

Reducing Demand on Police Forces in Wales

Updated proposal – July 2015

This updated proposal outlines how the Behavioural Insights Team (BIT) will work with Gwent Police, South Wales Police, and Dyfed Powys Police on a project to determine how to reduce end-user demand on police forces.

Project summary and structure

The aim of the project is twofold: to learn more about the nature of the demand on police services in Wales (e.g. where does it mainly come from, what is driving it) and to design and deliver an initiative to reduce it, drawing on an understanding of end-users' perspectives and the latest insights from the behavioural sciences.

The table below describes the process that BIT would undertake to complete the project:

Stage 1 - Research	Stage 2 - Fieldwork	Stage 3 - Intervention Identification
<p>Review the evidence on demand reduction</p> <p>Assisting in identifying the 'demand hierarchy' – where is the most demand coming from, when and why</p>	<p>Examine how police forces process the demand and how they interact with customers</p> <p>Understand more about the needs of the end user through data analysis</p>	<p>Identification of range of interventions that could be taken forward by forces</p>
Review of evidence	Understand the landscape	Development of practical ideas

Each stage of the project is explained in more detail below.

Stage 1 - Research

Work-stream 1A: Establishing where the demand is coming from and trends therein

The single most important aspect of this project will be understanding more about the nature of the demand – where is it coming from; are there any trends in timing/types of customers; does excess demand come from areas where there are insufficient alternatives etc. This will help us to define the specific outcome we are aiming to achieve (e.g. reducing demand emanating from specific situations or shifting demand over the phone to online channels). If the Welsh police forces commission this

separately, we would like to input into the tender that goes out to bidders to ensure that key questions are covered.

BIT will access historic (anonymised) data to explore demand in more detail. Depending on the quality of this data, we estimate it would take up to two weeks per force of an analyst's time to process and derive insights. If the recorded data is of insufficient quality / detail for effective analysis, we could set up a data reporting system for a given period of time that would allow us to capture new data and analyse it.

Data will need to be provided by forces by September 2015 at the latest to allow project timeframes to be met.

Work-stream 1B: Learning from past interventions

A short review of previous interventions targeting demand reduction among police forces or analogous markets, in the UK or overseas, is recommended. This will include a review of findings from the behavioural literature, to identify behavioural effects to target. While work-stream 2A will identify key behaviours to target, work-stream 1B will assess evidence of how best to target them.

Stage 2 - Fieldwork: perspectives from the front line

Work stream 2a: Identifying what specific behaviours to influence

An important part of any behavioural insights project is to understand the context in which undesirable behaviours take place, what drives these behaviours and what other choices end-users are aware of. Additionally, this work stream will help to inform the plausibility of potential interventions.

To effectively undertake this work-stream, BIT would need to interview end-users. This could be arranged cheaply. For example, police forces could select a sample of users who contact the police and ask if they are willing to take part in a brief telephone interview about their interaction with the police. We would follow up with those who agreed.

Work stream 2b: Getting under the skin of police processes

The focus of this work-stream would be to understand the police perspective on demand, how police respond to end-users in different situations, and to map the potential options end-users face for most common demands. In addition, we would seek to understand which types of demand are most burdensome for the police and why.

To undertake this work-stream we would aim to spend time with different forces in Wales, speaking to frontline staff (e.g. who answer the phones) as well as managerial levels.

Stage 3 - Intervention design

Work-stream 3a: Idea generation

At this stage of the project we will develop a short-list of intervention ideas, derived from bringing together what we have learnt about end-users and their motivations; police and partner processes; previous initiatives to reduce demand; and insights from the behavioural sciences.

These will be presented to the Welsh police forces to formally conclude the project.

The final report, which include a summary of all research conducted during Stages 1 and 2, as well as the ideas generated during Stage 3, will be submitted by 31 March 2016.

An interim research report will be submitted by 30 November 2015 to enable potential preparation of a further application to the Police Innovation Fund to implement interventions identified in Stage 3.

Potential future work

As noted above, there is the potential for the outputs from this project to feed into a potential second year of work with participating Welsh police forces if further funding can be obtained from the Police Innovation Fund.

The second year of work would continue from work stream 3A described above. BIT would work with Welsh police forces to discuss and refine the short list of intervention ideas until one or two ideas are selected to take forward.

Once the ideas to take forward are agreed, we will work with Welsh police forces to commission any external specialist support that might be required to implement the new approach.

BIT will also look to design the rollout of the intervention in a way that will allow for robust and inexpensive (potentially zero cost) evaluation to determine impact and, hence, overall cost-saving.

Project budget

Project stage	Work stream	BIT Team Member Days (and cost)			
		CEO (£3,198 pd)	Principal Advisor (£850 pd)	Advisor (£650 pd)	Analyst (£650 pd)
1 - Research	1a) Analysing demand		8 (£6,800)	5 (£3,250)	40 (£26,000)
	1b) Review of evidence and behavioural literature		2 (£1,700)	5 (£3,250)	
2 - Fieldwork	2a) End-user perspective		15 (£12,750)	15 (£9,750)	
	2b) Police perspective		15	15	

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			(£12,750)	(£9,750)	
3 - Intervention design	3a) Idea generation	1 (£3,198)	10 (£8,500)	10 (£6,500)	
General and administrative	Project management		9 (£7,650)		
	Quality assurance	1 (£3,198)	2 (£1,700)		
TOTAL (days)		2	61	50	40
Subtotal cost (excluding VAT)		£6,396	£51,850	£32,500	£26,000
Total Cost (excluding VAT)					£116,746
Travel and subsistence costs					£14,700
Total cost (including VAT and expenses)					£154,795