Effective call handling and demand management is crucial for the police, ensuring that forces make best use of their available resources whilst also providing a first-rate service to the public. Achieving excellent demand management means managing customers’ (citizens’, colleagues’ or partner organisations’) expectations throughout the process and resolving issues to their satisfaction, delivering services cost-effectively and making it easy for individuals involved in the process to do a good job.

HMIC’s baseline assessments published in May 2004, highlighted that demand management still remains a challenge for most forces. No force received an ‘excellent’ rating in call handling and only a third were rated ‘good’ in the assessments. This shows there is significant room for improvement.

Increased emphasis has been placed on the need for the police to improve the levels of customer service they provide to the public. The quality of service commitment announced by the Home Secretary in September 2004, establishes that everyone contacting the police should receive at least a minimum standard of service. Part of this includes a commitment to make it easier for the public to contact the police (aided through a single non-emergency number) as well as ensuring the police are better placed to deal with calls for assistance and better informed on what information they should provide to callers to manage expectations.

We recognise that demand management in policing is complex and not many organisations have to deal with the sheer range of calls for service that the police do. However, there is clearly a need for forces to make substantial improvements to their demand management processes.

There is a large amount of work in the demand management and call handling arena that is underway, such as the national call handling standards project, an HMIC thematic and a Home Office (RDS) review of call handling. But, small changes can have large impacts on overall public satisfaction. Things as simple as answering calls promptly and politely, showing that callers are being taken seriously and that they are kept updated on how soon an officer can attend an incident will help make people feel that they are being dealt with professionally. This report is intended as an introduction to the other much more detailed work that is in progress and as a useful guide to help review and improve existing demand management processes. It is based on an analysis of demand management in West Yorkshire, that was conducted by Symbia Consultancy and their knowledge of activities in other forces.

I hope you find it useful.

Paul Evans
Director of Police Standards Unit
1 Introduction

The purpose of this guide is to help forces improve their call handling and demand management processes. This is key to ensuring that the public’s expectations are met and they are satisfied with the service they have received. The guide is not intended to be prescriptive or provide detailed solutions, but rather to provide a useful framework to help forces improve the way they manage demand. The focus is on pragmatic and straightforward solutions that can be implemented by teams and departments, rather than complex approaches that will fundamentally change how demand management is delivered.

The content of this guide has been developed from the Home Office’s broad knowledge of how call handling and demand management is delivered within forces, developments within Nottinghamshire Constabulary and in depth analysis carried out with the Metropolitan Police Service and West Yorkshire Police.

The guide provides:

- A basic framework for Demand Management, which includes the types of demand, typical functions and the underlying sub-process
- A brief description of the benefits achievable through improved demand management
- A basic set of ‘enablers’ that can be used to support ongoing improvement
- Specific functional improvements
Demand Management is concerned with where and how the Force deals with demands that come in through the front door, over the phone, email or radio. Demand Management starts with the initial contact and ends when the reactive, fast-time need is appropriately addressed. Demand Management could cover all of policing. However, to contain the scope and to dovetail with other, well-defined processes, Demand Management in this context specifically excludes processes such as crime investigation.

Demands can be initiated over the phone, on the radio, in person at a police station or, potentially, through electronic means such as email and text messages. We have not included demands via letter, fax or email, as these are typically dealt with in slow-time and form a negligible component of Demand Management. The demands covered in the report can result in one or more of:

- Units being despatched to the location of the incident for further investigation
- A crime being investigated by telephone
- A crime being recorded
- A question being answered
- A call/contact being transferred to another specialist within the organisation to deal with
- The call/contact being terminated because it is not police business
3 Other Home Office Demand Management Projects

It is important to be aware that a separate and much more detailed piece of work is being covered in the National Call Handling Standards project, which is being developed by the Home Office in collaboration with ACPO. The overall objectives of the National Call Handling Standards project are to harmonise police call handling at the national level, to achieve consistent and measurable performance improvements across the service and a platform for ongoing improvement, with an April 2005 delivery date. The national project will deliver the following:

- A national strategy to improve the handling of calls for service
- A national policy for the grading of incidents, using common definitions and categories (in accordance with the National Standards of Incident Recording)
- To re-examine the data collection criteria and standardise performance indicators on the speed of response to incidents
- To set qualitative and quantitative national call handling standards for responding to emergency and non-emergency calls, taking into account the police-public contact standards within the National Quality of Service Commitment
- To develop a national system of skills development and accreditation for call handlers and their supervisors
- To meet customer expectations of the police service regarding the quality of service provided upon telephone contact
- To improve the public perception of the Police Service, leading to better relationships and encourage harmonisation of working practices between the forces
- To provide a citizen-focused service to the public

There are references throughout this guide to the ongoing project work.

The Home Office’s Research Development & Statistics Directorate is also conducting research into call handling in police forces, with particular emphasis on effective investigations. This report is expected to be published in summer 2005 and will be available on the RDS website on http://www.homeoffice.gov.uk/rds/.
This report covers the spectrum of demand management functions, from call handling to despatch and response, and specific improvements that can be made within each. It also covers force-wide policies and other department functions that can have an impact on the demand management end-to-end process.

We have identified a set of questions below that you should ask yourself to identify whether there are areas you need to address in your demand management process. Further information on each is covered in the detail of the report.

<table>
<thead>
<tr>
<th>Questions</th>
<th>Yes/No</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Are you demand management functions effectively resourced?</td>
<td></td>
<td>8.2.1 (call handling)</td>
</tr>
<tr>
<td>Have you tested this in the last year?</td>
<td></td>
<td>8.4.1 (response teams)</td>
</tr>
<tr>
<td>Call handling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Is there a good understanding of customer expectations?</td>
<td></td>
<td>8.2.2a</td>
</tr>
<tr>
<td>3. Are call handlers monitored against meeting these expectations on a regular basis (using management information as much as possible)?</td>
<td></td>
<td>8.2.2b</td>
</tr>
<tr>
<td>4. Are call handlers given the appropriate training to develop and address performance deficiencies?</td>
<td></td>
<td>8.2.2b</td>
</tr>
<tr>
<td>5. Is there a call grading policy?</td>
<td></td>
<td>8.2.3a</td>
</tr>
<tr>
<td>6. Are call handlers monitored against their ability to apply the call grading policy consistently?</td>
<td></td>
<td>8.2.3a</td>
</tr>
<tr>
<td>7. Do call handlers have access to a Frequently Asked Questions database and telephone directory to transfer calls?</td>
<td></td>
<td>8.2.4/ 8.2.5</td>
</tr>
<tr>
<td>8. Do you use Automatic Call Distribution, Interactive Voice Recognition and Management Information Systems at the front-end?</td>
<td></td>
<td>8.2.6</td>
</tr>
<tr>
<td>Despatch</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Is your despatch function clearly defined within the BCU hierarchy with clear lines of responsibility and authority?</td>
<td></td>
<td>8.3.1</td>
</tr>
<tr>
<td>10. Are incident logs regularly re-assessed by despatch teams to check whether scene attendance is still necessary?</td>
<td></td>
<td>8.3.2</td>
</tr>
<tr>
<td>11. Is there a clear policy on cross-border deployments?</td>
<td></td>
<td>8.3.3</td>
</tr>
<tr>
<td>12. Are complainants kept informed throughout the process?</td>
<td></td>
<td>8.3.4</td>
</tr>
</tbody>
</table>

