



First Contact Experience for Non Emergency Proposal

Presentation to: OPCC for North Yorkshire

Date: 29th May 2015





Background and Requirements



Background

- In North Yorkshire a planned upgrade to the telephone system has prompted a review of Business Administration services within the police and a need to understand what the public want in this region in terms of contacting their police force.
- Feedback and anecdotal evidence has suggested strongly that the public are dissatisfied with the current 101 service, notably automated switchboard; availability of yellow phones outside police stations and the opening hours of the police stations to gain face to face contact.
- To some extent the service is one that has been imposed and perhaps now needs to be adapted to more appropriately reflect the needs of the public and go further in meeting those objectives of freeing up 999 capacity and more importantly reinforcing the communication between the public and their police force.

Key Questions that need answering

- Does NYP meet the expectations of the public during their initial contact in non emergency situations?
- If not, then how can NYP start to bridge that gap?
- Is it through:
 - Better communication with the public around what to expect from the service?
MANAGE EXPECTATIONS
 - OR
 - Better alignment of the service with the needs of the public? DELIVER EXPERIENCE
 - Through an improved range of options being made available for contact
 - Through better matching the initial response with need (improvements to THRIVE)
 - Through improvements to the 101 call distribution process
 - Through improvements to the people skills of call handling/front desk staff dealing with non emergency contact

Objectives for this Research

- An objective but public focused assessment of the actual service delivery, using people's own expectations as a benchmark for performance. This will provide a means to address areas of shortfall in performance but also mis-alignment of what the public expect which could be addressed through more effective communication.

This approach will take a public centric viewpoint to enable improvements to be made in what was a centrally enforced service change

- Build a robust evidence base of where gaps lie in the current service delivery specifically in terms of satisfaction with response appropriateness.

A better understanding of public need should result in a better action and response

- Understand why, people choose and choose not to call the police, under specific circumstances which should in an ideal world, actually encourage a 101 call.

Promote better policy and strategy through a better knowledge base

Scope

- will not review 999 calls
- will assess the impact of different THRIVE ratings on satisfaction levels
- will assess the awareness of how to report a non emergency amongst the public
- will explore alternative ways to communicate non emergency to the police
- will explore why so many non emergency calls to the police are abandoned
- will take into account the specific needs of people with special needs or abilities



Our Observations

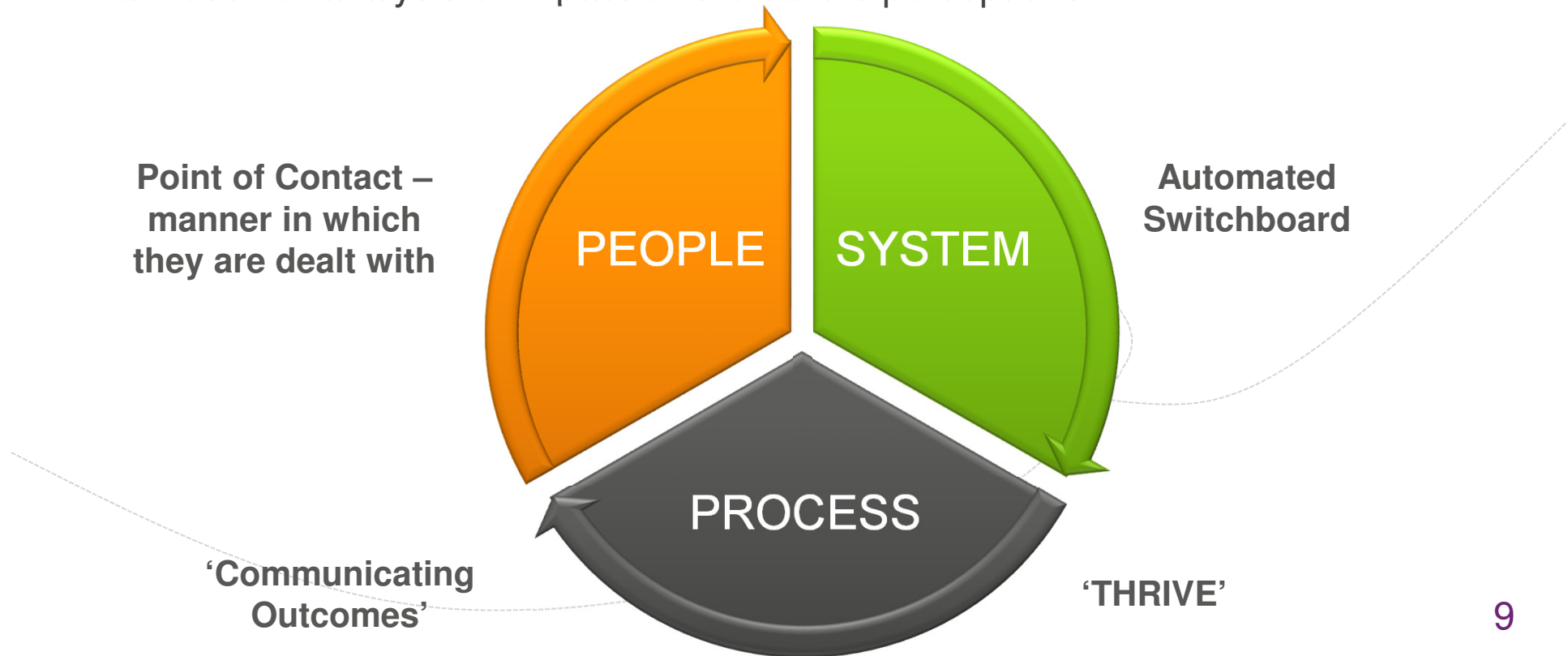


Understanding Expectations around First Contact

- The Buzzz use expectations as the basis for much of our work on service improvement within commercial and public service applications. We believe it is a dynamic and manageable focus for designing service and delivering satisfactory outcomes.
- When we talk about expectations we are thinking about what a good service looks like to consumers.
- In much of our work expectations are based on prior experience and multiple uses – daily or monthly train travel, repeat visits to NHS, enquiries to helpdesks or support and advice services .
- This situation is fairly unique as we are assessing the expectations of a high proportion of people who may only have contacted the Police once or never at all. Consequently do they have the ability to formulate what expectations they might have of a service which in its most basic form records a report of activity? This is a key challenge for this project.

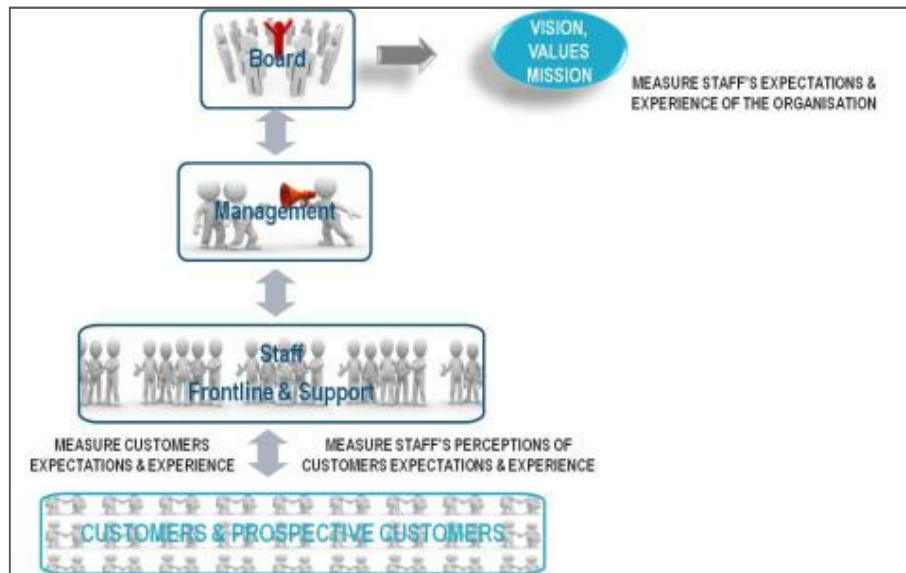
Qualitative techniques are the key to unlock expectations

- This leads on to a clear implication that exploratory qualitative techniques will be required to truly understand and map expectations against what are deemed satisfactory outcomes or results from a first contact situation.
- We need to be able to isolate at this stage between the impact of the core elements of the service. Our hunch at this stage is that this thinking may become a model for analysis of impact on the callers perceptions.

