Gloucestershire Constabulary
Our Approach to Demand

Summer 2019

Our mission

Our mission is to **keep people safe from harm**

Our vision

We are a thoughtful, agile and compassionate Constabulary who inspires trust, confidence and pride. We are **connected** to our local communities and partners, utilising highly **optimised** agile services and capabilities and have placed **innovation** at the forefront of what we do.

Our approach to demand

Against an evolving demand picture, we will seek to innovate and optimise our resources to meet the needs of those we serve. We will prepare for heightened demand, prioritise public safety, and mitigate pressure on our staff through agile and pre-planned adaptation of police functions.

1. Demand & Policing, the national picture

- UK Policing has seen a real-terms cut in funding from 2015 and other changes to funding from 2009.
    - Cuts to other public services have also had an impact

- Reduction in officers and staff, including in analytical support.

- Demand patterns undergone considerable change.

- Increasing understanding of complexity and hidden crimes.

2. Police Demand

- Police demand –

    - single biggest category is concern for welfare (19% of incidents),
    - public nuisance (18%)
    - acquisitive crime (17%)

In 2017 NPCC defined three types of demand :-

- Public demand is equated with incidents reported by the public

- Protective demand comes from the need to provide policing cover for events, acting on intelligence or general protective patrols.

- Internal demand is the demand for resources within policing organisations, including administrative tasks, processes and protocols.

3.

- January 2017, GC embarked upon a collaborative, three-month study of public demand with the Open University

Beyond Risk Assessment: How should police cope with demand?
A Study of Public Demand on Gloucestershire Police:
Emerging Themes and Service Offer Model
Authors: Anna Jennison-Phillips (Glos) and Dr Paul Walley (OU) 2017

- Purpose was to summarise the main demand management themes & present evidence for establishing a different service offer/incident-grading model.

- At the time Gloucestershire used five incident grades,
    - Grade 1 - urgent (excluded from the study),
    - Grade 2.1 requiring attendance within one hour,
    - Grade 2 requiring attendance within four hours,
    - Grade 3 requiring attendance on a scheduled basis,
    - Grade 4 not requiring attendance.

4 . THRIVE+

T — A **threat** is a communicated or perceived intent to inflict harm or loss on another person.

H — **Harm** is to do or cause harm e.g. to injure, damage, hurt – physical or psychological

R — **Risk** is the likelihood of the event occurring

I — **Investigation** is the act or process of examining a crime, problem or situation and considering what action is required.

V — **Vulnerability** is defined for the purposes of incident management as "a person is vulnerable if as a result of their situation or circumstances, they are unable to take care or protect themselves, or others, from harm or exploitation"

E — **Engagement** is where organisations and individuals build positive relationships for the benefit of all parties

+ — **Prevention and Intervention** is identifying opportunities to prevent further incident occurring or a worsening of threat , risk, and harm and allocating the most appropriate resource (police or partnership) to intervene before further, more serious police intervention is required.

THRIVE is used at several decision making points to help prioritise.

- Call handling & Incident reporting

- Investigations

- Neighbourhood problems.

5.

Study recommendations:-

- Call Handlers should be working towards the development of a sustainable (affordable) solution to each caller's needs, and not just acting as a risk filter for the urgent and non-urgent calls.

- **Use THRIVE+ as a means of structuring the questioning to create a relatively consistent responses** to similar incidents across the range of Call Handlers. - (NCHS reviews)

- This response should be agnostic of resource constraints, to build capacity and systems to ensure resources meet the actual demands present, to avoid any bias towards up- or down-grading assessments due to lack of capacity

	URGENCY & SIMPLICITY SCALE	
	more ⟵ ⟶ less	
	DEAL NOW	DEAL SOON
	A	**B**
IN PERSON RESOLUTION	**Emergency**: threat to life, crime in progress, serious injury, offender at scene, time dependent ... **Or simple** (e.g. quick, resource is already available in vicinity) Deal with in order of priority Potential options & actions: ☐ Investigate at scene ☐ Reassure ☐ Give advice ☐ Arrest ☐ Make situation safe & stable ☐ Offer resilience/preventative support FRU, nearest officer, PCSO. Arrival <1hr at incident. **Currently: 21% (28k p.a.) (plus 27k grade 1s)** **Should be: 18% (24k p.a.) (plus 27k grade 1s)**	**Does not need to be stabilised** or is more **complex in nature** Deal with in order of arrival in queue (FCFS = First come, first served) Needs specialist or local knowledge, face to face. Needs much preliminary research. Non-emergency. Plannable timeframe. Offer times to caller, when appropriate resource is free. Schedule time for resolution, whilst on first call if possible. Options & actions as per deal now NP, LIT, PCSO, CID, all others. Arrival >1hr at incident **Currently: 42% (57k p.a.)** **Should be: 24% (32k p.a.)**

