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Chapter One: Executive Summary
1 Executive summary

1.1.1.1 The Police Service has always recognised its responsibilities towards customer care and its relationship with the public. These responsibilities have also been identified within: ‘Policing Bureaucracy Taskforce’, ‘Open All Hours’, ‘The National Policing Plan 2005 – 2008’, ‘The Police Reform Agenda’ and more recently ‘Building Communities, Beating Crime’.

1.1.1.2 Improving the communication between the Public and the Police Service is a key objective within Police policy recommendations to Government. The Government, in the light of events in recent years and initiatives taken in other services and overseas, is eager to improve both the emergency and non-emergency Police telephony service (and ensure that the service is capable of meeting the new challenges that arise with the development of technology).

1.1.1.3 It is the responsibility of each force to manage its call handling efficiently and to the satisfaction of its Police Authority and the communities they serve. The current lack of nationally agreed standards or guidelines has resulted in wide disparity in the way Police Forces manage calls, the priorities/grades assigned and the responses given to various types of call.

1.1.1.4 The Call handling standards is a concept that has been approved by the Chief Constables council which has recommended a tripartite approach involving the Home Office, ACPO and APA. The ultimate aim being to deliver a quality of service that reflects the needs outlined in the aforementioned publications.

1.1.1.5 ACPO has taken responsibility for improving the quality of service.

1.2 Strategic Objective:

‘Public Perception of the Police Service will be improved by virtue of consistent call handling and the high quality of information made available. The majority of calls will be resolved at either the first point of contact or by a single transfer such that the caller has confidence that the call is being handled in an efficient and professional manner. The means and consistency of measuring performance will be improved such that Forces are compared on a level playing field’.

1.2.1.1 In order to support the strategic objective of the project a number of key deliverables were agreed; these were:

- To develop a national strategy to improve the handling of calls for service. (‘Open All Hours’) – High Quality.
- To develop a national policy for grading incidents, using common definitions and categories. (Open All Hours & Policing Bureaucracy Taskforce report) – Consistency.
- To re-examine the data collection criteria and standardise performance indicators on the speed of response to incidents. (Open All Hours) – Performance Measures.
- To develop a national system of skills development and accreditation for call handlers and their supervisors. (Policing Bureaucracy Taskforce report) – Consistency.
- To meet customer expectations of the Police Service in relation to the quality of service provided upon telephone contact. (Building Communities, Beating Crime 2004) – Efficient Resolution.
1.4.1.3 The project was developed in line with the Police Service of England and Wales ‘Quality of Service Commitment’. (Section 5.2)

1.5 National Call Grades and Definitions (section 6)

1.5.1.1 Section 6 of this document defines any call for service and provides a guideline to influence and to assist the call handler. It gives examples to support these definitions, and should be linked in to the definitions of specific incidents and recording practices contained in the minimum data standards and counting rules associated with the National Crime Recording Standards and the National Standard for Incident Recording.

1.6 Frequently Asked Questions Database (section 10)

1.6.1.1 A National solution to a Frequently Asked Question Database provided by the PNLD was launched 23 March 2005.

1.6.1.2 There will be an Internet site (www.policefaqs.org) available to the public domain. The database will also be available through Forces’ own Intranet sites. In order to establish a generic approach a National Frequently Asked Question User Group has been established. The software will be partitioned to allow individual Forces to tailor the information they offer to meet local needs.

1.6.1.3 The product will be available through the Criminal Justice Xtranet and will also be available on CD as required.

1.6.1.4 The aim of having a national FAQ database will be to provide a commonality between all Forces with regards to the advice given to members of the public. It is important for public perception that regardless of which Force is involved the advice received is current, accurate and consistent.

1.3 Justification for the change

- To improve public perception of the Police Service, leading to better relationships and encourage harmonisation of working practices between the forces. (National Policing Plan 2005-2008) – Confidence and Re-assurance.

- The Home Office and ACPO desire to harmonise Police activity at the national level and to deliver consistent and measurably improved performance, so providing the platform for on going service improvements.

- The requirement by HMIC for consistency and harmonisation between forces in call handling methodology and response.

- Public demand for an improvement in the level of service and performance.

- Public demand for an enriched service with increased availability and depth of information.

- Public demand to be treated in a civil and courteous manner.

- The desire of Forces for a consistent, equal means of performance measurement and opportunity for mutually beneficial processes and procedures to be adopted.

1.4 Methodology

1.4.1.1 In order to deliver the specific objectives, key areas of development were identified and agreed by the project board. Forces were approached for representatives willing to support the development of National Standards. Working groups were formed and these were tasked with developing the ‘standards’ under the direction of the project board.

1.4.1.2 An engagement strategy was agreed which included extensive communications regarding the project being circulated via the ACPO intranet and three separate National seminars being convened throughout the development period in 2004/5.
1.7 Electronic Telephone Directory (section 11)

1.7.1.1 The introduction of an Electronic Telephone Directory (ETD or an electronic almanac) was seen as an area whereby contact centre staff could be provided with additional rich information, thereby enhancing their abilities to meet customer needs with the minimum of call transfers.

1.7.1.2 The ‘Police 118 Directory’ has been identified as a solution for a ‘National Police directory’ This has been developed by PITO (Police Information and Technology Organisation) at the request of the Police Service and is now in operational use.

1.7.1.3 Future National Products will eventually demand the on-line maintenance of personnel data on a National basis. (*The Police 118 Directory is the probable telephone directory for the Airwave project and adopters of Airwave will need some mechanism for publishing contact details to other forces*).

1.8 Call Processing (section 12)

1.8.1.1 In order to identify ‘Standards’ and offer avenues for improvement, the processes of dealing with calls needed to be thoroughly documented and understood. The accepted ‘industry’ methodology was followed within this area, stages of a call were categorised and then documented on process maps.

1.8.1.2 A full explanation as to the call stages, processes and process maps is included within Appendix ‘B’.

1.9 National Call Handling Standards (section 8 and 9)

1.9.1.1 One of the most difficult areas to identify and ‘manage’ within the Call Handling environment is ‘soft skills’. It has been proven at industry level that the standards of telephone vocabulary and behaviour are directly linked to customer satisfaction levels, customer’s reactions and perceptions of the Police Service in general.

1.9.1.2 The level of quality in the telephone performance will directly or indirectly affect quantity. This demonstrates the direct links within the style of a call handler’s performance with quantity issues such as the escalation of emotions, complaints, elongated/waffling calls, number of lost/abandoned calls etc.

1.9.1.3 The core competencies for a call handler have been identified, the standards expected for these competencies have been established and an assessment methodology has been created.

1.9.1.4 These standards are seen as key to the success of meeting customer needs whilst allowing Call Handlers themselves to recognise ‘good practice’ within their area of expertise.

1.10 Performance Measurement and Assessment (section 13)

1.10.1.1 Whilst it is recognised that there are currently no national police qualitative performance indicators in respect of the police/public call handling interface, the preparation of this document has taken cognisance of the recommendations contained within the HMIC Thematic, ‘Open all Hours’, the Home Office document, ‘National Call Handling Strategy for the Police Service’, the National Policing Plan 2005 – 2008 and the thematic skills foresight report on Communications and Call Handling 2003. Accordingly, this will provide a framework for key performance indicators for the National Call Handling Strategy to be developed in tandem with the move to a shared non-emergency telephone number for the Police Service in the United Kingdom.

1.10.1.2 Although the emphasis from National Call Handling Standards will remain with ‘quality’ a
number of ‘quantity’ measures have been defined in order to perform national assessments.

1.11 Demand Management (section 14)
1.11.1.1 Demand Management is key to ensuring that the publics’ expectations are met and they are satisfied with the service they have received. The guide provided (Appendix D) 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.

1.12 Management of Volume Crime/ Forensic Awareness for Call Handlers (section 15)
1.12.1.1 A key area for improving the forensic opportunities from volume crime scenes is to enhance the knowledge of staff to assess the presence of forensic evidence available at volume crime scenes. In addition, using simple advice to victims on preservation of scenes can assist in the retrieval of such evidence.

1.12.1.2 It is believed that increasing the competency of staff (call handlers) involved in the initial stage of the reporting and recording process will significantly enhance the results.

1.12.1.3 In recent years there has been a shift in the role of the call handler from a traditional administrative role to a proactive investigative one. It is now recognised that the evidence and intelligence gathering trail commences with the initial contact between the person reporting the offence and the police. ‘The Management of Volume Crime’ manual states ‘Investment in the right training and introducing crime specific scripts to assist in verifying and recording reports will be well rewarded’.

1.13 Training
1.13.1.1 A key deliverable of this project is an accredited National Call Handling Training Course. The initial stages of this development have been completed insofar as identifying the needs and producing an initial PID. Completion of this area of work has been agreed and arranged by the Project Board.

1.14 Conclusion
1.14.1.1 The National Call Handling Standards will not form part of a mandate for Call Handling. However, they have been approved by ACPO council and at ministerial level. They will form part of the HMIC Inspectors for Call Handling and Chief Officers will want to implement Call Handling standards in order to establish positive assessments.

1.14.1.2 The whole thrust of the National Call Handling Standards is to introduce a national approach to Call Handling. This will enable Forces to be assessed on a level playing field whilst radically improving our quality of service. It is therefore anticipated that Forces will adopt the National Call Handling Standards as a minimum level of service provided by the organisation.
Chapter Two: Introduction
2 Introduction

2.1.1 ‘National Call Handling Standards’ has two main aims.

- The first seeks to improve the relationship that the Police has with the public. This requires that the Police should seek to meet the full reasonable public demand and provide a timely and good quality call handling service for both 999 and non-emergency calls.
- The second seeks best value with efficiencies being achieved through better use of police officers time and improved processes, particularly where telephone resolution can replace police deployments.

2.1.1.2 It is accepted that many Forces have made considerable progress in their delivery of Call Handling Standards. These Forces will easily identify the competencies and assessment criteria alluded to within this document. Other Forces will be able to utilise the ‘best practice’ approach to enhance their current performance levels and develop call handling standards to a higher level.

2.1.1.3 There are a number of reasons for poor call handling performance in some forces, although it should be noted that in many respects the Police Service performs better than other large organisations without modern call handling systems and processes. There is little one stop telephone resolution, where a call can be completely dealt with by the primary call handler, except possibly at crime and help desks. Standard calls are often routed to all parts of the force (particularly local stations enquiry desks) which could be answered much more efficiently through a centralised service. Station enquiry desks are often staffed by officers and police staff that have other duties such as dealing directly with the public and telephone calls do not get priority. In many instances the technology will not support centralised call handling. Telephone extensions are not being managed, resulting in calls not being picked up and voice mails are not being answered in a timely way.

2.1.1.4 Use of 999 is another area of concern. Based on forces responses to the National Call Handling Strategy study questionnaire\(^1\) it was estimated that at least 50% of 999 calls that reach the police should clearly not have been made using 999 and represents a misuse of the system by the public. The responses also show that as many immediate response calls are received on non-emergency lines as are received via 999 (This may reflect dissatisfaction with the existing non-emergency call routes as much as it may reflect public indifference to a dedicated 999 emergency service).

2.1.1.5 Many forces acknowledge that they need to improve their call handling. There are a significant number of areas where forces are failing short of an acceptable call handling service. A high proportion of calls are not getting through or, when they do, they fail to get answered at secondary handling or they get passed from extension to extension and often do not reach someone who is able to resolve the call satisfactorily. Henley Centre research undertaken in 1997 established that the public expects public bodies, such as the Police Service, to match best commercial standards for call handling whereby: the call is answered within three rings; they get straight through to someone who can help; are transferred once at most; and, that they receive a polite, knowledgeable and consistent service.

2.1.1.6 National Call Handling Standards for the Police Service will allow each force to deliver call handling to meet local demand whilst promoting

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\(^1\) Police Call Handling Strategy Study WP Reference STRATREF4 18/04/2001
improved standards through the provision of national services and support where appropriate and the promulgation of good practice.

2.1.1.7 National Call Handling Standards is owned and managed by a tri-partite body representing the Home Office, ACPO and Police Authorities. The standards will be applicable to the Police Service in England and Wales.

2.1.1.8 Each of the 43 Chief Officers will be responsible for delivering call handling services that meet standard national service criteria set down by the tri-partite body.

2.1.1.9 The ‘Standards’ will cover all calls received from the public covering both 999 and non-emergency lines.

2.1.1.10 ‘Call Handling’ will comprise the following:

- Call presentation- how the public access call handling staff via public and force telecommunications networks and how forces communicate with one another for onward transfer of calls;
- Call answering – the means by which presented calls are answered; and
- Call fulfilment- the extent to which caller’s needs are met.

2.1.1.11 For the purpose of national Call Handling Standards, a call will be fulfilled when it is completely and properly recorded. It will not include all the subsequent processes (including ring backs) that result from the content of the call.

2.1.1.12 ‘National Call Handling Standards’ will focus primarily on calls received from the public. Internal communications are covered only where traffic affects the service to the public.

2.1.1.13 The direct cost of implementing a national Call Handling Standard should be no greater than that for developing a local standard, and should save a significant amount of time and effort for system developers. Time will be saved because a) local sites will not need to develop and agree their own terms for internal communications and b) the presence of a national standard will shorten the time required to establish common templates for inter-organisational communications.

2.1.1.14 National Call Handling Standards will introduce a corporate approach to call handling, thereby enabling Forces to be assessed on a level playing field.

2.1.1.15 The introduction of National approaches to Frequently Asked Questions database, Electronic Telephone Directory, Process Maps, Demand Management and the Management of Volume Crime, albeit not ‘standards’ are seen as key areas of enhancement, vital to the improvements of our quality of service delivery, thereby raising National Standards whilst meeting customer needs; ‘Public demand for an enriched service with increased availability and depth of information’.

2.1.1.16 Although some Forces will have introduced local solutions to Frequently Asked Questions and Electronic Telephone Directories, it is expected that all Forces will implement the ‘National’ solutions in line with the National Call Handling Standards’ ‘Strategic’ objective.

2.1.1.17 This document provides targets for the delivery of a quality service in alignment with PPAF and the government’s white paper ‘Building Communities, Beating Crime’. It has been developed with the emphasis upon Citizen Focused Policing and meeting customer needs in accordance with current government initiatives. Even though some Forces already evaluate the quality of service they provide,
the standards (both qualitative and quantitative) included within this document should be introduced as the minimum levels of acceptable service.

2.1.18 It is therefore expected that Forces will adopt the National Call Handling Standards as a benchmark for the minimum level of service provided by the organisation.

2.1.19 Forces are expected to implement the National Call Handling Standards in time to coalesce with the Quality of Service Commitment (November 2006) and the introduction of the HMIC Call Handling thematic in April 2006.

2.2 Justification for the Project

2.2.1 The National Call Handling Standards project was established in order to address a number of priority issues including:

- A call will be managed efficiently, effectively and in the same manner, regardless from where in the country or by what means the call is made.
- Responses to queries will be consistent and information rich.
- A consistent means of measurement and assessment that is both qualitative and quantitative and aimed towards public satisfaction.
- Ensure that calls are responded to in a way that meets both the public need and achieves a high level of public satisfaction.

2.3 Consultation

- National Call Handling Standards Seminar Durham May 2004
- National Call Handling Standards Seminar Southampton May 2004
- National Call Handling Standards Seminar Birmingham December 2004
- H.M.I.C (throughout development)
- A.C.P.O (throughout development)
- A.P.A (throughout development)
- P.I.T.O (throughout development)
- Home Office (throughout development)
- Centrex
- National Training Centre for Scientific Support

2.4 Objective/Strategic Vision

2.4.1 Public Perception of the Police Service will be improved by virtue of consistent call handling and the high quality of information made available. The majority of calls will be resolved at either the first point of contact or by a single transfer such that the caller has confidence that the call is being handled in an efficient and professional manner. The means and consistency of measuring performance will be improved such that Forces are compared on a level playing field.

2.4.2 The potential benefits and outcomes resulting from the implementation of the National Call Handling Standards are listed at Section 9.2
Chapter Three: Scope
3 Scope

3.1.1.1 The high level scope of the project was agreed at Project Board level and is identified below.

3.1.1.2 The project includes:

- The development of call definitions.
- The introduction of National Call Handling Standards.
- Standardised performance indicators.
- A National system for skills development and accreditation.

The project does not include:

- Technical solutions required to address specific or individual IT solutions.
- The development of a Single Non Emergency Number.
- Electronic interaction. I.e. e-mails, faxes, text messages etc.

3.1.1.3 The project concentrates on calls from members of the public via the PSTN (Public Switched Telephone Network) and other external agencies via the Dedicated Line facilities engaged at all Forces (e.g. Direct lines to Ambulance, Fire and other Services).

3.1.1.4 Where Forces are employing Direct Dial facilities to internal numbers, it is suggested that, in order to ensure the standards created by this project are maintained, a re-routing mechanism should be implemented in order to manage the calls when no answer is received. (Voicemail or re-route to a call handler etc)

3.1.1.5 The National Call Handling Standards does not address electronic contact within its preliminary development, however areas of electronic communication may eventually become subject to a similar national approach in order to conform to accepted service delivery standards. Forces should introduce local procedures whereby messages delivered by voicemail are responded to within 24 hours. Individual staff members must be accountable for the retrieval of voice mail and the update of welcome messages during periods of absence (see App D 8.5.1.1).

3.1.2 Single Non-Emergency Number.

The development of a new Single Non Emergency Number will enable members of the public to access public services and report non-emergency issues of policing, crime and anti-social behaviour. This service will put the public directly in touch with the police, local authority, or other public services and agencies that have responsibility for these issues.
Chapter Four: Objectives
4 Objectives

- To develop a national strategy to improve the handling of calls for service. (Open All Hours)
- To develop a national policy for grading incidents, using common definitions and categories. (Open All Hours & Policing Bureaucracy Taskforce report)
- To re-examine the data collection criteria and standardise performance indicators on the speed of response to incidents. (Open All Hours)
- To set qualitative and quantitative national call handling standards for responding to emergency and non-emergency calls. (Open All Hours, Policing Bureaucracy Taskforce report & The National Policing Plan 2003 – 2006)
- To develop a national system of skills development and accreditation for call handlers and their supervisors. (Policing Bureaucracy Taskforce report)
- To meet customer expectations of the Police Service in relation to the quality of service provided upon telephone contact.
- To improve public perception of the Police Service, leading to better relationships and encourage harmonisation of working practices between the forces. (White Paper Building Communities, Beating Crime November 2004)
Chapter Five: National Occupational Standards
5 National Occupational Standards

5.1.1.1 The National Occupational Standards for Call Handlers and Call Controllers (see APPENDIX A) have been included as a convenient reference point for readers. The National Call Handling Standards have been developed in alignment with the Call Handling ‘profiles’ together with the ‘Quality of Service Commitment’ for the Police Service agreed between ACPO, APA and the Home Office.

5.2 Quality of Service Commitment.
The Police Service of England and Wales Quality of Service Commitment for Contact with the Public includes the following:

5.2.1 Providing a professional and high quality service

Our staff’s aim is to provide a thorough and professional service, whatever the reason for your contact with us.

We will:

• act with integrity and treat everyone we deal with fairly and openly;
• treat you politely and with respect;
• take your concerns seriously and explain what we are doing to address them, including whether or not we are taking action, and why.

5.2.2 Dealing with your initial enquiry

We will always give priority to emergencies; however we recognise that you may wish to contact us for many different reasons.

Whenever you contact us we will:

• ensure that we properly understand what you are telling us;
• explain how we are going to deal with your enquiry;

• wherever possible provide you with a reference number;
• where your enquiry requires specialist knowledge or expertise, transfer you to the appropriate named person or department for your enquiry;
• where the appropriate person is not on duty and we cannot connect you, tell you of the delay and give you the opportunity to leave a message. You will be made aware of the likely length of time it will be before someone will respond to your message;
• if your enquiry is not an emergency but does require a police officer or other member of staff to visit you, arrange a suitable time with you. If something changes and we cannot keep to the arrangement we have made we will inform you at the earliest opportunity;
• if your enquiry is about something that the police cannot deal with, tell you if there is another organisation that can help you and if so, how to get in touch with them.

5.2.2.1 A citizen-focused service to the public and service users will:

• make it easier to contact us;
• provide a professional and high quality of service;
• keep the public informed;
• ensure citizen and community views have an impact;
• deal with your initial contact.

5.2.2.2 Sections 8 and 9 identify the core competencies and standards expected from call handlers in order to meet the principles of the Quality of Service Commitment.
Chapter Six: National Call Grades and Definitions
6 National Call Grades and Definitions

6.1 Introduction
6.1.1.1 This document defines any call for service and provides a guideline to influence and to assist the call handler. It gives examples to support these definitions, and should be linked in to the definitions of specific incidents and recording practices contained in the minimum data standards and counting rules associated with the National Crime Recording Standards and the National Standard for Incident Recording.

6.1.1.2 The National call grades and definitions are required to support consistency and comparability between forces.

6.1.1.3 A contact is defined as emergency or non-emergency as a result of the information available to the operator and not by the means of access to the operator (i.e. 999/non-999, etc). It will only qualify as an ‘emergency’ if the criteria set out below is satisfied.

6.2 An Emergency Contact
6.2.1.1 An emergency contact will result in an immediate emergency police response.

6.2.1.2 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 and/or
- Serious damage to property

6.2.1.3 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 just been disturbed at the scene
- An offender has been detained and poses, or is likely to pose, a risk to other people

6.2.1.4 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

6.2.1.5 Where the above circumstances do not apply, a contact will still 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
- An emergency contact will require immediate response in line with force deployment policy

6.3 A Non-Emergency Contact
6.3.1.1 A contact will be classified as a non-emergency if the above criteria is not met.

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

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

- priority
- scheduled
- resolution without deployment
6.3.1.4 Examples of these solutions will include:

- **A priority response** – In which the police contact handler acknowledges that there is a degree of importance or urgency associated with the initial police action, but an emergency response is not required. These typically arise in the circumstances where:
  - There is genuine concern for somebody’s safety
  - An offender has been detained
  - A witness or other evidence is likely to be lost
  - At a road collision, there are injuries or a serious obstruction
  - A person involved is suffering extreme distress or is otherwise deemed to be extremely vulnerable
  - Local force policy mandates a priority response at, for example, a report of domestic burglary, sudden death, or missing person
  - Hate crime

- **Scheduled response** – In these circumstances, it is accepted that the needs of the caller can be met through scheduling because:
  - The response time is not critical in apprehending offenders
  - The matter is service-oriented and a better quality of initial police action can be taken if it is dealt with by:
    - A pre-arranged police response by a Police Officer or by other appropriate resource
    - Attendance at a police clinic or surgery

6.3.1.5 **Resolution without deployment**, which adequately meets the needs of the caller through telephone advice or Help Desk, access to a database of frequently asked questions, the involvement of another and more appropriate agency or service or through some other method.

6.3.1.6 Forces are expected to fully implement the National Call Handling Grades in line with the Project’s strategic objectives.

6.3.1.7 ‘Serious’ for the purpose of this Call Grading policy means that the contact handler can objectively determine the contact as serious.
Chapter Seven: Citizen Focused Policing
7 Citizen Focused Policing

7.1.1.1 One of the Home Secretary’s key priorities set out in the National Policy Plan for 2005-8, is Citizen Focus: “providing a citizen-focused service to the public, especially victims and witnesses, which responds to the needs of the individuals and communities and inspires confidence in the police particularly amongst minority ethnic communities.”

7.1.1.2 A citizen-focused approach to policing is one in which service delivery is responsive to individual and community needs, and where citizens are involved in shaping the way in which they are policed. This is fundamental to the future direction of police reform. A citizen-focused service to the public and to service users will make the service accountable and responsive to community needs, and improve the user experience.

7.1.1.3 From 1st April 2004, the Policing Performance Assessment Framework (PPAF), included performance indicators for user satisfaction within the Citizen Focus domain. The performance indicators are drawn from user satisfaction surveys, structured around a mandatory framework of core questions which each Police Force/Authority runs on an ongoing basis. The performance indicators report user feedback on the whole user contact process, from first contact through to follow-up. Surveys are carried out between 6 and 12 weeks after initial contact. The performance indicators report user satisfaction with:

- The ease of contacting someone who could assist you (Process 3 - Support Activity),
- The actions taken by the Police (Process 5 – Operational Activity),
- How well you are kept informed of the progress (Process 1 – Management Activity and Process 5 – Operational Activity),
- The way in which you were treated by the police officers or police staff who dealt with you (Process 5 – Operational Activity),
- Taking the whole experience into account, the service provided by the police’ (Process 5 – Operational Activity).

7.1.1.4 Research suggests that there is nothing inevitable about the relationship between contact and lower levels of confidence. It is not contact per se, but the nature of the experience of contact that impacts on feelings of confidence. The relative importance of different dimensions of service quality in determining overall satisfaction is also likely to vary by reason for contact. Models and dimensions of service quality have been used for some time in both public and private sectors.

7.1.1.5 ACPO work on predictors of satisfaction has begun to develop a bespoke model for the Police Service.

7.1.1.6 Research carried out for the Home Office by MORI tested the relevant importance of different dimensions of service quality drawing upon the ACPO work.²

7.1.1.7 Ease of access to services, treatment by staff and the importance of the police keeping to the promises that have been given are consistent factors in determining overall satisfaction³. But the research shows significant variation in the relative importance of service quality dimensions depending on the type of contact. This variation underlines the importance of being able to segment users by the method of making contact with police, and target service improvements accordingly.

² Public confidence in the Criminal Justice System.
³ % refer to the extent to which the overall satisfaction can be explained by that dimension of service quality.
7.1.1.8 For those who used 999 to make contact, 53% of overall satisfaction can be explained by just four factors:

- Being taken seriously,
- Being able to talk to someone who could deal with you quickly,
- Police doing what they say they would do,
- People that you dealt with being professional and efficient.

7.1.1.9 The percentage of adults that had at least one type of contact with the police in the previous year is actually 44% (British Crime Survey Jan 2004). This figure supports how important our role is in affecting a positive public perception of The Police Service. The public measure their satisfaction based upon what they experience from personal contact, see and hear or from family and friends.

7.1.1.10 Therefore each call, regardless of where received, must be handled according to certain guidelines/standards that guarantee each and every call is handled with consistent and constant quality. The Police Service must ensure that each and every call handled by a Call Handler incorporates the idea and spirit of our quality standards and the policies/guidelines expected by our customers and the Home Office.

7.1.1.11 Forces are required to comply with the Quality of Service Commitment by November 2006.
Chapter Eight: Customer Satisfaction – Standards
8 Customer Satisfaction – Standards

8.1.1.1 The standards of telephone vocabulary and behaviour are directly linked to customer satisfaction levels, customer’s reactions and perceptions of the Police Service in general.

8.1.1.2 In addition, the level of quality in the telephone performance will directly or indirectly affect quantity. This demonstrates the direct links within the style of call handler’s performance with quantity issues such as the escalation of emotions, complaints, elongated/waffling calls, number of lost/abandoned calls etc.

Quality of telephone communication impacts upon:

- Staff performance and call handling results
- Force image
- Customer behavioural reactions
- Customer confidence and perception
- Staff confidence, motivation and morale
- Stress
- Absenteeism
- Us versus Them cultures
- Management understanding of call handling
- Comparison against other call handling industries and customer expectations
- Understanding the Criteria Used To Assess an Effective Customer Orientated Performance in Police Call Handling

8.1.1.3 The standards defined within sections 8 and 9 must be aligned with the requirements of the Quality of Service Commitment (sec 5.2).

8.2 Non-Emergency Call Handling

8.2.1.1 An effective customer orientated performance depends upon a range of key principles and the delivery of three factors. These are high levels of:

- Confidence
- Trust
- Re-assurance

8.2.1.2 All customers require certain levels of confidence, trust and re-assurance before they go away from an organisation satisfied. If the levels are too low in these three areas, many damaging consequences appear, including:

- Missed call handling targets
- Poor/negative force image
- Dissatisfied customers
- Escalated calls and complaints

8.2.1.3 Many telephone ‘professionals’ today are unaware of the negative impact of what they say and how they say it. Consequently they aren’t fully conscious of the negative impact they are having on the customers’ perceptions. To the point where customers lose confidence, have low levels of trust and complain or stay on the line, until they receive the required re-assurance. Or of course they go away dissatisfied.

8.2.1.4 Explanations of specific customer service, call handling based competencies, are given below. These are considered as minimum benchmark standards. Once mastered further standards can then be matured, such as dealing with emotions and the advanced handling of ‘different or challenging customers’.

8.2.1.5 What is known is that without minimum standards in place, Force call handlers unknowingly:

- Create AND invite the negative customer reactions that become so corrosive and damaging to
performance, results, perceptions, health and well being.

- Create AND invite more of the emotional situations and challenging customers they don’t want or are unable to cope with.

- Create AND invite a ‘siege’ or ‘US versus Them’, mentality.

8.3 Emergency Call Handling

8.3.1.1 Naturally, there are important distinctions and goals between call handling within emergency and non-emergency calls. In many forces call handlers that are used to dealing with emergency based calls take what can be objectively measured as a fast and direct style of communication.

8.3.1.2 Of course, a direct style to facilitate a fast response is often needed and often delivered very efficiently by forces. However during important, emergency based calls that require a considered response instead of a fast despatched response, call handlers struggle to meet the subtle, emotional needs of customers. In these types of emergency calls, UK call handlers appear to be weak.

8.3.1.3 Emergency calls should be assessed by the same standards, but with a clear distinction. The assessment for quality is only made relevant where it HAS NOT compromised the ability to send/despatch a response.

8.4 Minimum Standards of Competency

8.4.1.1 In order to assess quality standards of a telephone call, each call needs to be dissected into specific areas of competency. Each call handling performance can be easily assessed by identifying ten quality based service orientated competencies – ‘core competencies’:

8.4.2 “Greeting”:

8.4.2.1 What consistent greeting was used to create the image of an organised, responsive, organisation? Was an offer of help made? Did the agreed structure meet the psychological requirements of customers? Were call handlers consistent in using the agreed greeting? What are the consequences if not?

8.4.3 “Bridge”:

8.4.3.1 A bridge is a positive acknowledgement deliberately and specifically used after hearing a customer request. There are many Bridging examples for call handlers to choose from, these include “Certainly”, “I can help you with this”.

– Examples of vocabulary that do not qualify as a Bridge include “OK”, “Right” or missing the chance to bridge by immediately asking the first question.

8.4.4 Use of Customers Name:

8.4.4.1 How did the call handler utilise the customer’s name within the call for positive affect/to build the relationship/to assist with call control? This competency standard is about the call handler specifically using the customer’s name for purposes other than, information gathering or call logging/recording.

8.4.5 “Name Exchange”:

8.4.5.1 How, if at all, did the performer build confidence, trust and re-assurance for the customer by deliberately using their own name? Did they seize the opportunity to exchange names with the customer to positively advance their relationship? Did they offer their name first because this would help the customer feel safe to reveal their name? Did they avoid giving the customer their name?
8.4.6 “Closing Structure” (Non-Emergency):

8.4.6.1 A closing structure is designed to offer, confidence, trust and re-assurance at the end of the call as well as signals that it is time to conclude. This is vital for leaving a lasting impression, past the conclusion of the call. Specifically, it is recommended that call handlers use: a recap &/or next action (if required); a closing phrase such as “Are there any more details that you need before we go?” (there are many to choose from); use of the customers name and at the very end of the call to say “good bye”.

8.4.6.2 Closing Structure: (Emergency) It is deemed that a closing structure during an emergency call can be affected by many things, including the customer’s reaction and need within the situation they are facing and of course time/response factors. Therefore, areas such as a recap and/or a closing phrase are unlikely to be a chosen competency here, (unlike the need for a closing phrase within almost all non-emergency calls).

8.4.7 “Waiting Skills”:

8.4.7.1 Specifically, what vocabulary was used to enhance the relationship when the customer had to wait, to build confidence, trust and re-assurance, at this point, or not?

8.4.7.2 Poor vocabulary that falls below the minimum competency standards include “Hold on”, “Hang on”, “Bear with me”, “Moment”.

8.4.8 “Vocabulary”:

8.4.8.1 What vocabulary enhanced or detracted from the relationship? How was the vocabulary negatively impacting on the customer’s interpretation? Vocabulary examples to avoid include: “Sir” “Madam” “Unfortunately” “I’m Afraid” “All I can do is” “As I just told you” Was the language used by the call handler, ambiguous, so that it could damage customer perception, call control etc?

8.4.9 “Saying ‘No’ Positively”:

8.4.9.1 How did the call handler maintain or affect the positive state of the customer when delivering a ‘no’ response?

8.4.10 “Questioning Skills”:

8.4.10.1 How did the call benefit from the type of questions selected by the call handler? Were questions used that enhanced the level and quality of the knowledge gained? Were open questions selected because they could reveal more information than their closed, counterpart? Were the customers’ asked in a style that was easy for the customer to understand and relate too?

8.4.11 “Rapport” (There are two levels)

8.4.11.1 Standard Rapport constitutes the standard pleasantries present between two humans. e.g. using names, appropriate exchanges of safe familiarity, shows of empathy and discussions of ‘common ground’ etc. It is extremely important to acknowledge that there will be occasions when the standard pleasantries are non-existent i.e. abusive or drunken callers. In these circumstances the call handler should remain calm but in control of the call. Attempts should be made to calm the situation and reassure the caller. Continued abuse should not be tolerated and the caller should be informed that continuation of such abuse will result in the call being terminated.