4 Summary
<table>
<thead>
<tr>
<th>Questions</th>
<th>Yes/No</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Response Policing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Are your response teams supervised effectively? Are status details updated as soon as an incident has been attended?</td>
<td></td>
<td>8.4.2</td>
</tr>
<tr>
<td><strong>Other departments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Is there good use of voice mail and other technology?</td>
<td></td>
<td>8.5.1</td>
</tr>
<tr>
<td><strong>Forcewide</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Do you have a comprehensive external marketing strategy?</td>
<td></td>
<td>8.6.1</td>
</tr>
<tr>
<td>16. Are you confident the public are well informed on how and when to contact the police?</td>
<td></td>
<td>8.6.1</td>
</tr>
<tr>
<td>17. Do you have a demand management process owner?</td>
<td></td>
<td>8.6.2a</td>
</tr>
<tr>
<td>18. Do you have a demand management strategy in place?</td>
<td></td>
<td>8.2.2b</td>
</tr>
<tr>
<td>19. Do you have demand management performance indicators that are regularly monitored and incorporated in the performance review framework?</td>
<td></td>
<td>8.6.2c</td>
</tr>
</tbody>
</table>
5 A Framework for Demand Management

Members of the public, other emergency services and local authorities, and many others, all place demands on the police. Often they need help now. The public in particular expect the police service to react to these demands, even though the service does not know what these demands are going to be, or when they are going to happen.

To manage the scope of this guide, when we refer to Demand Management, we mean specifically the process that Forces use to efficiently and effectively react to demands for service or assistance. The demand management chain starts when the police are contacted for assistance. The chain ends when the initiator’s expectations have been satisfied and another process starts (e.g. criminal investigation), highlighting the need to have a clear understanding of customer expectations throughout the process.

This section outlines:

- The generic types of demand received within a Force
- Typical demand management functions
- The underpinning sub-process

By combining these three aspects of demand management, Forces can readily produce a high-level process map that shows how different types of demand flow between functions, and the particular process activities that are conducted within each function.
5.1 Types of Demand

If we group together the demands that arrive into a police force, we see the following four themes:

<table>
<thead>
<tr>
<th>Demand</th>
<th>Examples</th>
<th>Resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident where police should physically attend</td>
<td>Burglary in progress with suspect on premises</td>
<td>Incident log updated</td>
</tr>
<tr>
<td></td>
<td>Burglary reported after the event, no longer an emergency</td>
<td>Crime report added</td>
</tr>
<tr>
<td>A call that should be transferred</td>
<td>I need to add a necklace to the list of items stolen from me</td>
<td>Attendance may not be immediate but customer’s expectations should be managed</td>
</tr>
<tr>
<td></td>
<td>I want to report some minor damage to my fence</td>
<td>Incident log updated</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Crime report added</td>
</tr>
<tr>
<td>A question that should be answered</td>
<td>Do I need to wear a helmet when riding my push-bike?</td>
<td>Question answered</td>
</tr>
<tr>
<td>Demands that are not police business</td>
<td>My neighbours won’t turn their stereo down!</td>
<td>Caller politely directed to appropriate agency</td>
</tr>
</tbody>
</table>

Each of these types of demand have their own associated expectations and requirements, and need to be supported with processes that have been suitably tailored.

5.2 Common Demand Management Functions

Each Police Force has different structures for handling demand, with some having centralised their demand management functions and others providing a local service within the BCUs. But the basic functions required to manage demand are the same. Each Force has the following components:

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call handling</td>
<td>Receives 999, public and internal calls, grades incidents, answers questions, transfers calls to others within the organisation, etc.</td>
</tr>
<tr>
<td>Front desk</td>
<td>Receives, in person, requests for assistance, questions, bail requirements, etc.</td>
</tr>
<tr>
<td>Despatch</td>
<td>Manages deployment of response teams to incidents, updates incident logs, provide intelligence (e.g. PNC checks), etc.</td>
</tr>
<tr>
<td>BCU response teams</td>
<td>Attend incidents, update despatch, generate crime reports, etc.</td>
</tr>
<tr>
<td>‘Specialist’ functions</td>
<td>For example, telephone investigation, crime reporting, community safety, ticketing, etc.</td>
</tr>
</tbody>
</table>
5.3 The Underlying Demand Management Process

Each component within the demand management chain will follow the same basic process. Some of the sub-process stages may be decided by policy or convention, but all should clearly be identified. The National Call Handling Strategy work will be looking at the processes within Call Handling Units in greater detail.

<table>
<thead>
<tr>
<th>Sub-process</th>
<th>Description</th>
</tr>
</thead>
</table>
| Receive demand                   | The demand needs to be received then routed and queued for triage  
  e.g. a 999 call is received and waits within the Automatic Call Distribution System to be answered by the next available operator                                                                                                                                                                                                                                                                                      |
| Triage demand                    | The demand needs to be assessed to determine the urgency, importance and most appropriate response required to effectively and efficiently resolve the demand  
  e.g. a dispatcher reviewing a new incident log identifies it as being a duplicate of an existing incident                                                                                                                                                                                                                                                                                                       |
| Assign resource to resolve/hand over | Resources need to be assigned to resolve or hand over the demand  
  e.g. a call taker identifies that the Press Office would be the most appropriate function to handle the caller’s query                                                                                                                                                                                                                                                                                                |
| Resolve demand, or Handover demand | The demand should be resolved to meet the needs of the citizen/partner organisation (covered in section 5.2.2a Service Attributes), as well as internal policing requirements, (e.g. the response team attends the incident) or,  
  Demand, along with the citizen’s/partner organisation’s expectations should be handed over to a function that can more effectively resolve the issue, whether it is internally or externally to partner agencies (e.g. the call taker transfers the call, along with the callers details and requirement, to the Press Office). In the case of externally transferring calls, ideally there should be agreements about responsibilities of partners in place and an understanding of the ancillary information required to successfully transfer a call rather than having the customer repeat details a second time. |
| Close demand                     | When the function has dealt with or handed over the demand, the demand should be checked that all required actions were completed. The demand can then be closed  
  e.g. the 999 call taker ensures that all fields in the incident log are completed before sending to despatch.                                                                                                                                                                                                                                                                                      |
Every police force has to deal with many different demands. It will always be a challenge to prioritise these demands and ensure that scarce resources are allocated to where they can best deliver the greatest benefits. Against this backdrop of competing priorities, forces have traditionally seen demand management as being less valuable than other activities. However, getting demand management right first time provides:

- An improved service to the public resulting in increased ‘user satisfaction’
- A decrease in overall demand as fewer unsatisfied demands come back into the Force
Ensuring that fundamental aspects of the process, people, technologies and organisational structures are properly implemented provides a sound foundation for solid and sustainable performance.