	C	**D**
REMOTE **RESOLUTION**	Deal with in order of arrival to FCR **Simple** (or urgent but remote-resolvable) First contact resolution Potential options & actions: ☐ Investigate remotely ☐ Give advice ☐ Provide reassurance ☐ Offer resilience/preventative support ☐ Recording only FCR > IIT > FCR Sgt. 1st contact resolution. **Currently: 18% (24k p.a.)** **Should be: 45% (60k p.a.)**	Deal with in order of arrival in queue (FCFS) Needs specialist/local resource or research. Electronic or phone resolution will be sufficient for caller's needs (e.g. recording, advice, reassurance, signposting). Make arrangements for suitable call back (/email) response time. Booking/expectations set with both parties; no one left hanging on unsure of what will happen. Options & actions as per deal now Allocate to resource with skills, knowledge and capacity to deal: NP, LIT, PCSO, CID, all others **Currently: 19% (25k p.a.)** **Should be: 10% (14k p.a.)**
OTHER **AGENCY** **RESOLUTION**	**E**	
	Not a police matter but another agency exists with this responsibility They offer resolution and preventative/resilience services Hand over to them to take over and manage with right professional advice for their specialist area "Tell" the other agency about it "now", but it is up to them to decide when to respond Police need ability to refer. Police process pipes need connecting to other agency plumbing **Currently: 0.2% (250 p.a.). Should be 3% (4k p.a.)**	

08. Incident Grading

Category	Title	Definition
1	Emergency or Immediate Attendance	Police resource required in person and there is an immediate need to attend due to: • An emergency. • A danger to life, use of immediate threat of violence, serious injury to person or loss of property. • A crime in progress or ongoing incident which poses a risk to others. • Offender disturbed at scene or has been detained and poses a risk to others.
2	Prompt or Priority Attendance	Police resource required in person as soon as a suitable resource is available, including: • There is a concern for safety but no immediate threat of harm. • There is a need for primary investigation key witness, or other evidence will be lost if police do not attend soon. • Detained offender posing no risk.
3	Remote Initial Investigation	Police investigation necessary but attendance in person not initially required and can be progressed remotely: • There are proportionate lines of enquiry. • There is a need for an investigation but not time critical evidence. • THRIVE+ risks and opportunities can be managed without attendance. • Can potentially be investigated by telephone or video communication.
4	Locally Scheduled Neighbourhood or Specified Team Resolution	Specified team (e.g. Neighbourhood Team) to manage service offered and subsequently identified actions.
5	First Contact Resolution	Matter for resolution by call-handler or other initiating staff (e.g. front counter staff) and no specific further police action is required. This includes calls where advice is given and organisational recording of the issue is necessary.
6	Partner or Other Agency Resolution	Calls for service where it is identified that another agency or organisation should take the lead and resolve without police involvement.

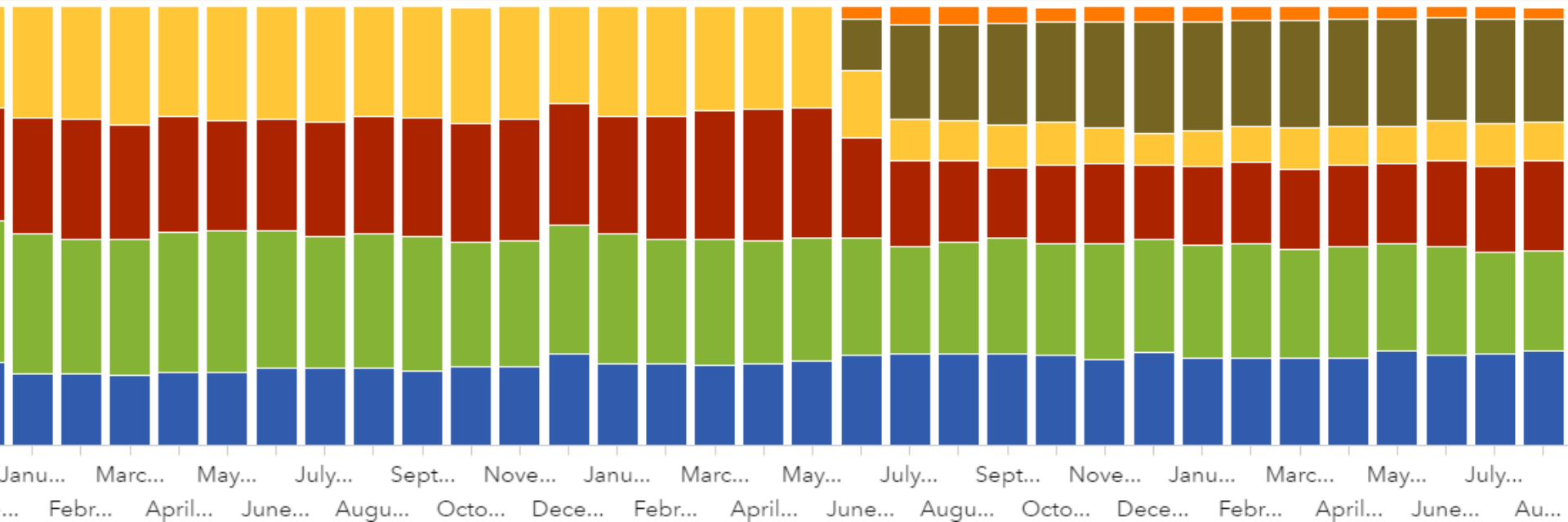## + Self Resolution - Single Online Home