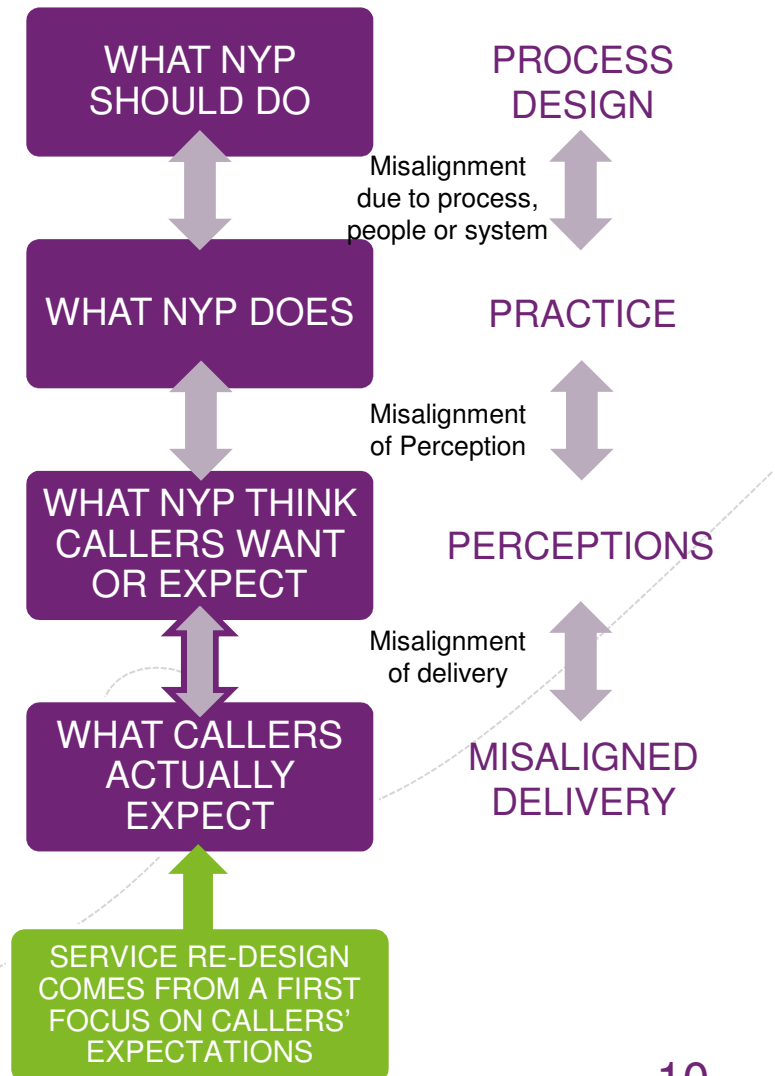


Alignment Measures

Thinking for a Customer Centric Business



So many businesses fail to understand what customers *expect* of the service they access – this could translate to 101 as well after all it is likely to be compared to other telephone accessed services

