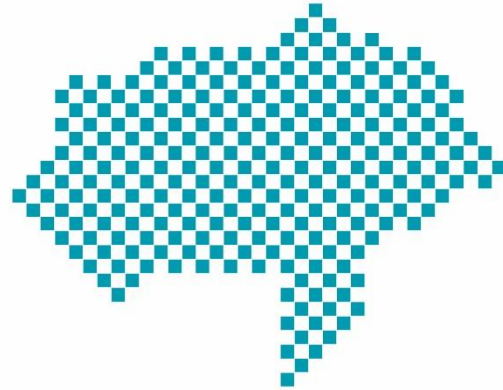


**Police and Crime  
Commissioner  
North Yorkshire**



**Invitation to Quote for:**

**A Review of First Contact Customer  
Experience provided by North Yorkshire  
Police**

**Instructions to Bidders**

**Closing date: 29<sup>th</sup> May 2015**

## Contents

Overview	...	...	...	...	...	...	...	...	...	...	3
Opportunity Summary	...	...	...	...	...	...	...	...	...	...	4
Quotation Background Information	...	...	...	...	...	...	...	...	...	...	5
North Yorkshire Police: Priorities for Review	...	...	...	...	...	...	...	...	...	...	6
Why is this Work being Commissioned?	...	...	...	...	...	...	...	...	...	...	7
Specification: Project Outcomes...	...	...	...	...	...	...	...	...	...	...	8
Key Considerations	...	...	...	...	...	...	...	...	...	...	9
Deliverables	...	...	...	...	...	...	...	...	...	...	11
Contact...	...	...	...	...	...	...	...	...	...	...	12
Appendix 1: 101	...	...	...	...	...	...	...	...	...	...	13
Appendix 2: NYP Data	...	...	...	...	...	...	...	...	...	...	14
Appendix 3: Victim Needs Assessment	...	...	...	...	...	...	...	...	...	...	15

## Overview

In summer 2015, North Yorkshire Police will be upgrading its telephony system and making improvements to customer contact methods. Under the Operational Policing Model, a review of the Business Administration services will take place, looking at preferred methods of contact, front counter services and administration more broadly.

Public feedback to the Police and Crime Commissioner suggests that there is dissatisfaction with contacting the police for non-emergencies, in particular the 101 service, including the automated switchboard; the availability and efficiency of yellow phones; and opening times of local police stations.

By evaluating the existing methods of non-emergency contact and the satisfaction with the initial response given, we will be able to make appropriate changes and improvements where customer service does not meet expectations. This evaluation will not review 999 calls.

It is difficult for the police to influence expectations as is it not an everyday service for most people. But by gaining an understanding of the public expectations and where these stem from, the police can manage and disseminate information appropriately.

The Victim Needs Assessment (Appendix 3) showed that victims of crime and Ant-Social Behaviour are very clear about what they expect from the police and other agencies. The information in this report should be used in conjunction with this initial contact review.

## Opportunity Summary

You are invited by the Police and Crime Commissioner for North Yorkshire to submit a quotation to supply the following for North Yorkshire in relation to an independent review of initial contact and customer service and experience:

- A review of the non-emergency methods employed by the public to contact the police, including 101, social media, front counters, yellow phones
- Understanding of public expectations prior to contacting the police
- Evaluation of the appropriateness of response and overall satisfaction with the initial contact
- Understanding why calls and other contact methods are abandoned
- Understanding preconceptions that lead some individuals to not contact the police
- Evaluation of existing methods of contact and preferred methods of contact

We are interested in organisations bringing their own ideas for methodology to the table, particularly in regard to those members of the public who choose to not contact the police.

**The closing date for the receipt of bids is 29<sup>th</sup> May 2015**

### Timetable

Activity	Date
Invitation to Quote (ITQ) released	14 May
Clarification Time	21, 22, 25 May
Deadline for bid submissions	29 May
Notification	3 June
Set Up Meeting	12 June
Report Deadline	1 September

## **Quotation Background Information**

North Yorkshire Police (NYP) is responsible for policing England's largest county covering 8,000 km<sup>2</sup>. It includes the area serviced by North Yorkshire County Council and the unitary authority of the City of York.

The county spans from the east coast sharing a border with Humberside, across to the border with Cumbria in the north west and also towards the south, adjoining West and South Yorkshire. Much of the area is rural in nature and includes two national parks, with the City of York, Scarborough, Harrogate and Northallerton being the largest population areas. North Yorkshire Police itself is currently spread across 46 sites and a number of satellite offices.