8.4.11.2 Advanced Rapport (the deliberate skill of Voice Matching): This competency standard is centred upon the skill of voice matching. Did the call handler send the correct sub-conscious communication to the customer by matching the customer’s voice speed and tones? In this way did
the call handler send important signals to the customer that they are being taken seriously, their call was valuable, etc?

8.4.11.3 Research has shown that if all forces achieve the minimum standards, the overall quality of service delivered to the public improves. The direct benefit of delivering a better quality of service is that the number of calls received reduces, saving both time and money.
Chapter Nine: Customer Satisfaction – Quality Monitoring
9 Customer Satisfaction – Quality Monitoring

9.1.1.1 The Quality Monitoring Best Practice Guidelines for Call Handling Centres has been established by defining the ten areas of ‘core’ competencies as above. The competencies have been designed to fully meet customer needs, as much as reasonably possible, whilst meeting the internal demands required, including the National Standards of Incident Recording and Crime Recording. These competencies can be easily aligned with the following 5 main components of a call:

- OPEN, HOLD AND CLOSE
- INVESTIGATION AND DATA ENTRY
- TOOLS
- POSITIVE SERVICE OFFERING
- CUSTOMER SERVICE

9.1.1.2 These five components make up the main points in controlling a call and providing the best possible service, in the most efficient time. Each component is made up of sub-sections that relate to the core. The assessments for each section relate to the following criteria:

- EXCEPTIONAL (E) – When a Call Handler demonstrates an exceptional level of performance and exceeds the requirements described for the specific evaluation criteria. (Evaluation of 90% or higher)
- COMPETENT (C) – When a Call Handler demonstrates the required level of performance as described for the specific evaluation criteria. (Evaluation between 75% – 89%)
- REQUIRES DEVELOPMENT (RD) – When a Call Handler achieves some but not all of the requirements as described for the specific evaluation criteria. (Evaluation between 50% – 74%)
- REQUIREMENTS NOT MET (R) – When a Call Handler does not achieve the requirements as described for the specific evaluation criteria. (Evaluation of 49% or lower)
- NOT APPLICABLE (N/A) – This would apply to someone new in the role and may not have been fully trained on a certain requirement of the call or the Call Handler was not required to demonstrate this part of the call and could not be marked against it.

9.1.1.3 Once a valuation is complete, it is recommended that supervisors share the results in coaching/development sessions with the operator. During these sessions the supervisor should review the evaluation and discuss it with the operator. Where necessary, the supervisor and the operator can then implement action plans to improve the necessary skills. Assessments should be tracked over a monthly basis (or regularly in accordance with Force Policy) in order to provide an overall monthly score that will go towards their Performance Development Reviews.

9.1.1.4 The following table determines what is considered an acceptable evaluation:

<table>
<thead>
<tr>
<th>OVERALL EVALUATION TABLE</th>
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<tbody>
<tr>
<td>EXCEPTIONAL (E)</td>
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<tr>
<td>COMPETENT (C)</td>
</tr>
<tr>
<td>REQUIRES DEVELOPMENT (RD)</td>
</tr>
<tr>
<td>REQUIREMENTS NOT MET (R)</td>
</tr>
</tbody>
</table>

9.1.1.5 For the purpose and objective of the National Call Handling Standards project an assessment of ‘Competent’ or higher will be considered an acceptable standard.
For each criterion, the following information will be displayed:

- Brief bullet points of the main requirements of the criterion
- A detailed explanation of the entire requirements of the criterion
- Assessments allocated to the criterion
- The applicable rating system and components required to achieve each score
- Suggested examples of correct statements, where applicable

Each criterion has been allocated an evaluation weighting which reflects its ‘quality level’ within call handling.

9.2 Call Handling Standards – Benefits/Outcome

9.2.1.1 The benefits of adopting the National Call Handling Standards in alignment with the Citizen Focus approach to Call Handling are numerous:

- Creating a climate of trust and rapport with the caller from the moment the call is answered.
- Increased understanding of caller’s needs and the ability to demonstrate full attention and readiness to offer quality service.
- Use of effective questioning skills.
- Efficient identification of how to progress a call.
- Clear setting of the caller’s expectations.
- Management of the caller’s expectations where the customer’s immediate service demands prove to be inappropriate.
- Reduced complaints.
- Reduced time loss due to remedial handling of caller issues.
- Reduction in repeat calls.
- Reduced staff absences due to stress-induced sickness.
- Reduced attrition due to stress and long-term sickness.
- Enhanced customer satisfaction.
- Improved decision-making.
- Meeting customer expectations.
- Increased performance levels.
- A clear understanding as to what constitutes a quality standard for call handlers.

9.2.1.2 The additional benefit is that each force will begin to realise, in precise terms, what the quality/quantity equation is based upon. Until this happens, inconsistency and underachievement will always prevail.

9.3 Managing Change

9.3.1.1 What is known is that forces are still learning about how to positively change staff telephone behaviour, habits and mind-sets. The management, leadership or training style of ‘TELL’ and ‘DO’ has very limiting results and this is just one of the reasons why forces have stagnated within their call handling performance to date.

9.3.1.2 Often there are organisational and political pressures that demand the creation of instant results.

9.3.1.3 The level of change that is required in improving, not only skills but also knowledge, confidence and most importantly mind-sets will need to be positively supported over a sustained period of time, for you to see new behaviour and new results.

9.3.1.4 Humans can't do ‘instant’ as far as a complete telephone behaviour change is concerned. In particular when changing established, ingrained
habits they’ve happily used for many years and are reluctant to let go of. This is especially so, where current performances appear to contain few professional techniques and structured disciplines.

9.3.1.5 There is no suggestion whatsoever that emergency calls should be quality driven to a level you can achieve within non-emergency call handling.

9.3.1.6 The primary need for speed within the response to emergency calls must be respected and understood.

9.3.1.7 Forces should be careful however of the predominant situation, where the general lack of skill, limited awareness and limited mind-sets of staff, will have you believe that there is little time or place for quality in any emergency calls.

9.3.1.8 New awareness of what is achievable; new goals based upon quality; a change of mind-set; a change of old habits; a change in behaviour; new skills to utilise what is realistic to achieve in each call are all required, if force call handlers are to improve to the standards now required.

9.3.1.9 The National Call Handling Standards within Forces MUST be underpinned with robust processes, which enable the standards to be met and assessed unilaterally. Quality monitoring is a predictive indicator i.e. if quality standards go down, then customer satisfaction levels will fall. It is therefore imperative that all assessments are accurate against the National Standards thereby producing meaningful evaluations. In order to ensure the standards are maintained, assessments must remain consistent and therefore all evaluators/assessors must be formally trained (accredited) and must be able to demonstrate fitness for practice. If the assessment process is not controlled the subsequent results will prove worthless.

9.3.1.10 Call Handlers must have confidence in the consistency of assessments and should routinely be given the opportunity to provide feedback to the assessment process.
Chapter Ten: Frequently asked questions
10 Frequently asked questions

10.1.1 The provision of a National Frequently Asked Question Database was identified as a positive and extremely necessary advancement in call handling standards. To provide a technical solution on a National scale would introduce time delays, possible hardware/software procurements in addition to attracting additional expense. The possibility of utilising existing technology was explored and the ideal solution was identified within the technical architecture available on the Police National Legal Database.

10.2 Implementation

10.2.1 PNLD provide a national Frequently Asked Questions (FAQ) database which became available on 23rd March 2005.

The main aims are:

- reduce calls to call handlers
- standardise the database allowing National commonality
- provide local access for local solutions

10.2.1.2 There will be an Internet site (www.policefaqs.org) and the database will be available through Forces’ own Intranet sites.

10.3 Delivery

10.3.1 The product will be available through the Criminal Justice Xtranet and will also be available on CD as required.

10.4 Benefits

10.4.1 The benefits of PNLD providing the database are:

- savings, £2 million per annum (external software suppliers maintenance and warranty)
- no charge for database
- legal expertise
- constantly reviewed database
- proven track record
- public access
- translation service available
- national commonality

10.4.1.2 By having a national FAQ database there will be a commonality with all of the advice given to members of the public. It is important for public perception that regardless of which Force is involved the advice received is current, accurate and intelligible.

10.4.1.3 In order to comply with the project’s strategic objective, calls relating to ‘Frequently Asked Questions’ should be answered at the first point of contact or at the first transfer.
Chapter Eleven: Electronic Telephone Directory (Electronic Almanac)
11 Electronic Telephone Directory (Electronic Almanac)

11.1 Background

11.1.1 One of the primary objectives of the National Call Handling Standards was to ‘seek best value with efficiencies being achieved through better use of police officers time and improved processes, particularly where telephone resolution can replace police deployments’.

11.1.2 The introduction of an Electronic Telephone Directory (ETD) was seen as an area whereby contact centre staff could be provided with additional rich information, thereby enhancing their abilities to meet customer needs with minimum of call transfers.

11.1.3 The introduction of services such as AIRWAVE, NSPIS HR (National Strategy for Police Information Systems – Human Resources), NSPIS Custody and NSPIS Case will eventually demand the on-line maintenance of personnel data on a National basis.

11.1.4 The Police 118 Directory is the probable telephone directory for the Airwave project and adopters of Airwave will need some mechanism for publishing contact details to other forces.

11.1.5 An electronic ‘almanac’ maintained locally but ‘feeding into’ a National database would be the ideal solution for the storage of such data.

11.1.6 The introduction of a 3rd party solution to meet existing needs and to remain ‘future proof’ attracted an estimated capital requirement of £2m with unquantifiable revenue costs.

11.1.7 The requirement to provide a National solution was also driven by the following considerations:

- 19 forces are currently contracted to one or more NSPIS HR modules. It is likely that a further 15 forces will contract before 2006.
- An interface to NSPIS Command and Control from NSPIS HR has already been completed. This includes a capability to load and maintain personnel data through the DMS (Data Management System) module. Another similar interface to NSPIS Custody and case Preparation is being specified.
- Forces are preparing their own means for feeding personnel data from NSPIS HR to other force systems.
- The Unified Police Security Architecture (UPSA) project recognises that a feed of personnel data from NSPIS HR would negate the need for forces to directly input into the Police 118 Directory or via an alternative feed.
- The VP&FPO (Vehicle Procedures & Fixed Penalty Offence) project board recognise that a feed of personnel data from NSPIS HR to VP&FPO would also negate the need to manually key in maintain the data.
- Other national projects are likely to have a similar requirement for a feed of personnel data from NSPIS HR. These are seen to include Holmes 2 and the new national complaints management system.
- Force NSPIS HR project teams are not necessarily aware of the national work ongoing on the UPSA and therefore may develop their own interface strategies. Conversely force IT departments may be unaware of the current work to prepare a data feed of personnel information from NSPIS HR to other national systems.

11.1.8 The Police 118 Directory has been identified as the solution for a ‘National Police Directory’.
11.2 Benefits of Utilising NLDS

11.2.1.1 Except for NMIS (National Management Information System), existing interfaces from NSPIS HR are through the DMS module and as more forces are likely to take DMS than any other module more forces benefit from the interface development.

11.2.1.2 Any interfaces or data feeds should be achieved using industry (LDAP) standards and therefore become re-useable.

11.2.1.3 NSPIS-HR Interface to the Police 118 Directory.

11.2.1.4 Individual members of the Police Service have suggested the Police 118 Directory would provide their organisation with benefits, and there are many potential applications for this enabling system. Depending on it’s application it is likely different ‘Requirements’ will emerge for implementation e.g. Operational resilience, system performance, frequency of contact information update, search functionality, and type of interfaces to other systems like Command & Control. Potential applications include:

- Used by members of staff to find contact information of staff in other forces.
- As NSPIS-HR is the ‘one stop shop’ for accurate staff information within an organisation, the Police 118 Directory should be the same for shared national staff information.
- The Police 118 Directory will become the repository for Authentication & Authorisation information and will be a building block in establishing a Certificate Authority for the Police Service.
- The Police 118 Directory service should replace the need for the Police Service Almanac. (The beige book).
- Use in operational Command & Control environments for locating staff in other forces.
- Provides a facility to publish role, department, or semi-static contact details that establish call streaming focal points.

11.3 Deliverables/Specification

11.3.1.1 The Police 118 Directory is an enabling project that supports the Unified Police Security Architecture (UPSA). UPSA is part of the implementation of the Information Systems Strategy for the Police Service (ISS4PS).

11.3.1.2 Directory services was established mid 2002 within the Enterprise Architecture group and will establish a valuable national resource for all staff working within the Forces and P.I.T.O. The project will implement an on-line contact details directory that will be populated by the forces and act as the shared repository for systems requiring contact information.

11.3.1.3 The Police 118 Directory represents a first step in the process of forces considering satisfying their commitment to the CSP (Community Security Policy) by creating the mechanism for having a shared national register of all staff which could later act as an Authentication & Authorisation resource for the Police Service.

11.4 Access to the Directory

11.4.1.1 The directory service will be accessible from 118.police.pnn.uk and via CJX (Criminal Justice extra-Net) on-line.

11.4.1.2 Further information can be obtained from the ITAD (Integration and Technical Authority Directorate) of PITO at itad.administration@pito.pnn.police.uk or on the PITO web site www.pito.pnn.police.uk and following the links to ITAD directorate.
11.5 Information Required by the NLDS

11.5.1 Force, unique ID, forename, surname, rank/grade, collar number, email address, telephone number, job/role, department, location, and ISSI (Airwave Individual Short Subscriber Identification Number)

11.5.2 The Police 118 Directory can hold contact information for both individuals and departments within Forces. For staff information, the ACPO portfolio holder for Data Protection has reviewed this aspect of the Police 118 Directory and believes that no Data Protection issues should be raised.

11.5.3 Specifications and example programs for providing data to the Police 118 Directory are available from PITO using the contacts above.

11.6 Interfaces to other national systems

11.6.1 It is recognised that other national systems may require a similar data feed including Holmes 2 and Integrity (National Complaints and Discipline system).

11.6.2 By taking a national approach and including a data feed capability into NSPIS HR it will become part of the configuration for the product and will therefore be maintained when future versions are released. It would also prevent duplication of effort by individual forces in creating and maintaining any proprietary feed.
Chapter Twelve: Call Processes
12 Call Processes

12.1 Summary

12.1.1 Processes

12.1.1.1 This section presents Call Handling Processes that are common to all Forces.

12.1.1.2 These processes provide a framework against which Forces can align policy.

12.1.1.3 Individual Forces can use these processes as a framework for more detailed process definition and, ultimately, procedural definition in order to accommodate the objectives of the National Call Handling Standards.

12.1.1.4 The processes should be read in conjunction with sections 8 (Customer Satisfaction – Standards), 9 (Customer Satisfaction – Quality Monitoring) and 13. (Framework For Best Practice and Performance Measures) in order to identify and develop quality standards for Call Handling.

12.1.1.5 Regardless of any internal structure, the processes have been specifically written in a format that will allow alignment to that structure; i.e. switchboard, auto attendants, help desks, one stop shop etc.

12.2 Introduction

12.2.1 Background

12.2.1.1 All Forces vary in their policing priorities. However, at a high level their aims are essentially the same. This similarity has been used to define a Call Handling Process that applies nationally.

12.2.2 Purpose

12.2.2.1 The purpose of this section is to:

- present the Call Handling Processes that represent the Call Handling of all Forces;
- Feed the National Call Handling Standards.

12.2.3 Scope

12.2.3.1 The scope of these processes is confined to any contact to the Call Handling Environment (see Glossary) and includes Calls made on:

- 999 Network;
- PSTN (Public Switch Telephone Network);
- Dedicated Lines received in the Force’s Call Handling Environment.

12.3 Vision and Objectives.

12.3.1 Vision

12.3.1.1 To develop Call Handling Processes that meet the needs of Callers, Call Handlers, Management and Government and is at a level that is common to all Forces.

12.3.2 Objectives

- To manage, support and supervise the Call Handling Environment;
- To answer all Calls;
- To investigate and assess all Calls sufficiently to make accurate decisions on response;
- To implement or initiate the response;
- To review action taken in dealing with Calls.

12.4 Process Methodology

12.4.1 Methodology

12.4.1.1 The Vision and Objectives have been described (see Section 12.3 – p 33).

12.4.1.2 Stakeholders and their needs have been analysed (see Section 12.5 – p 34).

12.4.1.3 The Call Handling method of Forces has been reviewed.

12.4.1.4 A Call Handling Model has been defined (see Section 12.6 – p 37).
12.4.1.5 Call Handling Processes (Operational Activity) have been defined (see APPENDIX B).

12.4.1.6 The Call Handling Processes have been linked back to the Stakeholder Needs to ensure that all needs are being met and that there is no wasted effort.

12.4.1.7 The Call Handling Processes can be validated (see 12.4.3 – p 34).

12.4.2 Reading the Processes

12.4.2.1 The blue activity boxes of the Call Handling Model (Section 12.4.2 and Figure 1 – p 38) show broad areas of activity and these have been numbered 1 to 5.

12.4.2.2 The arrows between the activity boxes show the outputs and inputs of the five activities and have been expanded (see APPENDIX B).

12.4.2.3 The management, business continuity, support and supervision activities (activity boxes 1 – 4 in the model) have not been broken down further other than to show the outputs in greater detail.

12.4.2.4 The operational activity (activity box 5 in the model) has been defined to two further levels of detail.

12.4.2.5 The first level (see APPENDIX B – Process 5 – p B-5) has been defined and broken down into eleven separate and individual activities represented by the green activity boxes 5.1 to 5.11.

12.4.2.6 Each of these green activity boxes has been broken down to the next level of detail (e.g. the green activity box 5.7 has been broken down into five separate and individual activities represented by the yellow activity boxes 5.7.1 – 5.7.5).

12.4.2.7 Some of the activities represented by the activity boxes are mandatory and some are optional and this difference is represented by the nature of the arrows between them. These and other symbols are described in the Glossary of Process Symbols (see APPENDIX B – p B-4).

12.4.3 Validating the Processes

12.4.3.1 The processes are presented within APPENDIX B together with scenarios to help read, understand and validate the processes.

12.4.3.2 The process diagrams portrayed in this paper have been designed at a necessarily high level.

12.4.3.3 The scenarios describe ways that the processes could be applied whilst allowing navigation through the processes depending on Policy statements that differ across Forces.

12.4.3.4 The processes are flexible enough to cater for Force policy variations and emphasis in addressing Calls and deciding responses to Calls.

12.5 Stakeholders and their Needs

12.5.1.1 With an emphasis on Citizen Focus, these processes have been defined to cater for the following stakeholders:

- **Callers**: Individual members of the public who call police on the telephone
- **Call Handlers**: Staff in the Call Handling Environment who answer Calls
- **Management**: Management of Call Handling Environment to include people who provide support and supervision activity
- **Government**: Body who represents the general public

12.5.1.2 Tables 1 – 4 (below) identify and describe the stakeholder needs and identifies the processes that meet those needs (each of the process steps are numbered – see APPENDIX B).
### 12.5.2 The Needs of Callers

<table>
<thead>
<tr>
<th>Need</th>
<th>Description</th>
<th>Processes</th>
</tr>
</thead>
</table>
| Appropriate response                | Timely                                           | 5.1.2 p B-10  
|                                     |                                                  | 5.1.4 p B-10  |
| Authorised response                 |                                                  | 1 p B-2  
|                                     |                                                  | 3 p B-2  
|                                     |                                                  | 5.4.1 p B-16  
|                                     |                                                  | 5.4.2 p B-16  |
| Factual, accurate and relevant      |                                                  | 3 p B-2  
| information                         |                                                  | 5.5.1 p B-18  
|                                     |                                                  | 5.6.1 p B-20  |
| Information on response             | What to expect and when to expect it              | 5.3.1 p B-14  
|                                     |                                                  | 5.5.1 p B-18  
|                                     |                                                  | 5.6.1 p B-20  
|                                     |                                                  | 5.7.2 p B-22  
|                                     |                                                  | 5.8.2 p B-24  
|                                     |                                                  | 5.9.2 p B-26  |
| Recognition of individual situation | Caller history                                    | 5.1.1 p B-10  
|                                     |                                                  | 5.2.2 p B-12  |
|                                     | Caller's vulnerability (e.g. language, disability)| 5.2.1 p B-12  |
| Appropriate treatment               | Reassurance                                      | 5.2.2 p B-12  
|                                     | Appropriate control                              | 5.7.3 p B-22  
|                                     | Courtesy and respect                             | 5.2.2 p B-12  
|                                     |                                                  | 5.7.3 p B-22  |
### 12.5.3  The Needs of Call Handlers

<table>
<thead>
<tr>
<th>Need</th>
<th>Description</th>
<th>Processes</th>
</tr>
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<tbody>
<tr>
<td><strong>Good working environment</strong></td>
<td>Facilities</td>
<td>3 p B-2</td>
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<tr>
<td></td>
<td>Accommodation</td>
<td>3 p B-2</td>
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<tr>
<td><strong>Functionality</strong></td>
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<td></td>
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<td>5.3.2 p B-14</td>
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<td>5.7.4 p B-22</td>
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<td></td>
<td></td>
<td>5.8.2 p B-24</td>
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<td></td>
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<td>5.8.3 p B-24</td>
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<tr>
<td></td>
<td></td>
<td>5.9.2 p B-26</td>
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<tr>
<td></td>
<td></td>
<td>5.9.3 p B-26</td>
</tr>
<tr>
<td><strong>Information</strong></td>
<td></td>
<td>3 p B-2</td>
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<tr>
<td></td>
<td></td>
<td>5.2.4 p B-12</td>
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<td></td>
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<td>5.2.5 p B-12</td>
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<td></td>
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<td>5.3.1 p B-14</td>
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<td>5.4.1 p B-16</td>
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<tr>
<td></td>
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<td>5.5.1 p B-18</td>
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<td>5.6.1 p B-20</td>
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<td>5.7.1 p B-22</td>
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<td></td>
<td></td>
<td>5.9.1 p B-26</td>
</tr>
<tr>
<td><strong>Clear role</strong></td>
<td>Clear and stable purpose and direction</td>
<td>4 p B-3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 p B-2</td>
</tr>
<tr>
<td></td>
<td>Appropriate work</td>
<td>3 p B-2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5.1.2 p B-10</td>
</tr>
<tr>
<td><strong>Career prospects</strong></td>
<td>Support in job</td>
<td>2 p B-2</td>
</tr>
<tr>
<td></td>
<td>Personal development and training</td>
<td>3 p B-2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 p B-2</td>
</tr>
<tr>
<td></td>
<td>Involved in change</td>
<td>4 p B-3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 p B-2</td>
</tr>
</tbody>
</table>
### 12.5.4 The Needs of the Management

<table>
<thead>
<tr>
<th>Need</th>
<th>Description</th>
<th>Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calls handled appropriately</td>
<td>Correct response decisions</td>
<td>5.2.2 p B-12, 5.4.1 p B-16, 5.4.2 p B-16</td>
</tr>
<tr>
<td></td>
<td>Callers correctly connected</td>
<td>1.3 p B-6, 1.10 p B-7, 1.11 p B-8</td>
</tr>
<tr>
<td></td>
<td>Callers correctly advised</td>
<td>1.5 p B-7, 1.10 p B-7, 1.11 p B-8</td>
</tr>
<tr>
<td></td>
<td>Callers correctly referred</td>
<td>1.6 p B-7, 1.10 p B-7, 1.11 p B-8</td>
</tr>
<tr>
<td></td>
<td>Callers correctly transferred</td>
<td>1.7 p B-7, 1.10 p B-7, 1.11 p B-8</td>
</tr>
<tr>
<td></td>
<td>Correct reports sent</td>
<td>1.8 p B-7, 1.10 p B-7, 1.11 p B-8</td>
</tr>
<tr>
<td></td>
<td>Assignments correctly arranged</td>
<td>1.9 p B-7, 1.10 p B-7, 1.11 p B-8</td>
</tr>
</tbody>
</table>

| Management Information                    | Policies implemented | 2 p B-2, 3 p B-2, 5.4.1 p B-16, 1.11 p B-8 |
|                                           | Performance achieved | 2 p B-2, 3 p B-2 |
|                                           | Demand management    | 5.1.1 p B-10, 5.1.3 p B-10, 5.2.2 p B-12, 5.2.7 p B-12, 5.3.3 p B-14, 5.4.3 p B-16, 5.5.3 p B-18, 5.6.3 p B-20, 5.7.5 p B-22, 5.8.4 p B-24, 5.9.4 p B-26, 5.11.5 p B-30 |
|                                           | Service maintained   | Resilience balanced with fallback | 2 p B-2 |
### 12.5.5 The Needs of the Government

<table>
<thead>
<tr>
<th>Need</th>
<th>Description</th>
<th>Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public safety addressed</td>
<td></td>
<td>5.2.6</td>
</tr>
<tr>
<td>Officer safety addressed</td>
<td></td>
<td>5.2.6</td>
</tr>
<tr>
<td>Appropriate response to calls and quality of service provided</td>
<td></td>
<td>3  p B-2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4  p B-3</td>
</tr>
<tr>
<td></td>
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<td>1.4 p B-6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.10 p B-7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.11 p B-8</td>
</tr>
<tr>
<td>Appropriate information disseminated</td>
<td></td>
<td>5.5.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5.6.1</td>
</tr>
</tbody>
</table>
12.6 Call Handling Model

12.6.1.1 Figure 1 shows the Call Handling Model.

12.6.1.2 The purpose of the Call Handling Model is to provide a framework that shows the context in which the processes sit. This model indicates the relationships between the various categories of activity which have been divided as follows:

1. Management
2. Business Continuity

12.6.1.3 The Operational Activity has been mapped at a level that is common to all Forces (see APPENDIX B).

12.6.1.4 The Operation is the Call Handling activity.

Figure 1 Call Handling Model
Only the processes for the Call Handling Activity have been mapped.

**12.7 Call Handling Process**

12.7.1 **Need for a Call Handling Process**

12.7.1.1 Processes have been used to provide a framework for assessing the activity of Call Handling.

12.7.1.2 This framework provides a basis for training and consequently standardisation.

12.7.1.3 The framework can provide a basis for measurement and assessment.

12.7.1.4 The framework can provide a basis for continuous improvement.

12.7.1.5 The processes will not define how individual Call Types will be handled. Forces can decide this by further definition taking into account local policing priorities.

12.7.2 **The Stages of a Call**

- Answering the Call;
- Investigating the Call;
- Deciding the Response;
- Implementing (or Initiating) the Response;
- Monitoring the Call;
- Reviewing Actions.

12.7.3 **Responses**^4^

All Calls to the Call Handling Environment could be met with one or more of the following responses:

- Connect Caller;
- Transfer Caller;
- Advise Caller;
- Refer Caller;
- Send Report;
- Arrange for Assignment.

---

^4^ Responses defined within APPENDIX D – ‘Glossary of Terms’
Chapter Thirteen: Framework for Best Practice and Performance Measurements
13 Framework for Best Practice and Performance Measurements

13.1 Business Need

13.1.1 It has long been acknowledged that call handling and contact management in the policing environment does not always deliver the quality of service that the public expects and deserves. The expectations of the public are continually changing with the emergence of call centres throughout the commercial world and the increasing emphasis of Government on adoption of a citizen focused approach to service delivery.

13.1.1.2 Over recent years most forces have attempted to improve contact management by streamlining their processes, increasingly through adoption of centralised call handling or communication centres along commercial lines. Significant investment has been made but, disappointingly, the service being provided by individual forces is not always consistent.

13.1.1.3 Although good practice has emerged in some individual aspects of call handling the service has missed many opportunities in that it has not been able to consolidate these into any form of best practice template or framework for the benefit of all forces.

13.1.1.4 The Framework for Best Practice, hereinafter referred to as the Framework, is a document designed as an operating guide to assist forces to deliver standards of efficiency and effectiveness in contact centre management. The Framework strives to achieve consistency through standard processes whilst allowing forces the scope to tailor the service delivery to meet their local customer needs.

13.1.1.5 The Framework itself has been designed around contact centre operation and, in particular, significant business areas that drive performance, namely:

- Putting your customer first;
- Getting the business culture right;
- Developing effective strategy and organisational structure;
- Investing in people development;
- Ensuring continuing professional and skills development;
- Making best use of management information.

In addition to these business areas it is recognised that there are three other areas that impact upon contact centre operations, namely; technology, location and facilities and organisational structure. These are regarded as supporting the overall operation of a contact centre and carry their own importance but are not regarded as being key drivers of operational practice.

13.1.1.6 The measures have been designed around Citizen Focused Policing and Quality of Service Commitment drivers using customer satisfaction levels that are both internally and externally focused. A range of measures have been selected to represent police business activities. The intention is to support not interfere or limit individual force business performance.

13.1.1.7 It is not intended that the Framework should say how the activities should be addressed, however, the proposed measures can provide an indicator of contact centre performance. Local target-setting of these should be undertaken by individual forces as they will need to reflect the strategy unique to each force. Plans will need to be put in place to ensure that continuous improvement is achieved.

13.1.1.8 The Framework’s intention is to give guidance on what should be happening in a professionally run contact centre and to help focus on its customers and staff. Forces may wish to set
local targets that support its overall business delivery e.g. call hygiene (not passing callers from department to department), outsourcing non-police related calls, number of days posts remain vacant etc.

13.2 Expected Benefits to the Organisation and Likely Business Impact

13.2.1.1 The Framework is ACPOs first step towards ensuring that forces work together to improve service delivery and lay the foundations for future development.

13.2.1.2 Research was conducted and included examination of industry standards which were analysed and compared to data collated from all 43 forces, as well as other pieces of work such as HMIC Baseline Assessment, PPAF, National Occupational Standards where they link to training, IIP standards, Quality of Service Commitment and a variety of consultative documents and publications.

13.2.1.3 In terms of measures the research indicates that forces currently use a range from no service level on transferred non-emergency calls, through 60% answered within 30 seconds, to 93% of calls answered within 3 minutes.

13.2.1.4 Similarly, the use of customer feedback and customer satisfaction levels in its role in delivering contact centre performance was found to vary greatly from force to force.

13.2.1.5 Adopting the Framework will encourage the service to focus on staff and, in turn, staff to focus their activity to provide the opportunity to standardise their customer service delivery. It is a guide to process construction for new and developing contact centres and, for existing or mature centres, it provides a checklist for focused activity which will allow the contact centre to develop its own priorities.

13.2.1.6 There is a recognition that to fully implement the Framework could incur considerable cost to some forces in relation to procurement of new technologies, designing processes around the capture of information to inform business decisions and investment in human resources. A phased implementation of the Framework would allow cost to be spread over a period of time. This approach can assist in minimising the possibility of a dip in the initial contact centre performance which has been experienced by a number of forces in the implementation phase of large change programmes.

13.2.1.7 It is not the intention of the Framework to limit the way a force provides its service delivery. Due to the individuality of forces, the local communities they serve and their geographical locations there may be some key activities in the Framework that are not relevant. Where forces believe an activity within the Framework is not relevant to their contact centre, there will need to be put in place a validation process to allow consideration of the proposed force solution to test that it fulfils a similar principle and that it delivers a good service. Such interaction will contribute to the future development of the Framework.

13.3 Measures

13.3.1.1 The performance of the contact centre is a critical element of the image the police service and individual forces would wish to portray to the public.

13.3.1.2 Traditionally, within a call centre environment in both private and public sectors, the measurements used have been strongly biased towards operational efficiency, e.g. number of calls answered within target times, average speed of answer, abandoned calls, agent not ready time etc.

13.3.1.3 This report suggests a more balanced approach to measuring performance that is linked to strategic objectives based on customer satisfaction,
quality of service, satisfaction of other internal and external stakeholders and the satisfaction of staff. The measures are designed to be used as diagnostic indicators of overall performance in the contact centre, e.g. if a contact centre experienced a dip in performance in one of the areas outlined in the measures, such as high sickness rate or low customer satisfaction, it would be a warning signal for senior managers to focus in on the cause, such as lack of specific training, inadequate support for front-line staff, inadequate demand model etc. and provide them with the scope to take remedial action to improve.

13.3.1.4 The measures have not been designed to be prescriptive in the way they should be delivered because there are various methods, supporting mechanisms and frameworks that already exist to support forces in delivering these measures, i.e. customer satisfaction has PPAF elements that should be adhered to, IPCC protocols and standards in relation to complaints etc.

13.3.1.5 One of the measures contained within this document is customer satisfaction. Keeping in contact with the public is an essential element of beginning to understand their needs from their perspective. How customer contact information is recorded, used positively and the extent to which customer satisfaction is measured can effect overall performance.

13.3.1.6 There are a number of methods of achieving this, such as ringing customers back, using focus groups, mystery shoppers etc. It is possible to use any combination of these methods to get the quality of information that can define customer satisfaction to indicate that their needs and expectations have been met.

13.3.1.7 Therefore, the minimum standard should be that a process exists or will be in place to collect timely, relevant customer information which can be used to focus staff attention on delivering a service to meet the public’s expectations.

13.3.1.8 Another of the key measures is the quality assurance process. Linked to customer satisfaction, but quite separate from, is service quality, which is a determinant of. Service quality creates an overall impression of the relative perception of a force and its service.

13.3.1.9 There are a number of methods of achieving this such as, National Standards for Incident Recording (NSIR) currently being piloted by some forces, National Crime Recording Standards (NCRS) and locally some forces have developed their own quality standards which include:

- Communication style;
- Accurate information gathering and recording.