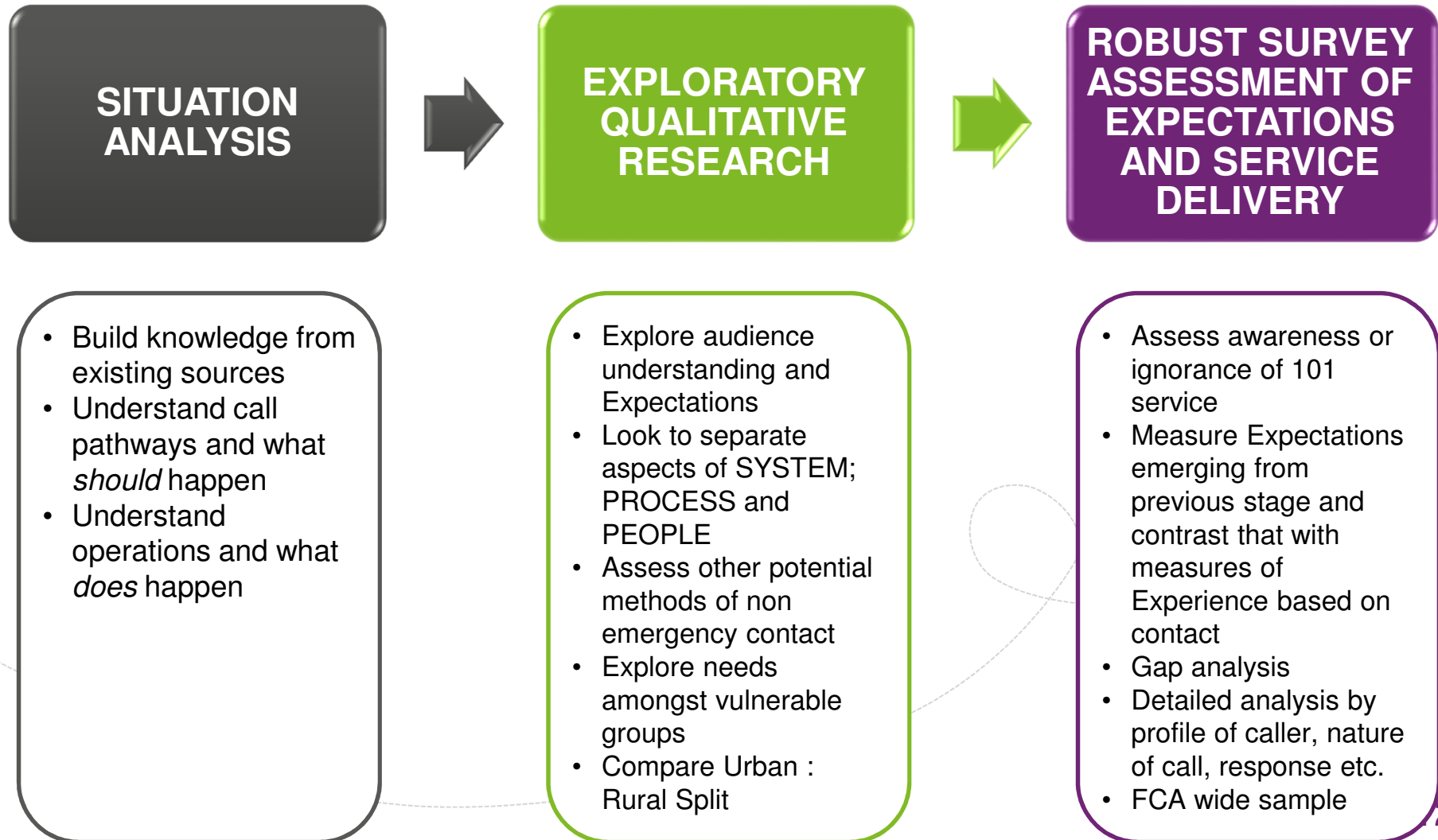




Technical Response from The Buzzz

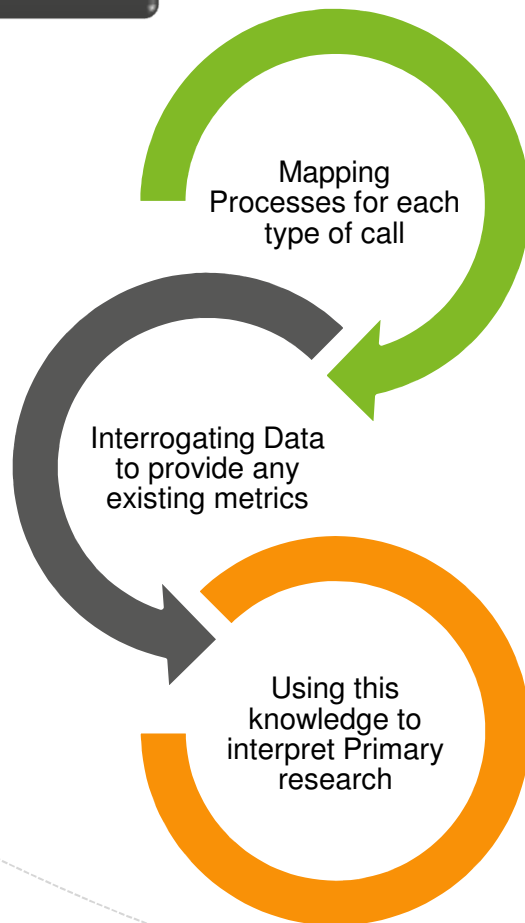


A number of elements make up our response to this brief



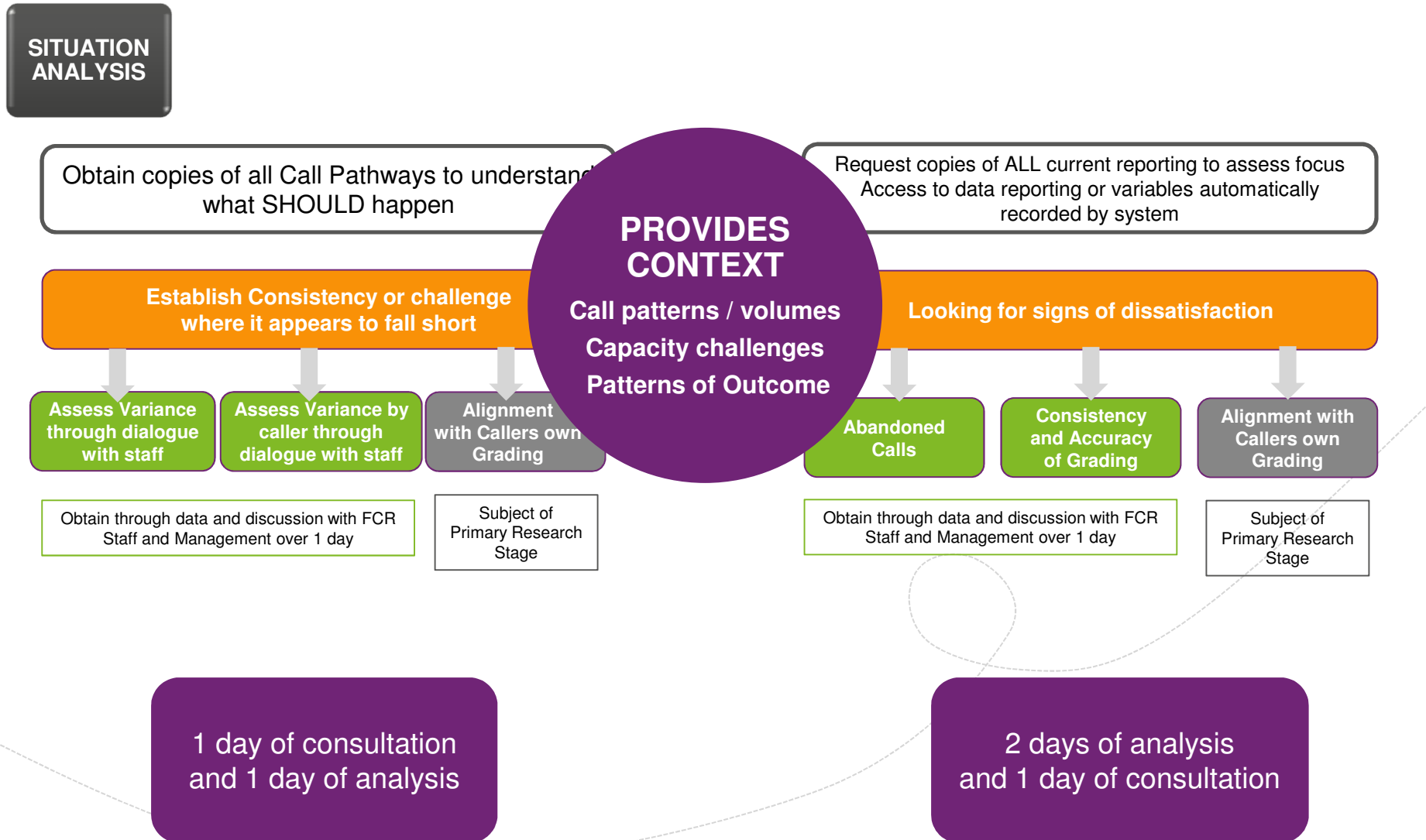
Starting with what we know or think we know ...

SITUATION ANALYSIS



- There may be a significant amount of insight available within existing call and contact data sets some of which are detailed in Appendix 2 of the brief.
- We believe there is significant value in mining this data as extensively as we can as a first stage.
- We would want to understand the process map for different types of the most common calls/scenarios.
- We know calls are graded (I,P,S,O) but relating grades to volume and types of calls will provide an outline of the type of response made to different call scenarios and provide a rough picture to tighten the focus of subsequent stages.

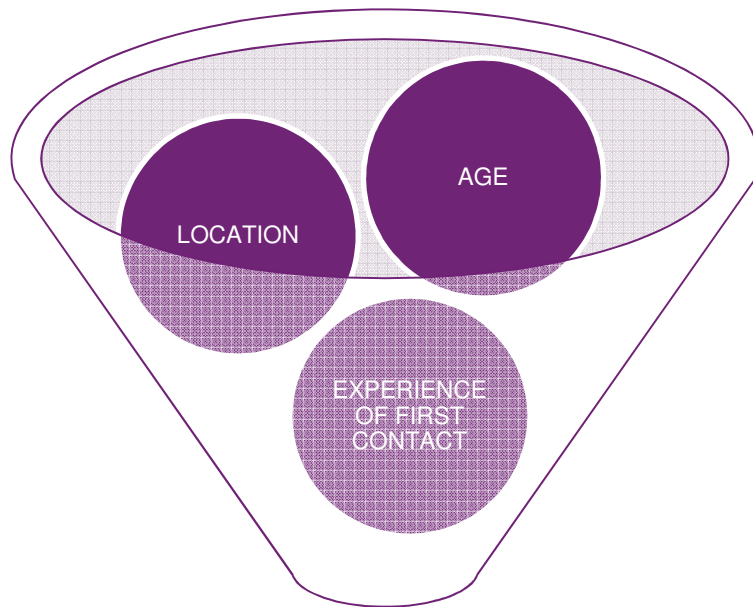
Situation Analysis



Exploratory Qualitative Stage



Detailed Methodology – Stage 2 Qualitative



MIX OF PERSPECTIVES
TO DRAW ON

Sample Frame would be informed by Stage 1 outputs and agreed before it starts with the Project team