On 22<sup>nd</sup> November 2012, 41 new Police and Crime Commissioners (PCCs) took up their posts throughout England and Wales. Each Commissioner is responsible for overseeing the performance of the police force in their area on behalf of the public and working with the wider community of agencies and organisations to reduce crime and anti-social behaviour. In North Yorkshire, the Police and Crime Commissioner is Julia Mulligan.

## North Yorkshire Background: Priorities for Review

1. The Commissioner has had consistent public feedback that the non-emergency '101' contact system is difficult to use and can be a frustrating experience for callers. Amongst the most commonly reported issues are call waiting times, accuracy of the electronic switchboard (not being put through to the right person/recognition of names), being unable to speak to someone and leaving messages on voicemails that are never returned. As NYP is about to upgrade the organisation's telephony system, now is a pertinent time to review customer expectations and experience.

It is important to understand what the level of public understanding of 101 is currently. What are the perceptions of the service: is it seen as a national or local system? Are people willing to wait for their call to be taken?

2. For several months now, call handlers have been working to a new system called 'THRIVE'. This system allows them to assess callers so that the handler can determine the appropriate level of response. In particular, THRIVE identifies repeat and vulnerable callers, who may need a different level of service to others. Internal evaluations indicate that satisfaction rates have changed little since the system was introduced. Assessing call handling and satisfaction with call outcomes is therefore important in light of this change (for example more people are now offered appointments rather than an immediate response).

Calls are assessed based on the severity and immediacy of the incident and the circumstances and context of the caller or victim. An appropriate response is given based on the relevant circumstances and the information provided by the caller. An assessment of call satisfaction is important in light of call handling changes, to ensure that the most appropriate level of response is given.

3. There has been some feedback from the public that they would not know how to report a non-emergency, which raises questions about the awareness of the 101 service more generally.
4. In light of the requirement to make significant financial savings, NYP is also considering a new estates strategy that may have implications for the way in which the public access the police in local communities. The Commissioner therefore wishes to better understand the needs of the public as NYP develops this strategy, in particular access via police stations and attitudes to sharing facilities with partners such as local councils or the fire and rescue service.
5. There is a requirement from central government to develop online services. In addition, North Yorkshire Police have been very successful in developing their social media channels and are looking to develop a new website next year. The Commissioner therefore wishes to understand the public's attitudes to contacting the police by digital means and potential online reporting services. In addition, some forces (for example Cheshire) have implemented digital kiosks situated in local communities, which facilitate non-emergency reporting and real-time contact with police officers.

6. Feedback from users with learning disabilities and other special needs (for example the hearing-impaired) suggests that the system does not adequately meet their needs. They also have expressed a willingness to use alternative technologies / systems to access police support and third party reporting centres.

## **Why is this work being commissioned?**

The Commissioner now wishes to appoint a research company to assess and evaluate the experience people have making 'first contact' with the police, excluding the 999 system. 'First contact' covers all channels through which people make initial contact with the police either to report a (non-urgent) crime or incident, provide information / intelligence or ask questions / seek advice. It does not cover any follow up or subsequent action by the police, other than to respond to the contact. Channels include (but are not limited to):

- The non-emergency 101 number
- Police stations / front counters / yellow phones (located outside police stations)
- Police officers / PCSOs in the community
- North Yorkshire Police website
- Social media (particularly Facebook and Twitter)
- 3<sup>rd</sup> party reporting centres (such as Action Fraud and the Sexual Assault Referral Centre (SARC))



## **Specification: Project Outcomes**

1. An assessment of actual service delivery against expectations prior to contact, identifying any opportunities for improvement (for each contact channel assessed) and any barriers to contact.
2. Insight into the awareness and understanding of 101 as a non-emergency contact number for the police: which users understand it, and who doesn't?
3. Analysis of THRIVE on call handling and call outcome satisfaction levels.
4. In order to achieve the outputs, we require primary research to be undertaken with the public of North Yorkshire, who have made 'first contact' with North Yorkshire Police, those who have chosen not to, those who contact multiple times (who may be vulnerable), and those who have made no contact, but have expectations about the service they would receive.
5. A benchmark data set against which future performance can be measured at regular intervals.
6. Insight segmented by SEG and geographical location across the districts; Hambleton, Richmondshire, Scarborough, Ryedale, York, Selby, Harrogate, Craven. In addition, bidders may wish to make recommendations on the use of tools such as Mosaic or Cameo, which will help identify particular cohorts of individuals with specific needs or concerns.
7. Insight into the specific needs of people with complex / special needs / high demand, as well as those who choose not to report concerns or abandon the attempt to do so.
8. Insight into the reasons for calling the police and whether or not the current system addresses needs adequately.