These standards have been broken down into specific areas, such as offender’s description, correct incident classification, etc. They are then used to take a snap-shot of the quality of service provision and are linked to staff personal development reviews (PDR). Whilst some have been developed in-house and are managed locally, some forces have procured commercial software applications for the purpose.

13.3.1.10 Therefore, the minimum standard should be that a process exists or will be in place to collect timely, relevant quality of service information for individual incidents or customer experiences which can be used to focus staff through personal development reviews on delivering a quality of service to meet the public’s expectations.

13.3.1.11 Staff satisfaction is another of the key measures. Many public and private sector contact centres have, in the past, believed that operational measures such as call duration and average time to answer are indicators of public satisfaction. It is now accepted that these are actually measures of
efficiency, which can be seen as detrimental to financial performance. Some contact centres seem to miss the important link between employee satisfaction, quality of service, customer satisfaction and cost.

13.3.1.12 Public and private contact centres are often associated with high stress levels, high staff turnover and emotional burn-out. The median stay of agents or staff within some private contact centres is fifteen months, however, in the police environment it is significantly higher. Contact centres can often be heavily task focused control systems which require supportive supervision and management buy-in to avoid employee burn out.

13.3.1.13 By using staff sickness levels, attrition rates, abstraction rates and the percentage of staff that leave before probation ends as a diagnostic measure it should be an early warning signal for senior managers to try and avoid staff burn-out with the consequential negative impact on staff budget.

13.3.1.14 The management of front-line employees is core to the management of contact centre performance. A high percentage of the overall budget of a contact centre is staffing. Management need to play two different but complimentary roles, namely, placing an emphasis on operational performance and to provide emotional support for their staff.

13.3.1.15 When staff feel that they have delivered a quality service their own personal satisfaction levels at a job well done increases significantly. To achieve that the support of well trained managers and supervisors is essential. Relevant and timely training, linked to PDR, as well as encouraging staff to be involved in developing and improving the processes in service delivery should therefore improve operational efficiency and contribute to continuous improvement.

13.3.1.16 Measuring percentage of staff with qualitative PDRs, percentage of PDRs linked to training needs, percentage of staff who have achieved National Vocational Standards or percentage of managers with recognised relevant managerial qualifications should lead to better staff retention levels, improved staff satisfaction levels and ultimately a positive impact on customer service levels.

13.3.1.17 Therefore, the minimum standard should be that a process exists or will be in place to collect timely, relevant information for the measures contained within the last paragraph. These can be used to focus management on supporting, developing and retaining staff and on having a positive impact on contact centre budgets which can improve the efficiency of the contact centre service.

13.3.2 THE FRAMEWORK

13.3.3 Putting your customer first by:

• Ensuring a process is in place to regularly consult customers and use the results to improve services.
• Keeping them informed with relevant and timely information in relation to reported incidents or enquiries.
• Monitoring complaints and positive feedback to resolve repeat problems and identify best practice.
• Providing customers with regular information on services provided and standards to better manage demand and customer expectations.

13.3.4 Getting your business culture right by:

• Having a process to regularly consult, engage and survey employees using results to improve service delivery.
• Putting in place a system to foster and encourage internal interaction across its business functions.
• Communicating conditions of service and welfare policies to all staff.
• Ensuring that our workplaces are well designed and meet health and safety requirements.
• Communicating organisational objectives and the contact centre strategy to all employees.

13.3.5 Developing effective strategy and organisational structure by:
• Empowering employees to participate in service delivery and decision making processes.
• Putting in place business continuity and disaster recovery plans which will be regularly reviewed and tested.
• Developing a call handling strategy incorporating a demand management strategy to meet both business and customer needs.
• Forecasting demand and business planning to inform budget setting.

13.3.6 Investing in ‘people’ development by:
• Creating a human resource strategy which recognises the needs of contact centre operations.
• Putting in place personal performance development plans for all staff.
• Having an effective and legally compliant recruitment policy.
• Forecasting employees career progression and developmental needs.
• Ensuring that the right number of skilled staff and supervisors are working at the right time.

13.3.7 Ensuring continuing professional and skills development by:
• Providing staff at all levels with relevant and specific training to meet individual personal development and organisational goals.
• Training managers in current policies, procedures and relevant legislation.
• Planning training, measuring its effectiveness and acting upon feedback results.
• Supporting employees at all levels to achieve industry standard qualifications.

13.3.8 Making best use of management information by:
• Regularly reviewing contact centre services and processes.
• Using timely and accurate quantitative and quality assurance information to inform management in the decision making process and deliver continuous improvement.
• Developing an effective marketing strategy to meet business and customer needs.

13.4 Measures
13.4.1 The performance measures have been designed to allow forces to gauge the effectiveness of their governance, both in terms of its outward external aspects as well as internal performance. These measures have been designed in order to promote discussion and decide actions. Some measures should be unique to your organisation and its strategy and the measures listed below are not exhaustive and can be further developed by individual forces if they can validate that they fulfil a similar principle and that they deliver a good service.
<table>
<thead>
<tr>
<th><strong>INTERNAL</strong></th>
<th><strong>EXTERNAL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PEOPLE</strong></td>
<td></td>
</tr>
<tr>
<td>– Staff perception survey - % of staff satisfied;</td>
<td></td>
</tr>
<tr>
<td>– % of staff with PDRs;</td>
<td></td>
</tr>
<tr>
<td>– % leaders some form of recognised management training and qualifications;</td>
<td></td>
</tr>
<tr>
<td>– % of PDR action plans linked to training needs;</td>
<td></td>
</tr>
<tr>
<td>– % of staff who have achieved National vocational standards;</td>
<td></td>
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<tr>
<td>– % of staff that leave before probation ends;</td>
<td></td>
</tr>
<tr>
<td>– Sickness levels;</td>
<td></td>
</tr>
<tr>
<td>– Attrition rates;</td>
<td></td>
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<tr>
<td>– Abstraction rate.</td>
<td></td>
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<tr>
<td><strong>PROCESS</strong></td>
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<td>– % variance on budget allocation;</td>
<td></td>
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<tr>
<td>– Voicemail management policy;</td>
<td></td>
</tr>
<tr>
<td>– Quality assurance process;</td>
<td></td>
</tr>
<tr>
<td>– Internal customer satisfaction levels;</td>
<td></td>
</tr>
<tr>
<td>– Number of reviews carried out (business continuity);</td>
<td></td>
</tr>
<tr>
<td>– Number of exercises conducted (business continuity).</td>
<td></td>
</tr>
<tr>
<td><strong>EXTERNAL</strong></td>
<td></td>
</tr>
<tr>
<td>– Customer satisfaction levels;</td>
<td></td>
</tr>
<tr>
<td>– Number of contacts made to update customers;</td>
<td></td>
</tr>
<tr>
<td>– Number of complaints/appreciation letters received;</td>
<td></td>
</tr>
<tr>
<td>– Number of focus groups/ consultations surveys held sample size;</td>
<td></td>
</tr>
<tr>
<td>– Abandoned rate.</td>
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</table>
13.5 Benefits Realisation

13.5.1.1 Introduction

13.5.1.2 This benefits realisation plan relates to the implementation of the “Framework” as developed by the National Call Handling Standards Project 2005.

13.5.1.3 Business Investment Category

13.5.1.4 The table below identifies the investment in this business change project against a business value category:

<table>
<thead>
<tr>
<th>Business/Technical Impact</th>
<th>Strategic</th>
<th>Speculative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Operational</td>
<td>✗</td>
<td>Support</td>
</tr>
</tbody>
</table>

13.5.1.5 Business and Technical Impact

13.5.1.6 The purpose of this profile is to provide a ready assessment of the complexity and difficulty of key issues surrounding the impact or implications of the framework. If any of the categories selected were Medium or High then associated risks would normally be expected, these being documented as appropriate.

13.5.1.7 The following table summarises the level of impact this business change project is perceived to have on the business in a number of areas:

<table>
<thead>
<tr>
<th>Business/Technical Impact</th>
<th>High</th>
<th>Medium</th>
<th>Low</th>
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</tr>
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<tr>
<td>Degree of business change</td>
<td>✗</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Value to business</td>
<td>✗</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level of benefit management required</td>
<td>✗</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical complexity</td>
<td></td>
<td></td>
<td>✗</td>
<td></td>
</tr>
</tbody>
</table>

13.6 Stakeholders

13.6.1.1 This business change project involves the following stakeholders, these being the people, groups, agencies and communities that will in some way be affected:

<table>
<thead>
<tr>
<th>Stakeholder Category</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>Public, Operational Personnel, Police Divisions (including HQ Divisions)</td>
</tr>
<tr>
<td>Suppliers</td>
<td>Police Contact Centres, Human Resources and Finance, Training, Media &amp; Marketing, Technology Services, Airwave</td>
</tr>
<tr>
<td>Others</td>
<td>Home Office, Performance Development, Police Executive, Police Authority, Other Police Forces, Other Agencies</td>
</tr>
</tbody>
</table>

13.7 Business Objectives

13.7.1.1 During the development of the framework, and following consultation with the various business stakeholders identified in the previous section, a number of objectives have been identified which should be achieved via the successful implementation of this framework.

13.7.1.2 These objectives are classed as generic objectives that can be used by any Police Force when setting up and/or setting out to improve a Police Contact Centre. They are as follows:
Workforce Management based Objectives
1. Contact Centre Integration
2. Improve employee training and development
3. Develop consultation forum
4. Develop succession planning
5. Develop retention monitoring/reporting
6. Improve abstraction management

Business Process based Objectives
7. Establish single line management structure for the Contact Centre
8. Establish Contact Centre human resource management
9. Establish Contact Centre financial budget management
10. Develop Contact Centre business strategy
11. Develop Performance & Costs assessment monitoring/reporting
12. Develop ‘partnership’ protocols and relationships
13. Review and implement ergonomic management for the Contact Centre
14. Develop call handling policy
15. Develop call handling intranet repositories
16. Implement Contact Centre marketing campaign

Technology based Objectives
17. Improve Telephony System (e.g. includes Develop ‘call queue announcement’ system)
18. Develop ‘call forecasting’ system
19. Research and develop e-commerce within the Police Contact Centre
20. Develop Contact Centre management information systems
21. Support Airwave project
22. Research ‘caller recognition’ systems

13.8 Key Benefits
13.8.1.1 A number of benefits can be achieved by any Police Force following the successful management and implementation of the objectives outlined in the previous section. These are as follows:
1. Improved incident handling efficiency
2. Improved customer satisfaction
3. Increased operational personnel safety
4. Reduced abstractions
5. Reduced recruitment costs
6. Better utilisation of staff

13.9 Targets
13.9.1.1 In order to monitor and therefore realise a benefit has been achieved, targets for the benefit must be set. i.e. the benefit itself should be quantifiable.
13.9.1.2 These are as follows:

1. Improved incident handling efficiency
   **Target 1:**
   - 90% of ALL external Emergency Calls to be answered within 10 seconds with an average of 2-4 seconds for speed of answer.
   - Year 0 level = XX%
   **Target 2:**
   - 90% of ALL external Non-Emergency Calls to be answered within 30 seconds with an average of 9-12 seconds for speed of answer.
   - Year 0 level = XX%
Target 3:
- 90% of **ALL** Switchboard calls answered within 30 seconds by year 20XX.
- Year 0 level = XX%

Target 4:
- 90% of **ALL** external Non-Emergency Calls to a One Stop Shop Operation to be answered within 40 seconds with an average speed of answer of 30 to 35 seconds.
- Year 0 level = XX%

2. Improved customer satisfaction

Target 1:
- 90% of customers satisfied with **999** service by year 20XX.
- Year 0 level = XX%

Target 2:
- 5% of customers dissatisfied with **999** service by year 20XX.
- Year 0 level = XX%

Target 3:
- 88% of external customers satisfied with **ALL** external calls by year 20XX.
- Year 0 level = XX%

Target 4:
- Less than X% of external calls entering the Police Switchboard are abandoned by year 20XX.
- Year 0 level = XX%

Target 5:
- Less than X% of external calls entering the Police Control Room are abandoned by year 20XX.
- Year 0 level = XX%

Target 6:
- Less than X% of external calls entering the Non-Emergency Contact Centre are abandoned by year 3.
- Year 0 level = 15%

Target 7:
- Written complaints (letters, email etc.) to have reduced by 35% by year 20XX.
- Year 0 level = X%

3. Reduced call duration (closely linked to benefit number 8)

Target 1:
- 50% of all calls into the Police Force to be by Direct Dial Inwards (DDI) by year 20XX.
- Year 0 level = XX%

Target 2:
- 2% of all calls to be “Business/Service Finder” calls (e.g. SCOOT) by year 20XX.
- Year 0 level = X%

4. Reduced call costs

Target 1:
- Average cost per Police call to £X.XX by year 20XX.
- Year 0 level = £X.XX per call

5. Increased operational personnel safety

Target 1:
- Integration of Command & Control system with other police information systems, in particular:
  - [ ] ICCS
  - [ ] Airwave
  - [ ] Intelligence
  - [ ] Crime
6. Reduced abstractions

Target 1: (linked to Reduced recruitment costs as a by-benefit)

- Average number of days a post remains vacant to have reduced by X% of year 0 level by 20XX.
  - Year 0 XX days.

Target 2:

- Average number of days lost through sickness per Contact Centre Police Staff to be reduced to XX days a year by 20XX.
  - Year 0 level = XX days per year.

Target 3:

- Average number of days lost through sickness per Contact Centre Police Officer to be reduced to XX days a year by 20XX.
  - Year 0 level = XX days per year.

Target 4:

- XX% of Contact Centre Police Staff satisfied with present role by year 20XX.
  - Year 0 level = XX%

Target 5:

- XX% of staff that leave before probation ends by 20XX.
  - Year 0 level = XX%

7. Reduced recruitment costs

Target 1:

- Percentage of Contact Centre Police Staff turnover reduced by XX% of year 1 level.
  - Year 1 level = XX%

Target 2:

- Percentage of Contact Centre Police Officers turnover reduced by XX% of year 1 level.
  - Year1 level = XX%

8. Better utilisation of staff

Target 1:

- 100% of Contact Centre staff received regular Performance Development Reviews by 20XX.
  - Year1 level = XX%

Target 2:

- XX% of Performance Development Reviews action plans to be linked to training needs by 20XX.
  - Year1 level = XX%

Target 3:

- XX% of Contact Centre staff to have achieved National Occupational Standards by 20XX.
  - Year1 level = XX%

Target 4:

- 100% of Contact Centre managers to have received management training by 20XX.
  - Year1 level = XX%

Target 5:

- Implementation of Skills Based Routing technology by 20XX.

9. More cost effective management of finances

Target 1:

- Remain within tolerance of +2% and -2% of budget at year 1.
- Remain within tolerance of +2% and -2% of budget at year 2.
- Remain within tolerance of +2% and -2% of budget at year 3.
13.10 Key Dis-benefits

13.10.1.1 It is important to note that as a result of implementing the objectives previously detailed, both benefits and dis-benefits may be accrued by a force. If the objectives are carefully managed the following dis-benefits can be avoided:

Potential over-reliance on technology
• For instance, too much reliance on IT could lead to a lack of knowledge/skills. I.e. Technology should be used to support and inform staff and NOT to direct the control of incidents.

Increased training requirement
• For instance, the implementation of a standardised performance development review system within the Contact Centre will inevitably highlight additional training requirements for which the business should be prepared.

System cost
• For instance, implementing the framework may have financial implications and impact on forces depending on the current status of their Contact Centre.

Potential effect of change on morale
• For instance, too many changes within a short period could have a negative effect on morale. In addition, a lack of consultation with Contact Centre staff when implementing any changes could have similar results.

Increased Customer Dissatisfaction
• For instance, a change in morale and increased abstraction could give a direct impact on of the service received by the customer.

Increased abstraction costs
• For instance, an increase in training and/or a change in staff morale could lead to an increase in abstraction rates.

Increased recruitment costs
• For instance, an increase in abstraction costs will invariably lead to an increase in recruitment costs.

Increased risk to operational personnel safety
• For instance, an over reliance on IT (e.g. information not being conveyed to officers) and a change in staff morale could have a negative effect on operational safety.

13.11 Primary Service Levels

13.11.1.1 There is a general acceptance that the performance in emergency and non-emergency call handling could be more consistent. 56% of forces already use 90% in 10 seconds or higher as a measure in their 999 emergency call handling performance.

13.11.1.2 In relation to 999 emergency calls, to try and provide the balance between giving the call quality whilst also answering the call in an acceptable time, thus reducing the caller’s intolerance to the point where they abandon the call, 90% in 10 seconds has been accepted, in consultation with forces, as being a reasonable service level to achieve the above aims.

13.11.1.3 It is in non-emergency call handling that there is a huge variance in performance service levels. It is recognised that forces have different structures in the call handling function and the service levels below endeavour to reflect this. The services provided by forces with a switchboard filtering calls and those forces offering a one stop shop operation have been taken into account. Also included is the acknowledgement that emergency calls can come in on non-emergency lines and need to be responded to in timely fashion by both call handler, dispatcher and patrol to meet customer needs and requirements. Service levels should be measured from the point of human intervention.
13.11.1.4 The Primary Service Levels (SVL) are a set of quantitative performance measures aimed at achieving efficiencies and results in maximising the average speed of answer (ASA) and answer call rate whilst attempting to minimise the abandoned call rate.

13.11.1.5 It is acknowledged that using ASA and SVL together can be confusing and it is proposed that the service uses the measure of service level whilst still keeping an eye on ASA.

13.11.1.6 Primary Service Table

<table>
<thead>
<tr>
<th>TYPE OF CALL</th>
<th>SWITCHBOARD CONTACT CENTRE</th>
<th>ONE-STOP SHOP CONTACT CENTRE</th>
</tr>
</thead>
<tbody>
<tr>
<td>999</td>
<td>90% within 10 seconds</td>
<td>90% within 10 seconds</td>
</tr>
<tr>
<td>Non 999</td>
<td>90% within 30 seconds</td>
<td>90% within 40 seconds</td>
</tr>
<tr>
<td>Non 999 transferred from switchboard to primary handling – not an emergency</td>
<td>90% within 30 seconds</td>
<td></td>
</tr>
<tr>
<td>Non 999 to switchboard identified as emergency and transferred from switchboard to emergency handling</td>
<td>90% within 10 seconds</td>
<td></td>
</tr>
</tbody>
</table>

13.11.1.7 Implementation of the service levels should achieve some or all of the efficiencies and results outlined in the following three sections.

13.11.2 Under and Over Occupancy of Staff

13.11.2.1 The service levels take into consideration the need to deliver an efficient and effective service. Setting an extremely challenging service level e.g. 98% within 10 seconds, can lead to under or over occupancy of staff during some parts of the day, making it difficult to focus in on the quality aspects of the function. They also reduce the potential of having either under or over occupancy of staff within the function at any given time.

13.11.2.2 Over occupying staff can increase sickness levels, attrition rates, abandoned rates and lead to reduced customer satisfaction; under occupancy is expensive, inefficient and can lead to low staff morale. Both over and under occupancy are bad reflections on the business and are not cost effective. Good resource planning and call forecasting can reduce these, however, extremely high targets can be counter productive to quality of service.

13.11.3 Average Speed of Answer

13.11.3.1 Average speed of answer is the time it takes on average to answer calls presented to the service. Different to service levels, average speed of answer gives an indication of the speed you would usually get answered within a given period of time. Service levels on the other hand take into consideration the usual and the unusual time it takes to be answered and indicates fluctuations in performance and spikes in demand.

13.11.3.2 The service level of 90% answered within 10 seconds on 999 calls and those emergency calls received and transferred from switchboard can result in an average speed of answer of between 2 and 4 seconds.

13.11.3.3 The service level of 90% answered within 30 seconds on non-999 calls at switchboard, can result in an average speed of answer of between 9 and 12 seconds.
13.11.3.4 The service level of 90% answered within 30 seconds on non-999 calls transferred from switchboard can result in an average speed of answer between 9 and 12 seconds.

13.11.3.5 The service level of 90% answered within 40 seconds on non-999 calls to a one stop shop contact centre will achieve an average speed of answer between 30 and 35 seconds.

13.11.4 Abandoned/Answer Call Rates

13.11.4.1 The outcome from using the service levels outlined in the last section can result in the following answer/abandoned rates.

13.11.4.2 The service level on 999 calls and emergency calls received and transferred from switchboard can achieve an overall answer rate, annually, of 98.3%.

13.11.4.3 The service level on non-999 calls answered within 30 seconds can achieve an overall answer rate, annually, of 96.6%.

13.11.4.4 The service level on non-999 calls transferred from switchboard can achieve an overall answer rate, annually, of 96%.

13.11.4.5 The service level on non-999 calls answered within 40 seconds to a one stop shop contact centre can achieve an overall answer rate, annually, of approximately 90%.

• In this particular case it will result in a lower initial answer rate;
• It will eliminate the need for any switchboard transfer thus enhancing the opportunity for resolution at the first point of contact.

13.11.4.6 The methodology used to arrive at the figures for average speed of answer and abandoned/answer call rates was the analysis of data from a number of forces in relation to rates of service and the use of call calculator software through the National Planning Forum.

13.11.4.7 Average speed of answer and abandoned rate are driven by spikes in call demand and caller ring tolerance, as well as depending on the number of calls and the average handling time. Although forces may find slight variations in the figures due to these factors, evidence from those forces already using the primary service level measures indicates that they are successfully achieving the expected outcomes.
13.11.5 Systems Thinking

13.11.5.1 Responding to calls for service or ‘call handling’ has for a long time been a challenge for the Police Service. Changes in the consumer market have seen a shift in public expectations regarding our ability to answer and respond to calls.

13.11.5.2 Historically our response has been one of change, with the focus of ‘change’ being on the workplace structure and audit of the people employed to perform the function. Change of workplace structure has seen moves from local to centralised and back again, creating a continuous circle of change, with little impact on our ability to answer calls.

13.11.5.3 Audit has consisted of the creation of additional management roles to monitor performance and quality. This can vary from single roles to whole departments, all focused on checking output of staff. Creation of policies to ensure compliance often results in significant duplication of work, detracting from the primary purpose of answering the phone and resolving the problem. Targets are generally numeric, based on speed and timeliness with little focus on caller’s needs or quality of the response i.e. did our action solve the callers problem?

13.11.5.4 Technology has also been a significant focus in the change program, with many variations of software packages purchased and implemented, often as a result of the development of ‘project’ teams, only to be dismissed by the baseline users as unfit for purpose.

13.11.5.5 So what are the ‘call handling’ challenges facing Police Forces today?

- Increasing call volumes
- Staff shortages
- Inability to meet performance targets
- Long queuing times
- High levels of abandoned calls
- Public dissatisfaction
- High costs (FTE, overtime)
- Low staff morale
- Government/Public/Police Authority pressure to improve
- Best Value requirements
- HMIC baseline assessments
- E-policing requirements
- Best Value

Example A – West Midlands Police (Non-Emergency Call Performance)

<table>
<thead>
<tr>
<th>Calls Offered</th>
<th>289,000 (per month)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calls Answered</td>
<td>90.5%</td>
</tr>
<tr>
<td>Grade of Service (% Answered within 15 s.)</td>
<td>74%</td>
</tr>
<tr>
<td>Abandoned Calls</td>
<td>11% (27,000 per month)</td>
</tr>
<tr>
<td>Returned Calls</td>
<td>18%</td>
</tr>
<tr>
<td>Public Satisfaction (Time taken to answer)</td>
<td>86%</td>
</tr>
<tr>
<td>Attendance (Force target 96%)</td>
<td>89%</td>
</tr>
<tr>
<td>Staff Turnover</td>
<td>16%</td>
</tr>
</tbody>
</table>
13.11.6.1 The above table shows measured performance two years after the creation of a central 30-seat call centre. The call centre was modern, equipped with ACD technology and Pro 100 management information. Its establishment consisted of a Manager, six supervisors and 63 FTE telephone operators; a proposal was in place to further increase the establishment in order to meet performance targets, a traditional response to failing to achieve these targets.

13.11.6.2 Traditional call centres have been built around a consistent methodology based on the logic of productivity. The problems that managers are trying to solve are:

- How many calls are offered
- How fast can we answer the maximum number of calls
- How often can we resolve the call at first point of contact
- How many calls are offered, multiply it by the average talk time and calculate the number of staff required. This leads to a set of metrics that managers use:
  - Calls offered
  - Calls abandoned
  - Service level (how long does the customer wait)
  - Talk time
  - Not ready time (NRT)
  - Calls taken per head

13.11.7.3 A call is therefore a unit of ‘production’ and all calls are the same.

13.11.9.5 This leads to two problems:

- The only way to improve performance is through a rigorous people management programme where individual performance is under scrutiny and performance targets set. Also, any work that is not calling handling is passed on because it interferes with the numbers. Managers worry about ‘rounding’ people up, reducing NRT and coming out of their offices when the service level drops. The only other option is to add bodies and this is the constant management conversation. Call centres, as a consequence become de facto cost centres, not service centres.
- The call centre is measured on issues that are not relevant to the policing issues that the Force is there to respond to and somehow becomes separate from policing, yet is always the front end of policing processes. It is significant that call handling is always seen as separate from policing.

13.11.10.6 The consequences of this are profound:

- Call centres take on a culture of ‘take one; ship one’ such that their purpose is to feed issues into the policing system. The system then has to log, sort, clean up and re-distribute whatever comes through. This creates and compounds failure, creates delays and inconsistency of response as well as creating work for all other parts of the system.
- Staff are frustrated because they would like to contribute but are prevented from doing so or else they will not meet the performance targets.
- Customers are frustrated because all calls are treated the same and the policing response (as opposed to the call centre response) is variable and usually poor. There is rarely any re-assurance injected at this first point of contact, with staff being forced to use language such as “We have no officers available, There has been a major incident or If we had more officers…” to justify our failure to meet their expectations.
• Call centre managers are always chasing their tails and trying to make cases for extra staff.
• There is no measure that helps managers understand how the call centre is helping (or not) to improve policing because the proposition is limited to 'how easy was it to get through to the police?' Important though this may be, the real issue is 'what happened when you did?'

13.12 A Better Response

13.12.1.1 There is a different way of looking at these problems. The system above creates failure and many people call because something did not work for them or was not done, as promised. There are also many other preventable calls. It is not unusual for the level of such preventable/failure calls to be 80% in a commercial call centre and 30-60% is typical for the public sector.

13.12.1.2 Once this is understood there is a method for increasing capacity:

\[
\text{Capacity} = \text{work} + \text{waste}
\]

13.12.1.3 In order to increase capacity, remove waste i.e. preventable calls. This not only increases the capacity to take calls but also to spend time doing the right thing for each call and treating each call on its merits i.e. what mattered to the caller and how can we do the right thing for the right call predictably and consistently.

13.12.1.4 The work that needs to be done, therefore, is to understand the nature of demand – what matters to callers and how many of what types of need are predictable. This, then leads to the next piece of logic – how well does the policing system respond to the need i.e. how well do we do what matters and is the system designed to do the right thing for each predictable type of need?

13.12.1.5 When need is identified through the eyes of the caller there is significant predictability to the caller's requests:
• Please turn up fast
• I need to see a police officer (but when it suits me)
• I have information for you
• I need advice (often legal)
• Please stop these things going on in my neighbourhood

13.12.1.6 The system is primarily designed for the first type and yet this is only 1-2% of demand. The fact that the other 98% does not have a reliable response accounts for much of the failure demand that comes in and also for the public perception of policing.

13.12.1.7 It should now be obvious that it is impossible to view call handling as a separate proposition from policing – it is, however, a window into policing and is valuable as such. The immediate implication is that the management activity and the metrics must reflect this.

13.13 The West Midlands Police Approach

13.13.1.1 VANGUARD (leading practitioners of systems thinking) was approached by West Midlands Police as a result of attending various public presentations. They had realised that current ‘traditional’ approaches to improvement were not delivering the service levels that they would like to achieve and that the Vanguard approach promised an alternative way of thinking. They were keen to trial the thinking and selected one OCU (BCU) as a test site.
13.13.1.2 WMP had also understood that it was not simply a ‘process improvement activity’ but a way of thinking and managing a system of work. It was important, therefore, that they invest management time, which they did.

13.13.1.3 The method is one which uses the front line people to analyse and understand their own work – it is *their* process not one of a consultant doing the analysis for them and presenting a report. The focus of the method is to understand how to make the work, work better from the customers’ perspective and, in the process, reduce costs and improve pride in work (morale).

13.13.1.4 The call handling team in the selected OCU began a process of understanding demand from the caller’s perspective. Calls were recorded as presented. ‘I want… Can you, Please do X’ etc. These were then categorised from the caller’s perspective and frequency counts were made to understand the predictability. The team worked with the managers to understand what was preventable and various activities were designed to learn how to prevent such calls. The results were significant both in call handling and in morale (see performance table B).

13.13.1.5 Having proven its worth the method was extended to look at the whole policing flow from switchboard or 999s to outcomes. Teams of front line officers and civilians representing the whole flow tracked work through the system and learned about the predictable capability to do the right thing (or not) for each predictable type of demand. The model below was the format for the work.

13.13.1.6 The team also analysed the reasons why work had been designed this way (system conditions). These reasons give insight into the system and the traditional thinking endemic in most organisations. The logic is that the work works the way it does because of how it is designed. It is, in turn designed that way because of how we have taught managers to think. If, for example, we have taught call centre managers that good management is about productivity then they will design accordingly. If we had taught them, instead that it is about designing against demand and eliminating failure demand then the work would look very different.
13.13.1.7 The significance of this is that when the team presented their analysis they could show the managers the relationship between their thinking and the outcomes and gave them choices as to how to think and spend their time differently to achieve different outcomes.

13.13.1.8 It should be said that the analysis has, at its core, a measurement system that tracks the capability to do the right thing against each demand and so managers are able to see that when they do different things they get improvement in what matters. (The HMIC numbers improve as a consequence).

13.13.1.9 The analysis resulted in a programme of change to reduce ‘failure’ demand and improve performance, making the work, work better and deliver quality data/information into the policing system.

13.13.1.10 The change programme included:

- Rollout of ACD technology across 21 OCU Helpdesks
- Introduction of IVR to front end of 0845 number, for internal callers
- Review and rationalisation of voicemail and DDI lines
- Use of workforce-management software – GMT Planet (already in force, not utilised)
- Re-design Information Management System (IMS)
- Review of CRIMES inputting process to facilitate direct inputting
- Development of Call Accreditation Programme, focussing on quality
- Advice at first point of contact

### 13.13.2 Results

**Example B – West Midlands Police (Non-Emergency Call Performance)**

<table>
<thead>
<tr>
<th>Calls Offered</th>
<th>Calls Answered</th>
<th>Grade of Service (% Answered within 15 seconds)</th>
<th>Abandoned Calls</th>
<th>Returned Calls</th>
<th>Public Satisfaction (Time taken to answer)</th>
<th>Attendance (Force target 96%)</th>
<th>Staff Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>289,000 (per month)</td>
<td>199,000 (per month)</td>
<td>74%</td>
<td>11% (27,000 per month)</td>
<td>18%</td>
<td>86%</td>
<td>89%</td>
<td>16%</td>
</tr>
<tr>
<td>90.5%</td>
<td>99.1%</td>
<td>93.2%</td>
<td>0.9% (1,735 per month)</td>
<td>6.0%</td>
<td>97%</td>
<td>95%</td>
<td>&gt;2%</td>
</tr>
<tr>
<td>86%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100K +</td>
</tr>
</tbody>
</table>

13.13.2.1 It is important to note that all process improvements made, were done so using existing resources, already available within the system of work. Staff numbers have remained the same, there have been no changes to the structure of the organisation and there have not been any investments in new technology.
13.13.2.2 This methodology has clearly delivered improvements in performance and customer satisfaction; it has also engaged staff during the change programme, designing a system of work that made sense. This is supported by the award of 2004 Best Public Sector Call Centre Workplace by MITIAL International, awarded following confidential questionnaires sent to all staff seeking their views on their workplace, management, training etc.

13.13.2.3 For further information please contact:

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www.lean-service.com
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Tracey Hawkins 0845 0800 350
GMT Europe
thawkins@gmt.com
Chapter Fourteen: Demand Management
14 Demand Management

14.1.1 Demand Management is key to ensuring that the publics’ expectations are met and they are satisfied with the service they have received. The guide provided (Appendix D) 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.

14.1.1.2 Responding to calls for service or ‘call handling’ has for a long time been a challenge for the Police Service. Changes in the consumer market have seen a shift in public expectations regarding our ability to answer and respond to calls.

14.1.1.3 Historically our response has been one of change, with the focus of ‘change’ being on the workplace structure and audit of the people employed to perform the function. Change of workplace structure has seen moves from local to centralised and back again, creating a continuous circle of change, with little impact on our ability to answer calls.

14.1.1.4 The audit process has generally consisted of the creation of additional management roles to monitor performance and quality. This can vary from single roles to whole departments, all focused on checking output of staff. Creation of policies to ensure compliance often results in significant duplication of work, detracting from the primary purpose of answering the phone and resolving the problem. Targets are generally numeric, based on speed and timeliness with little focus on caller’s needs or quality of the response i.e. did our action solve the callers problem?

14.1.1.5 Technology has also been a significant focus in the change program, with many variations of software packages purchased and implemented, often as a result of the development of ‘project’ teams, only to be dismissed by the baseline users as unfit for purpose.