Strong Need to cover a range of experiences as well as demographics



Met by using shorter format, smaller groups to ensure region wide coverage

Detailed Methodology – Stage 2 Qualitative

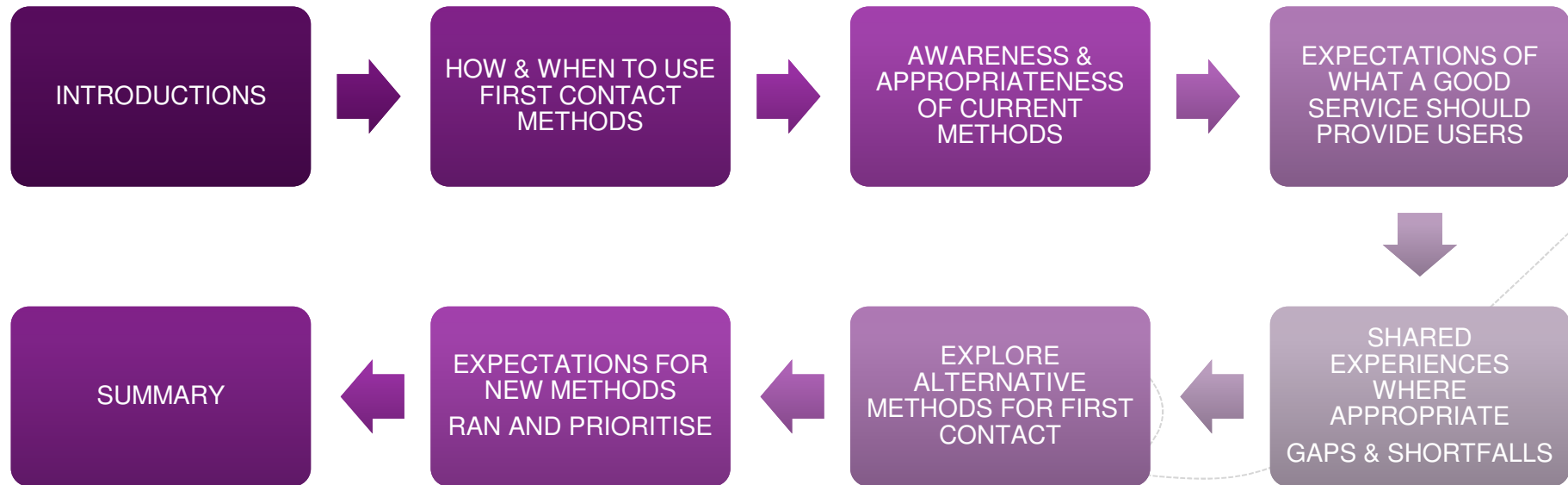


Possible Locations		Mix of first contact methods to cover findings from Stage 1: Bias to 101 callers		
		First Contactors	Non Contactors	Abandoned '101' callers
Scarborough	Under 35	3	2	1
York	Over 50	3	2	1
Harrogate	Total Number of sessions	6	4	2
Helmsley				
Settle	Special Needs Groups	2 x sessions with Third Sector representatives of Special Needs groups		

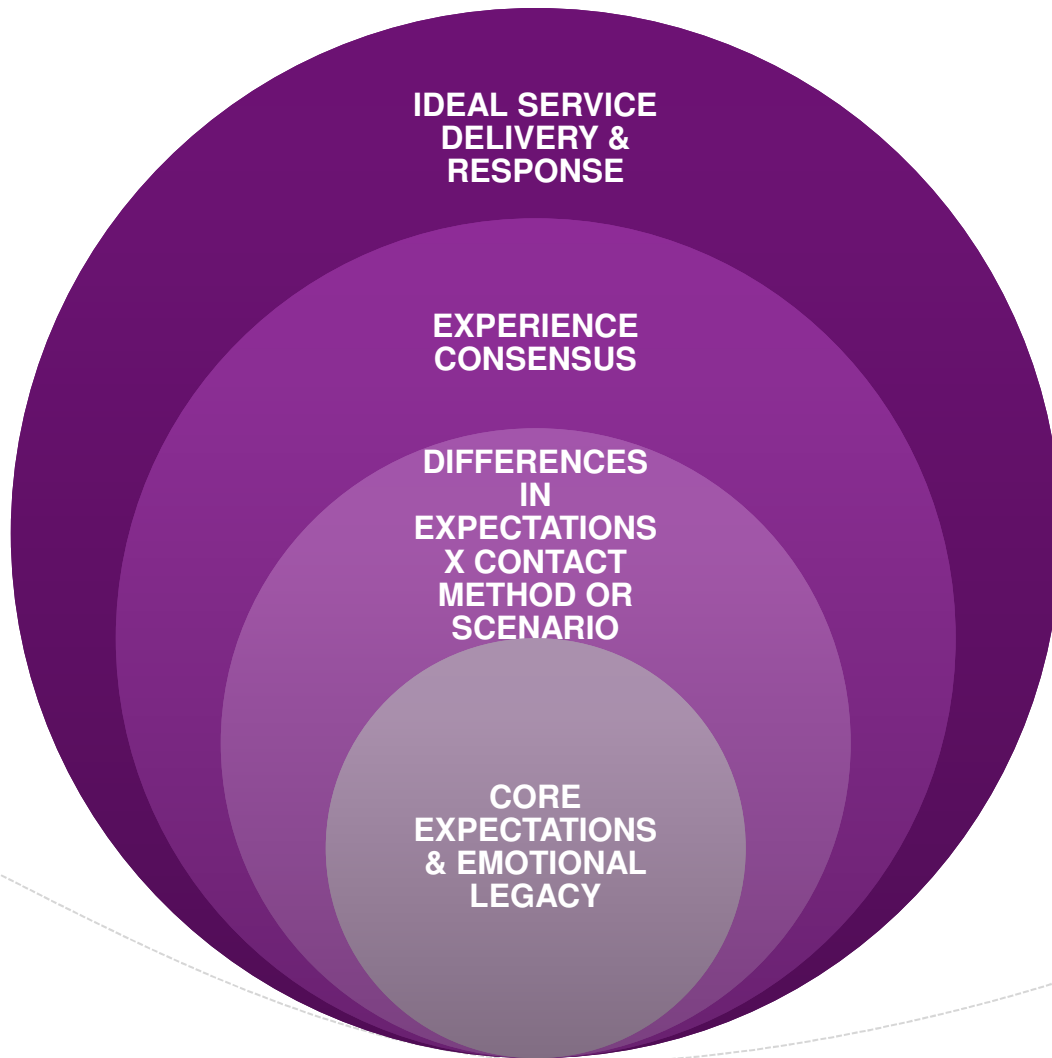
- Qualitative Sessions lasting an hour to provide focus and manage costs
- Recruit a mix of First contact methods but inevitably this will reflect dominant 101 volumes
- Provide a split between contact and people who have not contacted police in situations they may have needed to
- Some focus on abandoned callers – (these sessions may be telephone depth interviews)
- Special Needs groups reflected through Third Sector organisations

Outline Content – Stage 2 Qualitative

At this stage we outline the following potential discussion flow. Content will be agreed in advance of fieldwork and will vary dependent on the sample group being used:



Summary Analysis & Interim Debrief



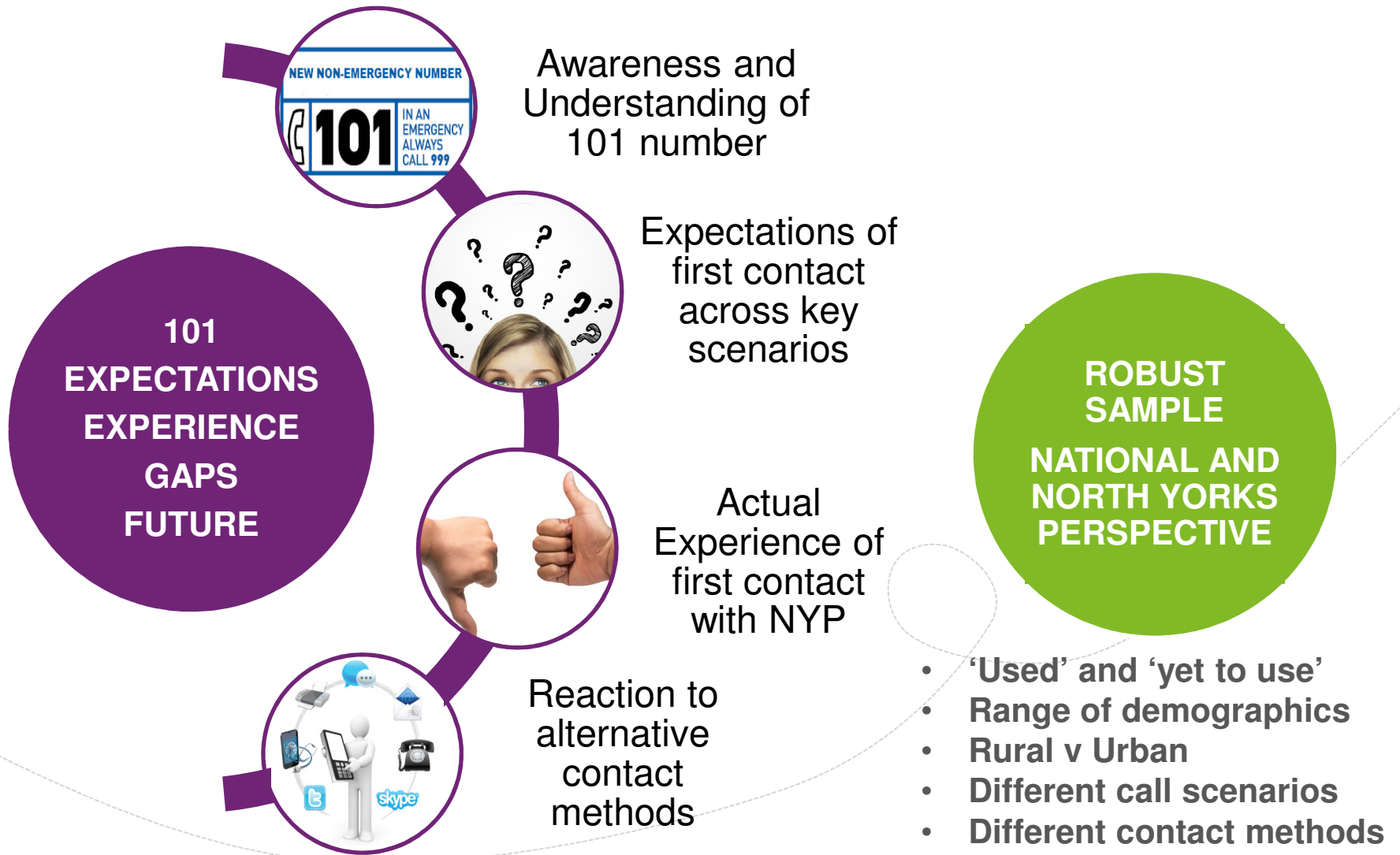
Analysis at this stage will focus on the emergent consensus to define what expectations are and how they vary by sample group, or situation/scenario.

We will assess the potential gaps between EXPECTATION (of a good service) & EXPERIENCE

We will provide a set of measures for inclusion in the quantitative benchmarking survey

This stage will also help us provide 'real life' examples that highlight where the biggest gaps are highlighting the emotional impact of getting it wrong as well as the impact on Police-Public relations.

Measure – Quantitative Stage



Detailed Methodology – Stage 3 Quantitative



10 minute
Online Survey
N=1000

Nationally representative sample of England & Wales (N=700) including a 'boosted' sample in North Yorkshire (N=300) from an online consumer panel.

Sample will include a natural mix of experiences in contacting/not contacting the Police.

Focus on measuring awareness and understanding of the 101 number, measuring expectations of the PROCESS element of first contact across a range of scenarios. Also for assessing current and new ideas for non emergency contact.

Best value and most practical approach to obtaining robust measures of 101 Awareness and Expectations across a range of scenarios.



10 minute
Telephone Survey
N=600 (minimum)



Sample of non emergency callers to NYP using contact details (phone numbers) provided by NYP. Sample drawn from callers/other channels in the last 3 months.

Sample will include key scenarios and will take account of, location (particularly Rural versus Urban), demographic and, if possible, cover both 101 and other methods of first contact.

Focus on measuring the gap between Expectations (a good service) of first contact and actual Experience. Also for assessing current and new ideas for non emergency contact.

Required for the user experience measurement. Works in tandem with the online survey to benchmark Expectation levels across different scenarios.

Two surveys working together

Rationale for a two survey approach

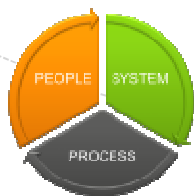
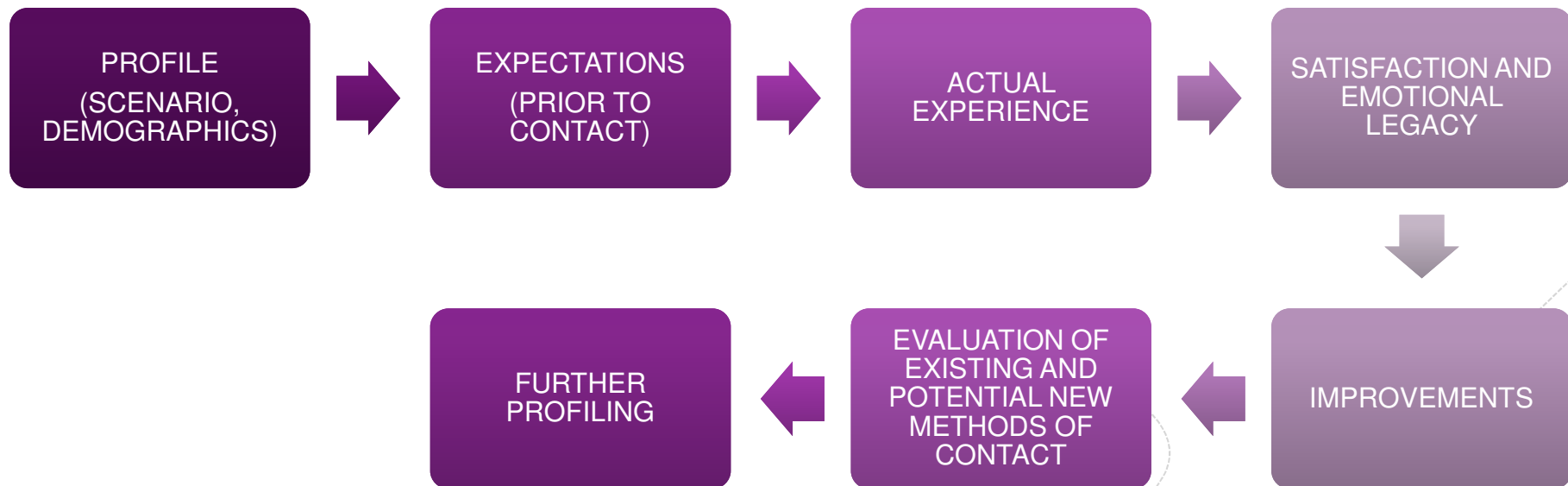
- Getting a read on Awareness and Understanding of the 101 service in North Yorkshire relative to the rest of England & Wales is important.
 - Desk research has failed to reveal any official measures of how 101 performs in terms of people understanding what it is and what it is for.
 - We believe it is important to understand the level of awareness of the 101 service in North Yorkshire in absolute terms and also relative to the awareness across England and Wales as a whole. If the aim is to provide a better First Contact Response to the Public in North Yorkshire then understanding the actual level of awareness of the service and its primary uses must be a fundamental part of the services role and reach. If there is a significant difference in the levels of awareness of the service between test and control areas then this has implications for future promotion of the service in North Yorkshire.
 - The best value approach for measuring 101 awareness and understanding nationally is using an online consumer access panel.
- An online survey is a better option for assessing Expectations
 - The online survey will allow us to assess Expectations across a range of scenarios and with a range of target audiences including those who have never contacted the Police and those who are reluctant to contact the Police.
 - To maximise the data we obtain, each respondent will be asked for their Expectations for a number of different scenarios. This part of the survey would be difficult in a telephone interview and is far better suited to the visual experience of an online survey.