## Key Considerations

We are looking for respondents to offer recommendations for methodology, ensuring a robust sample proportionate to the number of contacts made overall. We ask that bidders suggest and justify an appropriate sample size.

NYP has details of individuals who have been in contact with the FCR, but do not have data for people who have abandoned calls or who have not made contact.

Each call is 'graded' and the grade determines the level / type of service provided. For those people who contact the FCR, it would be interesting to assess if there are any significant differences in experience / outcome segmented by 'grade' of call. (This also links with the THRIVE process.)

NYP is carrying out a Business Admin Service Review, in line with recommendations from the Operational Policing Model. This will address internal and external customer service provisions and front desk services. This review will be due for completion by July 2015, with presentation in August. The 'first contact' review should incorporate information from the BAS Review, and communication should be maintained between both projects to avoid duplication of effort.

The following topic areas may need to be considered. This list is not exclusive or prescriptive, and we welcome additional suggestions that will help meet the brief.



### What additional suggestions for contact methods could be introduced?

Amongst other channels, NYP has provisions for 999; 101 (text phone 999 and 101); email; emergency SMS, 'yellow phones' (outside police stations). However, alternative methods are /could be made available, such as online chat, text messaging and third party reporting centres, such as the SARC. NYP does not offer anonymous reporting facilities, however this can be done via Crimestoppers. At present

NYP has no on-line reporting service or other digital channels such as community-based digital kiosks (although social media is used to communicate with people and for intelligence purposes).

**Do we understand the demand on the police for calls for service?**

The police must provide the best response to the needs of residents in North Yorkshire. For example, demand is currently assessed in terms of time of day/year and changeable occurrences such as events in the area or weather conditions, for example. However, on a day-to-day basis, predicting demand can be difficult. Some data and information is already available, but needs to be incorporated into a wider understanding of service provision. Additionally, limited data exists about why people call – for example, victims calling for an update are not identified (although the FCR is conducting a short study prior to the establishment of Supporting Victims, a new unit that will provide access to services for victims). There are also others who will call on a frequent basis. Some of the callers may have mental health issues and others may be better suited to partner agencies (such as local councils), rather than the police. It may be for example, that an ‘education’ programme is required with the public and partners about the services provided.

**What is the difference between user expectation and user experience? What expectation does NYP have of its own service?**

People will get in touch with the police if there is an emergency or crime or if they want to provide information or intelligence. For most, this will occur very infrequently. We have no data on perceptions / expectations of the service. NYP has moved away from measuring performance based on targets for call answering times and would like to measure performance via call outcomes instead. No benchmark data, nor methodology exists for such an evaluation.

Because the police is not an everyday service for the vast majority of people, public expectations are shaped by the media, experience of customer service provided by organisation other than the police, hearsay and anecdotal experience, and often television. 101 can be viewed as a ‘catch-all service’ encompassing a multitude of service provisions and responses. These factors mean that the police are limited in being able to shape and manage expectations themselves – often these expectations are only understood when the public express dissatisfaction of service.

**Are all calls for service appropriate to the police? How are ‘grey areas’ handled?**

101 is an easily accessible number, meaning that some calls might be better directed to partners or other agencies. In addition, there are some issues that bring confusion to the public, such as noise levels, parking concerns and fraud, all of which are the principal responsibility of other service providers.

## Deliverables

The final product is a comprehensive written report covering the requirements above by 12 noon, 1<sup>st</sup> September, followed by a formal presentation to the Office of Police and Crime Commissioner and North Yorkshire Police of the key recommendations. Bidders should also allow for interim presentations to be made to the client, including North Yorkshire Police and for up to 3 'stakeholder' presentations of the final results.

### Evaluation Criteria:

Each ITQ received will be judged alongside this criteria and points scored accordingly.

Criteria	Points (maximum 100)
Demonstration of value for money	30
Strategic approach – understanding the problem	30
Evidence of ability to deliver against the brief: <ul style="list-style-type: none"> <li>• Case studies</li> <li>• Staff skills and experience</li> <li>• Schedule of work</li> </ul>	10
Detailed methodology and projected outcomes	30
<b>TOTAL</b>	<b>100</b>

### Budget:

The maximum budget for the entire project will not exceed £49,999.