For demand management the following principles should be considered when making a change to any part of the process.

- Enabling your people to get it right first time means that no one has to do it again
- Understanding what your stakeholders want and require allows you to manage their expectations and avoid disappointment
- Assuring the quality of your service as part of a balanced set of performance measures allows you to improve service delivery based on hard facts rather than gut feelings
- Designing simple (but not simplistic!) processes and policies makes it easier and more natural for your people to do a good job
- View all decisions within the context of the end-to-end process, rather than just the function
All Forces will have their own unique issues and problems across the demand management chain. In this section we have collated together the most common issues and problems, along with pointers on how forces could improve in that particular area. Often the symptoms (e.g. poor performance) can be the result of a number of issues. When deciding what approaches to use to improve performance, you will need to have a clear understanding of the root causes of the poor performance, and not just the symptoms. Often, undertaking a number of smaller projects simultaneously will be more effective than focusing on a single area.

The suggestions are by no means prescriptive and you may have your own novel or particular ways of resolving the same issues.

This section contains:

- How to decide which improvements to tackle first
- Call handling improvements
- Despatch improvements
- Response policing improvements
- General improvements for other teams and departments
- Force-wide improvements

8.1 Deciding Which Improvements to Tackle First

Exactly which improvements will have the biggest impact, will cost the least, and be the easiest to implement with immediate impacts will very much depend on how your force is currently performing. The following approach should help you to quickly identify an action plan:

- Identify the scope of demand management within your force, and the key functions with responsibility. A high-level process map may help. As part of the National Call Handling Strategy, generic process maps for call handling units in forces will be produced
- Identify the performance of these functions, particularly for quality and not just timeliness
- Assemble a group of individuals (perhaps supervisors) from across the demand management chain
- Work through the process for each type of demand and determine where the biggest problems are found
- Using this guide and the group’s knowledge and experience, identify possible improvements
- Estimate effort required, difficulty, and impact for each of the improvements and use this to prioritise improvements
8.2 Call Handling

Call Handling is the function or functions that receive demand over the telephone. For example, 999 calls, calls on dedicated lines from other emergency services, calls from security (alarm) companies, public calls, internal switchboard calls, and so on.

8.2.1 Matching resources to demand

In order to provide an efficient service you have to match resources to incoming demand. Ensuring that demand management functions are effectively resourced is a challenge for many forces, particularly given the seasonal, weekly and daily variations in demand.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>Not achieving performance or quality targets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employee stress</td>
</tr>
<tr>
<td></td>
<td>Inflated demand in other areas along the demand management chain</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Potential solutions:</th>
<th>Update minimum operating requirement to match hourly and daily demand peaks and troughs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Review shift pattern against the minimum operating requirement</td>
</tr>
</tbody>
</table>

a) Update Minimum Operating Requirement

The minimum operating requirement (MOR) is the number of people you need to have on for each hour of the day over the course of a typical week.

There are many packages available on the market that you can use to calculate your MOR (search for “call centre management” on the internet), many of which are built in to management information suites bundled with call routing systems. A simple spreadsheet is available in Annex B or can be found on the PSU website [http://www.policereform.gov.uk/psu/](http://www.policereform.gov.uk/psu/) that can calculate a basic MOR.

To calculate the MOR, at a minimum, you will need to have access to at least 6 months data on:

- Average handling time for calls. This should include both the time spent on the telephone to the caller and the time spent ‘wrapping up’ the call afterwards
- The average number of calls offered (i.e. calls answered + calls unanswered) per hour for each day of the week

This information is probably collected by the call routing system, and your Telephony Section will be able to provide you with further help to extract the information required.
Other information that is essential is:

- The call answering targets in the form, “We will answer at least 90% of calls within 10 seconds of the call being transferred from BT” (Call answering targets will be set nationally as part of the Call Handling Strategy and reflected within quality of service levels, PPAF and user satisfaction levels).
- The proportion of time an operator spends during a shift, logged on and ready to take calls (e.g. in an 8 hour shift, an operator may have one hour for lunch, half an hour for breaks, 20 minutes for briefing, giving a proportion of 77% of shift time available to take calls)

Entering this information into spreadsheet provided by the PSU will give a reliable MOR for the function that, in the longer term, will achieve the set targets.

b) Review Shift Pattern Against The Minimum Operating Requirement

Your shift pattern will provide you with the planned number of people that will be available to take calls for each hour during a typical week (planned strength). Because of sickness, transport delays or other unforeseen problems, not everyone rostered can turn up for their shift. Your HR records will allow you to work out, on average, how many people are available each hour during the week (actual strength).

Comparing the actual strengths for each hour against the minimum operating requirement will identify where there is a resourcing shortfall or a surplus. This shortfall can often be reduced by:

- Increasing the number of operators rostered during that time, for example, by having part-time operators
- Altering the start and end time of shifts to provide sufficient cover to meet the demand
- Providing a small overlap between the end of one shift and the beginning of the next to avoid the necessary downtime as the operator logs on, checks intelligence updates, etc.
- Flexibly managing refreshment/lunch breaks to ensure that sufficient cover is provided during peak periods of demand
- Split shifts – a person works 2 chunks per day of say 3 hours, few hours break and then 5 hours
8.2.2 Quality contacts with the caller

A poor experience when contacting the police can change a person’s perception of the police.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>Caller dissatisfaction with service received – shouting callers etc</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High levels of recalls</td>
</tr>
<tr>
<td></td>
<td>Callers dialling 999 for unimportant matters</td>
</tr>
<tr>
<td>Potential solutions:</td>
<td>Service attributes</td>
</tr>
<tr>
<td></td>
<td>Provide feedback on adherence to service attributes</td>
</tr>
</tbody>
</table>

a) Service Attributes

We all have some kind of understanding of what kind of service we expect to receive when calling an organisation. We might like it to be over quickly, or for the operator to be friendly and chatty, or perhaps we just want to feel confident that they will call back when they say. How well our expectations are met determines our satisfaction levels. The bigger the gap between our perceptions of the service we have received and our expectations, the greater our dissatisfaction. Providing consistent guidance to call handlers on the best way to act with callers will directly impact on caller satisfaction.

