

Failure Demand project extract

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Theme 1: Where service required is “Give advice” only

108 incidents (20%) only required one service: “Give advice”, equivalent to about 27k incidents per year. Of these, the numbers in each category are too small to draw firm conclusions; however these MIS result codes below appear to be most frequently mentioned:

- Highway disruption
- ASB – personal or env’t
- Suspicious
- Concern for safety
- Message
- Road offence
- Animals general

Of all “give advice only” incidents, the vast majority had an imagined service primary resource of FCR Handler (77%), followed by PCSOs (8%) and IAU (6%). There was no correlation between this incident subset and grade mix. 43% of this subset were resolved using more resources than assessors thought necessary.

Only 11% of these incidents required the advice to be given in person (at home, at the incident or with partners), compared to 89% being suited to remote resolution (phone or email). Annually this would be equivalent to 24k incidents only needing advice and being suited to remote resolution.

Case study

Incident type: Nuisance/abusive texts/phone calls random sources

Who calls: Caller has linked in to a social media site “Disqus”. Someone’s set up a ghost account requesting enquiries of a sexual nature towards caller’s mobile phone number. Numerous calls from random sources ensue.

What happens next: Call handler advises that police can get the number removed from site. Also that DFU can trace calls. Clearly this can be done... but not for this low-level type of job. Caller expectations have been artificially raised.

What activities are not good use of time or are bad for satisfaction: Two long conversations with caller, enquiry sent to LIT officers who then have to un-pick and lower expectations.

Solutions/ideas to help: We need an electronic advice leaflet that can be sent to callers by email or smart phone about nuisance/ASB phone calls, texts, social media sites etc.

Practical relevance: work with FCR Call Handlers, FCR Sgts, PCSOs, Receptionists and IAU officers about what kind of advice is most often needed for these categories of calls or other frequently-asked demand types. This should be captured into different formats for alternative channel delivery

to the public (if suitable) and as a live FAQ resource for those who deal with frontline queries. Some effort may be needed to work on staff confidence and police culture around giving advice. The link between first contact resolution and intelligence submission also needs exploration.

Potential benefits: Annually, 24k incidents (18% of all non-urgent incidents) could be resolved remotely through giving appropriate advice to the caller; just over three quarters of these (19k incidents) could be dealt with primarily by FCR Handlers. Themed areas for development of an FAQ demand diversion tool are identified and could be built upon, to reduce the demand burden around frequently asked topics.

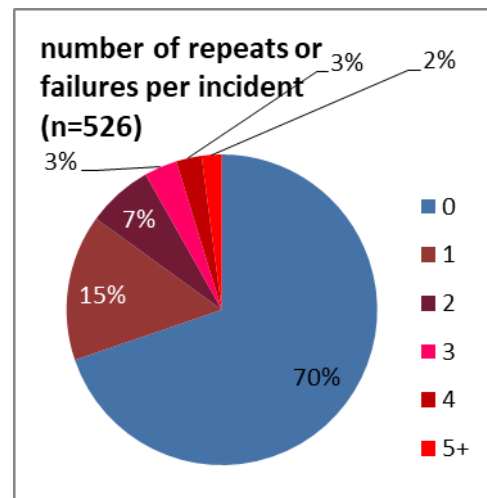
Theme 2: Failure/repeat demands

Failure demand is defined as demand caused by a failure to do something or do something right for the customer (Seddon, 2003). In our sample, failures and repeats included incidents where a caller was reporting the same unresolved problem, emails/calls to chase attendance or an update about an incident, and attempts to get in touch with a caller when they were not at home, to name a few examples.

171 incidents (33%) had repeat or failure demand of 1-7 instances (see chart), with IRT, LIT, IAU and PCSOs being the most frequently used resources to deal with this subset of incidents.

Some notable features of the incidents with failure demand include:

- They were more likely to be deemed “actual service was worse for satisfaction than my ideal” by assessors and were more likely to be deemed unsatisfying for the caller.
- They were more likely to be deemed unresolved in terms of actions having been taken to prevent future demand.
- Incidents whose dynamics were deemed to be escalating seemed more likely to feature some failure demand.
- Some (inconclusive) patterns can be seen linking incident type with failure demand: Mental Health, Violence, Theft other, Antisocial/Drunk, and Domestic Dispute.



Case study

Incident type: Neighbour issue over parking conflict

Who calls: Caller rings police, states having issues over parking. Due to neighbour’s previous verbal responses just wants call logged and incident number JIC any further problems. Solicitor is involved. Nothing else has happened.