14.1.1.6 Call handling challenges facing Police Forces today:

- Increasing call volumes
- Staff shortages
- Inability to meet performance targets
- Long queuing times
- High levels of abandoned calls
- Public dissatisfaction
- High costs (FTE, overtime)
- Low staff morale
- Government/Public/Police Authority pressure to improve
- Best Value requirements
- HMIC baseline assessments
- E-policing requirements
- Best Value

14.1.1.7 The content of appendix ‘D’ has been developed from both the Home Office’s broad knowledge of how demand management is delivered within forces, developments within both Nottinghamshire Constabulary and West Midlands Police, and in depth analysis carried out with the Metropolitan Police Service and West Yorkshire Police.

14.1.1.8 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

14.1.1.9 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.

14.1.1.10 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

14.1.1.11 Ensuring that fundamental aspects of the process, people, technologies and organisational structures are properly implemented provides a sound foundation for solid and sustainable performance.

14.1.1.12 For demand management the following principles should be considered when making a change to any part of the process. (These principles directly align with the requirements of the Police Reform Agenda).

• 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

14.1.1.13 Generally our systems are primarily designed for the first type of request, yet this is only 1-2% of demand. The fact that the remaining 98% of requests do not have a reliable response, accounts for much of the demand failure and also for the public perception of policing.

14.1.1.14 It therefore becomes clear that it is impossible to view call handling as a separate proposition from policing – it is, however, a window into policing and is invaluable as such. The immediate implication is that the management activity and the metrics must reflect this.

14.1.1.15 The principles and assessment guides defined within appendix ‘C’, clearly identify how the core competencies of call handlers can be assessed in relation to demand management; questioning skills, establishing caller needs, active and attentive listening etc. When correctly aligned, these skills will allow call handlers to fully meet customer needs whilst having a positive and dramatic affect on demand management.
Chapter Fifteen: Managing Volume Crime
15 Managing Volume Crime

15.1.1 There are critical systems that must operate effectively to ensure that any Volume Crime Management model runs smoothly. Crime recording is the first function along the investigative trail. Prior to calls being routed to the Crime Management Unit, various systems and policies will have already been complied with. This includes initial screening and prioritisation at the Force Communications Centre, to ensure effective demand management. This will determine whether the call is allocated for a response by a uniformed patrol or referred to a crime bureau where crime details will be recorded.

15.1.1.2 The benefits of having a robust investigative process from receipt of the report is illustrated by studies recently commissioned by several insurance companies who aimed to test the validity of crime claims upon receipt by telephone. Using a series of consistent and probing questions those claims that raised concern resulted in further questioning by the operator. The test period saw a withdrawal of between 20-25% of claims, all of which would have required crime report numbers to proceed.

15.1.1.3 Screening is also necessary at the point of Crime Recording to ensure that Crime Management Units are not overburdened with non-crime issues. Demand management and issues of screening require the striking of a difficult balance between cool efficiency and the issues of public confidence in the Police Service. Attendance policies will vary considerably across the country, with many senior officers advocating that best practice is for competent police officers to attend every scene.

15.1.1.4 In the event that local Commanders deem this an unattainable goal, the use of crime investigation templates should assist operators to provide a comprehensive report and test the veracity of the complaint. At some stage in the recording to allocation process an assessment of the complaint against all existing knowledge should be undertaken e.g.:

- Is the location known?
- Is the complainant known?
- What enquiries can be made against existing data before deployment is made?

15.1.1.5 In short, what can be done to enhance the information available to the investigator?

15.1.1.6 A key area for improving the forensic opportunities from volume crime scenes is to enhance the knowledge of staff to assess the presence of forensic evidence available at volume crime scenes. In addition, using simple advice to victims on preservation of scenes can assist in the retrieval of such evidence.

15.1.1.7 It is believed that increasing the competency of staff involved in the initial stage of the reporting and recording process will significantly enhance the results.
15.1.1.8 Tactical Assessments, where command decisions have been taken not to fully investigate all reported crime, should drive the ‘prioritisation’ of crimes to be investigated. It is prudent, where this is the case, to have a flexible crime screening ‘system’ in place to effectively filter and prioritise crime. The crime screening process\(^5\) defines the key factors required to maximise the potential success from finite resources. In order to achieve this there is a need to make an initial assessment of the solvability of the crime, which in turn should dictate investigative plans and fast track actions, etc.

Chapter Sixteen: Forensic Awareness for Call Handlers
16 Forensic Awareness for Call Handlers

16.1.1.1 In recent years there has been a shift in the role of the Call Handler from a traditional administrative role to a proactive investigative one. It is now recognised that the evidence and intelligence gathering trail commences with the initial contact between the person reporting the offence and the police. ‘The Management of Volume Crime’ manual states ‘Investment in the right training and introducing crime specific scripts to assist in verifying and recording reports will be well rewarded’.

16.1.1.2 For a Call Handler to make any judgement with regards to the attendance of a CSI/VCSI (Crime Scene Investigator/ Volume Crime Scene Investigator) at the scene of a crime, they need to understand the evidence types and the potential for recovery from a given scene. The difficulty comes in managing this training. Forces often have a high volume of personnel to train in forensic awareness and limited Scientific Support Staff to develop and conduct this valuable training. In addition to this forces are often faced with a high turnover of Call Handler personnel and thus may require a continuous training programme.

16.1.1.3 One way to tackle this is to gain a regular slot in the Call Handlers training programme and deliver an appropriate package. A forensic awareness package has been prepared by the NTC (National Training Centre) and is supplied on disc to assist with this training. It is primarily a PowerPoint (Version 97) presentation but includes the option to watch the FSS ‘Think Forensic’ video. Within the presentation there are opportunities for group work and class discussion.

16.1.1.4 If forces have the facilities and if training time permits the awareness input would be best followed by a practical exercise. This exercise could involve the students attending a staged burglary scene where preservation advice is essential to allow the aggrieved to function normally until the visit by the CSI. These skills should then be developed by attachments to a CSI where they will attend real crime scenes and witness good and bad examples of scene preservation.

16.1.1.5 To compliment any awareness training, Surrey Police have purchased the Leicestershire Police Scene Preservation for Volume Crimes interactive training package, which has been given to the Call Handlers to complete. This package can be viewed on the National Centre for Applied Learning website (www.NCALT.com). This gives a general introduction to scene preservation but is not specifically for Call Handlers.

16.1.1.6 Another strategy to tackle the volume of personnel requiring this forensic awareness is to target specific Call Handlers. All calls likely to require vetting for a CSI visit could be channelled through these individuals. Forces would need to look at the percentage of calls that require vetting and adequately train the correct proportion of Call Handlers.

16.2 An Aide Memoir for Call Handlers

16.2.1.1 This can be issued to call handlers during their forensic awareness training. It offers them advice on preserving evidence types and supports the training. This can be presented in different ways – A4 handout, a laminated card covering salient points, or as an easily available computer based reminder.

16.2.1.2 An example of a scene preservation aide memoir is included (Appendix E) and is taken from the ‘Investigation into Volume Crime Manual’ 2002.

16.3 Suggested Questions for Call Handlers to Ask Victims of Crime

16.3.1.1 To assist the Call Handler, questions can be prepared for the individuals to ask of the caller for the different categories of crime. These questions
ensure maximum information is recorded and the correct judgement as to which personnel to send to the incident is made. An example of recommended questions for the call handlers to ask is included in the ‘Investigation into Volume Crime Manual’ 2002. There are many examples of these throughout the country, all of which follow a similar theme, some of which are shown at Appendix D ‘annex A’.

16.3.1.2 Many forces have implemented or are in the process of implementing questions as prompts on a computer screen for the Call Handler.

16.4 Conclusion
16.4.1.1 The Forensic Awareness package is by no means prescriptive or intended to replace already effective in-force training. Implementation and compliance with any aspect of the document is at the discretion of the force. It has been prepared with the view to offer assistance to those forces still at the early development stage or intending to implement training for Call Handlers. It is anticipated that the development of an accredited National Call Handlers Training Course will include Forensic Awareness Training.

16.5 Further Reading


Chapter Seventeen: Training
17 Training

17.1.1.1 An accredited National Call Handling Training Course will be developed in alignment with these standards and is expected to be available late 2005.
Chapter Eighteen: Acknowledgements
The Project Board acknowledges the effort and time contributed by Forces who assisted in the preparation of this document, especially representatives from the following Forces who participated in the working groups and development of the National Call Handling Standards:

Lancashire Constabulary
Grampian Police
Cambridgeshire Constabulary
Metropolitan Police Service
Cumbria Constabulary
Norfolk Constabulary
North Yorkshire Police
Staffordshire Police
West Midlands Police
Tayside Police
Humberside Police
North Wales Police
Derbyshire Constabulary
Hampshire Constabulary
Essex Police
The Project Board also acknowledges the assistance provided by the following in the preparation of this document:

National Standards for Incident Recording

Centrex

Citizen Focus Policing Team

Police Standards Unit

PITO

Symbia

Demand management

Police National Legal Database

Surrey Police

Quality Standards and quality Management

E5 Learning

Soft Skills awareness

Future Vision

Contact Handling, Improving Performance
enquiries@futurevisiontraining.co.uk

AFT

Communication Standards

Professor Edward Johnson

Senior Research Fellow in Operational Communications, Wolfson College Cambridge
ed.johnson@prolingua.co.uk

HMIC

BT

Cable & Wireless

National Training Centre for Scientific Support to Crime Investigation. Durham

Forensic Awareness for Call Handlers
Appendices

A  National Occupational Standards  A2-A11
B  Process Diagrams and Descriptions  B2-B61
C  Standards, Quality Measurement and Assessment  C2-C45
D  Improving Demand Management  D2-D37
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## CALL CONTROLLER

### Activities

To manage a professional response to calls received in accordance with Charter Standards and force policy.

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<th>Activities</th>
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</thead>
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<td></td>
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<td></td>
<td>102 – Process calls through the control room</td>
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<td></td>
<td>1138 – Maintain quality of the control room process</td>
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<tr>
<td>Police Operations</td>
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<td></td>
<td>104 – Supervise the response to incidents</td>
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<td></td>
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<td>Intelligence</td>
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<td></td>
<td>57 – Use intelligence to support policing objectives</td>
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<tr>
<td></td>
<td>140 – Conduct intelligence driven briefing, tasking and debriefing</td>
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<tr>
<td>Personal Responsibility</td>
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<tr>
<td></td>
<td>141 – Promote equality, diversity and human rights in working practices</td>
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<td></td>
<td>242 – Make best use of technology</td>
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<td>216 – Complete administration procedures</td>
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<td>219 – Develop individuals and teams to enhance performance</td>
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<td>223 – Delegate work to others</td>
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<td>226 – Carry out performance reviews</td>
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<td></td>
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<td>Health, Safety</td>
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<tr>
<td>and Welfare</td>
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<td></td>
<td>205 – Supervise Health and Safety</td>
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<tr>
<td></td>
<td>1160 – Manage the welfare needs of individuals</td>
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<td>Human Resources</td>
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<td></td>
<td>251 – Deal with grievances</td>
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<td></td>
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</tr>
<tr>
<td>Behaviour Area</td>
<td>Behaviour</td>
</tr>
</tbody>
</table>
Leadership | Maximising potential – B
---|---
Working with others | Respect for race and diversity – A
| Team working – C
| Community and customer focus – C
Achieving results | Planning and organising – C
| Personal responsibility – A

**Focus**

Community and customer focus – C

Focuses on the customer and provides a high-quality service that is tailored to meet their individual needs. Understands the communities that are served and shows an active commitment to policing that reflects their needs and concerns.

Provides a high level of service to customers. Maintains contact with customers, works out what they need and responds to them.

**Positive Indicators**

- Focuses policing plans, objectives and targets on meeting the needs of the community.
- Understands the complexity and effects of policing a variety of different communities.
- Makes sure local objectives are agreed in partnership with local statutory and voluntary agencies.
- Clearly identifies and acts on the views and needs of stakeholders and customers.
- Is sensitive to the needs and interests of other organisations when working with them.
- Sets up structures and processes that encourage effective working relationships with the media.
- Makes sure the organisation relates to people of all ages, backgrounds and views.
- Explains why and how money is being spent in the organisation to stakeholders and the public.
- Shows a belief that the organisation is responsible to the local community.
- Balances social and political needs with financial restrictions.
- Keeps local communities informed of progress in meeting their needs and dealing with their concerns.
- Monitors the service delivery to make sure customers’ needs are met.
- Identifies and takes action to deal with the issues and needs of different groups within the community.
• Identifies and builds relationships with influential people and groups within the community.
• Talks to people in the community and tries to understand the social issues that affect the community.
• Persuades community members of the need to co-operate with the police.
• Actively influences the way minority groups view the police service.
• Finds ways of helping people to understand the different points of view within the community.
• Encourages officers and staff to learn about the issues affecting their local area.
• Makes sure people understand that the service is part of the community, rather than controlling it.
• Encourages and finds ways for minority groups to give their opinions.
• Promotes the interests of the organisation to outsiders.
• Encourages and helps members of the community to get involved in the organisation.
• Presents an appropriate image to the public and other organisations.
• Supports strategies that aim to build an organisation that reflects the community it serves.
• Tries to sort out customers’ problems as quickly as possible.
• Focuses on the customer in all activities.
• Apologises for mistakes and sorts them out as quickly as possible.
• Responds quickly to customer requests.
• Manages customer expectations.
• Makes sure that customers are satisfied with the service they receive.
• Balances customer needs with organisational needs.
• Keeps customers updated on progress.

Negative Indicators
• Is not customer-focused and does not consider individual needs.
• Presents an unprofessional image to customers.
• Does not tell customers what is going on.
• Only sees a situation from their own view, not from the customer’s view.
• Shows little interest in the customer – only deals with their immediate problem.
• Slow to respond to customers’ requests.
• Does not respond to the needs of the local community.
• Fails to check that customers’ needs have been met.
• Focuses on organisational issues rather than customer needs.
• Is not customer-focused and does not consider individual needs.
• Does not make the most of opportunities to talk to people in the community.
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# CALL HANDLER

## Activities

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### Personal Responsibility

141 – Promote equality, diversity and human rights in working practices
217 – Maintain standards of professional practice
224 – Work as part of a team
242 – Make best use of technology
206 – Comply with Health and Safety legislation

### Behaviour Area

**Behaviour**

### Working with others

- Respect for race and diversity – A
- Team working – C
- Community and customer focus – C
- Effective communication – B

### Achieving results

- Problem solving – B
- Personal responsibility – B
- Resilience – B
Focus

Community and customer focus – C

Focuses on the customer and provides a high-quality service that is tailored to meet their individual needs. Understands the communities that are served and shows an active commitment to policing that reflects their needs and concerns.

Provides a high level of service to customers. Maintains contact with customers, works out what they need and responds to them.

Positive Indicators

- Focuses policing plans, objectives and targets on meeting the needs of the community.
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**Process 1 MANAGEMENT ACTIVITY**

Management activity has not been process mapped but should ensure that:

- strategic Direction defined, implemented, reviewed and improved;
- Service Level Agreements are defined and implemented, reviewed and improved;
- policies are defined, implemented, reviewed and improved;
- general configuration defined, implemented, reviewed and improved;
- performance is analysed, review and improved;
- service improvements are identified, implemented, reviewed and improved.

**Process 2 BUSINESS CONTINUITY ACTIVITY**

Business Continuity activity has not been process mapped but should ensure that:

- Business Continuity strategy is defined, implemented, reviewed and improved;
- balance between Resilience and Fallback is defined, implemented, reviewed and improved;
- Recovery Plans are defined, implemented, reviewed and improved.

**Process 3 SUPPORT ACTIVITY**

Support activity has not been process mapped but should ensure that:

- sufficient trained staff are provided to the Call Handling Environment to meet established service levels;
- suitable accommodation & facilities is provided in which Call Handling activity can be performed;
- appropriate technologies are implemented to support the Call handling activity;
- configuration options are available to staff to address fluctuations in demand;
- operational information that supports Call Handling activity is made available to staff in a manner that is appropriate to the Call Handling Environment;
- policy information is made available to staff in a manner that is appropriate to the Call Handling Environment;
- procedural information is made available to staff in a manner that is appropriate to the Call Handling Environment;
- contingency information is made available to staff in a manner that is appropriate to the Call Handling Environment;
- collated performance information is made available for management activity.
Process 3 SUPPORT ACTIVITY (continued)

Support activity should also ensure that:
- staff issues are addressed slow-time;
- accommodation and facility issues are addressed slow-time;
- technology issues are addressed slow-time;
- information issues are addressed slow-time;
- configuration changes and issues are addressed slow-time;
- issues with working methods are addressed slow-time.

Process 4 SUPERVISION ACTIVITY

Management activity has not been process mapped but should ensure that:
- Call Handling activity is supervised real-time;
- staff issues are addressed real-time;
- accommodation and facility issues are addressed real-time;
- technology issues are addressed real-time;
- information issues are addressed real-time;
- configuration changes and issues are addressed real-time;
- issues with working methods are addressed real-time.
GLOSSARY OF PROCESS SYMBOLS

- **Event** – triggers the process
- **Level 1 Activity** (green) – a general activity
- **Level 2 Activity** (yellow) – a more specific activity (further levels of definition would become more and more specific until the procedural level is reached)
- **Level 2 Activity in an Iteration Box** (keep doing this activity until the condition in the surrounding blue box is satisfied)
- **Mandatory Sequence** – next activity must occur
- **Optional Sequence** – next activity occurs dependent on the output of the last
- **Exclusive Optional Sequence** – only one of the options occurs dependent on output of the last activity
- **What was Achieved**
- **Result**
**Process 5 CALL HANDLING ACTIVITY**

**Objective**
To respond to all voice telephone calls directed to a Call Handling Environment in an appropriate and timely manner.

**Description**
Calls include all telephone calls presented on 999, PSTN, Dedicated Telephone Lines and Transferred and Re-Presented Calls. All Calls are investigated and response decisions made. Types of Call include emergency and non-emergency Calls regardless of the Calling Line. There are six types of Call Response: Connect Caller, Advise Caller, Refer Caller, Transfer Caller, Send Report and Arrange for Assignment. These Call Responses are not exclusive of one another. The Call Handler monitors the Call for changes that might require a different Response Decision. Criteria can be applied via business rules dictating which Calls will be presented for Quality Review.

---

**Diagram:**
- **New Call**
  - Answer Call
  - Investigate Call
  - Decide Response

- **Connect Call**
  - Connect Caller
  - Advise Caller
  - Refer Caller

- **Transfer Call**
  - Transfer Caller

- **Lost Call**
  - No Answer - Caller Transferred - Outside Communications Environment
  - No Answer - Caller not Connected

- **Assign Call**
  - Arrange for Assignment
  - Send Report
  - Send Assignment

- **Monitor Call**
  - until new information found, all activity done or caller transferred

---

**Objective Table**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
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<tbody>
<tr>
<td>Process 5 CALL HANDLING ACTIVITY</td>
<td>To respond to all voice telephone calls directed to a Call Handling Environment in an appropriate and timely manner.</td>
</tr>
</tbody>
</table>

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**Diagram Notes**
- **a**: All Activity Done - No Call Record
- **b**: Significant Change in Circumstances
- **c**: Caller Transferred - Outside Communications Environment
- **d**: All Activity Done - Call Record Applies
- **e**: (Caller not Connected)
- **f**: (Caller not Connected)
<table>
<thead>
<tr>
<th>Process Step</th>
<th>Description</th>
<th>Process Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answer Call</td>
<td>Voice telephone calls are presented to the Call Handling Environment. A Call Log is generated for each Call. The Call is distributed and presented to a Call Handler. If a Call Record has been generated automatically, it is presented to the Call Handler along with its corresponding Call. Except for Re-presented and Transferred Calls, the Call Handler is the First Point of Contact for the Caller. The Call Handler answers the Call, gives a Salutation to the Caller and initiates the management of the Caller's expectations. Connected Callers who, after no answer, are re-presented to the Call Handling Environment are presented to a Call Handler. If a Caller is Transferred inside the Communications Environment, the recipient Call Handler continues the handling of that Call.</td>
<td>Process 1.1</td>
</tr>
<tr>
<td>Investigate Call</td>
<td>The Call Handler overcomes any communication problem and, using listening and questioning skills, determines why the Caller has called police. If the Caller is requesting connection to an extension the Call Handler will decide to implement the Call Response of Connect Caller and, whilst making the connection, continue monitoring the Call for changing circumstances and completeness. If the Caller is not Connected, the Call Handler uses all information sources (Calling Line, Caller, and Relevant Force Information) to fully investigate the Call, identify Related Calls and reconcile any inconsistencies. The Call Handler then makes assessments on risk and urgency on which the Response(s) will be dependent. The Call Handler ensures that the Call Record is updated.</td>
<td>Process 1.2</td>
</tr>
<tr>
<td>Connect Caller</td>
<td>The Call Handler, having decided that Connect Caller is the appropriate Call Response, identifies to which extension the Caller should be connected, tells the Caller what will happen, Connects the Caller and then leaves the Caller to wait for answer at the destination extension. The Call Record, if any, is updated. Any mechanism to re-route the Caller, upon no answer, back to the Call Handling Environment will result in a Re-Presented Call. Callers encountering 'No Answer' who are not re-presented to the Call Handling Environment will result in a Lost Call.</td>
<td>Process 1.3</td>
</tr>
<tr>
<td>Decide Response</td>
<td>The Call Handler, having already assessed the risk associated with the Call, decides the most appropriate Call Response. The Call Handler has the options of Advise Caller, Refer Caller, Transfer Caller, Send Report and Arrange for Assignment. The Call Handler may decide on just one of these or a combination. The decision will be strongly influenced by the skills of the Call Handler, the functionality with which the Call Handler is equipped and the configuration of the Communications Environment that, in turn, will influence whether they can implement Call Responses or only initiate Call Responses.</td>
<td>Process 1.4</td>
</tr>
<tr>
<td>Process Step</td>
<td>Description</td>
<td>Process Number</td>
</tr>
<tr>
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<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Advise Caller</td>
<td>The Call Handler aligns the Caller’s enquiry with information presented by the Force and, whilst managing the Caller’s expectations, gives the Caller the information, Closes the Call and updates the Call Record.</td>
<td>Process 1.5</td>
</tr>
<tr>
<td>Refer Caller</td>
<td>The Call Handler, being unable to satisfy the Caller’s enquiry, manages the Caller’s expectations and refers the Caller to an organisation or part of an organisation that can satisfy the enquiry, giving referral information where appropriate. Responsibility for continuing the enquiry passes back to the Caller. The Call Handler then Closes the Call and updates the Call Record.</td>
<td>Process 1.6</td>
</tr>
<tr>
<td>Transfer Caller</td>
<td>The Call Handler identifies the extension to which the Call will be Transferred and, whilst managing the Caller’s expectations, connects the Caller and stays with the Caller whilst waiting for an answer at the destination extension. When the destination extension is answered, the Call Handler announces the Caller to the new Call Handler updates the Call Record and passes it to the new Call Handler and drops out of the Call. The new Call Handler starts the entire process again except with the advantage of the announcement and the updated Call Record which will negate the need for the Caller to repeat themselves completely. If there is no answer at the destination extension, the Call Handler will have to resort to the Call Response of Send Report.</td>
<td>Process 1.7</td>
</tr>
<tr>
<td>Send Report</td>
<td>Responsibility for continuing the enquiry transfers from the Caller to Police (the Call Handler) who will create and populate a Report, pass it onto the appropriate recipient and confirm receipt. (The Report could be a text message or a voice message. The text message could be the Call Record.)</td>
<td>Process 1.8</td>
</tr>
<tr>
<td>Arrange for Assignment</td>
<td>Whilst managing the Caller’s expectations, the Call Handler informs the appropriate Dispatcher(s) by passing them the Call Record and confirming receipt. In the event that the Caller is still on line, the Call Handler may gain further information, record it on the Call Record and make it available to the Dispatcher(s). Eventually, the Call Handler Closes the Call and updates the Call Record.</td>
<td>Process 1.9</td>
</tr>
<tr>
<td>Monitor Call</td>
<td>During the Call Handling life of the Call, the Call Handler monitors for new information from the Caller and/or other sources. If any new information arises, the Call Handler assesses it to decide its impact upon decisions and actions already taken. If the Call Handler decides that this new information constitutes a significant change in circumstances, then it is investigated. Otherwise the Call Handler continues to monitor all decisions and actions taken until all Call Handling activity has been done whereupon the Call is ready for Review or the Caller has been Transferred inside the Call Handling Environment.</td>
<td>Process 1.10</td>
</tr>
<tr>
<td>Process Step</td>
<td>Description</td>
<td>Process Number</td>
</tr>
<tr>
<td>-----------------</td>
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<td>----------------</td>
</tr>
<tr>
<td>Review Actions</td>
<td>After having implemented and/or initiated a Call Response, the relevant Call Record may be presented for Review depending on the business rules that drive that selection and presentation. The Call Record is reviewed; issues identified and remedial action is taken.</td>
<td>Process 1.11</td>
</tr>
</tbody>
</table>
Process 5.1 ANSWER CALL

**Objective**
To generate a Call Log, distribute and present the Call (with any automatically generated Call Record) to a Call Handler who answers.

**Description**
Voice telephone calls are presented to the Call Handling Environment. A Call Log is generated for each Call. The Call is distributed and presented to a Call Handler. If a Call Record has been generated automatically, it is presented to the Call Handler along with its corresponding Call. Except for Re-presented and Transferred Calls, the Call Handler is the First Point of Contact for the Caller. The Call Handler answers the Call, gives a Salutation to the Caller and initiates the management of the Caller’s expectations.

Connected Callers who, after no answer, are re-presented to the Call Handling Environment are presented to a Call Handler.

If a Caller is Transferred inside the Communications Environment, the recipient Call Handler continues the handling of that Call.

FROM Connect Caller

No Answer - Caller Re-presented

FROM Transfer Caller

Call Transferred – Inside Communications Environment

FROM Monitor Call

Call Record Generated Automatically

Voice telephone calls are presented to the Call Handling Environment. A Call Log is generated for each Call. The Call is distributed and presented to a Call Handler. If a Call Record has been generated automatically, it is presented to the Call Handler along with its corresponding Call. Except for Re-presented and Transferred Calls, the Call Handler is the First Point of Contact for the Caller. The Call Handler answers the Call, gives a Salutation to the Caller and initiates the management of the Caller’s expectations.

Connected Callers who, after no answer, are re-presented to the Call Handling Environment are presented to a Call Handler.

If a Caller is Transferred inside the Communications Environment, the recipient Call Handler continues the handling of that Call.
<table>
<thead>
<tr>
<th>Process Step</th>
<th>Description</th>
<th>Process Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generate Call Log</td>
<td>For good Call Management, a record needs to be created for every Call. This record is referred to as the Call Log. This process assumes that the Call Log will be generated automatically in response to the trigger of an incoming Call. At this stage, advantage can be taken of the discrete nature of the incoming Call to provoke the generation of a Call Record (as distinct from a Call Log). A balance needs to be struck between the effort required to manage a Call Record and the advantage it gives in terms of Demand Management. (Significant automation in terms of population of fields with Calling Line Information would be required to justify the need for a Call Record to be generated automatically for every single Call.)</td>
<td>Process 5.1.1</td>
</tr>
<tr>
<td>Distribute and Present Call</td>
<td>The Call is distributed to the next available (ready to receive the next Call for the longest) and appropriately skilled Call Handler. There is an opportunity here for information to be passed to the Caller (e.g. an indication as to when his/her Call will be answered by a Call Handler). The Call is presented to the Call Handler in a way that attracts the Call Handler’s attention to the Call.</td>
<td>Process 5.1.2</td>
</tr>
<tr>
<td>Present Call Record</td>
<td>If a Call Record is automatically generated and populated with available information, it must be presented to the Call Handler with the Call. The Call Handler can be placed at an advantage at this stage if the Call Record is presented just slightly before the Call as it would give the Call Handler an opportunity to find out something about the Caller before actually speaking to him/her.</td>
<td>Process 5.1.3</td>
</tr>
<tr>
<td>Pick Up Call</td>
<td>The Call Handler picks up the Call so that the Caller and the Call Handler are now able to speak to one another. The Call Handler gives a Salutation appropriate for the Force and the Calling Line and examines any Calling Line Information presented with the Call and takes note of any information that is made available from the Calling Line (e.g. subscriber details of the Caller).</td>
<td>Process 5.1.4</td>
</tr>
</tbody>
</table>
Process 5.2 INVESTIGATE CALL

Objective
To determine the Caller’s enquiry, to assess the Call in light of relevant information and to re-investigate the Call if there has been a significant change in circumstances.

Description
The Call Handler overcomes any communication problem and, using listening and questioning skills, determines why the Caller has called police. If the Caller is requesting Connection to an extension the Call Handler will decide to implement the Call Response of Connect Caller and continue assessing the Call for changing circumstances and completeness. If the Caller is not Connected, the Call Handler uses all information sources (Calling Line, Caller, and Relevant Force Information) to fully investigate the Call, identify Related Calls and reconcile any inconsistencies. The Call Handler then makes assessments on risk and urgency on which the Response(s) will be dependent. The Call Handler ensures that the Call Record is updated.
<table>
<thead>
<tr>
<th>Process Step</th>
<th>Description</th>
<th>Process Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overcome Problem in Communication if Necessary</td>
<td>The Call Handler implements procedures to overcome communication difficulties (e.g. a Caller whose first language is not English and is having difficulty conveying meaning, a Caller who has hung up or abandoned or a Caller who is panicking or traumatised).</td>
<td>Process 5.2.1</td>
</tr>
<tr>
<td>Elicit Caller’s Enquiry</td>
<td>The Call Handler listens to what the Caller says and gives sufficient feedback to the Caller to enhance understanding. The Call Handler uses listening and questioning skills to elicit the Caller’s enquiry. At this point, a Caller who is asking to be Connected is easy to identify. The Call Handler will verify with the Caller that Connection is appropriate and, if it is, decide on a Call Response of Connect Caller. If the Caller Handler does not decide on a Call Response of Connect Caller then further investigation is required.</td>
<td>Process 5.2.2</td>
</tr>
<tr>
<td>Create Call Record</td>
<td>The Call Handler creates a Call Record in accordance with policy.</td>
<td>Process 5.2.3</td>
</tr>
<tr>
<td>Examine Force Information</td>
<td>The Call Handler examines any Force Information that is presented as being relevant to the Call (e.g. location specific information and/or intelligence). The Call Handler considers the information from the two sources (the Caller and the Force) and reconciles any inconsistency.</td>
<td>Process 5.2.4</td>
</tr>
<tr>
<td>Identify Related Calls</td>
<td>The Call Handler identifies other Calls and their Call Records which are duplicates (relating to the same incident), possible duplicates or associates (relating to other incidents associated by distinct criteria). The Call Handler links related Call Records together indicating the reason for the link – especially important if the Call Handler cannot confirm a duplicate relationship and therefore indicates the reason as a possible Duplicate Call Record.</td>
<td>Process 5.2.5</td>
</tr>
<tr>
<td>Assess Risk and Urgency</td>
<td>The Call Handler examines all the information gathered from the various sources. The Call Handler assesses risk in respect of all parties that have an interest in the Call. The Call Handler decides the Urgency of the Call which impacts upon how soon Operational Units will attend in the event that the Call Handler decides on a Call Response of Arrange for Assignment. The Call Handler then updates the Call Record with the Urgency decision.</td>
<td>Process 5.2.6</td>
</tr>
<tr>
<td>Ensure Call Record Updated</td>
<td>The Call Handler updates the Call Record with an accurate and concise account of the Call that includes the Caller’s enquiry, conflicting or complimentary Force Information, Call Type and Call Circumstances.</td>
<td>Process 5.2.7</td>
</tr>
</tbody>
</table>
**Process 5.3 CONNECT CALLER**

**Objective**
To Connect the Caller to the correct extension first time.

**Description**
The Call Handler, having decided that Connect Caller is the appropriate response, identifies to which extension the Caller should be connected, tells the Caller what will happen, Connects the Caller and then leaves the Caller to wait for answer at the destination extension the Call Record is updated. Any mechanism to re-route the Caller, upon no answer, back to the Call Handling Environment will result in a Re-Presented Call. Callers encountering ‘No Answer’ who are not re-presented to the Call Handling Environment will result in a Lost Call.

FROM Investigate Call 5.2

Identify Extension for Connection 5.3.1

Connect Caller 5.3.2

Connect Caller

Ensure Call Record Updated 5.3.3

Call Record Applies

b

No answer – Caller not Re-presented

Lost Call

b

Connect Caller Connected

GO TO Monitor Call 5.10

No Answer – Caller Re-presented

GO TO Answer Call 5.1
<table>
<thead>
<tr>
<th>Process Step</th>
<th>Description</th>
<th>Process Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify Extension for Connection</td>
<td>The Call Handler identifies the most appropriate extension to which to Connect the Caller. The Call Handler tells the Caller that the Connection will be made and that the Caller will have to wait for answer. The Call Handler assesses whether the Caller is satisfied with this Response and, if not, explains why this Response is being implemented.</td>
<td>Process 5.3.1</td>
</tr>
<tr>
<td>Connect Caller</td>
<td>The Call Handler performs the necessary procedures to Connect the Caller to the identified extension.</td>
<td>Process 5.3.2</td>
</tr>
<tr>
<td>Ensure Call Record Updated if Necessary</td>
<td>If a Call Record exists and/or if not automatically updated, the Call Handler updates the Call Record with decisions and actions and acceptable justification for those decisions and actions.</td>
<td>Process 5.3.3</td>
</tr>
</tbody>
</table>
### Process 5.4 DECIDE RESPONSE

**Objective**

To apply policy in respect of the risk assessments to determine the most appropriate Call Response.