**Service attributes** is the term used to describe the particular behaviours that will have the biggest impact on caller satisfaction. Service attributes are best determined by conducting ‘market research’ on the kinds of people who make the most calls to your Force. However, common sense coupled with hands on experience of answering calls will give you a very good first guess for suitable service-attributes.

Service attributes make the most sense to people when they are simple and unambiguous. And staff are most likely to remember them if there are not too many. An example of a service attribute could be: ‘When greeting a caller we will always use a cheerful tone of voice’

You should aim to produce around 10 clearly stated service attributes with associated descriptions. It is also important to note that service attributes should reflect the need for flexibility due to the range of calls received from a broad cross section of the public.

There is research available on the drivers of satisfaction and successful call handler attributes that may be useful to refer to in developing the service attributes for your area. Please see [http://www.homeoffice.gov.uk/n_story.asp?item_id=1072](http://www.homeoffice.gov.uk/n_story.asp?item_id=1072) which contains a link to the Mori research commissioned by the Home Office on predictors of satisfaction and reference to changes in Lancashire Constabulary that led to a significant improvement in satisfaction levels.

b) Provide feedback to operators on adherence to service attributes

“Calls may be monitored for training purposes.” Defining the service attributes is an important first step towards clarifying the expectations on call handlers. By monitoring how call takers handle callers, using the service attributes as a guide, supervisors will be able to provide useful and specific feedback to individual operators.
Many organisations monitor calls in real-time, as it is possible to intervene during the call, or to follow up immediately afterwards. However, it is often more convenient for supervisors to review recordings at a later time.

A second approach is to use ‘mystery shoppers’. Independent researchers will contact your call handling unit and, against their measurement framework, assess whether or not they were given the correct response to their questions, and also whether the service attributes were appropriately delivered. This service can be procured through market research agencies, and delivers the greatest benefit when reporting on a function, rather than teams or individuals.

A third approach is for supervisors to contact callers shortly after they made the call. This provides powerful feedback, as the customer’s opinion is the best gauge of overall quality. Organisations that use this approach will typically contact 10 to 20 customers a day.

It is important to note that no one is perfect all the time! So before giving feedback to an operator the supervisor should have monitored at least 10-20 calls to provide a fairer picture of performance. Providing the results of the monitoring on a pro forma and having recordings of the calls monitored can be extremely useful and helps avoid confusion.

The monitoring should be conducted on an ongoing basis, as a ‘business-as-usual’ activity, rather than as a special case. Each month or quarter, the output from individual monitoring sessions can be combined together to provide a useful perspective on performance. If you notice that quality remains high and satisfaction is dropping, it is time to review the service attributes.

Monitoring of force call handling performance will be directed from Citizen Focus Policing under PPAF and User Satisfaction levels.

### 8.2.3 Grading incidents

If a call is graded inappropriately, it can have an impact on every other link in the demand management chain. A unit might be deployed when none should, or one might be deployed too late or not at all.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>Potential solutions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor performance from response teams</td>
<td>Clarify grading policies</td>
</tr>
<tr>
<td>Variation in how different operators grade incidents</td>
<td>Improve quality of information obtained from complainant</td>
</tr>
<tr>
<td>High proportion of incidents re-graded by dispatchers</td>
<td>Provide feedback to operators on their grading decisions</td>
</tr>
<tr>
<td>Increase/decrease in proportion of calls resulting in deployment</td>
<td></td>
</tr>
</tbody>
</table>
a) Clarify grading policies

Typically, most Forces have around five grades for calls. These grades relate to how quickly a unit should be despatched or where it will be dealt with. Your incident logging system will allow you to see how individual call handlers grade calls. For example, Operator X grades 25% as Immediate Grade, 30% as Urgent Grade, but Operator Y grades 40% as Immediate and 30% as Urgent. **If you see a difference of more than about 5-10%, then your call grading policies are being inconsistently applied.** Many police forces quality assure various aspects of call handlers work and dip-sampling is frequently used. This can be used to manage inconsistencies in grading decisions and identify if the differences are due to individual performance or to the types of calls received.

Clear guidance is essential, one person might interpret a sentence differently from another. So:

- Keep your call grading policies short and use clear, unambiguous language. Aim for one page per grade
- Use real examples to help clarify difficult points as many people find examples easier to understand than theoretical definitions
- Test your policies with the call handlers and reword to reduce the possibility of confusion
- The National Standards for Incident Recording (see [http://www.policereform.gov.uk/psu/nsir.html](http://www.policereform.gov.uk/psu/nsir.html)) is a product in development – it will ultimately be necessary to ensure that your call grading policies are linked to this

It is important to note that the National Call Handling Standards project will include a national policy for the grading of incidents including common definitions and categories of call grades. These will be mandated nationally to ensure consistency across forces.

b) Obtain complete and accurate information from caller

Common sense tells us that the better the information we can obtain from the caller/person who wants some service, the better the grading decision we can make. In some countries (e.g. the United States), the call handler has to follow a tightly scripted sequence of questions. Your force may consider that such an approach is not appropriate at the moment. However, it is important that grading decisions are made based on sound information. It will make the call handler’s and the supervisor’s job easier if you carefully specify both the minimum and desired additional amount of information required to make a grading decision. If the caller information requirement can be presented in a check-list format, you can also use it as the basis for quality assurance assessments.

You can find examples of 999 call handling scripts used successfully by Nottinghamshire Constabulary in Annex A.

Care should also be taken with spelling (particularly of names) and grammar as this can make it more difficult and time-consuming for the dispatcher. For example, a badly misspelled name will make it very difficult to conduct a potentially vital PNC check, and poor grammar can provide for confusing locations. This is probably most easily managed through supervision and feedback processes.
8.2.4 Frequently Asked Questions

Two typical questions that the police might be asked are: “Do I need to wear a helmet on my push bike?”; and “Is it alright if our baby-sitter is only 15 years old?”. The same questions often come up repeatedly. Answering these ‘frequently asked questions’ at the first point of contact, rather than passing them on elsewhere in the Force, should leave citizens more satisfied and should reduce the workload on BCUs.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>BCUs staffing local switchboards specifically to deal with telephone demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential solutions:</td>
<td>Compile Frequently Asked Questions</td>
</tr>
</tbody>
</table>

a) Compile Frequently Asked Questions

Putting together a frequently asked question list is a straightforward exercise:

- Ask your call handlers what questions they are often asked
- For each of these questions decide on a corporately agreed response. If the response is to refer to another agency, check you have the most appropriate contact number
- Provide a process to capture new FAQs and add to, or amend, the FAQ entries
- Provide training, if necessary, to call handlers to help them further understand the questions and answers highlighted in the FAQ, especially if there are many issues of law

Depending on the number of questions you determine, a simple reference booklet for call handlers may be sufficient. If the call handlers find this approach too unwieldy, a simple IT database solution may be more appropriate.

