forum (2011), Best Practice Guide: Expanding the Horizon's ©
6. Airwave Speak is the nationally recognised standard of radio procedure/language that supports consistent and concise communication between radio users.
7. <http://www.homeoffice.gov.uk/media-centre/speeches/one-year-on>
8. <http://www.homeoffice.gov.uk/publications/consultations/rev-police-leadership-training/>
9. <http://www.dwp.gov.uk/health-work-and-well-being/resources>
10. <http://www.homeoffice.gov.uk/media-centre/speeches/one-year-on>
11. <http://www.homeoffice.gov.uk/media-centre/speeches/home-sec-police-reform>



Contents

Useful Websites

101	www.police.uk/101
ACPO	www.acpo.police.uk
Action Fraud	www.actionfraud.police.uk
Cabinet Office	www.cabinetoffice.gov.uk
Department for Communities and Local Government	www.communities.gov.uk
Direct Gov	www.direct.gov.uk
Home Office	www.homeoffice.gov.uk
HMIC	www.inspectorates.homeoffice.gov.uk/hmic
HM Treasury	www.hm-treasury.gov.uk
Home Office	www.homeoffice.gov.uk
IPCC	www.ipcc.gov.uk
IPCC Learning the Lessons	www.learningthelessons.org.uk
Local Government Association	www.local.gov.uk
N-Calt	www.ncalt.com
NPfA	www.npia.police.uk
Ofcom	www.ofcom.org.uk
Opening up government	www.data.gov.uk
PNLD FAQs (ask the police)	www.askthe.police.uk
Police Online Knowledge Area (POLKA)	https://polka.pnn.police.uk/
Police.uk	www.police.uk
Skills for Justice	www.skillsforjustice.com

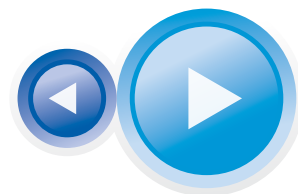


Contents

Glossary

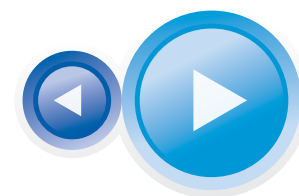
Explanation of terms, commonly used phrases and abbreviations

Term	Definition or Explanation	Term	Definition or Explanation
Abandoned calls	Calls that are presented but terminate before being answered.	BCS	The British Crime Survey – a large nationally representative victimisation survey of adults living in private households in England and Wales. It asks people about their experiences and perceptions of crime and crime-related topics such as anti-social behaviour and the police.
Absence	A measure of the number of unplanned days (or hours) lost through sickness or other unplanned absence each year.	BCU	Basic Command Unit – a geographic policing unit. Also known as a policing division in some forces.
ACPO	Association of Chief Police Officers.	Benchmarking	Benchmarking involves identifying gaps and weaknesses in performance by comparing information against others. It involves measurement, analysis, learning and the identification of effective (or best) practice.
Airwave	The national digital trunked radio system.	Blog	A contraction of 'web log' – an online diary with each entry is referred to as a 'post'.
APA	Association of Police Authorities.	BT	British Telecom.
APLS	Automatic People Location System – A product that transmits accurate satellite positioning of human resources enabling them to be displayed on mapping systems.	Budget tolerance	Is a measure of actual spend versus the budgeted spend over an agreed time period
Attrition	The annual average number of staff that leave an organisation/role expressed as a percentage of the total number of staff in that organisation or role. Also known as churn or staff turnover.	C&WW	Cable and Wireless Worldwide
Avoidable contact	Avoidable contact occurs if one, or more, of the following occurs: A. The customer is seeking unnecessary clarification B. The contact is caused by poor signposting/transfer C. There is repeat contact with the customer: • To provide the same information a number of times • Because of premature closure of an earlier contact • Because customers are chasing progress updates	Call/contact centre/Contact Management Centre	A central point for the receipt of calls for service and deployment of resources. This is routinely about more than telephony contact and may also provide contact through e-mail and progressively through web chat.
		CECO Model	Customer Experience Cost Optimisation model – a commercial cost model devised by Merchants which ensures that equal focus is given to the customer experience balanced against the cost of service delivery.