Value for money is an integral part of the evaluation and assessment process: the entire budget does not have to be used.

## Contact Details

Any questions concerning the brief or the process should be emailed to:

Harriet Raine, Policy and Research Officer  
[harriet.raine@northyorkshire-pcc.gov.uk](mailto:harriet.raine@northyorkshire-pcc.gov.uk)

Office of the Police and Crime Commissioner for North Yorkshire  
12 Granby Road  
Harrogate  
HG1 4ST

M: 07835 819032

T: 01423 569562

## APPENDIX 1

### WHAT IS 101 AND HOW IS PERFORMANCE CURRENTLY EVALUATED?

The 101 number is a national system. Callers dial the number and are asked which police force they wish to contact. They then choose their preferred option and are routed into North Yorkshire Police. When doing so, they are offered four options: (1) report a crime; (2) speak to a specific individual or department; (3) speak to a custody suite; or (4) report lost/found property. If the caller selects option 1, they are put through to a call handler in the Force Control Room (FCR) where their details are taken and their needs assessed.

At times of bad weather or flooding, residents call 101 to enquire about road closures. The FCR also receives general enquiries, calls from victims asking for an update on the progress of their investigation and a range of other requirements. It is possible to add options to the 101 menu. For example, on 1<sup>st</sup> April, a new unit called Supporting Victims was launched and callers are given an option to be routed through to this team.

The 101 access number is supported by an automated switchboard system, which was procured by North Yorkshire Police (therefore is not a national system). By selecting option 2, callers can contact specific individuals or departments by asking for them by name or collar number. When selecting option two, to speak to an individual or department, the switchboard has name recognition so that individuals can specifically ask for an officer or member of staff.

Individuals can leave voicemail messages for specific named individuals, but the delivery of service depends on the speed at which the messages are checked and responded to. In addition, callers may be routed through to an individual police officer's radio, if they are on duty / available.

Members of the public do not distinguish between the 101 number and the automated switchboard, although one is a national system, and the other local. To the caller, it's all the same system.

NYPs Force Control Room (FCR) collects extensive data on demand and performance, which will be available to the successful bidder. Sample data is provided in APPENDIX 2.

## APPENDIX 2

### EXAMPLES OF AVAILABLE DATA FROM NORTH YORKSHIRE POLICE

#### Dates and times of calls:

- 999
- Other emergency agency
- 101 non-emergency
- Internal
- Crime recording internal

#### Real time measurement

#### Integrated measurement

- Volumes of calls presented
- Volumes of calls answered
- Volumes of calls abandoned
- Volume of outbound calls
- Speed of answer (in seconds and average)
- Abandonment time (in seconds and average)
- Average call duration inbound and outbound
- % of answered calls
- Average staffing level
- Average calls per agent

#### Auxiliary time measurements:

- Input time
- Crime input time
- Outbound call duration
- Dispatcher time in 'dispatch mode'

#### Other performance data:

- Volume of incidents logged on command and control
- Incidents dispatched
- Volume of niche records logged/searched
- Data capture under national guidance

#### Call monitoring:

- Voice
- Greeting
- Acknowledgement
- Empathy and reassurance
- Rapport
- Questioning

NOT PROTECTIVELY MARKED

- Managing expectation
- Repeat and recap
- Call closure

Business Admin currently monitor the officers' voicemails, escalating those deemed most urgent. There is a log of what action has been taken, and we currently do this for:

- Hambleton/Richmondshire district (Dales, Richmond and Catterick, Northallerton and Stokesley, Thirsk and Easingwold)
- Harrogate / Craven (Harrogate, Skipton, Knaresborough, Ripon)

In addition the following data is being obtained:

- Yellow phone usage data
- Aspire data captured at front counters from members of the public (telephone and in person)

NOT PROTECTIVELY MARKED



## **APPENDIX 3**

### **VICTIM NEEDS ASSESSMENT**

From October 2014, Police and Crime Commissioners have had responsibility for commissioning local victim services. From April 2015, they are responsible for commissioning the referral mechanisms through which victims access services and an assessment of their needs.

In order to put these new services in place, the Commissioner undertook a comprehensive analysis of victims' needs in North Yorkshire. Whilst not directly relevant to this work, the study did raise a number of issues about communication. Therefore, your attention is drawn to this report, which can be found at:

<http://www.northyorkshire-pcc.gov.uk/victims-needs-assessment/>