What happens next: Call handler speaks to caller for 15 mins 07:55-08:10. Incident then gets passed to IAU then gets passed to LPA, then gets allocated to NPT officer. NPT officer contacts caller, who JUST WANTS INCIDENT LOGGED!

What activities are not good use of time or are bad for satisfaction: Multiple handling and creation of work/actions which are not required. 6 staff numbers are listed on this incident! Only needed to be one, i.e. call handler.

Generalising these findings to a whole year, it would mean approximately 44k incidents include repeat or failure demand.

Practical relevance: With IRT, LIT, IAU and PCSOs, it would be a good idea to process-map some case studies of certain incidents in the sample to identify opportunities to eliminate the repeat or failure demand. A good place to start looking would be to focus on actions that could be taken to prevent “this incident” recurring. Failure demand is not only inefficient within our organisation, it is linked to worse public satisfaction.

Potential benefits: We should be aiming to reduce the avoidable, and un-value-adding, repeat/failure workload that is currently present in about 44k incidents p.a.. This may have positive knock-on effects on public satisfaction as well as reducing the recurrence of existing demand, hence reducing overall demand volume.

Theme 3: Demands for other agencies; Preventable demands

Looking at how many times another agency was selected as a resource, the use of another agency as the first choice of resource was greater in the imagined service offering (17 incidents, or 3%) than in reality (1 incident, or 0.2%). This suggests we’d like to get more incidents resourced by other agencies than we are currently able to. The numbers in the subset are too small to draw firm conclusions about types of incidents other agencies ought to become more involved in, but we might infer that we need the capabilities to refer to other agencies at least ten times as often as now, even if only for the identified 3% of incidents (equivalent to 4k incidents annually).

The data showing whether we or partners could have helped to prevent the entire incident gives an insight into where cross-agency demand prevention actions should focus. 98 incidents (18%) of incidents were deemed preventable, with specific comments about how. These are summarised in blue (police-initiated actions) and red (other agency responsibilities) in the table below.

% mentioned	Summary description	For instance
11%	Police processes done better or earlier	better use of intel, going to an earlier job to prevent recurrence
11%	Crime prevention/resolution measures - personal/private	Person should engage with NHW, Rural Watch, get better locks
11%	Crime prevention/resolution measures - commercial/business	Company should take action to protect itself or IP - Taxi companies, Facebook, garages
2%	Other law intervention	Action Fraud, other police area
17%	Mental Health intervention	Crisis Team
9%	Housing Agency intervention	incl. shared housing (flats), council housing

9%	Childrens Services intervention	Children's Social Work, children's homes
8%	Domestic Abuse intervention	DA specialist support
6%	Council intervention	Env Health, dangerous dogs, bins
6%	Highways/Traffic Agency intervention	Road signs, street lights
4%	Health intervention	Alcohol, A&E
3%	Multi-agency intervention	Complex needs, e.g. ASB diversion, partnership solutions, cause of demand unclear
3%	Supported residential / Adult social care intervention	Homeless shelters, general Social Work
2%	Schools intervention	victim/IP's school

Case study

Incident type: Missing person

Who calls: Parents

What happens next: Report that daughter has climbed out of her bedroom window and gone missing. Tends to be with same people and in same location when found. (multiple officers dealing over multiple days, repeated calls almost daily)

What activities are not good use of time or are bad for satisfaction: Checking same locations over and over again. Parents should have responsibility for checking these before reporting missing. We find her, return her, just for her to go again.

Solutions/ideas to help: Harm Reduction Team / Social Services. Sit down with parents and misper and tackle the cause of her going missing and not the effect.

Practical relevance: As the current main responders to incidents where we observed preventability, IRT, PCSOs and LIT would be well placed to determine what types of intervention other agencies ought to be involved in, in order to prevent demand from happening or recurring. Multi-agency working groups should resolve demand on the public sector which crosses several agencies. We need to work out the process of passing demand on to the most suitable agency, and support each other to reach sustained resolutions for those callers whose needs are complex.

In the short term, we should raise awareness internally about preventative themes and options currently available, and ensure we consistently engage with the public and other agencies with all demands which are “not a police matter”.

This research adds some quantitative evidence to an ongoing need for agencies to work out complex problems together and prevent demands escalating on all public services.

Potential benefits: 18% of all non-urgent incidents (equivalent to 25k annually) might not have happened, if preventative actions had been taken “the previous time” that one of these callers asked for help. Of these, police-initiated preventative actions would have helped one third of the time (equivalent to 8k incidents p.a.), and other agency preventative actions would have happened two thirds of the time (equivalent to 16k incidents p.a.).