Monthly Incident Breakdown by Grade
Hover over section to view percentage.

GradeGroup
■ Emergency ■ Prompt/Priority ■ Remote ■ Scheduled ■ Contact ■ Partner ■ Not Graded

# 10. Improving our understanding

Study provided evidence base that the demands entering the Constabulary via the traditional front door of the FCR were not necessarily inevitable.

Inefficiencies and cross-purposes were revealed, suggesting we are not correctly balancing the three key goals of calls on police:

- Restore **Safety**: uphold the law, catch the criminals

- Ensure citizen **Satisfaction**: respond to "my" needs
- Promote **Sustainability**: make sure it doesn't happen again,

– *Feedback, Service Recovery & Customer Care*
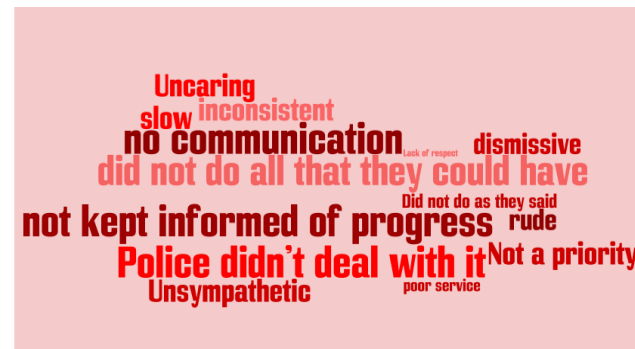
11. GC Change Programme

June 2017 – Gloucestershire Constabulary programme to connect aspects of demand and public service:

- **Crime Command** (reactive demand; proactive demand such as safeguarding; enabling demand such as intelligence and forensics; investigative standards and support)
- **Neighbourhood Policing** (partnerships, early intervention and resilience-building; control room's shifts, processes and culture; MH triage; grading and response process)
- **Channel Management** (choice of access to services including digital; intranet service internally; community messaging; complaints management process)
- **People strategy** (wellbeing; reward and recognition; individual performance; CPD opportunities; leadership development

- **2018 - Control Room Optimisation**:-
    - Recruitment of expertise & consultant review
    - Reception optimisation
    - Systems review & upgrade
    - Deferral and workflow practices
    - Single Online Home
    - Triage and queue management (Full process review)

13. Further Study Recommendations

- 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

- Theme and understand what kind of advice is most often needed for calls requiring advice only or other frequently-asked demand types. Live FAQ resource

- Process-map case studies of examples of failure/repeat demand to identify opportunities to eliminate the repeat or failure demand.

- A visible resource availability calendar can be made available to frontline and FCR, for booking time to deal with "soon" demand, including the ability to self-schedule and peer-task – appointments/surgery work stream