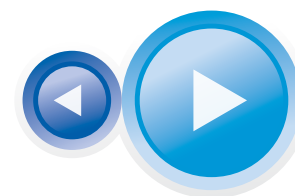
Contents

Command and Control Operator	A term used to describe both those staff that carry out a call control operator handling function (answer, investigate and initiate call responses) and those that assign/dispatch operational units to incidents and support their activities.	IPCC	Independent Police Complaints Commission.
Customer	A process by which customers are divided into groups segmentation in order that services can be communicated and delivered in a consistent and appropriate way that meets needs.	IVR	Interactive Voice Response – software that automatically interacts with a caller either through a keypad or by using voice recognition processes to provide information or route calls.
DEIT	Direct Electronic Incident Transfer – the ability to automatically pass of incidents and location information between communications facilities/centres. DEIT enables the effective exchange of data between forces/organisations.	KPI	Key performance indicator – those areas which are critical to measure in order to achieve success.
eSMS	Emergency Short Message Service – enables the passing of emergency text messages from mobile phones. It is effectively a 999-text service and is particularly useful to the deaf and speech and hearing impaired communities and/or users.	Multi-media	Combining multiple forms of media such as voice, web, e-mail and text in the communication of information.
Facebook	Is becoming increasingly important in creating the police corporate identity – whether at a national, force or neighbourhood level. All forces have a corporate Facebook account. Some forces have processes for monitoring Facebook activity where groups have been set up to organise disorder. Monitoring these groups has assisted fast time evidence capture and arrests of offenders.	NCHS	National Call Handling Standards.
FCR	First Contact Resolution – also called one-and-done or first touch resolution. First-contact resolution (FCR) is a measure used in contact centres to understand those transactions resolved or completed to the satisfaction of the caller/ customer at the point of first contact.	NCMPG	National Contact Management Principles and Guidance (2010).
Flickr	Social media can create opportunities for intelligence and evidence gathering. An example of this is where forces have used the photo sharing site 'Flickr' to post photographic images of suspects. Suspect photographs posted on Flickr by Metropolitan Police Service received over 4 million views on the first day and resulted in a strong flow of information from local communities.	NCMPP	National Contact Management Principles and Practice (2012).
HMIC	Her Majesty's Inspectorate of Constabulary.	NCMS	National Contact Management Strategy.
		NCMLP	National Contact Management Learning Package – this product updates the previous National Call Handling Learning Package.
		NCRS	National Crime Recording Standard.
		NOS	National Occupational Standards.
		NPIA	National Policing Improvement Agency.
		NSIR	National Standard for Incident Recording.
		NSIRA	National Standard for Incident Recording and Assessment.
		NVQ	National Vocational Qualifications.
		PECS	Public Emergency Call Services – a code of practice between communication providers and the emergency services about handling 999 calls.
		PNLD	Police National Legal Database.
		POLKA	Police on-line Knowledge Area.
		Primary Contact	All calls/contact which are received or handled by the main contact call handling management function.



Contents

QoS	The Quality of Service Commitment – Published by the Home Office it identifies a series of six service delivery commitment for police.	WFM	Workforce Management – telephony based system that predicts real time call volumes and resources required to achieve service levels.
ROI	Return On Investment – a performance measure used to evaluate the efficiency of an investment (or a number of different investments). Calculated by dividing the benefit (or return) against the cost of the initial investment.	YouTube	Has proved important for police forces to deliver videos broadcasting appeals for information and more recently updates around public order situations. A YouTube video was made to support the launch of 101 in January 2012.
Secondary Contact	All calls/contact to a force, which are either transferred from, or call handling dealt with outside of, the main contact centre function. This includes direct dial extensions, departments and BCUs.		
Service level	The percentage of calls answered in a specific number of seconds.		
SMS	Short Message Service – also known as text messaging; involves written messages being passed from phone to phone.		
SNEN	Single non-emergency number		
Staff utilisation	A measure of staff capacity and a critical indicator of an organisations ability to plan and manage resources based on the actual time that staff spend on various work activities. It does not include any time waiting for work. Under and over utilisation of staff are bad reflections on business delivery.		
Twitter	All forces in England and Wales have a corporate twitter account. Each force has a number of sub accounts where for example BCU Commanders, neighbourhood teams and police community support officers tweet on local matters.		
VfM	Value for Money – is about achieving the right local balance between economy, efficiency and effectiveness (the 3Es). It seeks to obtain the maximum benefit with the resources available.		
VoIP	Voice Over Internet Protocol – a convergence of voice and data networks.		



Contents