Rationale for a two survey approach

- An online survey is more cost effective than a telephone survey
 - An online survey, albeit nationally, allows us to survey large numbers of respondents at a fraction of the cost of telephone.
 - The fact that most will not be North Yorkshire residents shouldn't matter as the assumption is that Expectations shouldn't be any different across the country. We are of course sampling North Yorkshire residents so we can test this assumption.
- A Telephone survey remains the best approach for understanding the actual Experience of people who have made contact with North Yorkshire Police in a non emergency situation due to the availability of contact details. This type of methodology has been tried and tested in past User Satisfaction surveys and recently by ourselves in delivering the Victims' Needs Assessment.

Outline Content – Telephone Survey

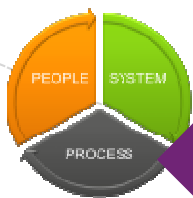
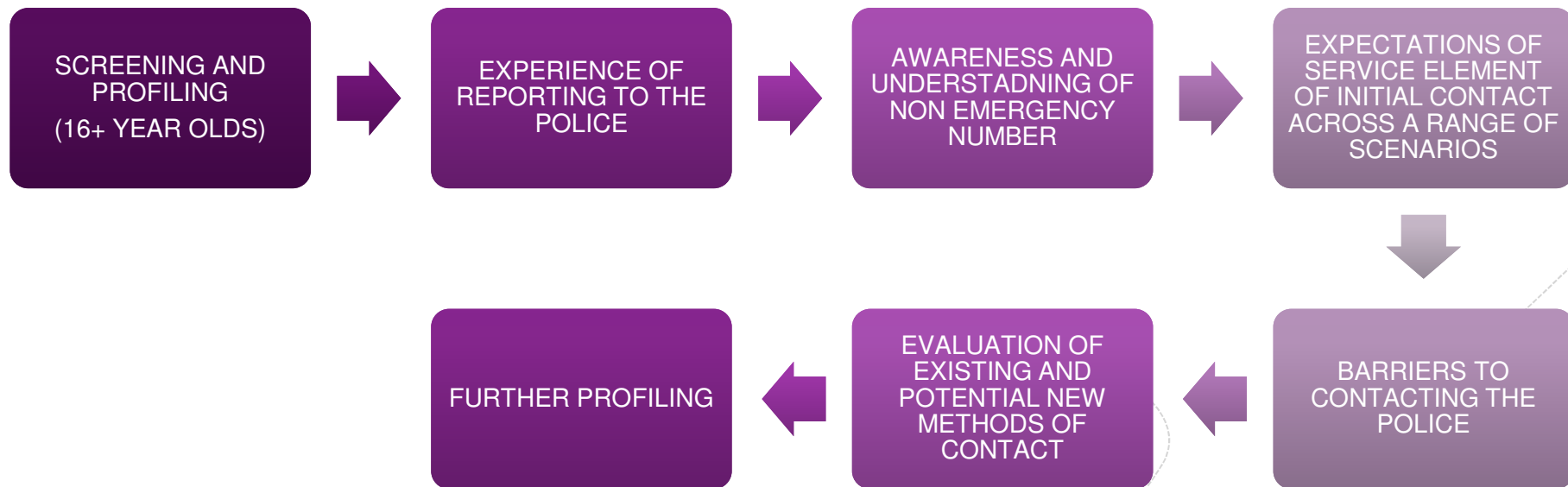
We outline the following potential questionnaire flow. Content will be determined by Stage 2:



Survey will cover Expectations and Experience across all 3 areas:
 PEOPLE
 SYSTEM
 PROCESS

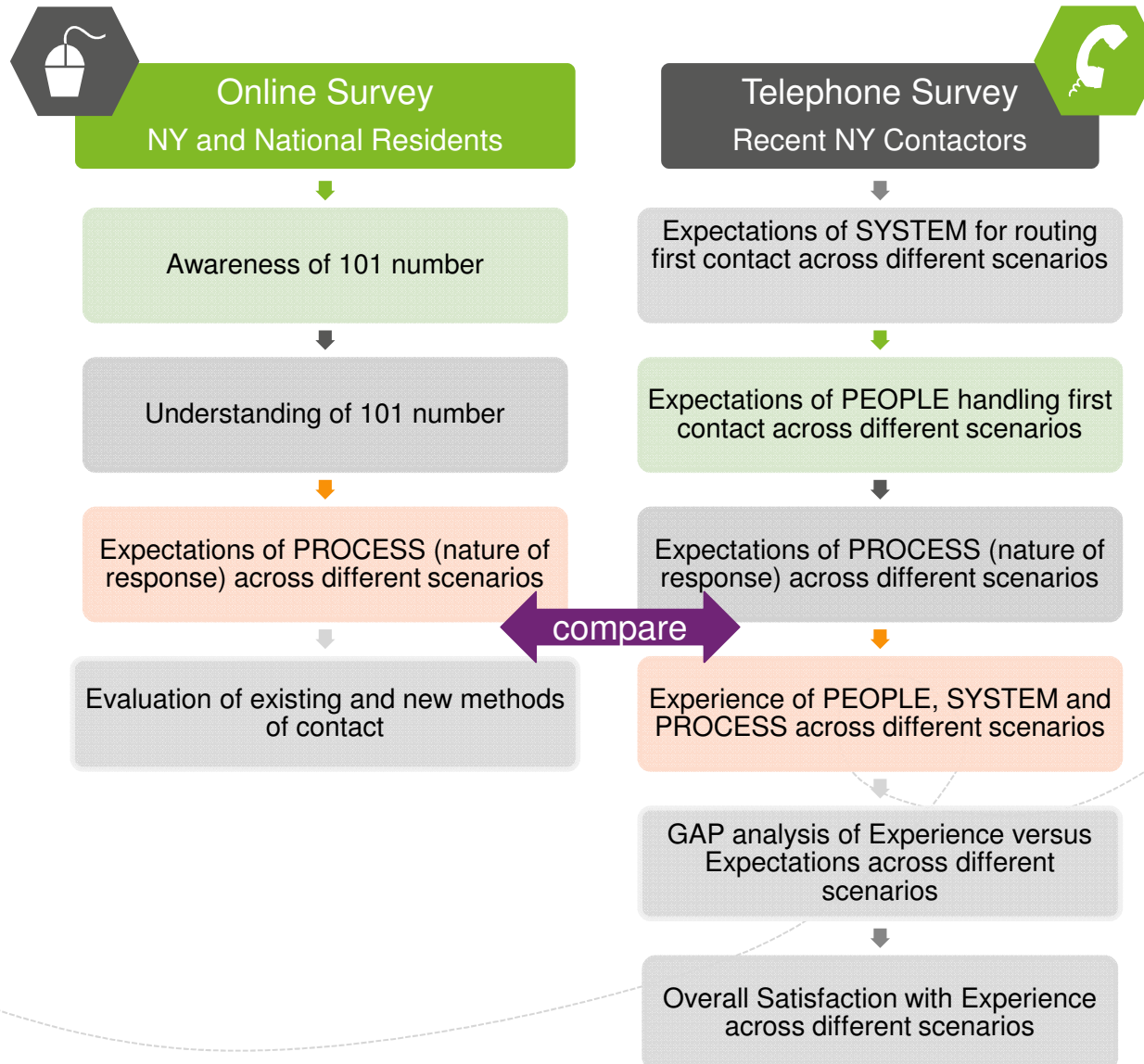
Outline Content – Online Survey

We outline the following potential questionnaire flow. Content will be determined by Stage 2:



Our current thought is that we will focus on Expectations of PROCESS in this survey. The telephone survey with NYP users will we think deliver sufficient clarity on PEOPLE and SYSTEM as they are less scenario dependent.