**Description**

The Call Handler, having already assessed the risk associated with the Call, decides the most appropriate Call Response. The Call Handler has the options of Advise Caller, Refer Caller, Transfer Caller, Send Report and Arrange for Assignment or a combination of these. The Call Handler may decide on just one of these or a combination. The decision will be strongly influenced by the skills of the Call Handler, the functionality with which the Call Handler is equipped and the configuration of the Communications Environment that, in turn, will influence whether they can implement Call Responses or only initiate Call Responses.
The Call Handler applies policy to the circumstances of the Call. Policy statements will be at different levels (e.g. National, Force, Local). If there is Local Policy then the Call Handler will apply that. If there is no Local Policy then the Call Handler will apply Force Policy. If there is no Force Policy then the Call Handler will apply National Policy.

Each Call will have an overall Call Response or set of Call Responses to take it out of the Call Handling Environment. However, the Call Handler may not be able to implement these, or some of these, Response(s) which means that the Call Handler will have to find another Call Handler who can (e.g. a Force Policy may require that specified Calls (e.g. a complaint) require a certain level of authority for them to be handled).

The Call Handler updates the Call Record with decisions and actions if this is not done automatically.
**Process 5.5 ADVISE CALLER**

<table>
<thead>
<tr>
<th>Objective</th>
<th>To satisfy the Caller’s enquiry by giving information to the Caller there and then during the Call.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>The Call Handler aligns the Caller’s enquiry with information presented by the Force and, whilst managing the Caller’s expectations, gives the Caller the information, Closes the Call and updates the Call Record.</td>
</tr>
<tr>
<td>Process Step</td>
<td>Description</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Obtain Advice Information and Advise Caller</td>
<td>A Call Handler, who does not know the Advice to give, accesses a repository of standard, managed, easily searchable and well presented Advice information and finds the Advice that addresses the Caller’s enquiry appropriately. The Call Handler gives the Advice to the Caller and confirms as far as possible that the Caller has understood the Advice.</td>
</tr>
<tr>
<td>Close Call</td>
<td>The Call Handler assesses whether the Caller is satisfied with this Response and, if not, explains why this Response is being implemented. The Call Handler tells the Caller that the Call is now finished, and will hang up. The Call handler then hangs up.</td>
</tr>
<tr>
<td>Ensure Call Record Updated</td>
<td>Unless automatically updated, the Call Handler updates the Call Record with decisions and actions and acceptable justification for those decisions and actions.</td>
</tr>
</tbody>
</table>
**Objective**
To Refer the Caller to the appropriate organisation or part of organisation where the Caller can continue his/her enquiry.

**Description**
The Call Handler, being unable to satisfy the Caller’s enquiry, manages the Caller’s expectations and Refers the Caller to an organisation or part of an organisation that can satisfy the enquiry, giving referral information where appropriate. Responsibility for continuing the enquiry passes back to the Caller. The Call Handler then Closes the Call and updates the Call Record.
<table>
<thead>
<tr>
<th>Process Step</th>
<th>Description</th>
<th>Process Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obtain Referral Information and Refer Caller</td>
<td>A Call Handler, who does not know the Referral to give, accesses a repository of standard, managed, easily searchable and well presented Referral information and finds the Referral that addresses the Caller’s enquiry appropriately. The Call Handler gives the Referral to the Caller and confirms as far as possible that the Caller has understood the Referral.</td>
<td>Process 5.6.1</td>
</tr>
<tr>
<td>Close Call</td>
<td>The Call Handler assesses whether the Caller is satisfied with this Response and, if not, explains why this Response is being implemented. The Call Handler tells the Caller that the Call is now finished, and will hang up. The Call handler then hangs up.</td>
<td>Process 5.6.2</td>
</tr>
<tr>
<td>Ensure Call Record Updated</td>
<td>Unless automatically updated, the Call Handler updates the Call Record with decisions and actions and acceptable justification for those decisions and actions.</td>
<td>Process 5.6.3</td>
</tr>
</tbody>
</table>
### Process 5.7 TRANSFER CALLER

**Objective**
To implement a Connect Caller but, in addition, to remain with the Caller to ensure that the Caller gets through.

**Description**
The Call Handler identifies the extension to which the Call will be Transferred and, whilst managing the Caller’s expectations, Connects the Caller and stays with the Caller whilst waiting for an answer at the destination extension. When the destination extension is answered, the Call Handler announces the Caller to the new Call Handler updates the Call Record and passes it to the new Call Handler and drops out of the Call. The new Call Handler starts the entire process again except with the advantage of the announcement and the updated Call Record which will negate the need for the Caller to repeat themselves completely.

If there is no answer at the destination extension, the Call Handler will have to resort to the Call Response of Send Report.
<table>
<thead>
<tr>
<th>Process Step</th>
<th>Description</th>
<th>Process Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify Extension for Transfer</td>
<td>The Call Handler identifies the most appropriate recipient and that recipient’s extension to which to Transfer the Caller. The Call Handler tells the Caller that the Transfer will be made. The Call Handler assesses whether the Caller is satisfied with this Response and, if not, explains why this Response is being implemented.</td>
<td>Process 5.7.1</td>
</tr>
<tr>
<td>Transfer Caller</td>
<td>The Call Handler performs the necessary operations to Transfer the Caller to the identified recipient and associated extension and waits with the Caller.</td>
<td>Process 5.7.2</td>
</tr>
<tr>
<td>Announce Caller</td>
<td>When the extension is answered and with the Caller listening, the Call Handler speaks to the recipient and explains who the Caller is, the nature of the Call and why the Caller is being Transferred. In addition and if possible, the Call Handler makes the Call Record available to the Recipient.</td>
<td>Process 5.7.3</td>
</tr>
<tr>
<td>Close Call</td>
<td>The Call Handler hangs up leaving the Caller with the recipient to whom the Caller has been transferred.</td>
<td>Process 5.7.4</td>
</tr>
<tr>
<td>Ensure Call Record Updated</td>
<td>Unless automatically updated, the Call Handler updates the Call Record with decisions and actions and acceptable justification for those decisions and actions.</td>
<td>Process 5.7.5</td>
</tr>
</tbody>
</table>
Process 5.8 SEND REPORT

**Objective**
To ensure that the Caller's enquiry is continued.

**Description**
Responsibility for continuing the enquiry transfers from the Caller to Police (the Call Handler) who will create a Report, pass it onto the appropriate recipient and confirm receipt. (The Report could be a text message or a voice message. The text message could be the Call Record.)
<table>
<thead>
<tr>
<th>Process Step</th>
<th>Description</th>
<th>Process Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Populate and Send Report</td>
<td>The Call Handler selects the most appropriate Report and populates it with the information necessary to enable the recipient to re-establish contact with the Caller and ensure the recipient is able to continue the enquiry without the Caller having to explain the enquiry again. (The appropriate Report could be the Call Record or a facet of the Call Record.) The Call Handler decides what level of Confirmation of Receipt is necessary and appropriate, taking into account the nature of the Caller’s enquiry, to ensure the recipient receives and understands the Caller’s enquiry. The Call Handler sends the Report to the recipient.</td>
<td>Process 5.8.1</td>
</tr>
<tr>
<td>Close Call</td>
<td>The Call Handler tells the Caller that the Transfer will be made. The Call Handler assesses whether the Caller is satisfied with this Response and, if not, explains why this Response is being implemented. The Call Handler tells the Caller that the Call is now finished, and will hang up. The Call handler then hangs up. If the Call Handler decides to implement the Call Response of Send Report before Closing the Call, further information can be elicited from the Caller which can compliment the population of the Report.</td>
<td>Process 5.8.2</td>
</tr>
<tr>
<td>Gain Confirmation of Receipt</td>
<td>Confirmation of Receipt by the recipient is obtained. The nature of this activity and who performs it are dependent upon the level of Confirmation of Receipt deemed necessary and appropriate. (See definition of ‘Confirmation of Receipt’ in the Glossary – Appendix B.)</td>
<td>Process 5.8.3</td>
</tr>
<tr>
<td>Ensure Call Record Updated</td>
<td>Unless automatically updated, the Call Handler updates the Call Record with decisions and actions and acceptable justification for those decisions and actions.</td>
<td>Process 5.8.4</td>
</tr>
</tbody>
</table>
### Process 5.9 ARRANGE FOR ASSIGNMENT

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th>To ensure that the appropriate Despatcher is handed all the information necessary to make an assignment.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Whilst managing the Caller’s expectations, the Call Handler informs the appropriate Despatcher(s) by passing them the Call Record and confirming receipt. In the event that the Caller is still on line, the Call Handler may gain further information which is recorded on the Call Record and made available to the Despatcher(s). Eventually, the Call Handler Closes the Call and updates the Call Record.</td>
</tr>
<tr>
<td>Process Step</td>
<td>Description</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Send Call Record to Despatcher(s)</td>
<td>The Call Handler identifies which Despatcher(s) can perform the Assignment either by identifying the Operational Unit(s) that should be assigned and the Despatcher who is in contact with those unit(s) or by identifying the Despatcher who is in contact with the units in the geographic area of the Call.</td>
</tr>
<tr>
<td>Close Call</td>
<td>The Call Handler assesses whether the Caller is satisfied with this Response and, if not, explains why this Response is being implemented. The Call Handler tells the Caller that the Call is now finished, and will hang up. The Call handler then hangs up. If the Call Handler decides to set the Assignment in motion before Closing the Call, further information is elicited from the Caller that can be made available to the Despatcher who can pass it onto the Operational Unit(s).</td>
</tr>
<tr>
<td>Gain Confirmation of Receipt</td>
<td>Confirmation of Receipt by the Despatcher is obtained. The nature of this activity and who performs it are dependent upon the level of Confirmation of Receipt deemed necessary and appropriate. (See definition of ‘Confirmation of Receipt’ in the Glossary – Appendix B.)</td>
</tr>
<tr>
<td>Ensure Call Record Updated</td>
<td>Unless automatically updated, the Call Handler updates the Call Record with decisions and actions and acceptable justification for those decisions and actions.</td>
</tr>
</tbody>
</table>
**Process 5.10 MONITOR CALL**

**Objective**
To ensure that initial decisions made and actions taken are assessed in light of any new information and/or changing circumstances and to monitor the progress of the call.

**Description**
During the Call Handling life of the Call, the Call Handler monitors for new information from the Caller and/or other sources. If any new information arises, the Call Handler assesses it to decide its impact upon decisions and actions already taken. If the Call Handler decides that this new information constitutes a significant change in circumstances, then it is investigated. Otherwise the Call Handler continues to monitor all decisions and actions taken until all Call Handling activity has been done or the Caller has been Transferred to another Call Handler inside the Call Handling Environment, whereupon the Call is ready for Review.

```
From Connect Caller 5.3
From Advise Caller 5.5
From Refer Caller 5.6
From Send Report 5.8
From Transfer Caller 5.7

From Investigate Call 5.2
From Advise Caller 5.5
From Decide Response 5.4
From Arrange for Assignment 5.9

Monitor for New Information 5.10.1

All Activity Done – No Call Record

Caller Transferred – Inside Communications Environment

All Activity Done – Call Record Applies

Response Decision Made

New Information Found

Significant Change in Circumstances

No or Negligible Impact

Call Transferred – Outside Communications Environment

Assess Impact of New Information 5.10.2

RespondDecision Made

Significant Change in Circumstances

No or Negligible Impact
```

Appropriately Handled Call
<table>
<thead>
<tr>
<th>Process Step</th>
<th>Description</th>
<th>Process Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor for New Information from Caller [until new information found, all activity done or Caller transferred]</td>
<td>Throughout the Call Handler’s input to the Call, the Call Handler continually monitors for new Caller and/or Force Information that has not been considered in deciding the Call Response. The Call Handler continues to perform this activity until either new information is found, all Call Handling activity has finished or the Caller is transferred to another Call Handler within the Call Handling Environment.</td>
<td>Process 5.10.1</td>
</tr>
<tr>
<td>Assess Impact of New Information</td>
<td>If new information is found, the Call Handler assesses its impact on decisions made or actions taken. Any information that may amount to a significant change in circumstances will provoke the Call Handler to investigate and assess the Call again.</td>
<td>Process 5.10.2</td>
</tr>
</tbody>
</table>
**Objective**
To provide a Real-Time review of decisions made and actions taken during the handling of the Call.

**Description**
After having implemented and/or initiated a response, the relevant Call Record may be presented for Review depending on the business rules that drive that selection and presentation. The Call Record is reviewed, issues identified and remedial action is taken.
Pre-defined criteria are applied in determining whether the Call Record is selected and presented to a member of staff within the Communications Environment for Immediate Review. This member of staff will not be the Call Handler who handled the Call. It would normally be a Supervisor or someone who holds a supervisory position or performing a supervisory role.

<table>
<thead>
<tr>
<th>Process Step</th>
<th>Description</th>
<th>Process Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apply Criteria for Immediate Review</td>
<td>Pre-defined criteria are applied in determining whether the Call Record is selected and presented to a member of staff within the Communications Environment for Immediate Review. This member of staff will not be the Call Handler who handled the Call. It would normally be a Supervisor or someone who holds a supervisory position or performing a supervisory role.</td>
<td>Process 5.11.1</td>
</tr>
<tr>
<td>Access Call Record</td>
<td>The ‘Supervisor’ accesses the Call Record in order to examine the Call Handler’s work.</td>
<td>Process 5.11.2</td>
</tr>
<tr>
<td>Identify Issues</td>
<td>The ‘Supervisor’ identifies both quantitative and qualitative issues regarding the way the Call was handled. This could entail listening to an audio recording of the Call and comparing it with the Call Record at one extreme or a cursory examination of the Call Record at the other extreme in order to identify issues.</td>
<td>Process 5.11.3</td>
</tr>
<tr>
<td>Take Remedial Action</td>
<td>If the ‘Supervisor’ decides to pursue any issues found, then remedial action will be implemented then and there.</td>
<td>Process 5.11.4</td>
</tr>
<tr>
<td>Ensure Call Record Updated</td>
<td>Unless automatically updated, the Call Handler updates the Call Record with decisions and actions and acceptable justification for those decisions and actions.</td>
<td>Process 5.11.5</td>
</tr>
</tbody>
</table>
SCENARIOS TO ASSIST IN VALIDATION OF THE PROCESSES

The following scenarios indicate how the processes work and how they can be read. Forces will navigate through the processes differently depending on their policies, functional configuration and technological architecture.

**Caller on PSTN Asking for Crime Management Unit**

The policy, configuration and capability are such that a Call Record is created for every Call, that the Call Response for this type of Call will be “Connect Caller” and that these types of Calls will not be immediately reviewed.

Trigger: New Call

<table>
<thead>
<tr>
<th>Level 1 Process</th>
<th>Level 2 Process</th>
<th>Description</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Answer Call</td>
<td>5.1.1 Create Call Log</td>
<td>Telephony system generates a log of the Call.</td>
<td>See Glossary of Terms for distinction between Call Log and Call Record.</td>
</tr>
<tr>
<td></td>
<td>5.1.2 Distribute and Present Call</td>
<td>The telephony system presents the Call to a Call Handler.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.1.3 Create Call Record</td>
<td>A Call Record is generated automatically, populated with available information from the Call Log and presented to the Call Handler.</td>
<td>See Glossary of Terms for distinction between Call Log and Call Record.</td>
</tr>
<tr>
<td></td>
<td>5.1.4 Pick Up Call</td>
<td>The Call Handler picks up the Call and gives the salutation to the Caller.</td>
<td></td>
</tr>
<tr>
<td>1.2 Investigate Call</td>
<td>5.2.1 Overcome Problem in Communications if Necessary</td>
<td>There are no communication problems to be overcome.</td>
<td>If there were communication problems between the Call handler and the Caller, there are many different types of problem and many ways in which these problems could be overcome. The extent to which Forces go in order to achieve this depends on the policing priorities of individual Forces.</td>
</tr>
</tbody>
</table>
Using listening and questioning skills, the Call Handler finds out that the Caller wants to be put through to the Crime Management Unit. The Call Handler uses a couple of brief questions to verify that the Caller’s request for Connection is appropriate, decides that it is and decides on the Call Response of Connect Caller.

<table>
<thead>
<tr>
<th>Level 1 Process</th>
<th>Level 2 Process</th>
<th>Description</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.2 Elicit Caller’s Enquiry</td>
<td>5.3.1 Identify Extension for Connection</td>
<td>The Call Handler uses information made available to identify the correct extension number.</td>
<td>This could be the Extended Telephone Directory.</td>
</tr>
<tr>
<td>5.3.2 Connect Caller</td>
<td>5.3.2 Connect Caller</td>
<td>The Call Handler performs the necessary functions to put the Caller through to the correct extension.</td>
<td>In this scenario, a Call Record was created at 5.1.3.</td>
</tr>
<tr>
<td>5.3.3 Ensure Call Record Updated</td>
<td>5.3.3 Ensure Call Record Updated</td>
<td>The Call Handler makes sure that the Call Record is updated with the details of the Investigation into the Call.</td>
<td></td>
</tr>
<tr>
<td>1.3 Connect Caller</td>
<td>5.10.1 Monitor for New Information</td>
<td>No new information comes to light and so the condition of “All Activity Done – No Call Record” takes the Call through to the result of Appropriately Handled Call.</td>
<td>This is the time it takes for the Call Handler to find the correct extension for connection and actually make the connection.</td>
</tr>
<tr>
<td>1.10 Monitor Call</td>
<td>5.11.1 Apply Criteria for Immediate Review</td>
<td>The Call does not meet the criteria for Immediate Review.</td>
<td>In this scenario, the criteria are that there will be no immediate review of Call Records for Call Connections.</td>
</tr>
<tr>
<td>1.11 Review Actions</td>
<td>5.11.5 Ensure Call Record Updated</td>
<td>The Call Record (created at 5.1.3) must be updated to show that everything has been done.</td>
<td>For Call Connections, this is likely to be an automatic step.</td>
</tr>
</tbody>
</table>

Result: Appropriately Handled Call

In this scenario, the connected Call was answered at the destination extension.

Other similar scenarios attracting this kind of response could include:

- Callers asking for extension numbers;
- Callers asking for individuals;
- Callers asking for a particular service that is delivered by an individual, branch or department;
- Callers, after being connected to the destination extension, not being answered;
- Callers, after being connected to the destination extension, not being answered but routed back to the Call Handling Environment.
**Caller on 999 Asking about Traffic Legislation**

The policy, configuration and capability are such that a Call Record is not created for this type of Call, that advice is given rather than a referral to another legal body and that these types of Calls will not be immediately reviewed.

Trigger: New Call

<table>
<thead>
<tr>
<th>Level 1 Process</th>
<th>Level 2 Process</th>
<th>Description</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Answer Call</strong></td>
<td>5.1.1 Create Call Log</td>
<td>Telephony system generates a log of the Call.</td>
<td>See Glossary of Terms for distinction between Call Log and Call Record.</td>
</tr>
<tr>
<td>5.1.2 Distribute and Present Call</td>
<td></td>
<td>The telephony system presents the Call to a Call Handler.</td>
<td>Force functionality and configuration does not allow for automatic generation of a Call Record. See Glossary of Terms for distinction between Call Log and Call Record.</td>
</tr>
<tr>
<td>5.1.3 Create Call Record</td>
<td></td>
<td>A Call Record is not created automatically for this Call.</td>
<td></td>
</tr>
<tr>
<td>5.1.4 Pick Up Call</td>
<td></td>
<td>The Call Handler picks up the Call and gives the salutation to the Caller.</td>
<td></td>
</tr>
<tr>
<td><strong>1.2 Investigate Call</strong></td>
<td>5.2.1 Overcome Problem in Communications if Necessary</td>
<td>There are no communication problems to be overcome.</td>
<td>If there were communication problems between the Call handler and the Caller, there are many different types of problem and many ways in which these problems could be overcome. The extent to which Forces go in order to achieve this depends on the policing priorities of individual Forces.</td>
</tr>
</tbody>
</table>
Using listening and questioning skills, the Call Handler finds out that the Caller is asking whether someone who has a full driving licence and is drunk could accompany a learner driver driving a car on a road.

The Call Handler does not create a Call Record for this Call.

The Call Handler looks at Force Information relating to the Caller (e.g. historic, location based) that is made available to see if there is anything already known about these circumstances that might affect the outcome.

There is none.

The Call Handler looks at any previous Calls and/or Incidents that are made available which might be related to this current Call.

There are none.

Having determined the nature and circumstances of the Call, the Call Handler assesses the Call making risk assessments and judgements on urgency.

This is an optional process. Force policy will dictate whether a Call Record will be produced for different types of Call. For this scenario, policy is that a Call Record will not be created.

If there is information, the Call Handler can use it to compliment the investigation into the Call.

If there are any such Calls / Incidents, the Call Handler can use these to compliment the investigation into the Call.

NOT REQUIRED as one was not generated at 5.2.3.

Now, having a full understanding of the nature and circumstances of the Call, the Call Handler applies policy (local, Force, National) in order to identify the most appropriate Call Response.
<table>
<thead>
<tr>
<th>Level 1 Process</th>
<th>Level 2 Process</th>
<th>Description</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.4.2 Decide Response</td>
<td>5.4.2 Decide Response</td>
<td>The Call Handler takes the nature and circumstances of the Call and application of policy to decide the response for this Call. (For this scenario, the Call attracts a Call Response of “Advise Caller”.)</td>
<td>Forces might decide that these types of question should not be addressed by the Call Handler but the Caller should be referred to legal bodies (e.g. solicitors).</td>
</tr>
<tr>
<td>5.4.3 Ensure Call Record Updated</td>
<td>5.4.3 Ensure Call Record Updated</td>
<td>NOT REQUIRED as one was not generated at 5.2.3.</td>
<td></td>
</tr>
<tr>
<td>1.5 Advise Caller</td>
<td>5.5.1 Obtain Advice Information and Advise Caller</td>
<td>Having decided that this Call will receive the Call Response of Advise Caller, the Call Handler identifies the advice information and gives it to the Caller. At the same time, the Call Handler must manage the Caller’s expectations.</td>
<td>The advice information could come from a Frequently Asked Questions database.</td>
</tr>
<tr>
<td></td>
<td>5.5.2 Close Call</td>
<td>The Call Handler tells the Caller that the Call is now finished and makes sure that the Caller is fully aware of what will happen next. The Call Handler then closes the Call (if the Caller hasn’t already).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.5.3 Ensure Call Record Updated</td>
<td>NOT REQUIRED as one was not generated at 5.2.3.</td>
<td></td>
</tr>
</tbody>
</table>
Whilst looking up the Advice Information and managing the Caller’s expectations, the Call Handler monitors for new information that may amount to a significant change in circumstances. In this scenario, no new information comes to light and so the condition of “All Activity Done – No Call Record” arises which takes the Call on to the result of “ Appropriately Handled Call”.

**Result:** Appropriately Handled Call

In this scenario, the Call Handler was able to align the Caller’s question with a question in the FAQ database. Other similar scenarios could include:

- Callers asking questions that do not align with an entry in the FAQ database;
- Call Handlers taking it upon themselves to give accurate advice to Callers;
- Call Handlers giving bad advice – of course, where no Call Record exists, it is unlikely that such examples will ever be identified.

**Comment:**

This is the time it takes for the Call Handler to find the correct information and give the advice whilst managing the expectations of the Caller. At any time during this period, some information could arise (usually from the Caller) which could be a significant change in circumstances which would require the Call Handler to go back, re-investigate and reconsider the “Advise Caller” Response.
**Caller on 999 Requesting Action about Noisy Neighbours**

The policy, configuration and capability are such that a Call Record is created automatically for every Call, Calls such as this are referred to the Local Authority (Environmental Health Officer) and that Calls attracting referrals are presented for immediate review.

Trigger: New Call

<table>
<thead>
<tr>
<th>Level 1 Process</th>
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<th>Description</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1.1 Answer Call</td>
<td>5.1.1 Create Call Log</td>
<td>Telephony system generates a log of the Call.</td>
<td>See Glossary of Terms for distinction between Call Log and Call Record.</td>
</tr>
<tr>
<td></td>
<td>5.1.2 Distribute and Present Call</td>
<td>The telephony system presents the Call to a Call Handler.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.1.3 Create Call Record</td>
<td>A Call Record is generated automatically, populated with available information from the Call Log and presented to the Call Handler.</td>
<td>See Glossary of Terms for distinction between Call Log and Call Record.</td>
</tr>
<tr>
<td></td>
<td>5.1.4 Pick Up Call</td>
<td>The Call Handler picks up the Call and gives the salutation to the Caller.</td>
<td></td>
</tr>
<tr>
<td>1.2 Investigate Call</td>
<td>5.2.1 Overcome Problem in Communications if Necessary</td>
<td>There are no communication problems to be overcome.</td>
<td>If there were communication problems between the Call handler and the Caller, there are many different types of problem and many ways in which these problems could be overcome. The extent to which Forces go in order to achieve this depends on the policing priorities of individual Forces.</td>
</tr>
<tr>
<td></td>
<td>5.2.2 Elicit Caller’s Enquiry</td>
<td>Using listening and questioning skills, the Call Handler finds out that the Caller is complaining about neighbours who make a lot of noise every Wednesday night and wants to know what can be done about it.</td>
<td></td>
</tr>
<tr>
<td>Level 1 Process</td>
<td>Level 2 Process</td>
<td>Description</td>
<td>Comment</td>
</tr>
<tr>
<td>----------------</td>
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</tr>
<tr>
<td>5.2.3</td>
<td>Create Call Record</td>
<td>N/A</td>
<td>This optional activity is not required as a Call Record was created automatically back at 5.1.3.</td>
</tr>
<tr>
<td>5.2.4</td>
<td>Examine Force Information</td>
<td>The Call Handler looks at Force Information relating to the Caller (e.g. historic, location based) that is made available to see if there is anything already known about these circumstances that might affect the outcome. There is none.</td>
<td>If there is information, the Call Handler can use it to compliment the investigation into the Call.</td>
</tr>
<tr>
<td>5.2.5</td>
<td>Identify Related Calls</td>
<td>The Call Handler looks at any previous Calls and/or Incidents that are made available which might be related to this current Call. There are none.</td>
<td>If there are any such Calls / Incidents, the Call Handler can use these to compliment the investigation into the Call.</td>
</tr>
<tr>
<td>5.2.6</td>
<td>Assess Risk and Urgency</td>
<td>Having determined the nature and circumstances of the Call, the Call Handler assesses the Call making risk assessments and judgements on urgency.</td>
<td></td>
</tr>
<tr>
<td>5.2.7</td>
<td>Ensure Call Record Updated</td>
<td>The Call Handler makes sure that the Call Record is updated with the details of the Investigation into the Call.</td>
<td>This has to as easy as possible for the Call Handler in order to prevent increased durations and/or non-compliance with NSIR.</td>
</tr>
<tr>
<td>1.4</td>
<td>Decide Response</td>
<td>5.4.1 Apply Policy</td>
<td>Now, having a full understanding of the nature and circumstances of the Call, the Call Handler applies policy (local, Force, National) in order to identify the most appropriate Call Response.</td>
</tr>
<tr>
<td>Level 1 Process</td>
<td>Level 2 Process</td>
<td>Description</td>
<td>Comment</td>
</tr>
<tr>
<td>----------------</td>
<td>----------------</td>
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<td>---------</td>
</tr>
</tbody>
</table>
| 1.6 Refer Caller | 5.6.1 Obtain Referral Information and Refer Caller | Having decided that this Call will receive the Call Response of Refer Caller, the Call Handler identifies the referral information and gives it to the Caller.
At the same time, the Call Handler must manage the Caller’s expectations. | Forces must decide what level of information detail should be provided (e.g. “You need to speak to the Local Authority,” or “You need to speak to the Local Authority and here’s the phone number,” or “You need to speak to the Environmental Health officer at the Local Authority and here’s the phone number.”) |
| | 5.6.2 Close Call | The Call Handler tells the Caller that the Call is now finished and makes sure that the Caller is fully aware of what will happen next. The Call Handler then closes the Call (if the Caller hasn’t already). | |
| | 5.4.2 Decide Response | The Call Handler takes the nature and circumstances of the Call and application of policy to decide the response for this Call.
(For this scenario, the Call attracts a Call Response of “Refer Caller”.) | Some Forces may apply policy that would result in the Call Handler taking on the responsibility of continuing the Caller’s enquiry and decide on a Call Response of “Send Report” or “Transfer Caller” depending on Service Level Agreements and technical capability. |
| | 5.4.3 Ensure Call Record Updated | The Call Handler makes sure that the Call Record is updated with the details of the Investigation into the Call. | This has to be as easy as possible for the Call Handler in order to prevent increased durations and/or non-compliance with NSIR. |

The Call Handler tells the Caller that the Call is now finished and makes sure that the Caller is fully aware of what will happen next. The Call Handler then closes the Call (if the Caller hasn’t already).
<table>
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<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.10 Monitor Call</td>
<td>5.10.1 Monitor for New Information</td>
<td>Whilst looking up the referral information and managing the Caller’s expectations, the Call Handler monitors for new information that may amount to a significant change in circumstances. In this scenario, no new information comes to light and so the condition of “all activity done” arises which takes the Call on to Review Actions.</td>
<td>This is the time it takes for the Call Handler to find the correct information and make the referral whilst managing the expectations of the Caller. At any time during this period, some information could arise (usually from the Caller) such as, “They’re dealing drugs now,” which would be a significant change in circumstances which would require the Call Handler to go back, re-investigate and reconsider the Call Response for referral.</td>
</tr>
<tr>
<td>1.11 Review Actions</td>
<td>5.11.1 Apply Criteria for Immediate Review</td>
<td>The Call does meet the criteria for Immediate Review.</td>
<td>In this scenario, the criteria is that there will be an immediate review of Call Records resulted as Referrals because there’s no in-built check on the Call Handler’s activity.</td>
</tr>
<tr>
<td></td>
<td>5.11.2 Assess Call Record</td>
<td>The Call Record is assessed in terms of content, accuracy and consistency.</td>
<td>A comprehensive assessment would involve listening to an audio recording of the Call and comparing that with the information recorded by the Call Handler on the Call Record, but this would be unsustainable in the Call Handling Environment.</td>
</tr>
</tbody>
</table>
5.11.3 Identify Issues
No issues are identified.
If issues were identified then a remedy could be sought whilst there is still a chance to impact the outcome of the Call.

5.11.5 Ensure Call Record Updated
The Call Record must be updated to show that everything has been done.

Result: Appropriately Handled Call
In this scenario, the Call Handler either knew or was able to look up the accurate referral.
Other similar scenarios could include:
• Calls attracting a referral but the Call Handler does not know and cannot look up the correct referral information;
• Calls attracting a referral but, while the referral is being made, there is a significant change in circumstances.
**Caller on PSTN Making a Complaint about an Operational Officer**

The policy, configuration and capability are such that a Call Record is not created automatically for every Call, a Call Handler receiving a Call hinting at a complaint shall immediately transfer the Caller to a Supervisor and that the Supervisor will create and send a report to the relevant investigative body.

*Trigger: New Call*

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<tbody>
<tr>
<td>1.1 Answer Call</td>
<td>5.1.1 Create Call Log</td>
<td>Telephony system generates a log of the Call.</td>
<td>See Glossary of Terms for distinction between Call Log and Call Record.</td>
</tr>
<tr>
<td></td>
<td>5.1.2 Distribute and Present Call</td>
<td>The telephony system presents the Call to a Call Handler.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.1.3 Create Call Record</td>
<td>N/A</td>
<td>See Glossary of Terms for distinction between Call Log and Call Record.</td>
</tr>
<tr>
<td></td>
<td>5.1.4 Pick Up Call</td>
<td>The Call Handler picks up the Call and gives the salutation to the Caller.</td>
<td></td>
</tr>
<tr>
<td>1.2 Investigate Call</td>
<td>5.2.1 Overcome Problem in Communications if Necessary</td>
<td>There are no communication problems to be overcome.</td>
<td>If there were communication problems between the Call handler and the Caller, there are many different types of problem and many ways in which these problems could be overcome. The extent to which Forces go in order to achieve this depends on the policing priorities of individual Forces.</td>
</tr>
<tr>
<td></td>
<td>5.2.2 Elicit Caller’s Enquiry</td>
<td>Using listening and questioning skills, the Call Handler finds out that the Caller is complaining about the actions of an operational police officer who attended a recent Call.</td>
<td></td>
</tr>
<tr>
<td>Level 1 Process</td>
<td>Level 2 Process</td>
<td>Description</td>
<td>Comment</td>
</tr>
<tr>
<td>----------------</td>
<td>----------------</td>
<td>-------------</td>
<td>---------</td>
</tr>
<tr>
<td>5.2.3 Create Call Record</td>
<td>The Call Handler creates a Call Record for this Call.</td>
<td>This is because one was not created automatically back at 5.1.3.</td>
<td></td>
</tr>
<tr>
<td>5.2.4 Examine Force Information</td>
<td>The Call Handler looks at Force Information relating to the Caller (e.g. historic, location based) to see if there is anything already known about these circumstances that might affect the outcome. There is none.</td>
<td>If there is information, the Call Handler can use it to compliment the investigation into the Call.</td>
<td></td>
</tr>
<tr>
<td>5.2.5 Identify Related Calls</td>
<td>The Call Handler looks at any previous Calls and/or Incidents that might be related to this current Call. There are none.</td>
<td>If there are any such Calls / Incidents, the Call Handler can use these to compliment the investigation into the Call.</td>
<td></td>
</tr>
<tr>
<td>5.2.6 Assess Risk and Urgency</td>
<td>Having determined the nature and circumstances of the Call, the Call Handler assesses the Call making risk assessments and judgements on urgency.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.2.7 Ensure Call Record Updated</td>
<td>The Call Handler makes sure that the Call Record is updated with the details of the Investigation into the Call.</td>
<td>This has to as easy as possible for the Call Handler in order to prevent increased durations and/or non-compliance with NSIR.</td>
<td></td>
</tr>
<tr>
<td>1.4 Decide Response</td>
<td>5.4.1 Apply Policy</td>
<td>Now, having a full understanding of the nature and circumstances of the Call, the Call Handler applies policy (local, Force, National) in order to identify the most appropriate Call Response.</td>
<td></td>
</tr>
</tbody>
</table>
## 1.7 Transfer Caller

### 5.7.1 Identify Extension for Transfer

Having decided that this Call will receive the Call Response of ‘Transfer Caller’, the Call Handler identifies the extension of the person to whom the Caller will be transferred.