As well as benefiting callers, the FAQ can also be added to your internet site to provide additional help to the local community.

A National FAQ database and a directory of services are current being developed as part of the National Call Handling Strategy which all forces will have access to.

8.2.5 Telephone Directory

When you transfer a caller to another part of the organisation, it almost goes without saying that you should transfer them to the right number. If you do not, the caller will either transfer back into the switchboard or will have to call back, probably a little more frustrated than the first time they called. An accurate telephone directory will help reduce overall demand, provided staff have easy access to it and are encouraged to use it.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>High numbers of recalls</th>
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<tbody>
<tr>
<td></td>
<td>High number of internal calls to switchboard</td>
</tr>
<tr>
<td>Potential solutions:</td>
<td>Enforce telephone directory accuracy</td>
</tr>
<tr>
<td></td>
<td>Internal ‘Yellow Pages’</td>
</tr>
</tbody>
</table>
a) Enforce telephone directory accuracy

You should be able to find everyone who works in your Force in your telephone directory. A significant number of people will not have their own desk (e.g. officers on relief teams), but there should be a number for every person that you can use to leave a message.

The best way to ensure the directory is up-to-date will depend on how your force is organised. Here are some suggestions:

- Use your enterprise system (the technology that underpins your email system) to store user details. If everyone has an IT account, his or her telephone number can be recorded with that account. This approach allows the users to update their own telephone number and other details
- Add telephone numbers into existing HR processes. If someone joins or transfers, ensure that the directory is also updated
- If the switchboard discovers that a number in the directory is wrong, make sure someone in the organisation has the responsibility of making sure the directory is updated with the correct details

b) Internal Yellow Pages

Callers (often internal callers) want to “speak to someone about …”. Including searchable entries for individual headquarters teams in the directory can help the person using the directory to narrow down their search. For example, “Property Service Team 3: Responsible for buying all furniture (desks, chairs, cabinets, lockers, etc.) for the force.”

The ‘yellow pages’ is most convenient if included as part of the telephone directory, but could be delivered online as a separate directory. When deciding which option to take you will have to consider those staff who don’t have easy access to your directory except through the switchboard.

Other ideas for ensuring that the directory is easily available, particularly for staff working remotely is to consider having it available on CD, in hard copy for staff to take home, and if possible giving staff remote access to the directory through the force intranet. Having it stored centrally means it is more easily kept updated.

c) Encourage staff to use the directory

Make it easy to use

Get people confident in its accuracy

Encourage staff to use it – with carrot and stick
8.2.6 Supporting Technology

Technology is seldom a replacement for good practice, but it can certainly help you enable performance improvements, particularly by making it easier for people to do a good job and by providing useful information.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>Low operator efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High numbers of internal calls</td>
</tr>
<tr>
<td></td>
<td>Lack of useful performance information</td>
</tr>
<tr>
<td>Potential solutions:</td>
<td>Call routing: install Automatic Call Distribution</td>
</tr>
<tr>
<td></td>
<td>Call handling: install Interactive Voice Recognition</td>
</tr>
<tr>
<td></td>
<td>Management Information front-end</td>
</tr>
</tbody>
</table>

**a) Call routing: install Automatic Call Distribution**

Automatic Call Distribution (ACD) is a technology that handles the call queue and how calls are distributed to call handlers. This improves operator efficiency and can enhance performance in the demands that matter more. The ACD is basically a small computer that is linked into the incoming telephone trunks.

An ACD allows you to create ‘rules’ for how calls are dealt with. For example, calls from the public can be prioritised over internal calls, or the call at the top of the queue is sent to the operator who has been waiting the longest.

Costs are very dependent on your existing telephony set-up. Your Telephony Section will be able to give you further details of the feasibility and cost of installing an ACD in your call handling units.

**b) Call handling: install Interactive Voice Recognition**

Interactive Voice Recognition (IVR) is a technology that allows you to handle calls without human intervention. For example, ‘silent’ mobile calls to the MPS are handled by an IVR located in New Scotland Yard. When a call from a mobile phone is received by the BT or C&W operator, and there is no response from the caller, the calls are transferred to a dedicated IVR in New Scotland Yard. The IVR prompts the caller to press particular keys to show that there is someone deliberately calling 999, rather than being a result of accidental key presses.

Other IVRs can recognise voice commands, such as people’s names, so callers do not have to go through various menus pressing buttons.

In the first instance, IVRs are probably best suited to deflecting internal calls, where you can assume between 60% and 80% of calls could be effectively handled by the IVR. A simple investment appraisal comparing costs of the technology against the resource requirements will clearly identify whether this is a suitable technology for your force.
c) Management Information front-end

A great deal of data can be generated from the call handling function, but it is only useful if you can extract and do something useful with it. Management Information systems typically sit on top of the Automatic Call Distribution and provide both fast- and slow-time data. Fast-time data allows supervisors to see recent data on call volumes, call handling times and how many calls each operator has taken that day. This is extremely useful for tactical supervision. Slow-time data can provide trends over months or years, and would allow you to spot underlying issues with performance.

Many of these MI systems only store data for the last three months or so. For slow-time data to be useful to you, you will have to implement processes to ensure that the data is taken off the system in an appropriate format, and stored in a consistent and easily accessible format. Otherwise, when you try and justify a change at some future point, you will only have a small amount of data to evidence your decision.

8.2.7 Performance Feedback

For you to improve the people in your team, you need to provide them with regular, objective and constructive feedback on their performance.

Typical symptoms:  
- Poor team performance
- Variation in individuals’ performance

Potential solutions:  
- Provide individual feedback on performance

a) Provide individual feedback on performance

If a call handler is performing well, they will be achieving in a number of areas, such as calls dealt with, quality of service, and policy compliance. As mentioned previously, you can collect much of this information through both call monitoring and existing IT systems. Putting this information into a short and easily digestible format will provide you with a sound basis for discussion on potential areas for improvement.

Some organisations place targets on an individual’s performance in each area, whilst others prefer to use team-based targets. Whilst there is a great deal of debate about which is better, there is no right answer for everyone and the decision should be based on the culture and approach of the particular team in question. Regardless of whether there are targets, individual performance information should be used as a basis for honest discussion around improvement opportunities. For example, if someone takes longer on calls than others, is there something that can be done, such as a touch-typing refresher course?

There is obviously scope to make links to the individual’s appraisal, the force objectives and performance payments if desired as an incentive.
8.3 Despatch

Despatch is the ‘command and control’ function in a force, which assigns and deploys units to incidents based on the information in the incident logs. Traditionally based within BCUs, these units are increasingly being rationalised into central locations.