Key Outputs and Analysis



Other Analysis

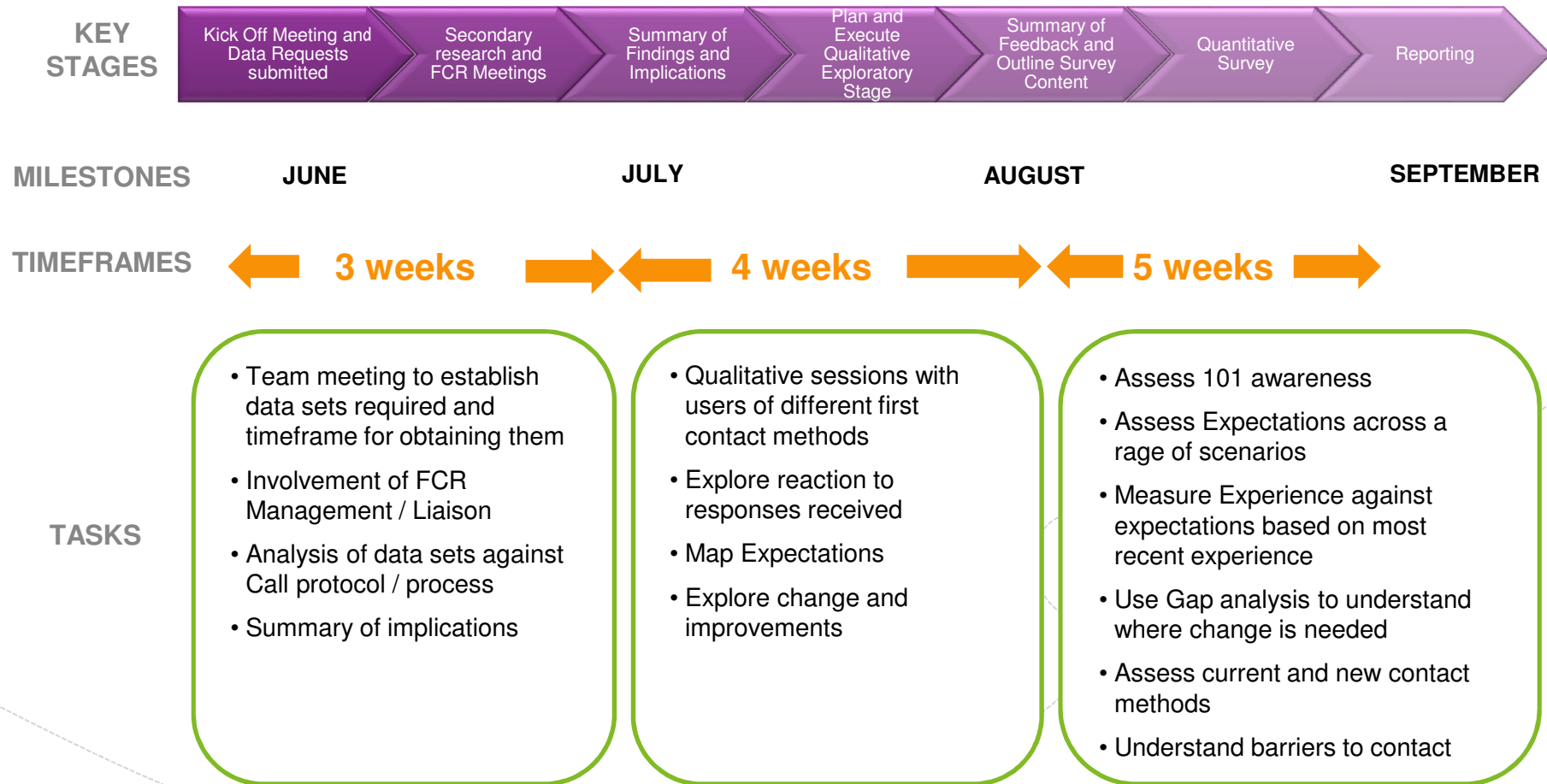
- In addition to using call scenario there are a number of other variables we can use to use to interrogate the data and develop insight. These include:
 - Call grading/THRIVE
 - Regular callers
 - Demographics/Geodemographics
 - Geography
- There is the potential to use some geodemographic profiling of the survey respondents if we find evidence of significant differences in either 101 awareness or service experience across different socio-demographics. Tools such as MOSAIC/CAMEO will help you target future communications that seek to increase awareness of 101 or manage expectations of non emergency contact with the police.

Project Outcomes

This research will allow us to make recommendations in the following areas:

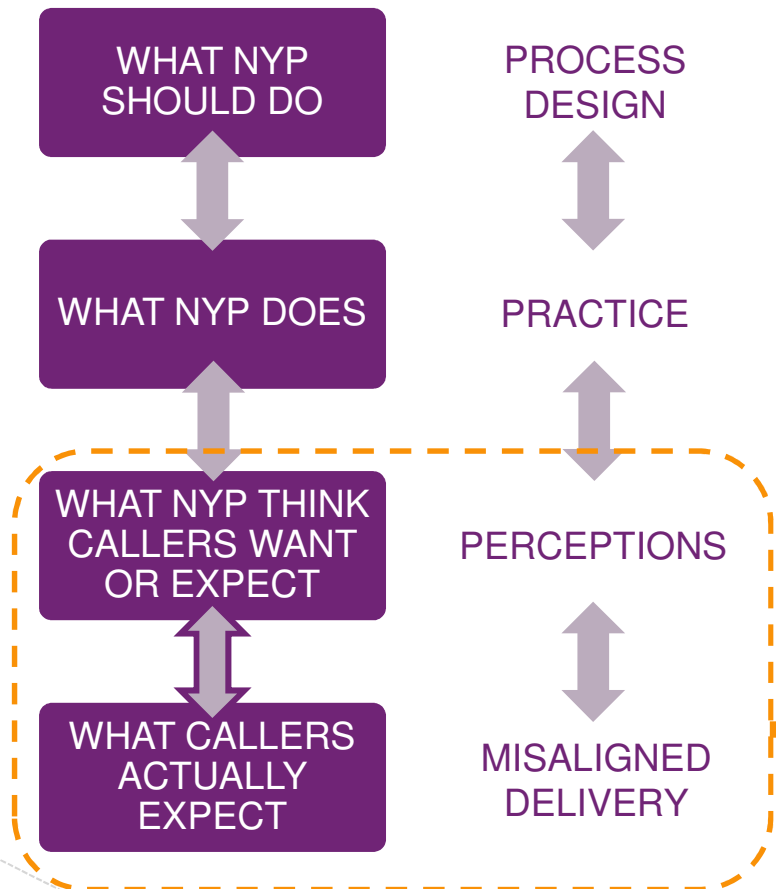
- 101 Service – e.g. whether a 101 awareness campaign is required in North Yorkshire and who should it target
- Management of Expectations – for which scenarios, what type of people?
- Call grading/response alignment with Expectations
- Soft skills of front desk and call handling staff
- Telephone system and electronic switchboard
- New contact methods
- Estates Strategy