At the same time, the Call Handler must manage the Caller’s expectations.

### 5.7.2 Transfer Call

The Call Handler tells the Caller about the Transfer, makes the Transfer and waits with the Caller for answer from the Supervisor. The Call handler should take advantage of this time to determine more information about the Caller’s complaint that will be recorded on the Call Record.

### 5.7.3 Announce Caller

The Call Handler announces the Caller with a brief synopsis of the Call to the Supervisor. Because within the Call Handling Environment, the Supervisor should be able to access the Call Record.

### 5.4.2 Decide Response

The Call Handler takes the nature and circumstances of the Call and application of policy to decide the response for this Call.

For this scenario, the Call attracts a Call Response of “Transfer Caller”. The Transfer is to a Supervisor within the Call Handling Environment.

### 5.4.3 Ensure Call Record Updated

The Call Handler makes sure that the Call Record is updated with the details of the Investigation into the Call.

Some Forces may apply policy that would result in an operational unit (maybe supervisory) being assigned to attend and speak with the Caller direct.

This has to be as easy as possible for the Call Handler in order to prevent increased durations and/or non-compliance with NSIR.

### 5.4.3 Ensure Call Record Updated

The Call Handler makes sure that the Call Record is updated with the details of the Investigation into the Call.
<table>
<thead>
<tr>
<th>Level 1 Process</th>
<th>Level 2 Process</th>
<th>Description</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.10 Monitor Call</strong></td>
<td><strong>5.10.1 Monitor for New Information</strong></td>
<td>Whilst making the transfer and managing the Caller’s expectations, the Call Handler monitors for new information that may amount to a significant change in circumstances. In this scenario, no new information comes to light and so the condition of “Caller Transferred – Inside Communications Environment” arises which takes the Call back to Answer Call, but with the Supervisor.</td>
<td>This has to be made as easy as possible for the Call Handler in order to prevent increased durations and/or non-compliance with NSIR.</td>
</tr>
<tr>
<td><strong>1.1 Answer Call</strong></td>
<td><strong>5.1.4 Pick Up Call</strong></td>
<td>The Supervisor picks up the Call and gives the salutation to the Caller.</td>
<td>The Supervisor should know that the Call is a transfer from one of the Call Handlers.</td>
</tr>
<tr>
<td><strong>1.2 Investigate Call</strong></td>
<td><strong>5.2.1 Overcome Problem in Communications if Necessary</strong></td>
<td>There are no communication problems to be overcome.</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>5.2.2 Elicit Caller’s Enquiry</strong></td>
<td>Using listening and questioning skills, the Supervisor finds out that the Caller is complaining about the actions of an operational police officer who attended a recent Call. The Supervisor decides that this does not attract a Call Connection – a Call Record is already in existence.</td>
<td></td>
</tr>
<tr>
<td>Level 1 Process</td>
<td>Level 2 Process</td>
<td>Description</td>
<td>Comment</td>
</tr>
<tr>
<td>-----------------</td>
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</tr>
<tr>
<td>5.2.3 Create Call Record</td>
<td></td>
<td>The Supervisor looks at Force Information relating to the Caller (e.g. historic, location based) to see if there is anything already known about these circumstances that might affect the outcome.</td>
<td>Much of this investigation into the Call will be a verification of the Call Handler’s investigation because the Supervisor should have access to the Call Record.</td>
</tr>
<tr>
<td>5.2.4 Examine Force Information</td>
<td></td>
<td>The Supervisor looks at any previous Calls and/or Incidents that might be related to this current Call.</td>
<td>Much of this investigation into the Call will be a verification of the Call Handler’s investigation because the Supervisor should have access to the Call Record.</td>
</tr>
<tr>
<td>5.2.5 Identify Related Calls</td>
<td></td>
<td>Having determined the nature and circumstances of the Call, the Supervisor assesses the Call making risk assessments and judgements on urgency.</td>
<td></td>
</tr>
<tr>
<td>5.2.6 Assess Risk and Urgency</td>
<td></td>
<td>The Supervisor makes sure that the Call Record is updated with the details of the Investigation into the Call.</td>
<td>This has to be as easy as possible for the Supervisor in order to prevent increased durations and/or non-compliance with NSIR.</td>
</tr>
<tr>
<td>5.2.7 Ensure Call Record Updated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4 Decide Response</td>
<td>5.4.1 Apply Policy</td>
<td>Now, having a full understanding of the nature and circumstances of the Call, the Supervisor applies policy (local, Force, National) in order to identify the most appropriate Call Response.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.4.2 Decide Response</td>
<td>The Supervisor takes the nature and circumstances of the Call and application of policy to decide the response for this Call.</td>
<td>Some Forces may apply policy that would result in a Report being sent to an independent investigative body.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>For this scenario, the Call attracts a Call Response of “Send Report”. The Report is to be sent to the Supervisors of the Officer concerned.</td>
<td></td>
</tr>
<tr>
<td>Level 1 Process</td>
<td>Level 2 Process</td>
<td>Description</td>
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</tr>
<tr>
<td>5.4.3 Ensure Call Record Updated</td>
<td>The Supervisor makes sure that the Call Record is updated with the details of the Investigation into the Call.</td>
<td>This has to be as easy as possible for the Supervisor in order to prevent increased durations and/or non-compliance with NSIR.</td>
<td></td>
</tr>
<tr>
<td>1.8 Send Report</td>
<td>5.8.1 Populate and Send Report</td>
<td>The Supervisor identifies the correct report and fills it up with the necessary detail.</td>
<td>If the report is the Call Record then significant time can be saved in creating and sending it.</td>
</tr>
<tr>
<td>5.8.2 Close Call</td>
<td>The Supervisor tells the Caller that the Call is now finished and makes sure that the Caller is fully aware of what will happen next. The Call Handler then closes the Call (if the Caller hasn’t already).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.8.3 Gain Confirmation of Receipt</td>
<td>The Supervisor confirms that the report has been received by supervisor of the officer concerned.</td>
<td>The level of this confirmation of receipt and how it is obtained would depend on the nature of the information being passed and how it is being passed.</td>
<td></td>
</tr>
<tr>
<td>5.8.4 Ensure Call Record Updated</td>
<td>The Supervisor makes sure that the Call Record is updated with the details of the Call Response that was given.</td>
<td>This has to be made as easy as possible for the Call Handler in order to prevent increased durations and/or non-compliance with NSIR.</td>
<td></td>
</tr>
<tr>
<td>1.10 Monitor Call</td>
<td>5.10.1 Monitor for New Information</td>
<td>Whilst making the transfer and managing the Caller’s expectations, the Supervisor monitors for new information that may amount to a significant change in circumstances. In this scenario, no new information comes to light and so the condition of “All Activity Done – Call Record Applies” arises which takes the Call on to Review Actions.</td>
<td></td>
</tr>
<tr>
<td>Level 1 Process</td>
<td>Level 2 Process</td>
<td>Description</td>
<td>Comment</td>
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<td>---------</td>
</tr>
<tr>
<td>1.11 Review Actions</td>
<td>5.11.1 Apply Criteria for Immediate Review</td>
<td>The Call does not meet the criteria for Immediate Review.</td>
<td>Because a Supervisor has dealt with it.</td>
</tr>
<tr>
<td></td>
<td>5.11.5 Ensure Call Record Updated</td>
<td>The Call Record must be updated to show that everything has been done.</td>
<td></td>
</tr>
</tbody>
</table>

Result: Appropriately Handled Call

In this scenario, the Call Handler was able to find a Supervisor to whom to transfer the Caller. Other similar scenarios could include:

- Calls where the initial Call Handler tries to make the transfer only to find no answer at the destination extension;
- Calls where the available capability restricts the report to be sent to a phone call.
**Caller on 999 Reporting Crime in Progress in another Force Area**

The Caller has just received a phone call from mother who has said that someone is breaking into her house now. The Caller dials 999 and, for geographical reasons, is put through to the ‘wrong’ Force. The policy, configuration and capability are such that a Call Record is not created automatically for every Call and there is no facility for electronic communication or telephone connection/transfer between the two Forces concerned.

Trigger: New Call

<table>
<thead>
<tr>
<th>Level 1 Process</th>
<th>Level 2 Process</th>
<th>Description</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Answer Call</strong></td>
<td>5.1.1 Create Call Log</td>
<td>Telephony system generates a log of the Call.</td>
<td>See Glossary of Terms for distinction between Call Log and Call Record.</td>
</tr>
<tr>
<td></td>
<td>5.1.2 Distribute and Present Call</td>
<td>The telephony system presents the Call to a Call Handler.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.1.3 Create Call Record</td>
<td>N/A</td>
<td>See Glossary of Terms for distinction between Call Log and Call Record.</td>
</tr>
<tr>
<td></td>
<td>5.1.4 Pick Up Call</td>
<td>The Call Handler picks up the Call and gives the salutation to the Caller.</td>
<td></td>
</tr>
<tr>
<td><strong>1.2 Investigate Call</strong></td>
<td>5.2.1 Overcome Problem in Communications if Necessary</td>
<td>There are no communication problems to be overcome.</td>
<td>If there were communication problems between the Call handler and the Caller, there are many different types of problem and many ways in which these problems could be overcome. The extent to which Forces go in order to achieve this depends on the policing priorities of individual Forces.</td>
</tr>
<tr>
<td>Level 1 Process</td>
<td>Level 2 Process</td>
<td>Description</td>
<td>Comment</td>
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<td>---------</td>
</tr>
<tr>
<td>5.2.2 Elicit Caller’s Enquiry</td>
<td></td>
<td>Using listening and questioning skills, the Call Handler finds out that the Caller has just received a phone call from his mother who lives in the area of a neighbouring Force. She has told her son that some suspects are breaking into her house now. He has hung up on his mother and immediately dialled 999. The Call Handler decides that this does not attract a Call Connection.</td>
<td></td>
</tr>
<tr>
<td>5.2.3 Create Call Record</td>
<td></td>
<td>The Call Handler creates a Call Record for this Call as one was not created back at 5.1.3.</td>
<td></td>
</tr>
<tr>
<td>5.2.4 Examine Force Information</td>
<td></td>
<td>The Call Handler looks at Force Information relating to the Caller (e.g. historic, location based) to see if there is anything already known about these circumstances that might affect the outcome. There is none.</td>
<td>If there is information, the Call Handler can use it to compliment the investigation into the Call.</td>
</tr>
<tr>
<td>5.2.5 Identify Related Calls</td>
<td></td>
<td>The Call Handler looks at any previous Calls and/or Incidents that might be related to this current Call. There are none.</td>
<td>If there are any such Calls / Incidents, the Call Handler can use these to compliment the investigation into the Call.</td>
</tr>
<tr>
<td>5.2.6 Assess Risk and Urgency</td>
<td></td>
<td>Having determined the nature and circumstances of the Call, the Call Handler assesses the Call making risk assessments and judgements on urgency.</td>
<td></td>
</tr>
<tr>
<td>5.2.7 Ensure Call Record Updated</td>
<td></td>
<td>The Call Handler makes sure that the Call Record is updated with the details of the Investigation into the Call.</td>
<td>This has to be as easy as possible for the Call Handler in order to prevent increased durations and/or non-compliance with NSIR.</td>
</tr>
<tr>
<td>Level 1 Process</td>
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</tr>
<tr>
<td>1.4 Decide Response</td>
<td>5.4.1 Apply Policy</td>
<td>Now, having a full understanding of the nature and circumstances of the Call, the Call Handler applies policy (local, Force, National) in order to identify the most appropriate Call Response.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.4.2 Decide Response</td>
<td>The Call Handler takes the nature and circumstances of the Call and application of policy to decide the response for this Call. For this scenario, the Call attracts a Call Response of “Send Report”. The Report is to be sent to the Force covering the area of the mother’s address.</td>
<td>It would not be appropriate for the Call Handler to refer the Caller to the relevant Force. This report could be anything from a telephone call to an electronic message. As there is no electronic communication between the two Forces concerned, the Call Handler will phone the information through to the relevant Force.</td>
</tr>
<tr>
<td></td>
<td>5.4.3 Ensure Call Record Updated</td>
<td>The Call Handler makes sure that the Call Record is updated with the details of the Investigation into the Call.</td>
<td>This has to be as easy as possible for the Supervisor in order to prevent increased durations and/or non-compliance with NSIR.</td>
</tr>
<tr>
<td>1.8 Send Report</td>
<td>5.8.1 Populate and Send Report</td>
<td>The Call Handler looks up the telephone number of the Force concerned and phones the main Force Control Room, checks that the correct Force has been reached and passes the details of the Call.</td>
<td>The nature of the report depends on the interconnectivity between the two Forces concerned. In this case, the interconnectivity is not good so a phone call has to be made.</td>
</tr>
<tr>
<td>Level 1 Process</td>
<td>Level 2 Process</td>
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<tr>
<td>Append</td>
<td>Appendix B</td>
<td>National Call Handling Standards</td>
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<tr>
<td></td>
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</tr>
<tr>
<td>5.8.2</td>
<td>Close Call</td>
<td>The Call Handler tells the Caller that the Call is now finished and makes sure that the Caller is fully aware of what will happen next. The Call Handler then closes the Call (if the Caller hasn’t already).</td>
<td>These two steps (5.8.1 and 5.8.2) are shown as parallel activity in the process – the Call Handler would obviously need to finish with the Caller before phoning the other Force.</td>
</tr>
<tr>
<td>5.8.3</td>
<td>Gain Confirmation of Receipt</td>
<td>The Call Handler confirms that the report has been received by the other Force by getting the initials (or some other identifier) of the person who receives the Call.</td>
<td>The level of this confirmation of receipt and how it is obtained would depend on the nature of the information being passed and how it is being passed.</td>
</tr>
<tr>
<td>5.8.4</td>
<td>Ensure Call Record Updated</td>
<td>The Call Handler makes sure that the Call Record is updated with the details of the Call Response that was given.</td>
<td>This has to be as easy as possible for the Call Handler in order to prevent increased durations and/or non-compliance with NSIR.</td>
</tr>
<tr>
<td>1.10</td>
<td>Monitor Call</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.10.1</td>
<td>Monitor for New Information</td>
<td>Whilst making the transfer and managing the Caller’s expectations, the Call Handler monitors for new information that may amount to a significant change in circumstances. In this scenario, no new information comes to light and so the condition of “All Activity Done – Call Record Applies” arises which takes the Call on to Review Actions.</td>
<td></td>
</tr>
<tr>
<td>1.11</td>
<td>Review Actions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.11.1</td>
<td>Apply Criteria for Immediate Review</td>
<td>The Call does meet the criteria for Immediate Review.</td>
<td></td>
</tr>
</tbody>
</table>
### 5.11.2 Assess Call Record

The Call Record is assessed in terms of content, accuracy and consistency.

A comprehensive assessment would involve listening to an audio recording of the Call and comparing that with the information recorded by the Call Handler on the Call Record, but this would be unsustainable real-time in the Call Handling Environment.

### 5.11.3 Identify Issues

No issues are identified.

If issues were identified then a remedy could be sought whilst there is still a chance to impact the outcome of the Call.

### 5.11.5 Ensure Call Record Updated

The Call Record must be updated to show that everything has been done.

No issues are identified.

Result: Appropriately Handled Call

In this scenario, the Call Handler obtained the phone number of the other Force from the Almanac.

Other similar scenarios could include:

- a Caller dialling 999, asking for police and then saying their house is on fire;
- a Caller on PSTN wishing to report a crime that would attract telephone investigation.
## Caller from the Ambulance Service Control Room on a Dedicated Line reporting a personal injury
### Road Traffic Collision

The policy, configuration and capability are such that a Call Record is created automatically for every Call but there is no electronic communication between the Ambulance Service Control Room and the Police Call Handling Environment. The configuration is such that the Dedicated Line brings the Ambulance operator straight to the next available Call Handler in the Call Handling Environment.

**Trigger:** New Call

<table>
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<tr>
<td>1.1 Answer Call</td>
<td>5.1.1 Create Call Log</td>
<td>Telephony system generates a log of the Call.</td>
<td>See Glossary of Terms for distinction between Call Log and Call Record.</td>
</tr>
<tr>
<td></td>
<td>5.1.2 Distribute and Present Call</td>
<td>The telephony system presents the Call to a Call Handler.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.1.3 Create Call Record</td>
<td>A Call Record is generated automatically, populated with available information from the Call Log and presented to the Call Handler.</td>
<td>See Glossary of Terms for distinction between Call Log and Call Record.</td>
</tr>
<tr>
<td></td>
<td>5.1.4 Pick Up Call</td>
<td>The Call Handler picks up the Call and gives the salutation to the Caller.</td>
<td></td>
</tr>
<tr>
<td>1.2 Investigate Call</td>
<td>5.2.1 Overcome Problem in Communications if Necessary</td>
<td>There are no communication problems to be overcome.</td>
<td>If there were communication problems between the Call handler and the Caller, there are many different types of problem and many ways in which these problems could be overcome. The extent to which Forces go in order to achieve this depends on the policing priorities of individual Forces.</td>
</tr>
<tr>
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</tr>
<tr>
<td></td>
<td>5.2.2 Elicit Caller’s Enquiry</td>
<td>Using listening and questioning skills, the Call Handler finds out that a witness of a Personal Injury Road Traffic Collision has dialled 999 and asked for the Ambulance. The Ambulance operator has elicited all the necessary information from the Caller and passes it onto the Call Handler. The Call Handler decides that this does not attract a Call Connection.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.2.3 Create Call Record</td>
<td>The Call Handler creates a Call Record for this Call as one was not created back at 5.1.3.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.2.4 Examine Force Information</td>
<td>The Call Handler looks at Force Information relating to the Caller (e.g. historic, location based) to see if there is anything already known about these circumstances that might affect the outcome. There is none.</td>
<td>If there is information, the Call Handler can use it to compliment the investigation into the Call.</td>
</tr>
<tr>
<td></td>
<td>5.2.5 Identify Related Calls</td>
<td>The Call Handler looks at any previous Calls and/or Incidents that might be related to this current Call. The Call Handler finds three other Call Records that are possibly duplicates and they all compliment the report of the Ambulance operator.</td>
<td>The Call Handler uses these to compliment the investigation into the Call.</td>
</tr>
<tr>
<td></td>
<td>5.2.6 Assess Risk and Urgency</td>
<td>Having determined the nature and circumstances of the Call, the Call Handler assesses the Call making risk assessments and judgements on urgency.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.2.7 Ensure Call Record Updated</td>
<td>The Call Handler makes sure that the Call Record is updated with the details of the Investigation into the Call.</td>
<td>This has to be as easy as possible for the Call Handler in order to prevent increased durations and/or non-compliance with NSIR.</td>
</tr>
<tr>
<td>Level 1 Process</td>
<td>Level 2 Process</td>
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</tr>
<tr>
<td>1.4 Decide Response</td>
<td>5.4.1 Apply Policy</td>
<td>Now, having a full understanding of the nature and circumstances of the Call, the Call Handler applies policy (local, Force, National) in order to identify the most appropriate Call Response.</td>
<td></td>
</tr>
<tr>
<td>5.4.2 Decide Response</td>
<td>5.4.3 Ensure Call Record Updated</td>
<td>The Call Handler takes the nature and circumstances of the Call and application of policy to decide the response for this Call. For this scenario, the Call attracts a Call Response of “Arrange for Assignment”. The Call Record needs to be sent to the Despatcher who works the radio channel/talk-group that covers the operational units that would attend such a Call.</td>
<td>The Call Handler must be aware of the needs of the Despatcher and ensure that the appropriate information is available on the Call Record.</td>
</tr>
<tr>
<td>1.8 Send Report</td>
<td>5.9.1 Send Call Record to Despatcher(s)</td>
<td>The Call Handler makes sure that the Call Record is updated with the details of the Investigation into the Call.</td>
<td>This has to be as easy as possible for the Supervisor in order to prevent increased durations and/or non-compliance with NSIR.</td>
</tr>
<tr>
<td></td>
<td>5.9.2 Close Call</td>
<td>The Call Handler identifies the Despatcher who will take responsibility for assigning and supporting the Operational Units attending the scene of this Call and routes the Call Record appropriately.</td>
<td>These two steps (5.9.1 and 5.9.2) are shown as parallel activity in the process – the Call Handler can Close the Call and then Arrange Assignment or vice versa.</td>
</tr>
<tr>
<td></td>
<td>5.9.3 Gain Confirmation of Receipt</td>
<td>The Call Handler tells the Caller that the Call is now finished and makes sure that the Caller is fully aware of what will happen next. The Call Handler then closes the Call (if the Caller hasn’t already).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.4.2 Decide Response</td>
<td>The Call Handler must be aware of the needs of the Despatcher and ensure that the appropriate information is available on the Call Record.</td>
<td></td>
</tr>
<tr>
<td>5.9.1 Send Call Record to Despatcher(s)</td>
<td>5.9.2 Close Call</td>
<td>The Call Handler identifies the Despatcher who will take responsibility for assigning and supporting the Operational Units attending the scene of this Call and routes the Call Record appropriately.</td>
<td>These two steps (5.9.1 and 5.9.2) are shown as parallel activity in the process – the Call Handler can Close the Call and then Arrange Assignment or vice versa.</td>
</tr>
<tr>
<td>5.9.3 Gain Confirmation of Receipt</td>
<td>The Call Handler confirms that the report has been received by the other Force.</td>
<td>This could be achieved by the technology supporting the Call Record.</td>
<td></td>
</tr>
<tr>
<td>Level 1 Process</td>
<td>Level 2 Process</td>
<td>Description</td>
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<tr>
<td>5.9.4 Ensure Call Record Updated</td>
<td>The Call Handler makes sure that the Call Record is updated with the details of the Call Response that was given.</td>
<td>This has to be made as easy as possible for the Call Handler in order to prevent increased durations and/or non-compliance with NSIR.</td>
<td></td>
</tr>
<tr>
<td>1.10 Monitor Call</td>
<td>5.10.1 Monitor for New Information</td>
<td>Whilst making the transfer and managing the Caller’s expectations, the Call Handler monitors for new information that may amount to a significant change in circumstances. In this scenario, no new information comes to light and so the condition of “All Activity Done – Call Record Applies” arises which takes the Call on to Review Actions.</td>
<td></td>
</tr>
<tr>
<td>1.11 Review Actions</td>
<td>5.11.1 Apply Criteria for Immediate Review</td>
<td>The Call does meet the criteria for Immediate Review.</td>
<td></td>
</tr>
<tr>
<td>5.11.2 Assess Call Record</td>
<td>The Call Record is assessed in terms of content, accuracy and consistency.</td>
<td>A comprehensive assessment would involve listening to an audio recording of the Call and comparing that with the information recorded by the Call Handler on the Call Record, but this would be unsustainable in the Call Handling Environment.</td>
<td></td>
</tr>
<tr>
<td>5.11.3 Identify Issues</td>
<td>No issues are identified.</td>
<td>If issues were identified then a remedy could be sought whilst there is still a chance to impact the outcome of the Call.</td>
<td></td>
</tr>
<tr>
<td>Level 1 Process</td>
<td>Level 2 Process</td>
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<td>-----------------</td>
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</tr>
<tr>
<td>5.11.5</td>
<td>Ensure Call Record Updated</td>
<td>The Call Record must be updated to show that everything has been done.</td>
<td></td>
</tr>
</tbody>
</table>

Result: Appropriately Handled Call

In this scenario, the Call Handler obtained the phone number of the other Force from the Almanac.

Other similar scenarios could include:
- Calls from a number of Callers but they all conflict with one another;
- Changing circumstances during the course of the Call, such as the Ambulance operator bringing attention to further information they have received that a fight is starting at the scene of the accident.
Appendix C: Standards, quality measurement and assessment
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# EVALUATION SUMMARY

## Open, Hold and Close – Assessment Criteria

- Best Practice Opening: NA, R, RD, C
- Best Practice Closing: NA, R, RD, C
- Best Practice Hold and Wait: NA, R, RD, C

## Investigation and Data Entry

- Active and Attentive Listening: NA, R, RD, C, E
- Verify All Fields: NA, R, RD, C
- Capture Correct/All Information: NA, R, RD, C

## Tools

- Correct Deployment Grade: NA, R, RD, C

## Positive Service Offering

- Summarised the Call and the Planned Response: NA, R, RD, C, E

## Customer Service

- Established a Rapport: NA, R, RD, C, E
- Correct Deployment Grade: NA, R, RD, C
As the best practice opening is the first impression the caller has of The Police Service, it is essential that the opening used by the Call Handler is consistent and professional. At this stage or in any other part of the call, the call handler should feel confident to say their first name, this helps establish a rapport with the caller and increase their confidence in the call handler’s ability to help them.

The best practice opening for general calls is: “Good Morning/Afternoon/Evening. Any town Police. How may/can I help?” or “Police Emergency”

The best practice opening should be used on all calls, plus optional first name offering.

999 calls
When answering 999 calls the initial opening to the BT Call Handler is: “Police” then when the call is transferred to the caller the Call Handler must answer the call with: “Police Emergency”
Assessment Criteria

*Competent (10 pts)* – will be awarded when the Call Handler performs the mechanics of the opening correctly.

*Requirements not met (0 pts)* – will be awarded when the Call Handler does not perform the mechanics of the opening correctly.

*Requires Development (5pts)* – will be awarded when the Call Handler misses a non-vital part of the opening. For example, “How may/can I help you?”

*Please Note: In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller’s situation and circumstances of the call.*

**Suggested Examples of Best Practice**

☑ “Good Morning Any town Police. How may/can I help?” (Yasmin speaking)

☑ “Police Emergency”

**Suggested Examples of Poor Practice**

☒ “Any town Police”
The closing of the call confirms the caller has had all questions answered to their satisfaction and should reaffirm the professionalism and high level of service provided by the Police. Prior to closing the call, the Call Handler must ensure the entire caller's needs have been serviced; a reference number (where appropriate) has been provided and then use the proper closing.

The best practice closing is: “Thank you for calling” however any professional sounding equivalent that is appropriate to the call will also be acceptable.

As this is the final impression the caller will gain of the service, it is important that unprofessional sounding phrases such as “See ya” and “Bye” are avoided.

Please Note: In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller's situation and circumstances of the call.
Assessment Criteria

**Competent (10 Pts)** – will be assigned if the Call Handler performs the mechanics of the closing correctly.

**Requires Development (5 pts)** – will be awarded when the Call Handler adds an unprofessional closing word to a professional close. For example, “Thank you for calling, bye bye”.

**Requirements not met (0 pts)** – will be awarded when the Call Handler does not close the call with the correct or approved professional closing statement.

**Suggested Examples of Best Practice**

☑️ “Thank you for calling”
☑️ “Thanks for calling”
☑️ “Good bye”

**Suggested Examples of Poor Practice**

☒ “Bye-Bye”
☒ “Bye”
☒ “Seeya”
☒ “Cheers”
☒ “Ciao babe”
Detail

The criterion of BEST PRACTICE HOLD AND WAIT is comprised of two components.

1) When the need arises to place the caller on hold (mute), the Call Handler should follow these steps:

- Ask permission of the caller for placing him/her on hold, stating the reason for the delay and an estimated wait time (e.g. one to two minutes).
- Await the caller’s response/approval before placing them on hold.
- If no estimated wait time is provided or the given time is exceeded, provide periodic courtesy updates (every 30 seconds).
- When returning from hold, thank the caller for holding, and begin with the answer to the caller’s question or problem.

Prior to placing the caller on hold, the Call Handler should avoid providing estimates such as “a moment” or “a second” as they may create unrealistic expectations for the caller. Where a Call Handler does state “a moment” or “a second” as an estimated wait time, the maximum allowed time before returning with an update will be thirty seconds. The Call Handler should avoid placing the caller on hold for periods exceeding one and half minutes. If the Call Handler knows the hold time will exceed two minutes it is recommended a call back be arranged depending on the type of call in progress, unless the caller is happy to wait.
2) Sometimes during the conversation there is a “pause” due to system delays, research, or data entry that does not necessitate placing the caller on hold. In this case the Call Handler must acknowledge the “waiting” time. When ready to continue with the call, the Call Handler should thank the caller for waiting.

*Please Note: In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller’s situation and circumstances of the call.*

**Assessment Criteria**

*Competent (10 pts) – will be assigned if the Call Handler follows correct hold procedures as detailed above*

*Requires Development (5 pts) – will be assigned if the Call Handler does not completely follow the correct hold procedures*

*Requirements not met (0 pts) – will be assigned if the Call Handler does not perform in part or whole, any of the hold procedures detailed above.*

**Suggested Examples of Best Practice**

✔ **Call Handler:** “Would you mind waiting for approximately 1 minute whilst I locate that information for you?”

**Caller:** “Not at all”

HOLD TIME OF ONE MINUTE

✔ **Call Handler:** “Thank you for holding Dr Patell; I have located that information for you…”

**Suggested Examples of Poor Practice**

✔ **Call Handler:** “Let me place you on hold for a sec”

HOLD TIME OF ONE MINUTE

*Call Handler: Sorry, I’m back…”*

✔ **Call Handler:** “Just bear with me a moment while I locate your information”
### Detail

The aim of this category is to establish the needs of the caller, in an efficient manner through the use of appropriate questioning techniques. By utilising these techniques, the Call Handler can determine the precise nature of the call, and provide the most appropriate resolution in a timely manner.

Different questioning techniques the Call Handler could use during the call are:

- **Closed Questions**: Ask for a specific reply. Often a Yes/No response and limits the caller ability to provide detail. However closed questions are good to clarify a specific piece of information the caller previously provided.


- **Leading Questions**: As the title implies this type of questioning leads the caller to a certain type of answer. However care should be taken with these types of questions as it can appear patronising to the caller.

- **Alternative questions**: Similar to closed questions, this type of questioning prompts the caller for two possible answers, (this or that).

### INVESTIGATION AND DATA ENTRY

#### ESTABLISHING CALLER NEEDS (QUESTIONING)

<table>
<thead>
<tr>
<th>Req’s Not Met</th>
<th>Req’s Dev</th>
<th>Competent</th>
<th>Exceptional</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>10</td>
<td>20</td>
<td>30</td>
</tr>
</tbody>
</table>

**Main Requirements**

- Use of pertinent questioning techniques, (Open, Closed, Leading, Alternative)
- Avoid vague or poorly phrased questions
- Follow a logical progression of questions and procedures
- Use of In Force systems/databases to ensure all required questions are asked
- **DO NOT guess or assume anything**
The Call Handler will be required to listen to the statements of the caller and respond with appropriate questions in order to determine precisely what the caller is interested in accomplishing during the call.

Throughout the call the caller may often state in general terms the nature of the call. The Call Handler must determine precisely what is required during the call, and **DO NOT guess or assume anything**.

For all calls the Call Handler should use In Force systems/databases as a guide to asking the right questions and obtaining all the required information to successfully complete the call.

*Please Note: In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller’s situation and circumstances of the call.*

### Assessment Criteria

**Exceptional (30 pts)** – will be awarded when the Call Handler uses an exceptionally insightful progression of questions and procedures and pinpoints a difficult issue with the utmost efficiency.

**Competent (20 pts)** – will be awarded when the Call Handler uses a logical progression of questions and procedures, and identifies the caller's issue in a timely fashion.

**Requires Development (10 pts)** – will be assigned when the Call Handler’s progression of questions and diagnostic procedures is less than efficient, and progress towards identifying the cause of the issue is slow or if the Call Handler did not ask some questions that were not critical to the case but would have provided additional useful information.

**Requirements not met (0 pts)** – will be assigned when the Call Handler’s troubleshooting is unproductive, non-existent or makes assumptions. As a result the issue is never pinpointed correctly or it is only identified after an excessive amount of time and effort.

### Suggested Examples of Best Practice

**Closed Question:** Is the vehicle causing an obstruction?

**Open Question:** How was entry gained?

**Open Question:** What makes the informant believe the vehicle is abandoned?

**Open Question:** When did it happen?

**Open Question:** Where are the offenders?

**Open Question:** Why has the bomb been planted?

**Open Question:** Who is involved?

**Open Question:** Please describe the offender/person?

**Alternative:** Was the vehicle dark or light blue in colour?
Throughout the call, the caller provides us with many opportunities to discover their individual needs. This category evaluates the Call Handler’s ability to listen for key statements and to demonstrate the ability to react to these comments during any part of the call.