With the introduction of Airwave radio, forces will be able to pinpoint officer locations in real-time, and have access to many more talk-groups than are currently available with conventional radio systems. Specific opportunities for your force are covered within the Airwave rollout.

8.3.1 Command and control roles

Despatch teams on BCUs generally have a clear place within the BCU hierarchy, and clear, delegated authority to ensure response teams comply with instructions. If you have centralised despatch, with the dispatchers sitting within a different hierarchy to the response teams in the BCU it is important to clarify who has what authority and what responsibility.

Typical symptoms: Non-compliance with despatch instructions
Potential solutions: Clarify command and control roles

a) Clarify command and control roles

Centralised dispatchers will not have as much local knowledge as, say, the patrol supervisor on the BCU. So in some cases, the dispatcher might need to ask for advice from the BCU, or the BCU might countermand a deployment instruction.

Specifying exactly who has which responsibilities and authority will provide a clear line of authority. Non-compliance with a decision from an appropriate authority should be justified within, for example, the incident log, for audit and review.

8.3.2 Reassess incident logs for new information

As time passes and an incident spends longer in the queue, the circumstances surrounding the grading decision or proposed action may change. Instead of a deployment, it might be possible to deal with the incident over the telephone, saving response team time and helping to improve performance to incidents requiring deployment.

Typical symptoms: Poor performance from response teams
Potential solutions: Reassess incident logs
a) Reassess incident logs

Some incidents, for example, those around anti-social behaviour, are very time dependent. The youths could move off and deploying an officer to that location would not achieve any benefit. Whilst not suitable for every incident in a call queue, judicious reviewing of incidents by calling the complainant back can help reduce the pressure on the response teams. The demand could be diverted to your Telephone Investigation, Community Policing or BCU Intelligence Units, depending on the exact structure of your Force.

8.3.3 Cross border deployments

For the force to make more efficient use of all the response teams, consideration should be given to implementing policies for cross-border deployments.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>Poor performance from response teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential solutions:</td>
<td>Clarify cross border deployment policies</td>
</tr>
</tbody>
</table>

a) Clarify cross border deployment policies

It is often the case that when one BCU is busy, resource teams may be available and close-by on another BCU. Using these resources on a short-term basis will enable the Force to achieve improved levels of response.

Developing a clear policy detailing under what conditions (crime type, urgency, location, etc.) units can be deployed from other BCUs, will clarify to the despatch teams and response team supervisors when it is suitable to seek additional resources from outside of the BCU.

With Automatic Person Location Systems (APLS), which will be integrated within Airwave handsets, it will also be possible to pinpoint the location of individual officers from any BCU. This will allow dispatchers to identify the closest available and free resource. This information is disclosable, so it will also be necessary to have clear force guidance on the use of available resources for response activities.

8.3.4 Keep complainants informed

Many deployments are scheduled for a particular time, for example, when the complainant gets home from work. Whilst not urgent, making a pre-arranged appointment is still important. If a complainant waits and no officer arrives and they are not notified that no officers are available to attend, they will rightly feel dissatisfied.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>Low satisfaction with police response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential solutions:</td>
<td>Inform complainant of appointment changes</td>
</tr>
</tbody>
</table>
a) Inform complainant of appointment changes

Often during the evening, as the demand for police resources increases, it becomes necessary to deploy units to ‘Immediate’ incidents, rather than to previously scheduled appointments. If you suspect this is going to happen, ensure you have a process in place to contact the complainant in good time, to inform them of why no one will arrive, and also making a new arrangement. Ideally Command and Control systems could help by flagging appointments as well as immediate and high priority calls that are unattended.

8.4 Response Policing

Response teams are usually organised on a BCU basis. These teams attend the incidents that are managed by the dispatchers.

8.4.1 Matching resources to demand

How many response teams and officers should you have on between 3pm and 4pm on a Thursday (taking account of your double or single crewing policies)? Similarly to the previous section on Call Handling, specifying a Minimum Operating Requirement will allow BCUs to plan for the right resourcing level on their BCU.

Typical symptoms: Poor response team performance
Low satisfaction with police response

Potential solutions: Develop a minimum operating requirement for response teams

a) Develop a minimum operating requirements for response teams

For a particular BCU, you may have four response teams on for the early turn, five on for the late turn, and three on nights. But your performance to Immediate/Urgent incidents may be below target during particular times of the day, or for particular days of the week. The question is, how many response teams should you have on to be confident that you can achieve the response targets?

There are a number of approaches that can be taken for calculating the minimum operating requirement for response teams. The following three are suggested, in order of decreasing complexity:

- Simulation (search for ‘discrete event simulation’ on the internet): for accurate resourcing answers, this approach works best where processes are consistent and accurate and detailed process data is available. However, it is also very 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. However, it is often a very time-consuming methodology.
• Regression modelling: to apply this approach, you would need to collect information on the number of units available for each hour of the day and the volume of incidents during those hours. This information is then analysed using ‘multiple regression’ against the performance during each of those hours. Your Force statistician will be able to assist you with this. The output is a rule of thumb of the form, “For each 15 incidents per hour, you need to have three units on the ground.” The main disadvantage is that the approach can be unreliable if the current performance on a BCU is currently well below target.

• Bootstrapping: this is a simple and powerful approach to ensuring that the resourcing is appropriate. For each hour of the day work out over a three-month period the average number of vehicles available, and also the overall response team performance. Where the performance is lower than target, roster in an additional vehicle. Where it is very much higher, re-roster that unit to a busier time. If you repeat every three months you will be guaranteed to closely match your response team resources to demand.

8.4.2 Proactive supervision

If unit status and approximate location are up-to-date, dispatchers can make more efficient deployment decisions, reducing response time to incidents.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>Poor response team performance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low satisfaction with police response</td>
</tr>
</tbody>
</table>

| Potential solutions:                  | Proactive supervision of status and location |

a) Intrusive supervision of status and location

For many valid reasons, units may forget to update their status after completing an incident, or to inform despatch that they will be moving away from their designated patrol area. Supervisors observing the incident logs and radio should seek to verify status and location with response teams. This will help provide dispatchers with more accurate information on which to base their deployment decisions. The use of AIRWAVE radios and Command & Control mandates the use of the new National Status codes.

8.5 Other Teams and Departments

Demands can impact on any function within an organisation, and many other functions within your Force will have direct contact with the public and your partner organisations. Ensuring that these areas handle demand effectively can reduce unnecessary demand and improve general satisfaction.
8.5.1 Phone handling policy

Many Forces are becoming increasingly reliant on email, but the telephone is still a key method of contacting individuals or specialist functions. In most cases, the phone is the main interface between the public and your Force. Making sure that the Force delivers a consistently professional service will help reduce potential causes of dissatisfaction.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>Caller dissatisfaction with service received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential solutions:</td>
<td>Implement Force-wide phone handling policies</td>
</tr>
</tbody>
</table>

a) Implement Force-wide phone handling policies

Phone handling policies should be simple and clear. An example from a private sector organisation is:

- If you will be out of the office for half a day or more change your voicemail message and remember to include the date and time when you will be back
- If you’re going to be away from your phone for more than 15 minutes, divert your phone to colleague and let them know the time when you’ll be back
- Remember to check your voicemail every 2 hours or so
- When taking messages, make sure you note down the name, number, reason for calling, date and time

8.6 Force-wide

This section covers issues that relate to the Force as a whole.