Our Approach & Engagement

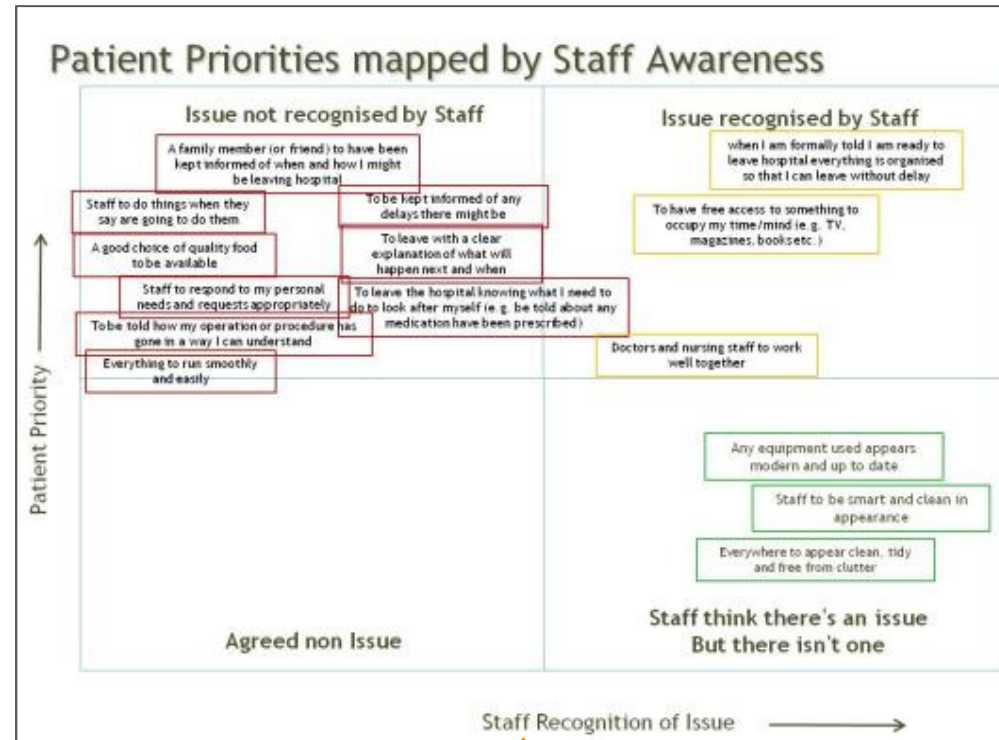


If appointed our first task will be to produce a detailed Gantt chart from which we will manage the project and secure all key dates

Misaligned Perception Check

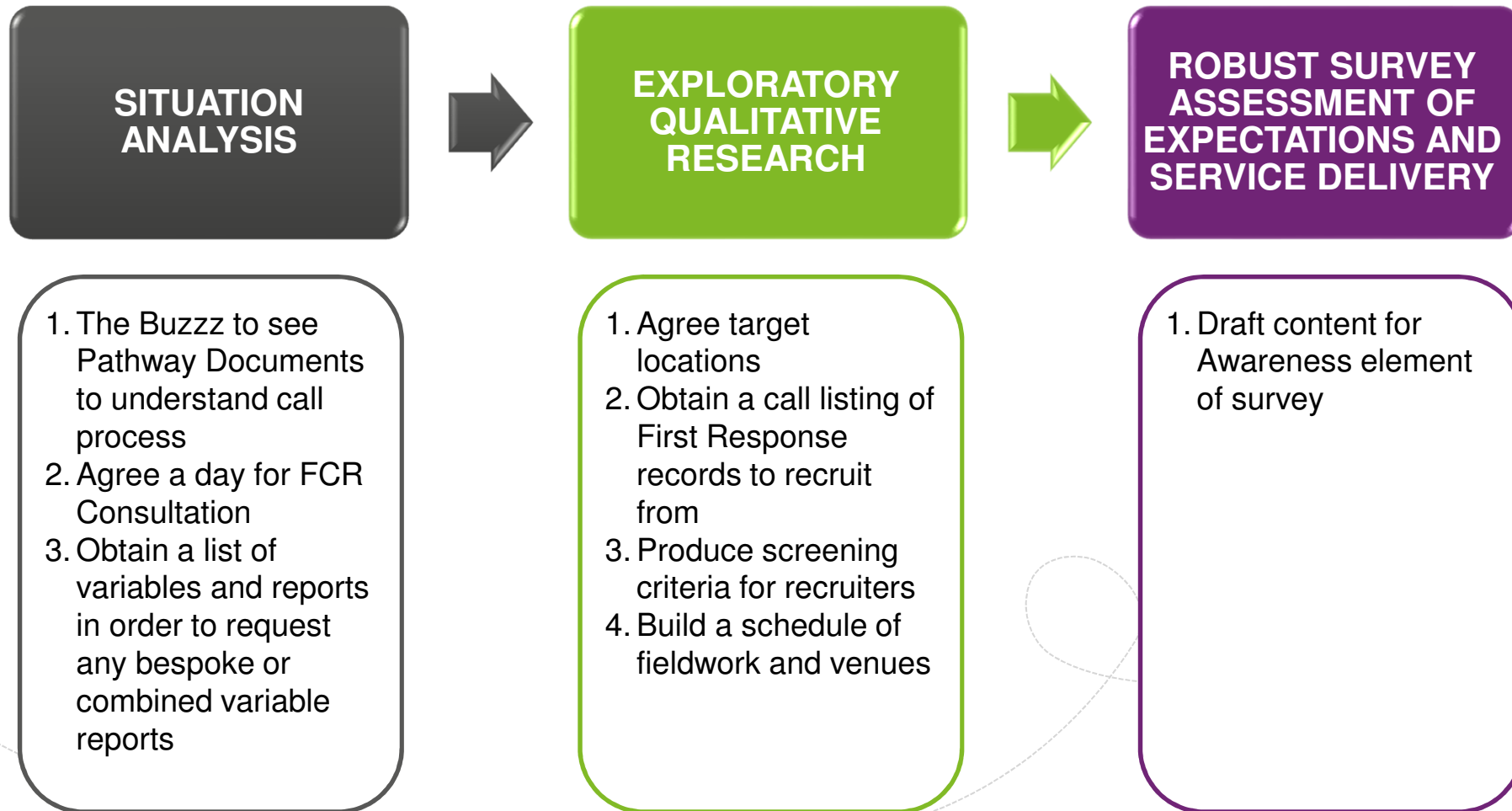


We can flag any gaps in perception at the end of Stage 2



OPTION: once we have completed Stage 3 and understand the public's EXPECTATIONS, we can provide an option to measure how FCR staff perceptions match. Simple survey distributed via email and analysis to compare Staff and Public - this example shows the differences in an NHS context.

First Action Points



PRODUCE GANTT CHART AS CENTRAL PLANNING TOOL

Budget Guidelines



NB: All costs exclude VAT at the current rate.

	STAGE ONE Data Analysis	STAGE TWO Exploratory Qualitative	STAGE THREE Benchmarking Survey	TOTAL BUDGET
Data Secondary Research (4 days)	£2,000			
12 x Short Session Focus Groups		£14,700		
2 x Third Sector Specialist Groups		£3,600		
SUB TOTAL		£18,300		
Online Survey of n=1000			£7,600	
Telephone Survey of n=1000			£12,000*	
Report Writing			£4,200	
SUB TOTAL			£23,600	£43,900

* Depending on what we find at Stage 1 we only decide to do n=600 telephone surveys or a number between 600 and 1000. The cost on n=600 telephone surveys is £9,800.

Budget Promise

- With any iterative project tender it is impossible to provide a definitive cost at the outset as so many elements remain unknown.
- The foregoing Budget is therefore a guideline based on assumptions around sample size / incidence rates and length of survey which are unknown at the start of a project like this.
- The Buzzz will commit to costing each stage prior to commitment and confirming a final cost for approval. This will be based on the situation faced at the time and the agreed methodology.
- As such any costs viewed as part of this proposal should be seen as maximum costs and under review are more likely to reduce than to increase. Our proposed budget therefore is an accurate way to assess the costs against the budget allocated.



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