High assessments will be awarded when the Call Handler promptly responds to questions from the caller, actively listening to all comments and the underlying tones. The Call Handler will utilise each piece of information given by the caller and assertively/proactively, yet professionally, seek to obtain further information needed.

To ensure high assessment, the Call Handler must acknowledge a question asked by a caller, should not ask questions for which the caller has already indicated an answer or misinterpret key statements revealing the caller’s needs. The Call Handler must clarify any key statements made by the caller. Any lack of clarification could interfere with, or impede the successful and timely handling of the call. Allowances must also be made when Call Handlers are speaking with callers with hearing difficulties or are calling from a loud environment.

The Call Handler must not, in any way, neglect the needs or requests of a caller due to a preoccupation with any activity or software unrelated to answering the caller’s needs. All applications that are not associated with answering the query of the caller must be minimised or in the background during the call.

Please Note: In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller’s situation and circumstances of the call.
Assessment Criteria

**Exceptional (20 pts)** – will be awarded when the Call Handler is exceptionally sensitive to all key statements made by the caller and clarifies them concisely when necessary. The call proceeds with excellent efficiency as no time is wasted due to miscommunication. The Call Handler is extremely in tune with the caller, and gives the impression of being able to anticipate the caller’s needs.

**Competent (15 pts)** – will be awarded when the Call Handler successfully picks up on all significant statements made by the caller. The Call Handler recognises immediately when a misunderstanding is developing and acts quickly to clarify it.

**Requires Development (10 pts)** – will be assigned when the Call Handler occasionally makes the caller repeat a question, the answer to a question, or a piece of information already offered. The Call Handler has allowed a misunderstanding to persist for some time before recognising the need to probe the caller for clarification.

**Requirements not met (0 pts)** – will be assigned when the Call Handler shows serious or repeated lapses of attention to the caller. The Call Handler may never clarify certain issues and may allow them to persist throughout the entire call. The results may include frustration with the Call Handler on the part of the caller, and/or an appropriate solution due to a misunderstanding of the issues.

*Requirements not met* may also be assigned if the Call Handler is viewing any software application not associated with the call.
Detail

All information obtained by the caller must be completely verified by the Call Handler when first obtained from the caller. Proper verification includes capturing all information and spelling it back to the caller letter-by-letter and digit-by-digit as the information is entered into the system. Using the spell back procedure has two main benefits:

- Ensures the information entered into the system is spelt correctly.
- Provides a way to control the conversation. By spelling back the caller’s details it will control the conversation that ensures the caller will provide information at a pace acceptable to the Call Handler.

The Call Handler must follow the “spell back” verification procedure when obtaining information from the caller for entering into the system. Information that must be verified by the Call Handler is:

- The caller’s name
- Any telephone numbers/contact details
- Any locations e.g.: Chobham or Cobham

However as a best practice process of ensuring correct information the Call Handler should use the spell back procedure for other information such as vehicle registration numbers, serial numbers, etc.

As all control centres operate with alphanumeric numbers, the Call Handler must be sure to refer to the numeral “0” as “zero” not “oh” or use the phonetic alphabet.
In the event the caller is unable to understand and respond to the Call Handler appropriately, it is acceptable for the Call Handler to verify the information back to the caller the way it was originally offered. However the Call Handler must first attempt to utilise the single letter/single digit process. The phonetic alphabet can also be utilised to ensure the correct information has been obtained from the caller.

Please Note: In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller’s situation and circumstances of the call.

**Assessment Criteria**

*Competent (10 pts)* – will be assigned if the Call Handler uses correct verification procedures at all times.

*Growth Required (5 pts)* – will be awarded if the Call Handler correctly verified some, but not all of the captured data.

*Requirements not met (0 pts)* – will be assigned if the Call Handler does not verify all of the captured data.

**Suggested Examples of Best Practice**

☑️ Call Handler: “Mr. Watson, may I please have the case reference number?”

Caller: “Yes it’s P2995534”

Call Handler: “That’s Papa, two-double nine-double five-three-four”

Caller: “That’s right”

☑️ Caller: “My telephone number is 01483 520 349”

Call Handler: “That’s zero-one-four-eight-three, five-two-zero, three-four-nine?”

Caller: “That’s correct.”

☑️ Caller: “It was registration RG53 FUB.”

Call Handler: “That’s romeo-golf-five-three-foxtrot-uniform-bravo.”

☑️ Caller: “Can you please send it to 209 Denver Road”


**Suggested Examples of Poor Practice**

☑️ Caller: “My telephone number is 01483 520 349”

Call Handler: “Was that four-nine or five-nine?”
The Call Handler will be responsible for ensuring that all fields, which require filling, contain the required and correct information with correct spelling and grammar. Any missing information must be captured before the call is cleared. The Call Handler must ensure that any mistakes entered into the system are corrected. Careful attention must be paid to obtaining detailed information, such as those relating to caller details, locations, descriptions, etc.

The Call Handler must be diligent in entering the required information into the software detailing what occurred on the call. This assures that upon future contact with the caller, Call Handler's will have complete information on the caller’s issue and will be able to provide the most efficient service. If a Call Handler elicits system information, performs a troubleshooting procedure, or provides information or a solution, the Call Handler must enter all such information into the system.

Any and all corrections made in the area of data entry accuracy must be made prior to clearing the call.

Please Note: In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller’s situation and circumstances of the call.
Assessment Criteria

*Competent (10 pts)* – will be awarded to the Call Handler when all fields contain the required and correct information with correct spelling and grammar.

*Requires Development (5 pts)* – will be awarded to the Call Handler if information not vital to the call is not 100% accurate or left out of the system.

*Requirements not met (0 pts)* – will be assigned if the Call Handler does not enter the required and correct information that is vital to the call.
The aim of this category is to ensure the validity of each inquiry and maintain the confidentiality and security of Police Service employees, files and personal details. Breaches of security procedure are very serious because they may violate the caller’s privacy and expose them to danger. Under no circumstances should a Call Handler volunteer any case information such as case details, phone numbers, or addresses, of the caller. Always allow the caller to provide the information rather than relaying information to the caller. The Call Handler must not provide any details of what is happening in the incident (etc) or any investigations that are taking place. If the caller requires particular information they should be passed through to the correct area. The Call Handler must also ensure no details from PNC are provided to the members of the public. If an Officer requires PNC information the Call Handler must correctly verify the PNC password and Officer identity details in accordance with current policies.

Assessment Criteria

**Competent (10 pts)** – will be awarded if the Call Handler follows correct data protection procedures and does not reveal any vital information.

**Requirements not met (0 pts)** – will be assigned if the Call Handler makes changes or reveals account information to a caller without first having verified the caller’s identity.
The Call Handler must make efficient use of all the various resources available in pursuit of information relevant to the caller’s issue. This includes the use of the system software, reference material (policies, procedures deployment policies), scripts, Frequently Asked Questions database, Electronic Telephone Directory, Tutors, Supervisors, as well as any other available means. In the event of systems failure, hardcopy paper/forms should be utilised.

The Call Handler should avoid informing the caller that the system, scripts, servers, or any other hardware or software resources are down, or in any way not working. Using negative phrases to describe system problems such as, “Just hold on a minute, my system has just crashed” can lead to a loss of caller confidence and lead them to think that we are unable to assist them correctly. If asked, the Call Handler should continue to try and resolve the caller’s concerns using the aforementioned materials.

Please Note: In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller’s situation and circumstances of the call.
Assessment Criteria

*Exceptional (40 pts)* – will be awarded when the agent demonstrates a superior command of available resources. The Call Handler is extremely efficient in selecting the most appropriate resource for each need and accomplishes necessary research in a timely manner.

*Competent (30 pts)* – will be awarded when the Call Handler demonstrates skilled use of available resources. The Call Handler is adept at selecting the appropriate resource for each need and accomplishes the research with efficiency.

*Requires Development (10 pts)* – will be assigned when the Call Handler does not locate some part of the required information in a timely manner, or at all, due to an inefficient use of the available resources. The information not found and/or the time lost has some negative impact on the call.

*Requirements not met (0 pts)* – will be assigned if the Call Handler does not locate or is notably inefficient in locating the key information necessary to the solution, due to poor utilisation of available resources. The Call Handler informed the caller that a tool was not working or down.
The fundamental principle of Police deployment is based on the criteria of necessity and urgency. Police should only attend an incident or respond to a demand if:

- It is a police responsibility
- The immediate/current circumstances warrant it (e.g. the nature of the incident, the vulnerability of the caller or the potential impact on the tranquillity of the community);
- There is something to be achieved on arrival (e.g. arrest offender/suspect, restore order, secure or preserve evidence)
- It is a matter which is deemed as requiring police attendance under current Force policy (e.g. hate crime, alarm policy, serious offence/incident, certain crime categories)

**Main Requirements**

- Deployment is based on necessity and urgency
- Must ensure each call is graded correctly according to the deployment policy
Otherwise the matter should either be resolved within the Contact Centre, or referred internally (e.g. to the Crime Reporting Bureau or Local Policing Teams etc) or referred externally (e.g. to Local Authority or public utility). Based on the information provided by the caller the Call Handler must decide which of National Call Grades should be applied. At all times the Call Handler should adhere to current deployment policy guidelines:

It is not possible to cater for every eventuality. From time to time there will be occasions when an Call Handler believes that, because of the specific nature of the reported circumstances of an incident, it right to apply a more urgent response than would routinely be applied, either of their own volition or after reference to a supervisor. (If subsequently it is found that police deployment was unnecessary this should form part of a feedback and learning process if appropriate.)

The Call Handler will only be assessed on the grading that they issued to the initial call and not how it may have changed later on in the call history.

**Assessment Criteria**

*Competent (10 pts)* – will be awarded when the Call Handler correctly grades the call to current policy guidelines.

*Requirements not met (0 pts)* – will be assigned if the Call Handler does not appropriately grade the call as required by deployment policy.
This category evaluates the Call Handler's ability to appropriately manage customer expectations and provide the appropriate reassurance. Before the customer contacts the Police he/she will have certain expectations. Linked with these expectations will be a desired outcome of what they would like to see happen. These expectations may be very high or low depending of their experience with police services in the past and influences from other areas such as family, friends, media, etc.

Not all callers will verbally express their expectations to the Call Handler. Therefore the Call Handler must not assume if the caller has not stated what they would like to happen that they do not have any expectations. To make sure this does not happen, the Call Handler must ask probing questions to establish expectations.

At times Forces cannot meet all of the demands for their services. The Call Handler will need to clearly explain to the caller why his/her expectations cannot be achieved but provide an alternative of what is possible.

The Call Handler must consider that advice only is given on over 40% of calls into the Contact Centre, where no deployment is required. With these types of call especially, the Call Handler must provide a ‘positive service offering’ that emphasises what they are doing to resolve the problem.
If the caller asks about non-deployment or non-investigation of an incident, then the key messages in accordance with Force policies should be delivered i.e.; –

- ‘Any town’ Police investigate all crime to look for opportunities to catch offenders. In certain cases, this may be by telephone to establish whether the investigation can be further progressed by officers attending. In order to make best use of our investigative resources, officers are focusing on those offences that stand the best chance of being solved, for example where there is forensic or other identification evidence.

- If nothing can be gained for an investigation by deploying officers, their time will be far better invested elsewhere, such as intelligence-led operations to target persistent offenders. The Deployment Policy will enable us to bring more offenders to justice more quickly and prevent them from re-offending, keeping crime low.

- All crimes remain active within our crime and intelligence database system and will be progressed further if new evidence or investigative opportunities come to light. Local neighbourhood beat officers or community support officers are deployed to deal with recurring problems that local people experience.

- Dedicated Beat Officers and Community Wardens (or alternative initiatives) focus on long term problem solving and even if they don’t attend immediately we can forward your information so that it is included in their plans.

These reasons, explained with a level of understanding and sympathy are likely to reassure and satisfy callers effectively

Before the end of the call the Call Handler must ensure the caller is fully aware of how their issue will be dealt with and that any high expectations are appropriately managed to what the Police can achieve. The caller must not leave the call without knowing the outcome as this will lead to assumptions, dissatisfaction and potentially a letter of complaint.

**Managing Inappropriate 999 Calls**

In some situations it may be easier and quicker to deal with the caller's needs instead of spending time to educate and redirect the caller to the non-urgent number. If the caller has phoned 999 and it is not an emergency consideration should be given to

- The caller's needs.
- Current call volume and calls waiting.
- Time of day.
- Time it may take to actually redirect the caller to the non-urgent number.

Non-Urgent Crime: you can report it online at www.online.police.uk

Of if you would prefer to give information anonymously, you might like to contact Crimestoppers on 0800 555111 or visit their website.

**Please Note:** *In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller’s situation and circumstances of the call.*
Assessment Criteria

*Exceptional (20 pts)* – will be awarded when the Call Handler not only meets but also exceeds the caller’s expectations. Outstanding could also be awarded if the caller had very high expectations and the Call Handler is able to successfully manage these expectations with the appropriate solution.

*Competent (15 pts)* – will be awarded when the Call Handler clearly establishes all the expectations of the caller, and successfully manages them.

*Requires Development (10 pts)* – will be assigned when the Call Handler attempts to manage the caller’s expectations but was not successful at doing so. This could be because the Call Handler did not fully established the caller’s exact expectations, made some assumptions or only managed some part but not all of the caller’s expectations.

*Requirements not met (0 pts)* – will be assigned when the Call Handler does not manage the caller’s expectations or made assumptions about the caller’s expectations.

**Suggested Examples of Best Practice**

☑ “The number for your local authority is………, they are the appropriate agency to help you”.

**Suggested Examples of Poor Practice**

☒ “Its policy……………We don't do that………That’s nothing to do with us……”
Reassurance can be understood as:

- Increasing a sense of security amongst the general public;
- Decreasing fear of crime;
- Developing trust and confidence in policing.

Over recent years the public fear of crime has been increasing while crime was decreasing. A range of socio-environmental factors influence perceptions of offending and fear of crime, such as:

- Signal Crimes – Crimes that take place in public places and repeat victimisation
- Physical Disorder – Graffiti, poor lighting, abandoned vehicles, litter
- Social Disorder – Youths causing fear or crime, anti-social behaviour, noise pollution

Within the requirements of the White Paper ‘Building Communities, Beating Crime’ (November 2004) the governments aim is to make people feel safer, provide a sense of security in the community, engage with local residents and traders, help raise the profile of the Dedicated Beat Officers and Community Support Officers, to control and help prevent anti-social behaviour. Local initiatives are constantly being organised and advertised in the local press, leaflet drops and on Police websites.
• ‘Have a Say Day’, ‘Meet the Team/Police Days’
• Neighbourhood Panels
• Public meetings including surgeries
• Environmental Audits
• Key Individuals Network and Partnerships (e.g.: Borough Councils)

One of the Home Secretary’s key priorities for 2004/07 is Citizen Focus: “providing a citizen focused service to the public, especially victims and witnesses, which responds to the needs of the individuals and communities and inspires confidence in the police particularly amongst minority ethnic communities.”

Reassurance is not just about what the Community Support Officers or Dedicated Beat Officers do on the street. It is about what Call Handler’s can do, how Call Handler’s use that telephone call to interact and effect what that person thinks about the Police and their confidence in our ability to help them.

Encouraging Local Engagement

• Use every call as an opportunity to inform the caller of relevant local policing successes, seek information and intelligence and encourage more active participation in local neighbourhood policing.
• Make a positive first impression – this may be the first time that caller has had contact with the Police.
• Treat people with respect, take them seriously and make an effort to understand an individual’s needs.
• If the enquiry is about something that the police cannot deal with, tell the caller and wherever possible suggest another organisation that can help and how to get in touch with them.
• The Police Service remains committed to driving down the level of crime and will continue to target resources at those persistent and prominent offenders who are responsible for a disproportionate amount of crime. Tell callers about local successes.
• Help increase public confidence in the Police and promote initiatives e.g.: Intelligence-Led Policing and Neighbourhood Specialist Officers, Dedicated Beat Officers, Community Support Officers etc.

Please Note: In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller’s situation and circumstances of the call.
**Assessment Criteria**

*Exceptional (40 pts)* – will be awarded when the Call Handler demonstrates an exceptionally high level of reassurance through the use of appropriate messages, statistics and positive wording.

*Competent (30 pts)* – will be awarded when the Call Handler successfully provides appropriate reassurance and positive messages.

*Requires Development (20 pts)* – will be assigned when the Call Handler attempts to provide some form of reassurance but for the caller’s situation was not appropriate or the message provided was not sufficient for the caller’s situation.

*Requirements not met (0 pts)* – will be assigned when the Call Handler does not give the appropriate type of reassurance and positive messages for the caller’s situation.

**Suggested Examples of Best Practice**

- “Your local neighbourhood officer is holding a surgery or a ‘meet the police day’ on X date at X venue” (advertised in the press/online or a general comment)
- “The website/phone number that you require for your local neighbourhood officer is.....please be aware that PC..... works on a shift based pattern and may not return your call immediately”
- “We are targeting underage drinking in your area”
- “The Community Safety Vehicle will be located in the X car park on X date”
- “Your information is very important to us and is recorded in our crime and intelligence system”
- “Any town Police are always looking for volunteers to be involved with schemes such as Neighbourhood Watch”
- “There have been several Anti-Social-Behaviour-Orders (ASBOs) issued in your local area, to help tackle problem youths etc”

**Suggested Examples of Poor Practice**

- “You don’t have a Beat Officer for your area.......or.......I don’t know who it is”
- “I’m in Guildford how can I be expected to know where your road is”
At the conclusion of the call the Call Handler should ensure they summarise the main points of the call. By summarising the call it ensures the Call Handler has understood the caller's requirements and needs, delivered the appropriate actions and ensured the caller's expectations are met and satisfied. To successfully conclude the call the Call Handler should cover the following areas:

- A brief summary of what the caller discussed
- Basic description of what was logged onto the system.
- What will happen next:
  - For example: “An email has been sent to the relevant officer and they will respond within X days”
  - “Here is the number for your local Environmental Health Officer who will be able to help you”
  - “This Information is important to use and will be sent to the local information officer”.
  - “I have requested that an officer is sent to you……..”
- Offer of further assistance, (“Is there anything else I can help you with.”)

Please Note: In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller's situation and circumstances of the call.
Assessment Criteria

Exceptional (20 pts) – will be awarded when the Call Handler provides the caller with a call summary in an exceptionally clear and understandable manner. The caller’s understanding may be very low or have very high expectations and/or the solution/information may be very complex and difficult to explain. The Call Handler makes sure the caller understands all their actions utilising a full step-by-step approach.

Competent (15 pts) – will be awarded when the Call Handler provides a clear summary of the call ensuring the four main summary points are covered.

Requires Development (10 pts) – will be assigned when the Call Handler only provides a small call summary but does not provide key information. Certain summary steps may be left unexplained or delivered at a level that may not be understood by the caller. Full confirmation of understanding may not be made between the Call Handler and the caller.

Requirements not met (0 pts) – will be assigned when the Call Handler makes no attempt to summarise the call.
It is a feature of friendly and professional service if the Call Handler is able to establish a friendly and professional rapport with the caller. One way in which this rapport can be gained is through the use of the caller’s name. Once the Call Handler knows the name of the caller, they should make an effort to establish how the caller would like to be addressed and then address the caller by the chosen term in a conversational manner at least once during the call. In most circumstances the caller should be addressed by his or her normal title (Mr., Ms., Dr., etc.) and surname (when available). An appropriate title to be used with women is Ms., unless corrected by the caller. Also, if the caller’s title is Dr., Rev., or a similar title, it is very important to use that title. If the caller instructs you to address them by their first name or another name, the Call Handler must respect this request.

Some caller’s introduce themselves at the onset of the call by their first name or surname only. As obtaining the caller’s full name is a requirement; the Call Handler must still obtain the full name of the caller. However the Call Handler may address the caller in the same fashion as they introduced him or herself. Spelling or repeating the caller’s name during the verification process does not constitute the proper use of the caller’s name.

The Call Handler should endeavour to avoid the use of Sir, Ma’am or Madam as this can be perceived as putting them down.

Please Note: In some cases the caller may not wish to provide or leave their name. In these circumstances the Call Handler will not be required to use the caller’s name.

Please Note: In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller’s situation and circumstances of the call.
Assessment Criteria

Exceptional (20 pts) – will be awarded if the Call Handler continually utilises the name of the caller throughout the call in a manner that contributes to the rapport with the caller or reinforces the professionalism of the service. The name of the caller may also be utilised to put the caller at ease or calm an irate caller. The caller may have an exceptionally difficult name to pronounce however the Call Handler correctly pronounced the name.

Competent (15 pts) – will be awarded to the Call Handler if the caller is addressed by their name in the correct manner at least once during the call. The Call Handler made at least two valid attempts at pronouncing the caller’s name, if it is difficult to pronounce.

Requires Development (10 pts) – will be awarded if the Call Handler addresses the caller by their first name, where a surname has been provided, and permission has not been given to use the caller’s first name.

Requirements not met (0 pts) – will be assigned if the Call Handler does not attempt to use the caller’s name is during the call, or where the Call Handler continually uses generalised titles such as Sir, or Ma’am.

Requirements not met may also be assigned if the Call Handler uses the caller’s name in a manner that appears forced or excessive, or used only whilst verifying the caller’s name.

Suggested Examples of Best Practice

✓ Call Handler: “May I have your name please?”
   Caller: “Karim Hosaini.”
   Call Handler: “How may I help you Mr. Hosaini?”

✓ Caller: “Hi, my name is Jane.”
   Call Handler: “Hello Jane, how may I help you?”

✓ Caller: “Hello, my name is Jane Doe.”
   Call Handler: “Hello Ms Doe, how can I help you?”
   Caller: “That’s Dr Doe thank you!”
   Call Handler: “I apologise Dr Doe, how may I help you?”

✓ Call Handler: “May I have your name please?”
   Caller: “I don’t wish to provide my name.”
   Call Handler: “That’s fine. How may I help you?”
Emergency 999 call from child.

✔ Caller: “I'm scared please help”
  Call Handler: “Its ok we are here to help, my name is Jenny. What’s your name?”
  Caller: “It’s Sarah. Please help me?”

Suggested Examples of Poor Practice

✘ Caller: “Hi my name is John Smith.”
  Call Handler: “How can I help you John?”
Pronunciation should be clear, concise and easily understood. AVOID USING UNPROFESSIONAL filler words such as uh-huh, yeah, yep. Use of slang, slurred or indistinct speech, or speaking quickly or slowly so as to impede understanding will also result in being scored down. Providing the caller with a response that indicates the information or question was heard and understood by the Call Handler is an important component of all aspects of the call. Appropriate wording for this response revolves around the use of professional replies such as “yes”, “correct”, “understood”, rather than unprofessional replies such as “yep”, “ahuh”, and “got ya”. The Call Handler should also try to vary their filler words as much as possible. Saying the same filler word over and over again can make the Call Handler appear to be not interested in what the caller has to say.

When speaking with members of the public the Call Handler must avoid using jargon words/phrases that will have little meaning/understanding to the caller. Phrases such as, “Attention drawn”, “I’ll send a unit”, etc may not be understood by the caller therefore should not be used during the call.

Whilst good grammar and articulation are important in creating a professional image, there is a lot more to projecting this image than just using the right words. The Call Handler’s vocal image and conversation control
contributes to the formation of opinions and feelings about both the Call Handler and the service. The Call Handler should project a positive and enthusiastic image that personifies an individual that is ready, willing and able to assist the caller in any way possible. This image may be created by the effective use of specific yet subtle vocal qualities. Maintaining good conversation control is simply creating and maintaining a balance of control in the conversation between the Call Handler and the caller. We are in the business of providing a valuable public service. Call Handlers will present information in a clear and organised manner, follow the call flow as closely as possible, and ensure the information is presented in a manner that allows the caller to easily comprehend the solution process. The Call Handler must not dominate the conversation completely nor allow the caller to do so without attempting to gain control. The Call Handler must not talk over the caller and should let the caller finish each sentence before a reply or remark is made.

The tone with which the Call Handler communicates should convey to the caller that they (the Call Handler) are friendly, confident and actually interested in what the caller has to say. Depending on the meaning of a sentence, the inflection or pitch of the Call Handler’s voice should be varied, and appropriate to the meaning being conveyed, thereby avoiding a sarcastic, accusatory or an otherwise negative tone. Call Handlers should avoid speaking in a monotone, which may be perceived by the caller as boredom.

The Call Handler should avoid extremes in volume when speaking, which may be construed as either pushy or aggressive (too loud) or unassertive and insecure (too soft). Similarly, the rate or speed of speech adopted by the Call Handler should be well paced, and matched to that of the caller whilst avoiding extremes. A caller who is nervous or upset will probably speak faster than normal and the agent may effectively counter this emotional reaction through the planned projection of a positive vocal image. It is perfectly acceptable to make or answer comments on, for example, general topics, especially if the Call Handler is building rapport or waiting for a slow system.

**Please Note:** In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller’s situation and circumstances of the call.

### Assessment Criteria

**Exceptional (20 pts)** – will be awarded when an advanced application of a positive vocal image and strong conversation control is used to promote professionalism, the vocal image and control is effectively tailored to the situation, thereby creating a rapport with the caller. The Call Handler is proactive in always applying the most appropriate image.

**Competent (15 pts)** – will be awarded when the Call Handler demonstrates a satisfactory vocal image and conversation control that is varied, and reactive to the mood of the call.

**Requires Development (10 pts)** – will be assigned when the vocal image projected by the Call Handler includes minor infractions that may project a less than professional demeanour for the caller. Or the Call Handler allows minor instances of loss of control of the conversation. This would be the case if either the caller is allowed to take control of the conversation and stray from an efficient course, or the Call Handler introduces topics that lead the caller’s attention away from the topic at hand. The focus of the conversation may drift and time may be wasted unnecessarily.


Requirements not met (0 pts) – will be assigned to the Call Handler when the vocal image could clearly be perceived as unprofessional. The Call Handler may utilise any one or more of the components of vocal image to project a negative image or the Call Handler shows severe lapses of conversation control. The Call Handler may allow the caller to take over and dominate the conversation. The Call Handler may dominate the conversation and not allow the caller to interact comfortably. The Call Handler may introduce extraneous ideas and topics that confuse the issue or otherwise misuse significant time.
Empathising is an essential skill when relating to others. We spend 70% of the day communicating, 45% of that time listening. We all want to be listened to and empathised with. It is insulting to be ignored or neglected. Empathy is more than hearing the words; it is truly understanding and accepting the caller’s situation and feelings. Empathy means understanding another person so that you identify with him/her, you feel like he/she does.

A good empathiser must respond, letting the caller know he/she is understood. Often, when a caller is upset or frustrated, he/she will want to express and share their feelings with an understanding person. A good empathiser focuses on the caller’s feelings and not just on his/her actions or circumstances. When first answering the call if the caller is upset/anxious/frustrated/etc, the Call Handler should first focus, acknowledge and deal with the caller’s feelings before concentrating on solving the problem/situation. However in emergency situations (e.g. 999 calls) the Call Handler will be required to focus on the caller’s situation/details first before focusing on empathy.

To be a good empathiser the Call Handler may need to put themselves “in the caller’s shoes.” The Call Handler’s comments should reflect exactly what the caller has said. Call Handlers should be brief, using simple words and their own words, called paraphrasing; otherwise, it may sound like the Call Handler is thoughtlessly “parroting” him/her. In this way, the caller knows the Call Handler is attending closely and that they care. Call Handlers should always be tentative, because empathy statements are really questions. For
example, when a Call Handler says, “You are feeling upset” they are really asking, “Are you feeling upset?” If the Call Handler is slightly off the mark, it gives the caller a chance to immediately “set the record straight” and get the Call Handler precisely in tune with him/her. So, it is important the Call Handler makes frequent comments reflecting their understanding of what has just been said.

**Please Note:** In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller’s situation and circumstances of the call.

### Assessment Criteria

**Exceptional (20 pts)** – will be awarded when the Call Handler is able to readily recognise the underlying emotion of the caller at the onset of the call and successfully empathise and relate with the caller. By doing so the Call Handler is able to successfully obtain the required information to complete the call whilst ensuring the caller feels the Call Handler has fully understood their situation.

**Competent (15 pts)** – will be awarded when the Call Handler has acknowledged the caller’s feelings and empathised with their circumstances.

**Requires Development (10 pts)** – will be assigned when the Call Handler may attempt to empathise with caller but does not take the time to truly understand the caller’s feelings thus does not truly identify with the caller’s situation.

**Requirements not met (0 pts)** – will be awarded when the Call Handler makes no attempt to empathise with the caller or relate to the way in which the caller may be feeling.
This category gauges the Call Handler’s ability to remain consistently polite, pleasant and sincere. The Call Handler is expected to project a degree of interest and a calm and professional commitment to good service.

The ‘National Call Handling Standards’ aims to provide a professional level of customer service to all that come into contact with the Police Service. Call Handlers are expected to be courteous and calm at all times, including when they are provoked or under pressure. They are expected to explain their decisions when asked to do so.

All Call Handlers are expected to project a professional image through their conduct, appearance and attitude. Every employee is an ambassador for the Service and every interaction with the public offers the chance to enhance the reputation of Police.
The Call Handler is expected to maintain a professional demeanour and treat all callers with respect and consideration. When handling irate callers, the Call Handler should not attempt to mirror the caller’s tone. The Call Handler must also display respect for diversity with fairness and equality. This implies considering and showing respect for opinions, circumstances and feelings of the caller.

The Call Handler must not show rudeness, undue familiarity, sarcasm, interrupt the caller, use a condescending tone, sound bored, tired or inconvenienced. It is unacceptable for a Call Handler to be overheard talking or laughing with another person. Use of profanity and premature termination of the call are not acceptable. The Call Handler should handle every call as if it their first call of the day because from the caller’s perspective this may be the first and only time they contact the CHC.

This criterion also measures if the Call Handler performs the mechanics of the call, saying the correct words but through their tone of voice not sound robotic, abrupt, bored or unprofessionally uninterested, etc, rather than projecting a high degree of professionalism.

The Call Handler must not provide, offer personal opinions, use unprofessional, litigious language or phrases when referring to any public services or private companies.

Please Note: In the case of genuine 999 emergency calls it may not be possible to fulfil all the requirements of this section. This will be evaluated appropriately depending on the caller’s situation and circumstances of the call.

### Assessment Criteria

**Exceptional (20 pts)** – will be awarded in the event the Call Handler demonstrates an exceptional degree of genuine interest and professionalism toward the caller. This may occur especially when a Call Handler handles an exceptionally difficult or complex call with a high degree of understanding, confidence and patience. The success of the Call Handler in this category is reflected in the way the caller responds, and the strong rapport that is created.

**Competent (15 pts)** – will be awarded if the Call Handler not only performed the mechanics of the call but also established a comfortable and professional rapport with the callers. The Call Handler must sound notably interested, confident and professional in their presentation.

**Requires Development (10 pts)** – will be assigned when the Call Handler performs the mechanics of the call while sounding somewhat robotic and no noticeable interest is apparent. The Call Handler may have occasional instances of poor articulation or grammar, or use an unprofessional choice of words.

**Requirements not met (0 pts)** – will be assigned if the Call Handler sounded unfriendly, unwilling to help the caller, or made comments that demonstrated a notable lack of professionalism. This includes any instances of rudeness or the use of inappropriate language or may use language or phrases that are unprofessional or litigious when referring to other services.
The scoring and rating system is based upon a point value and percentage system. As each evaluation criteria is scored, the Call Handler earns a certain point value. Earned points divided by total points yields a percentage score, such as 86.67%, which is the score the Call Handler has earned for that particular evaluation. As the evaluations of the Call Handler accumulate, an average performance score can be determined.

<table>
<thead>
<tr>
<th>SCORE</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>EXCEPTIONAL (E)</td>
</tr>
<tr>
<td>15</td>
<td>COMPETENT (C)</td>
</tr>
<tr>
<td>10</td>
<td>REQUIRES DEVELOPMENT (RD)</td>
</tr>
<tr>
<td>0</td>
<td>REQUIREMENTS NOT MET (R)</td>
</tr>
<tr>
<td>No Score</td>
<td>NOT APPLICABLE (N/A)</td>
</tr>
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The chart above shows a sample scoring and rating system. Each evaluation question is different depending on its requirements, so the scoring for that question may use all or just some of the scoring points above. For example, Data Protection would only use ‘Competent’ and ‘Requirements Not Met’ scoring, as it is not possible to provide exceptional data protection or only achieve part of the requirements. Individual evaluation questions can also be weighted differently depending on the importance of the item. For example, ‘Establishing Caller Needs’ which involves asking the right questions can be considered more important to the success of the call then other areas like ‘Best Practice Opening’. Thus it is possible for these types of evaluation questions to be doubled or even triple weighted which increases their overall effect on the total evaluation score.