8.6.1 Marketing to the public

The police are often seen as the first emergency service and can receive significant demand that would more appropriately be directed to other agencies. Consistently marketing what it is the police can and will do, will help deflect demand before it arrives into your Force.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>Large volumes of inappropriate demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential solutions:</td>
<td>Communicate a consistent message to the public</td>
</tr>
</tbody>
</table>

a) Communicate a consistent message to the public

The public has an expectation of what the police are there to do, and how quickly they should do it. This expectation does not always match the resources and skills available. The member of the public then perceives that they have received a poorer service than they would have expected. The result is dissatisfaction.

If you deliver a consistent message to the public, you will slowly help to re-enforce the message of the police’s remit. In particular:

- Joint articles in the local press with other emergency services just before peak times (e.g. bonfire night, new year’s eve, etc.) will help manage demand to the appropriate agency
- Consistent message to callers requesting police help inappropriately, along with how they can get that help (e.g. directing noise nuisance calls to the appropriate contact in the local authority)
- Make information available about how, when and where to contact the police and their partner agencies

**8.6.2 Demand management cohesion**

For demand management to be effective, each of the functions contributing to demand resolution must be sensibly integrated together.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>Lack of cohesion across the demand management process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential solutions:</td>
<td>Identify demand management process owner</td>
</tr>
<tr>
<td></td>
<td>Develop and communicate the demand management strategy</td>
</tr>
<tr>
<td></td>
<td>Implement integrated demand management performance indicators</td>
</tr>
</tbody>
</table>

### a) Identify demand management process owner

In Forces where call handling or despatch have been centralised, staff in those functions might find themselves outside of the same hierarchy that directs and manages the BCUs. For example, the switchboard might be located in an HQ support department under a different Assistant Chief Constable from the BCUs. Communicating and working across such a hierarchy can be challenging.

A single process owner would ease cross-functional working, provide a final authority for decision-making on demand management issues and drive forward process improvements. The process owner will be more effective if the performance of the demand management chain is one of his or her personal objectives. Ideally, this role would be fulfilled by someone of Chief Superintendent rank or higher.

### b) Develop and communicate the demand management strategy

A strategy is simply a statement of what an organisation aims to achieve in a particular area, and who is going to be doing what and when in order to achieve it.

Communicating such a strategy to everyone working within the demand management chain will help you to make clear what is expected and why. This will provide individuals with valuable context for understanding why a particular policy has been implemented, or other changes made.

### c) Implement integrated demand management performance indicators

The performance of one function can have a significant impact on another function further down the chain. For example, if more calls are graded for deployment, response team performance is likely to decrease. Seeing where the snags and bottlenecks are is difficult without having a comprehensive set of high level measures for the end-to-end process.
Measures you should consider using include:

- ‘Customer’ satisfaction
- Service quality
- Time based performance
- Staff morale
- Adherence to policies
- Unit costs (e.g. cost per call)
- Demand inputs and outputs for each function

Ideally, the performance report should demonstrate how these indicators are related between functions. Presenting the analysis based around a top-level functional/process diagram will help highlight these links more strongly.
9 Further Help and Guidance

This good practice guide was compiled by the Police Standards Unit, with the assistance of Symbia Limited.

If you would like to discuss further any of the issues raised in this guide, please contact:

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w. www.policereform.gov.uk/psu/index.html
The report is available on the website

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10 Annex A: Example Nottinghamshire Constabulary 999 Call Handling Scripts

Nottinghamshire Constabulary use the following scripts successfully to assist call handlers in the grading of calls, and to help ensure that all the appropriate information is obtained for the incident log.

**MISSING PERSON**

- How old is the missing person?
- What is the name of the missing person?
- Are they in care?

  **COMBO**
  
  NO / YES

  If yes – has a full risk assessment been carried out for this SPECIFIC OCCASION that they have gone missing? (i.e. this does not include the initial risk assessment that is done on entering care.

  NO

  - Have they gone missing before, if so where were they found?
  - Do you know where they might have gone?
  - How long has the person been missing?
  - When were they last seen?
  - What caused them to go missing (i.e. argument at home/school)
  - Are they suffering from any illness or do they take any medication?
  - Have they any history of mental illness?
  - Are they with anybody else?

**CREATE INCIDENT**

- Can you give a brief description of the missing person (sex, age, colour, height, distinguishing clothing)?
- Have they any money with them?
- Have they a mobile phone – if so, has the number been called?
BURGLARY

OFFENDERS NOT AT THE SCENE

Are the offenders still at the scene or nearby?

Offenders at the scene

CREATE AN IMMEDIATE INCIDENT NOW.

Offenders not at the scene

Are the offenders still at the scene or nearby?

If yes and the location is known:

What direction did they leave in?

How many offenders were there?

Were they on foot or a vehicle—Can you give a brief description of the offenders (sex, colour, age, height, distinguishing clothing)?

Can you describe the vehicle? (colour, V RM, make, distinguishing features)?

Have weapons been used? (Describe)

Crime Scene – Advice
Tell the caller a crime scene visitor will be attending the scene. They should not touch anything with a smooth surface or that has blood, saliva or marks on it.

Footprints should be preserved by covering over and broken glass by carefully bringing inside to keep dry.

DNA can be obtained from items like food and cigarette ends that the offender has used. (preserve).
**ROBBERY**

**OFFENDERS NOT AT THE SCENE**

Are the offenders still at the scene or nearby?

If yes and the location is known:

**CREATE AN IMMEDIATE INCIDENT NOW.**

- Has any weapons been used or seen? (Describe)
- Was any force used on you?
- Where exactly did this happen?
- **If the offenders have left the scene:**
  - what direction did they leave in?
- How many offenders were/are there?
- Were they on foot or a vehicle – Can you give a brief description of the **offenders**?
  - (sex, colour, age, height, distinguishing clothing)?
- Can you describe the **vehicle**?
  - (colour, VRM, make, distinguishing features)?
- Do you have any injuries do you require an ambulance?
- When exactly did this happen?
- What has been stolen?
- Where are you now/where can you be contacted?
- Are there any witnesses?
- Has the offender touched/ left anything at the scene?
  - (Blood/Fingerprints, **Obtain Location**)

**LINK TO FORM FOR SOCO ADVICE**

**Crime Scene – Advice**

In addition to **fingerprint evidence** gained from items the offender has touched, **D.N.A. evidence** can be obtained from items left or discarded at the scene by the offender. These might include **cigarette ends, chewing gum, drinks containers, weapons or clothing**. **Footwear impressions** may also be obtained where the offence takes place on **soft ground**

Early recovery/examination will prevent evidential loss.