14. Virtual Workers/Robotic Process Automation
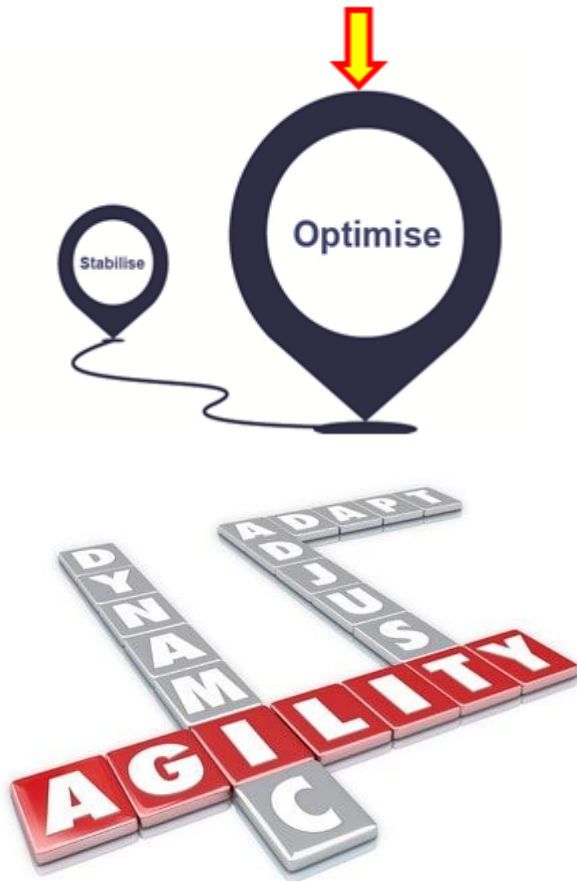
To **optimise** the Constabulary and prepare for heightened demand, prioritise public safety, and mitigate pressure on staff through adapting police functions.

Principles: -

- Optimise use of Constabulary resources
- Think innovatively and be bold - consider more efficient ways of operating
- Be agile & flexible to improve mobility of our workforce
- Be confident to think outside traditional approach & engagement.
- Marginal Gains

16. **The Force Operating State**

OPERATING STATE GREEN ⟶ Force operating business as usual.

OPERATING STATE AMBER ⟶ Force operating under heightened demand pressures with inability to adequately respond to threat, risk and vulnerability. Key non-essential roles reduced/ suspended to support demand

OPERATING STATE RED ⟶ Extreme demand, critical/major incident where significant resources required. 'Non-critical' functions suspended to maximise available resources

Intelligence keep a record of force operating states and rationale – to be recorded on DMM document

*Internal & External Comms

17. **The Force Operating State**

The Force Operating State is a reactive and proactive tool to identify when the Constabulary is struggling to meet demand. This may be due to incoming demands or reduced capacity. It spans all areas of critical service delivery.

Each area of business has articulated what they will prioritise and suspend at Amber and Red. This helps decision makers appreciate the impact of resource abstractions on areas of business.

DEPARTMENT	STAFF	STATE GREEN	STATE AMBER			STATE RED		
			Prioritise	Suspend	Resources Available	Prioritise	Suspend	Resources Available
Neighbourhood Policing	50 x PCs (covering 6 LPAs, earlies and lates 7 days/week & NTE) 6 x Insp Force wide 12 x Sgts Force wide	-	Key demand hotspots Scene support Prolific Offender focused activity	Non –essential community engagement	6 PCSOs (support LIT?) 1 x Sgt 4 x PCs	CIA Community Bronze focus on area of criticality	All non - urgent NH tasks re-prioritised against demands upon the force.	All Available resources
CJ	-	-	-	-	Sgts above baseline PACE Inspectors to support wider policing	-	-	Sgts above baseline PACE Inspectors to support wider policing 1 x Sgt CJD in RJ

18 Op Peak

Why

INCIDENT DEMAND

JULY

CRIME DEMAND

MonthYear: July 2018
COUNT_of_MonthYear: 3429
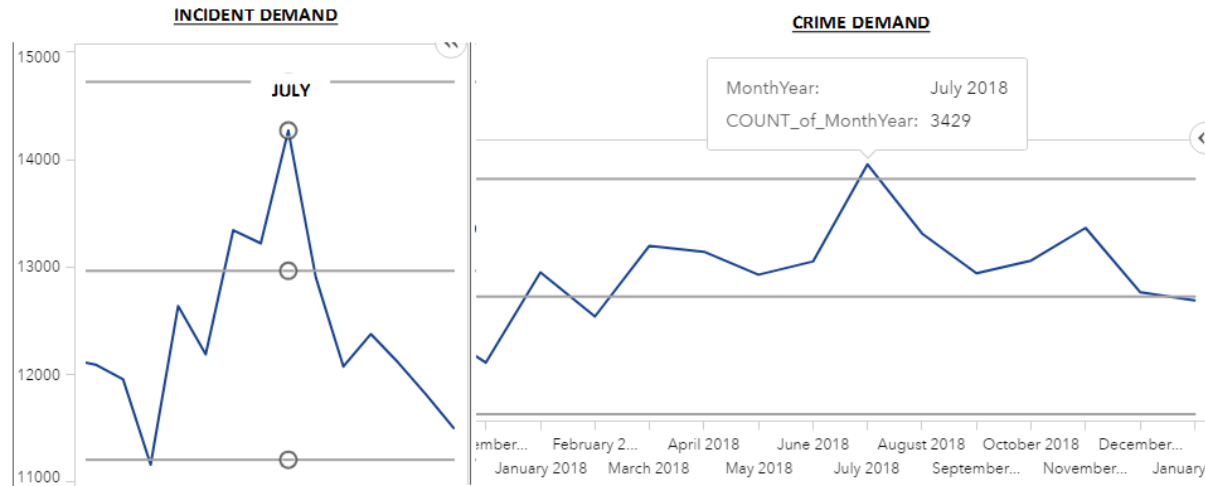
Two objectives