‘Not Applicable’ can also be scored across all evaluation criteria. This option is selected if the evaluation question does not apply to the Call Handler’s call. For example, not all calls require a Call Handler to demonstrate the Data Protection process therefore this would be marked as ‘N/A’. By scoring this option the points possible for that evaluation question are removed from the overall score calculation.
# SAMPLE EVALUATION FORM CALCULATION

## Evaluation Scoring Criteria

<table>
<thead>
<tr>
<th>SCORE</th>
<th>RATING</th>
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<tr>
<td>20</td>
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<tr>
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<td>REQUIREMENTS NOT MET (R)</td>
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## Sample Evaluation One – (All Questions Scored)

<table>
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<tr>
<th>Evaluation Questions</th>
<th>Scoring Achieved</th>
<th>Points Scored</th>
<th>Points Possible</th>
<th>Percentage Score</th>
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<tr>
<td>Question 1</td>
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<td>20</td>
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<tr>
<td>Question 2</td>
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<td>15</td>
<td>20</td>
<td>75.00%</td>
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<tr>
<td>Question 3</td>
<td>Competent</td>
<td>15</td>
<td>20</td>
<td>75.00%</td>
</tr>
<tr>
<td>Question 4</td>
<td>Competent</td>
<td>15</td>
<td>20</td>
<td>75.00%</td>
</tr>
<tr>
<td>Question 5</td>
<td>Competent</td>
<td>15</td>
<td>20</td>
<td>75.00%</td>
</tr>
<tr>
<td>Question 6</td>
<td>Competent</td>
<td>15</td>
<td>20</td>
<td>75.00%</td>
</tr>
<tr>
<td>Question 7</td>
<td>Competent</td>
<td>15</td>
<td>20</td>
<td>75.00%</td>
</tr>
<tr>
<td>Question 8</td>
<td>Competent</td>
<td>15</td>
<td>20</td>
<td>75.00%</td>
</tr>
<tr>
<td>Question 9</td>
<td>Exceptional</td>
<td>20</td>
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</tr>
<tr>
<td>Question 10</td>
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<tr>
<td>Overall Score</td>
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Calculation (points scored/points possible) x 100%
## Sample Evaluation Two – (N/A scored on 1 question)

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<th>Points Possible</th>
<th>Percentage Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question 1</td>
<td>Competent</td>
<td>15</td>
<td>20</td>
<td>75.00%</td>
</tr>
<tr>
<td>Question 2</td>
<td>Competent</td>
<td>15</td>
<td>20</td>
<td>75.00%</td>
</tr>
<tr>
<td>Question 3</td>
<td>Competent</td>
<td>15</td>
<td>20</td>
<td>75.00%</td>
</tr>
<tr>
<td>Question 4</td>
<td>Competent</td>
<td>15</td>
<td>20</td>
<td>75.00%</td>
</tr>
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<td>Question 5</td>
<td>Competent</td>
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<td>20</td>
<td>75.00%</td>
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<tr>
<td>Question 6</td>
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<td>15</td>
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<td>75.00%</td>
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<tr>
<td>Question 7</td>
<td>Competent</td>
<td>15</td>
<td>20</td>
<td>75.00%</td>
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<tr>
<td>Question 8</td>
<td>Competent</td>
<td>15</td>
<td>20</td>
<td>75.00%</td>
</tr>
<tr>
<td>Question 9</td>
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<td>20</td>
<td>20</td>
<td>100.00%</td>
</tr>
<tr>
<td>Question 10</td>
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<td>Sum of Points Scored and Possible</td>
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<tr>
<td>Overall Score</td>
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<td>69%</td>
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</table>

Calculation (points scored/points possible) x 100%
Appendix D:
Improving Demand Management
Effective 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.

The Home Secretary has placed increasing emphasis on the need for the police to improve the levels of customer service they provide to the public. The new “Copper’s Contract” 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 contract 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, which 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
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1 Introduction

The purpose of this guide is to help forces improve their demand management processes. Demand Management 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 both the Home Office’s broad knowledge of how 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
2 Scope

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
- 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 of 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 in so far as 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/.
4 Summary

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>Are you demand management functions effectively resourced? Have you tested this in the last year?</td>
<td></td>
<td>8.2.1 (call handling) p D-10</td>
</tr>
<tr>
<td>Call handling</td>
<td></td>
<td>8.4.1 (call handling) p D-20</td>
</tr>
<tr>
<td>Is there a good understanding of customer expectations?</td>
<td></td>
<td>8.2.2a p D-12</td>
</tr>
<tr>
<td>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 p D-12</td>
</tr>
<tr>
<td>Are call handlers given the appropriate training to develop and address performance deficiencies?</td>
<td></td>
<td>8.2.2b p D-12</td>
</tr>
<tr>
<td>Is there a call grading policy?</td>
<td></td>
<td>8.2.3a p D-13</td>
</tr>
<tr>
<td>Are call handlers monitored against their ability to apply the call grading policy consistently?</td>
<td></td>
<td>8.2.3a p D-13</td>
</tr>
<tr>
<td>Do call handlers have access to a Frequently Asked Questions database and telephone directory to transfer calls</td>
<td></td>
<td>8.2.4 p D-15</td>
</tr>
<tr>
<td>Do you use Automatic Call Distribution, Interactive Voice Recognition and Management Information Systems at the front-end?</td>
<td></td>
<td>8.2.5 p D-15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8.2.6 p D-16</td>
</tr>
<tr>
<td>Questions</td>
<td>Yes/ No</td>
<td>Section</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>---------</td>
<td>----------</td>
</tr>
<tr>
<td>Despatch</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is your despatch function clearly defined within the BCU hierarchy with</td>
<td>8.3.1</td>
<td>p D-18</td>
</tr>
<tr>
<td>clear lines of responsibility and authority?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are incident logs regularly re-assessed by despatch teams to check</td>
<td>8.3.2</td>
<td>p D-19</td>
</tr>
<tr>
<td>whether scene attendance is still necessary?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there a clear policy on cross-border deployments?</td>
<td>8.3.3</td>
<td>p D-19</td>
</tr>
<tr>
<td>Are complainants kept informed throughout the process?</td>
<td>8.3.4</td>
<td>p D-20</td>
</tr>
<tr>
<td>Response Policing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are your response teams supervised effectively? Are status details</td>
<td>8.4.2</td>
<td>p D-21</td>
</tr>
<tr>
<td>updated as soon as an incident has been attended?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other departments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there good use of voice mail and other technology?</td>
<td>8.5.1</td>
<td>p D-22</td>
</tr>
<tr>
<td>Force wide</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you have a comprehensive external marketing strategy?</td>
<td>8.6.1</td>
<td>p D-22</td>
</tr>
<tr>
<td>Are you confident the public are well informed on how and when to</td>
<td>8.6.1</td>
<td>p D-22</td>
</tr>
<tr>
<td>contact the police?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you have a demand management process owner?</td>
<td>8.6.2a</td>
<td>p D-23</td>
</tr>
<tr>
<td>Do you have a demand management strategy in place?</td>
<td>8.6.2b</td>
<td>p D-23</td>
</tr>
<tr>
<td>Do you have demand management performance indicators that are</td>
<td>8.6.2</td>
<td>p D-23</td>
</tr>
<tr>
<td>regularly monitored and incorporated in the performance review</td>
<td></td>
<td></td>
</tr>
<tr>
<td>framework?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5 A Framework for Demand Management

Members of the public, other emergency services and local authorities, amongst 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 together 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></td>
<td></td>
<td>Attendance may not be immediate but customer’s expectations should be managed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Incident log updated</td>
</tr>
<tr>
<td></td>
<td></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>Demand resolved after transfer (e.g. necklace added to crime report, or call transferred to telephone investigation team)</td>
</tr>
<tr>
<td></td>
<td>I want to report some minor damage to my fence</td>
<td></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>Sub-process</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receive demand</td>
<td>The demand needs to be received then routed and queued for triage</td>
</tr>
<tr>
<td>Triage demand</td>
<td>The demand needs to be assessed to determine the urgency, importance and most appropriate response required to effectively and efficiently resolve the demand</td>
</tr>
<tr>
<td>Assign resource to resolve/handover</td>
<td>Resources need to be assigned to resolve or handover the demand</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub-process</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><strong>Sub-process</strong></th>
<th><strong>Description</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolve demand, or Handover demand</td>
<td>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 should be handed over, along with the citizen’s/partner organisation’s expectations 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.</td>
</tr>
<tr>
<td>Close demand</td>
<td>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.</td>
</tr>
</tbody>
</table>
6 Benefits of Improving Demand Management

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
7 Basic Enablers for Excellent Demand Management

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 feel
- 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 novel or special 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, 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 intuition, identify possible improvements
- Estimate effort required, difficulty and impact for each of the improvements and use this to prioritise improvements
- Use a project based approach to organise each initiative (in particular, specify project outputs, ownership, timescales, effort and cost)

### 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>

8.2.1.1 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/ 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)

<table>
<thead>
<tr>
<th>Time Analysis</th>
<th>Time (in Minutes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shift</td>
<td>480</td>
</tr>
<tr>
<td>Lunch</td>
<td>60</td>
</tr>
<tr>
<td>Breaks</td>
<td>30</td>
</tr>
<tr>
<td>Briefing</td>
<td>20</td>
</tr>
</tbody>
</table>
<=> % available to take calls 77%
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.

8.2.1.2 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 start 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>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Potential solutions:</th>
<th>Service attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Provide feedback on adherence to service attributes</td>
</tr>
</tbody>
</table>

8.2.2.1 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 which contains a link to the Mori research commissioned by the Home Office on predictors of satisfaction and reference to changes in Lancashire that led to a significant improvement in satisfaction levels.

8.2.2.2 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 more convenient 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.
8.2.3.1 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:

- 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) is a product in development that it will ultimately be necessary to ensure that your call grading policies are linked to.

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.

8.2.3.2 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 handlers and the supervisors 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 also 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 at Annex A.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>Poor performance from response teams</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Variation in how different operators grade incidents</td>
</tr>
<tr>
<td></td>
<td>High proportion of incidents re-graded by dispatchers</td>
</tr>
<tr>
<td></td>
<td>Increase/decrease in proportion of calls resulting in deployment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Potential solutions:</th>
<th>Clarify grading policies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Improve quality of information obtained from complainant</td>
</tr>
<tr>
<td></td>
<td>Provide feedback to operators on their grading decisions</td>
</tr>
</tbody>
</table>
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>

8.2.4.1 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 FAQ’s 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>
</tr>
</thead>
<tbody>
<tr>
<td>Potential solutions:</td>
<td>Enforce telephone directory accuracy Internal ‘Yellow Pages’</td>
</tr>
</tbody>
</table>
8.2.5.1 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.

8.2.5.2 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.

8.2.5.3 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>
</tbody>
</table>

| Potential solutions: | Call routing: install Automatic Call Distribution |
|----------------------| Call handling: install Interactive Voice Recognition |
|                      | Management Information front-end |
8.2.6.1 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.

8.2.6.2 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 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.

8.2.6.3 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.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>Poor team performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential solutions:</td>
<td>Provide individual feedback on performance</td>
</tr>
</tbody>
</table>

8.2.7.1 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.

<table>
<thead>
<tr>
<th>Typical symptoms:</th>
<th>Non-compliance with despatch instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential solutions:</td>
<td>Clarify command and control roles</td>
</tr>
</tbody>
</table>

8.3.1.1 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.

8.3.2.1 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>Reassess incident logs</td>
</tr>
</tbody>
</table>

8.3.3.1 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.
8.3.4.1 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 polices)? 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.

<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>

8.4.1.1 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.

| Typical symptoms:       | Poor response team performance |
|                        | Low satisfaction with police response |
| Potential solutions:    | Proactive supervision of status and location |

8.4.2.1 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.

| Typical symptoms:       | Caller dissatisfaction with service received |
|                        | Implement Force-wide phone handling policies |

8.5.1.1 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.

8.6.1.1 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.

Typical symptoms: Lack of cohesion across the demand management process
Potential solutions: Identify demand management process owner

Develop and communicate the demand management strategy
Implement integrated demand management performance indicators

8.6.2.1 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.

8.6.2.2 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.

8.6.2.3 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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t. +44 (0)1924 375 222  
w. www.westyorkshire.police.uk
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.

**BURGLARY**

**OFFENDERS NOT AT THE SCENE**

**COMBO NO/YES**

**LINK TO FORM**

**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.

If the offenders have just left the scene:

- 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, VRM, make, distinguishing features)
- Have weapons been used? (Describe)

- What time did you discover the break in?
- When were the premises last known to be secure?
- What have they stolen?
- Where can you be contacted?
- Have any witnesses contacted you?
- Has this happened before?
- How long ago did the last incident occur?
- Is there any obvious evidence left by the offender e.g. blood/fingerprints
- How have the offenders got in?
- How have the offenders got out?

**CRIME SCENE – ADVICE**

Tell the caller a Crime Scenes 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**

- 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?

**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.

**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*
VIOLENCE AGAINST THE PERSON

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”

COMBO
NO/YES

LINK TO FORM

VIOLENCE AGAINST THE PERSON

OFFENDER NOT AT SCENE

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/leave anything at the scene? (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.
DOMESTIC ABUSE

OFFENDERS NOT AT THE SCENE

- 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?

OFFENDERS AT THE SCENE

- 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”

COMBO
NO/YES

LINK TO FORM
**RACIST/HOMOPHOBIC INCIDENT**

**OFFENDERS NOT AT THE SCENE**

- Is the incident occurring now?
- Are the offenders still at the scene?

*If yes and the location is known:*

- Has any weapon been used? if so, what type of weapon and where is it now?

**OFFENDERS AT THE SCENE**

- 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?

**LINK TO FORM**

CREATE AN IMMEDIATE INCIDENT NOW.

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”
THEFT OF MOTOR VEHICLE
OFFENDERS NOT AT SCENE
OFFENDERS 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 are 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 the 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.

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.
**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?
Appendix E: Forensic awareness for Call Handlers

SCENE PRESERVATION ADVICE AND CALL HANDLERS SCRIPTS
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## Scene Preservation Advice

**GLASS**

HEALTH & SAFETY: *If glass has been broken, then advise the victim to keep a safe distance.*
- If glass is still fixed into the window frame, advise victim of crime to stay well clear to avoid injury.
- If glass has been removed from the window frame or stacked-up outside the point of entry; ask victim to cover with a bin lid or similar protective instrument (Note: health and safety of victim).
- If glass is blood stained – leave in situ and inform the duty SSO. *as soon as possible.*

**BLOOD/BODY FLUIDS**

HEALTH & SAFETY: The Health and Safety of the victim is paramount. Always advise the victim of crime to stay well clear of any visible blood or body fluids.
- If visible blood is present, advise to victim of crime to preserve the immediate area close to the blood, preventing people or pets from coming into direct contact with the blood body fluids.
- If visible blood is present external to the scene (e.g. on a windowsill etc), and poor weather conditions prevail, inform SSU to allow them to prioritise this scene.

**PAPER/DOCUMENTS** *(handled by the offender)*

- Keep the paper dry.
- Do not touch without gloves.
- If found external to the scene, remove to a clean dry place.
- If the floor of the scene is littered with paper, do not allow access, inform SSU (latent, dusty footprints may be present).

**CIGARETTE ENDS** *(left in the scene not belonging to Crime Victim)*

- Preserve for potential DNA. Advise crime victim not to touch or move these potential exhibits.
- If found externally, cover with a bin lid or similar instrument to provide protection from elements. If internal, prevent access and inform SSO.

**PLASTICS, COWLINGS, SMOOTH NON-POROUS ITEMS**

- If easily portable, victim to recover to warm dry place and inform SSO.
- Caution: Broken cowlings can have sharp edges and may be contaminated with the offender’s blood. Such items should be left in situ and the SSO informed.

**ADHESIVE/INSULATION TAPE**

- Leave in situ, inform SSO.
| **VISIBLE FINGERPRINTS** | - Protect the scene. Do not allow victim of crime to touch.  
- Prevent ingress of rain/moisture. Inform SSO. |
| **VISIBLE FOOTPRINTS** | - External: Cover with clean, dry container such as bowl, bucket or bin lid.  
- A footprint must have some form of visible tread pattern within it.  
  A depression in soft soil/grass without detail is of no evidential value. |
| **TOOLS AND PROPERTY LEFT AT THE SCENE** | - Have victim of crime recover to a clean, dry and warm place.  
- Prevent others from touching property.  
- Inform SSO. |
| **SCENE TEMPERATURE** | - It should be noted that air temperature and moisture content would adversely affect the examination of the crime scene. As a rough rule of thumb, if the crime victim can see their own breath (as they breathe out) at the scene then it is too cold to make any real valuable scene examination.  
- However, if the crime victim can see visible blood/saliva at the scene or footprints with detail of the tread pattern visible, then an SSO should be informed and requested to attend.  
- If the scene is damp (e.g. a vehicle/allotment etc covered with dew or light rain), this is considered a “Wet scene”, again there may be little that the SSO can do.  
- However, if the crime victim can identify property or blood/saliva within the scene not originating from the owner, then an SSO should be informed and asked to attend. |
SUGGESTED QUESTIONS FOR CALL HANDLERS TO ASK VICTIMS OF CRIME

(Investigation of Volume Crime Manual ACPO 2002 71)

CALL HANDLING AND INITIAL RESPONSE

HEALTH AND SAFETY OF CRIME VICTIMS

The advice given in this document is subject to the public liability of the Force. Victims of crime should not be asked to remove or handle potentially dangerous items such as glass or property contaminated with body fluids. The Health and Safety of the victim is paramount. Always advise the victim of crime to stay well clear of any visible blood or body fluids.

The following is a selection of suggested questions that may be asked of the crime victim to ensure that potential evidence is identified and suitable advice given. These questions are suggested as an aid to your investigation of the offence. Should further advice be required, it is strongly advised that that you speak with a divisional Scientific Support Officer (SSO), and the SSO be allowed the opportunity to speak with the crime victim by telephone to assist in the prioritisation of each telephone investigation unit (T.I.U.) generated task.

VEHICLE CRIME

Theft from Motor Vehicle;
Attempted Theft of Motor Vehicle;
Vehicle interference;
Criminal Damage (to a motor vehicle).

Questions

A. Where is the vehicle? Parked external or undercover?
B. Is the vehicle cold, wet or dry at the moment?
C. How has the vehicle been damaged?
   1. Broken a window?
   2. Bent car doors back?
   3. Forced door locks?
   4. Damaged with an instrument?
   5. Damaged by kicking to doors or panels?
   6. Struck by a second vehicle?
D. What can the victim see at the scene?
   7. Broken glass fixed into window frames only?
   8. Damage to the steering, ignition, radio or security locks?
   9. Broken plastics from the dash board/steering cowling?
10. Contents of glove box/side pouches searched through?
11. Obvious blood around areas of broken glass or damaged surfaces?
12. Property/cigarette butts in the vehicle that are not the owners?
13. Has the vehicle been moved in any way?

Conclusions and Actions
An SSO should be called if the vehicle is under cover, dry and not too cold, and if one or more of the following points is also prevalent at the scene:

- The doors have been bent back.
- If the vehicle has been moved or lifted in anyway.
- If the vehicle contains property not belonging to the owner.
- If blood/saliva is visible (the owner should stay away from the vehicle).
- Property/cigarette butts are left at the scene that are not the victims.
- Damage caused to the steering, ignition cowling, radio mounting where there is DNA recovery potential.

If the vehicle is open to the weather, the owner should carefully recover any plastics or vehicle contents (handled by thief), to a warm, dry and secure location until SSO can attend.

THEFT
Sheds;
Outhouses;
Allotments;
Freestanding Garages.

Covering crime types:
Theft;
Burglary (Other);
Criminal damage.

Questions
A. What type of building has been attacked?
   1. Small garden shed/allotment sheds.
   2. Freestanding garage.
B. Is the interior of the building dry and free from frost?

C. How has the building been damaged?
   4. Break glass, remove and climb-in?
   5. Force lock (if so how?)
   6. Force side panels/walls of building?
   7. Force roof through into building?
   8. Other means?

D. What can the victim see at the scene?
   9. Broken glass or glass stacked-up close to the point of entry.
  10. Visible blood. Visible saliva or cigarette butts not belonging to the victim?
  11. Visible footprints with some form of detail (blocks or squares), inside the scene?
  12. Have any clean and smooth items been moved?
  13. Has anything not belonging to the victim been left at the scene?

Conclusions and Actions
An SSO should be called to the scene if the building is dry and clean and not too cold and if one or more of the following points is also prevalent at the scene:

- Visible blood, saliva or cigarette butts are present.
- Property not belonging to the victim is present.
- The victim preserves blood, glass and footprints at the scene.

Criminal Damage
Shops;
Schools;
Private Dwellings/Property.

Questions
1. What is the nature of the damage?
2. Does the victim know what was used to cause the damage?
3. Is the scene dry? (What are the weather conditions at the scene?)
4. Is there visible blood/saliva at the scene?
5. Can the scene be preserved?
6. Is there property left at the scene that does not belong to the victim?
7. Is there visible footprints showing some detail?
Conclusions and Actions

An SSO should be called if the scene is dry and clean (not discounting photographic evidence), and if one or more of the following points is also prevalent at the scene:

- There is visible blood/saliva at the scene.
- Property/cigarette butts are left at the scene that are not the victims.
- The offender had to make physical contact when causing the damage (e.g. climbing onto or kicking actions etc).

The scene can be preserved.
Appendix F: Call Processing – Glossary of Terms
Different terms may be used in different arenas. For example, the term ‘Calling Line’ has been used to describe the telephone line along which a Caller calls police. A technologist may refer to this as a ‘Path’.

This paper is aimed at a ‘Business’ audience and the definitions of these terms apply solely to this paper.

Ultimately, a common terminology should be sought across all disciplines relating to the business of Call Handling.

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition/Description</th>
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<tbody>
<tr>
<td>999</td>
<td>999 (network) are telephone lines provided by telephone companies and service providers for emergency communication. (A 999 Call is any call originating via the 999 or 112 networks.)</td>
</tr>
<tr>
<td>Advise Caller</td>
<td>‘Advise Caller’ is a process by which a Call is handled such that the Call is resolved.</td>
</tr>
<tr>
<td>Arrange for Assignment</td>
<td>‘Arrange for Assignment’ is a Call Response by which a Call is handled such that the Call is not resolved and the nature and circumstances of the Call necessitates the assignment of operational unit(s). Responsibility for continuing the enquiry falls to Police.</td>
</tr>
<tr>
<td>Associate Call Records</td>
<td>Call Records relating to different incidents that are related to each other by distinct criteria (e.g. two drive-outs, a week apart, associated by the same vehicle registration number). (See also Related Calls.)</td>
</tr>
<tr>
<td>Business Continuity Activity</td>
<td>Business Continuity Activity is the setting of a strategy for balancing the prevention of failure of service delivery (whole or part) with restoration of service delivery after failure (whole or part).</td>
</tr>
<tr>
<td>Call</td>
<td>A Call is a discrete incoming request for assistance or information made by, or on behalf of, any person or organisation.</td>
</tr>
<tr>
<td>Call Circumstances</td>
<td>The Call Circumstances is the Caller’s enquiry as it is elicited from the Caller taking into account other information sources.</td>
</tr>
<tr>
<td>Call Closure</td>
<td>Call Closure is the breaking of the telephone connection between Caller and Call Handler. (It should be controlled by the Call Handler and not occur until the Call Handler is satisfied that the Caller’s expectations have been managed as far as possible.)</td>
</tr>
<tr>
<td>Call Handler</td>
<td>A Call Handler is a person working within the Call Handling Environment who answers Calls, determines the Call Circumstances, decides the Call Response(s) and initiates or implements the Call Response(s).</td>
</tr>
<tr>
<td>Term</td>
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<tr>
<td>Call Handling</td>
<td>Call Handling is the Operational Activity of answering Calls, investigating Calls, deciding Call Response(s) and implementing or initiating Call Response(s).</td>
</tr>
<tr>
<td>Call Handling Activity</td>
<td>Call Handling Activity is activity that directly delivers the Call Handling service (cf Operational Activity).</td>
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<tr>
<td>Call Handling Capacity</td>
<td>Call Handling Capacity is the resource that a Force provides to address Call Handling Demand.</td>
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<tr>
<td>Call Handling Demand</td>
<td>Call Handling Demand is the number and profile of Calls presented to the Call Handling Environment.</td>
</tr>
<tr>
<td>Call Handling Environment</td>
<td>The Call Handling Environment is the space provided by a Police Force to accommodate its Call Handlers that answer 999, PSTN and Dedicated Line Calls and includes all ergonomic factors from the immediate surrounding of a Call Handler at a workstation to the general surroundings of the Call Handling operation.</td>
</tr>
<tr>
<td>Call Handling Process</td>
<td>The Call Handling Process is an articulation of the business of Call Handling.</td>
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<tr>
<td>Call Log</td>
<td>The Call Log contains information about the routing, timing and events relating to a Call and any associated information on the source and path of the incoming Call.</td>
</tr>
<tr>
<td>Call Record</td>
<td>A Call Record is a detailed account of the nature and circumstances of a specific Call, obtained from the Caller and elsewhere, and the action taken by communications staff in response.</td>
</tr>
<tr>
<td>Call Response</td>
<td>The Call Response is the response that the Call Handler implements or initiates and is one, or a combination of, the following: Connect Caller, Advise Caller, Refer Caller, Transfer Caller, Send Report, Arrange for Assignment.</td>
</tr>
<tr>
<td>Call Type</td>
<td>The Call Type is an alignment of the Call Circumstances with a set of pre-defined Type Codes.</td>
</tr>
<tr>
<td>Caller</td>
<td>The Caller is a person who makes a Call.</td>
</tr>
<tr>
<td>Caller Information</td>
<td>Information a Call Handler elicits from the Caller to determine the nature of the Caller’s enquiry.</td>
</tr>
<tr>
<td>Calling Line</td>
<td>The Calling Line is the telephone line on which the Caller has made a Call.</td>
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<tr>
<td>Calling Line Information</td>
<td>Calling Line Information is information provided by the telephone company relating to the Calling Line.</td>
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<tr>
<td>Term</td>
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<tr>
<td>Communications Environment</td>
<td>The Communications Environment is the space provided by a Police Force to accommodate its Communications Staff and includes all ergonomic factors from the immediate surrounding of Communications Staff at a workstation to the general surroundings of the Communications operation. (Two facets of a Force’s Communications Environment might be Call Handling Environment and the Despatching Environment.)</td>
</tr>
<tr>
<td>Confirmation of Receipt</td>
<td>An activity performed manually, automatically or via a business system of working that ensures that the intended recipient of information does receive the information. (Depending on the circumstances, there may be different levels of Confirmation of Receipt that would indicate how important it is that the information is received and therefore the amount of effort required to ensure confirmation of receipt.)</td>
</tr>
<tr>
<td>Connect Caller</td>
<td>‘Connect Caller’ is a Call Response by which a telephony Caller is put through to a destination extension and the Call Handler does not wait with the Caller for the destination extension to be answered. (Although technically possible, commercial and contractual issues with BT and Cable &amp; Wireless may prevent connection of calls on 999 lines.)</td>
</tr>
<tr>
<td>Dedicated Line</td>
<td>A Dedicated Line is a telephone line dedicated to a Call from a specified Caller.</td>
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<tr>
<td>Despatcher</td>
<td>A Despatcher is a person working within the Despatching Environment who Assigns Operational Units to incidents and supports the activities of Operational Units whether at incidents or not.</td>
</tr>
<tr>
<td>Despatching Environment</td>
<td>The Despatching Environment is the space provided by a Police Force to accommodate its Dispatchers that support Operational Units and includes all ergonomic factors from the immediate surrounding of a Despatcher at a workstation to the general surroundings of the Despatching operation.</td>
</tr>
<tr>
<td>Duplicate Call Records</td>
<td>Call Records that are related to one another by virtue of their referring to the same incident. (See also Related Calls.)</td>
</tr>
<tr>
<td>Fall-Back</td>
<td>Fall-Back is a Business Continuity mechanism that enables continuation of service delivery after a failure of the service or a component or group of components of that service.</td>
</tr>
<tr>
<td>First Point of Contact</td>
<td>The First Point of Contact is the Call Handler who answers the Call, whether or not the Call may be a continuation of a previous Call.</td>
</tr>
<tr>
<td>Force Information</td>
<td>Information that is made available to Call Handlers to assist them in their Call Handling (e.g. Policy, Procedural, Intelligence, Caller History).</td>
</tr>
<tr>
<td>Term</td>
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<tr>
<td>Fully Comprehensive Call Profile</td>
<td>A Fully Comprehensive Call Profile is an audit trail linking all events and actions associated with a Call from the time it is presented to the Force to the time the Communications Environment has no further input to that Call.</td>
</tr>
<tr>
<td>Immediate Review</td>
<td>Immediate Review is the activity of reviewing qualitatively and quantitatively the actions and decisions in respect of a Call immediately after the Call has been handled. (cf. Performance Review.)</td>
</tr>
<tr>
<td>Lost Call</td>
<td>A Lost Call is a Call that has attracted the Call Response of Connect Caller and has not been answered at the destination extension (whether by person or machine) and has not been re-presented to the Call Handling Environment.</td>
</tr>
<tr>
<td>Management Activity</td>
<td>Management Activity is the activity that sets service criteria and strategic direction for the service to be provided.</td>
</tr>
<tr>
<td>National Call Handling Standards</td>
<td>National Call Handling Standards are standards by which Management, Business Continuity, Support, Supervision and Operational Activity within the Call Handling Environments of all Police Forces will be assessed on a national basis.</td>
</tr>
<tr>
<td>NSIR</td>
<td>National Standard of Incident Reporting.</td>
</tr>
<tr>
<td>Operational Activity</td>
<td>Operational Activity is activity that directly delivers the Call Handling service (cf Call Handling Activity).</td>
</tr>
<tr>
<td>Operational Unit</td>
<td>An Operational Unit is a member of police staff who finds or is assigned to incidents and attends and contributes to the outcome of incidents.</td>
</tr>
<tr>
<td>PSTN (Public Switch Telephone Network)</td>
<td>The PSTN are telephone lines provided by telephone companies and service providers for non-emergency communication.</td>
</tr>
<tr>
<td>Performance Review</td>
<td>Performance Review is the activity of reviewing qualitative and quantitative issues relating to Call Handling activity within the Communications Environment in respect of both aggregated and Calls and individual Calls. (cf. Immediate Review.)</td>
</tr>
<tr>
<td>Recovery Plans</td>
<td>Recovery Plans are plans that identify activity required in the event of a failure of a component or a combination of components of the Call Handling Environment.</td>
</tr>
<tr>
<td>Refer Caller</td>
<td>‘Refer Caller’ is a Call Response by which a Call is handled such that the Call is not resolved and the nature and circumstances of the Call necessitate referral of the stakeholder making the Call onto another party. Responsibility for continuing the enquiry passes back to the stakeholder.</td>
</tr>
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<tr>
<td>Related Calls</td>
<td>Related Calls are Calls that relate to the same incident or related to each other by some identifiable parameter. (See also Associate Call Records and Duplicate Call Records.)</td>
</tr>
<tr>
<td>Relevant Force Information</td>
<td>Relevant Force Information is the historic, public and officer safety, intelligence and policy information that relates to the Call Handler's investigation of a Caller's enquiry and Call Response decisions.</td>
</tr>
<tr>
<td>Re-presented Call</td>
<td>A Re-presented Call is a Call for which a response of Connect Caller has been implemented but the Caller was not answered at the destination extension and was routed back to the Call Handling Environment.</td>
</tr>
<tr>
<td>Resilience</td>
<td>Resilience is a Business Continuity mechanism that prevents failure of service delivery or a component or group of components of that service.</td>
</tr>
</tbody>
</table>
| Salutation (greeting)     | A Salutation (greeting) is a format of words used by a Call Handler to open the conversation with the Caller. It is designed to be brief but informative giving the Caller information about:  
  • what organisation has answered the Call;  
  • what aspect of the organisation has answered the Call;  
  • who has answered the Call;  
  • a prompt for the Caller to go ahead and state their enquiry.  
  A Salutation would be different for different Calling Lines.                                                   |
| Send Report               | ‘Send Report’ is a Call Response by which a Call is handled such that the Call is not resolved and the nature and circumstances of the Call necessitate the involvement of another stakeholder who is responsible. Responsibility for continuing the enquiry falls to Police. |
| Service Degradation       | Service Degradation is a deliberate action to reduce the level of service in low priority aspects of that service in order to maintain the level of performance in high priority aspects of that service.  |
| Service Level Agreement   | A Service Level Agreement (SLA) is a supplier-customer agreement that specifies what is to be provided under what circumstances.  
  (SLAs generally include a service description, quality and performance levels (e.g. availability, speed and accuracy), the conditions under which the service will be provided and operational arrangements for its delivery (e.g. communications interfaces, information formats etc.)) |
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<tr>
<td>Supervision Activity</td>
<td>Supervision Activity is the activity that provides:</td>
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<tr>
<td></td>
<td>- real-time demand management;</td>
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<tr>
<td></td>
<td>- real-time guidance to Call Handlers in all aspects of their work;</td>
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<tr>
<td></td>
<td>- real-time monitoring of technologies and facilities reporting faults accordingly;</td>
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<tr>
<td></td>
<td>- real-time implementation of Business Continuity contingency plans if required to ensure continued delivery of the service is provided.</td>
</tr>
<tr>
<td>Support Activity</td>
<td>Support Activity is the activity that makes, staff, information, technology and facilities available for the service to be provided.</td>
</tr>
<tr>
<td>Transfer Caller</td>
<td>‘Transfer Caller’ is a Call Response by which a telephony Caller is put through to a destination extension and the Call Handler does wait with the Caller for the destination extension to be answered and, upon answer, announces the Caller to the new Call Handler or recipient.</td>
</tr>
</tbody>
</table>
National Call Handling Standards