**OFFENDERS AT THE SCENE**

Are the offenders still at the scene or nearby?

If yes and the location is known:

**CREATE AN IMMEDIATE INCIDENT NOW.**

**OFFENDER STILL AT SCENE**

**Reassure**

the ip that the police are on the way obtain any further details.

When police arrive endorse incident:

“Full details to be obtained by officers at the scene”

**LINK TO FORM**
VIOLENCE AGAINST THE PERSON

OFFENDER NOT AT SCENE

OFFENDERS AT THE SCENE NOW.

Are the offenders still at the scene or nearby?

If yes and the location is known:

CREATE AN IMMEDIATE INCIDENT NOW.

• Has any weapons been used or seen? (Describe)
• Is violence being used or threatened now?
• Where exactly did this happen?
• If the offenders have left the scene: what direction did they leave in?

• How many offenders were/are there?
• Were they on foot or a vehicle – Can you give a brief description of the offenders (sex, colour, age, height, distinguishing clothing)?
• Can you describe the vehicle?
• (colour, VRM, make, distinguishing features)?
• Do you have any injuries do you require an ambulance?
• When exactly did this happen?
• Where are you now / where can you be contacted?
• Are there any witnesses?
• Has the offender touched / left anything at the scene? (Obtain Location)

OFFENDER STILL AT SCENE

Reassure the ip that the police are on the way obtain any further details. When police arrive endorse incident: “Full details to be obtained by officers at the scene” “Full details to be obtained by officers at the scene”

LINK TO FORM FOR SOCO ADVICE

Crime Scene – Advice

In addition to fingerprint evidence gained from items the offender has touched, D.N.A. evidence can be obtained from items left or discarded at the scene by the offender. These might include cigarette ends, chewing gum, drinks containers, weapons or clothing. Footwear impressions may also be obtained where the offence takes place on soft ground

Early recovery/examination will prevent evidential loss.
DOMESTIC ABUSE

OFFENDERS NOT AT THE SCENE

COMBO

NO/YES

OFFENDERS AT THE SCENE NOW.

Is the offender still at the scene or nearby?

If yes and the location is known:

CREATE AN IMMEDIATE INCIDENT NOW.

• Are threats or violence being used now?
• Has any weapon been used – if yes, what type of weapon and where is it now?

OFFENDER STILL AT SCENE

Reassure
the ip that the police are on the way, obtain any further details. 
When police arrive endorse incident: “Full details to be obtained by officers at the scene”

LINK TO FORM

• Has any weapon been used – if yes, what type of weapon and where is it now?
• If the offender is not at the scene – where has s/he gone? (Was s/he on foot or vehicle)
• If vehicle – can you describe it (colour, VRM, distinguishing features, make)?
• Are there any injuries and do you require an ambulance?
• Where would you like to meet the police?

• When did it happen?
• Who is the offender and what relationship do you have with the ip?
• Has s/he been drinking or using any drugs?
• Are there any children involved? If so how old are they?
• Are there any court orders in force?

• Where exactly did it happen?
• Has this happened before?
**RACIST/HOMOPHOBIC INCIDENT**

**OFFENDER NOT AT SCENE**

**COMBO NO/YES**

**OFFENDER STILL AT SCENE**

- **Reassure**
  - the ip that the police are on the way obtain any further details.
  - When police arrive endorse incident: “Full details to be obtained by officers at the scene”

**OFFENDERS AT THE SCENE NOW**

- **Is the incident occurring now?**
- **Are the offenders still at the scene?**
  - If yes and the location is known:
  - **CREATE AN IMMEDIATE INCIDENT NOW.**
    - **Has any weapon been used?** if so, what type of weapon and where is it now?

- If offenders have left the scene – what direction did they leave in?
- Were they on foot or vehicle?
- If the offenders have left the scene in a vehicle can you describe it (Colour, make, VRM, distinguishing features)?
- Are there any injuries and do you require an ambulance?

- How many offenders are there?
- Do you know the offenders?
- Can you give a brief description of the offenders (sex, colour, height, distinguishing clothing)?

- When did this happen?
- Where exactly did this happen?
- If verbal abuse was used, what was said? (Very brief description)
- How do you know they have done this
THEFT OF MOTOR VEHICLE

OFFENDER NOT AT SCENE

COMBO NO/YES

• Did you see it being driven away?
• Which direction did they go?
• How many offenders are there?
  Can you give a brief description of the offenders (sex, colour, height, distinguishing clothing)?
• What is the registered number of the vehicle?
• What make, model, colour type of vehicle is it?

CREATE AN IMMEDIATE INCIDENT NOW.

• What is the registered number of the vehicle?
• What make, model, colour type of vehicle is it?
• Where was the vehicle parked?
• What time did you discover it missing?
• What time did you last see it at this location?
• How much fuel was in the car?
• Do you know who may have taken it? (Ask reasons for naming offender)
• Where were you now/where can you be contacted?
• Have you still got the keys? (If missing from home address consider burglary)
• Is it registered to you and your home address?
• Are there any witnesses?
• Has anything been left at the scene indicating how the vehicle may have been stolen?
• Has anything been left at the scene by the offenders?
  Glass, implement, other vehicle, cigarette ends, chewing gum etc.)

OFFENDERS AT THE SCENE NOW.

LINK TO FORM

C.S.I.s are unable to fingerprint the outside of a vehicle that is wet. If a door has been bent open, there may be evidence on the inside of the top of the door frame. The caller should be advised to cover this area to preserve it and keep it dry and not to attempt to bend it back.

If the ignition cowling has been forced from its mounting and left in the vehicle then advise the caller not to handle it.

The caller can drive the vehicle normally into a car clinic for examination.

The steering wheel, handbrake, seat adjuster and gear stick will not be finger printed.
The attached spreadsheet will allow you to calculate the number of call takers you will need to have on duty at each point during the week.

To use the spreadsheet, enter the appropriate data into the sheet titled "Inputs".

The number of people required to be on duty is presented in a table on sheet “Output MOR”. These data are also presented in a chart on sheet “ Output MOR”.

Notes:

The calculation is based on Erlang C. This statistical method uses the following assumptions:
1. Intra-arrival times are exponentially distributed
2. Handling times are exponentially distributed
3. There is no temporal dependence between calls
4. Caller remain in the queue until the call is answered (i.e. no calls are abandoned)

Call Handling MOR v1.0
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