1) Maximise our capacity in critical business areas to keep people safe

2) Recognise when our staff are under high pressure and use our resources flexibly to support them and share demand across the organisation

19. **Forecasting & planning**

<u>Phase I</u>
Develop data inputs, meeting structure and stakeholders
To optimise the Constabulary for July 2019 our busiest period - OP PEAK. Scrutiny of every area of business, including training, meetings, fleet servicing schedules and out of force commitments to maximise resources.

<u>Phase II – Autumn 2019</u>
Identify and optimise activity around demand lulls and resourcing surges to focus proactive activity and maximise initiative impact

- **Prepare** - mitigate the impact of high demand period on our communities and organisation.
- **Pursue** to focus disruption and targeted action - optimised outside of key demand spikes
- **Prevent** to reduce crime and address risk & vulnerability through preventative methods and education
- **Protect** (core delivery) & maximise early intervention opportunities. At times of peak demand optimizing our workforce and processes to ensure critical service resilience.

20. **Predictive Analytics**
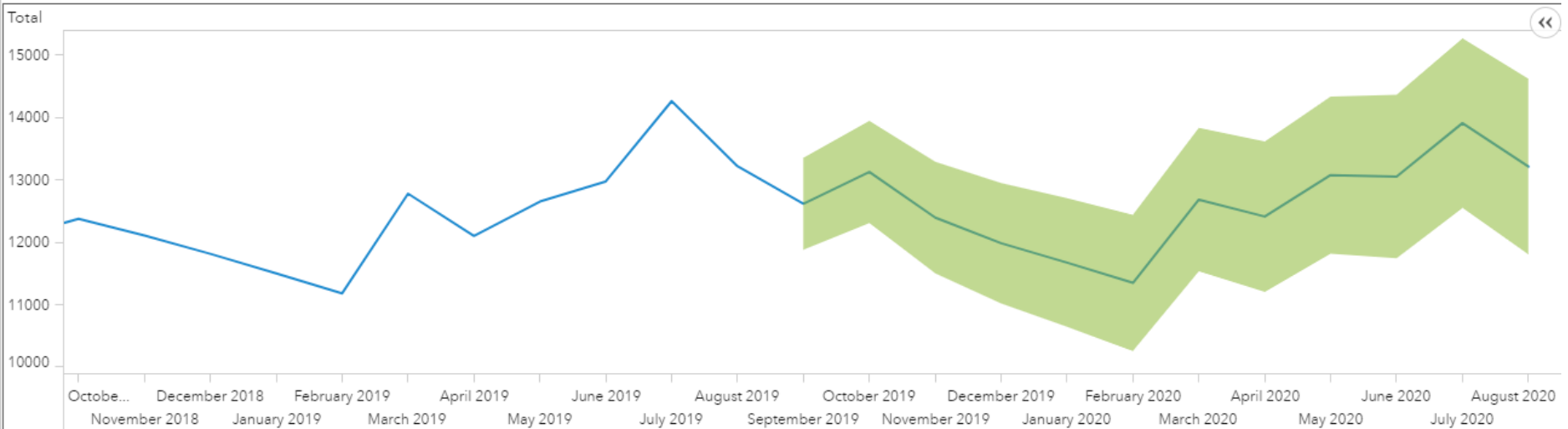
- Forecasting (Demand & workforce) & Horizon Scanning PESTELO – 18 months
- Planning - 14 months
- Feed into Strategic/Tactical Tasking

21.

SUPPORTIVE LEADERSHIP & WELLBEING

Deliver a thoughtful, compassionate service that we take pride in.

Efficient demand management

Ethos of Contact as frontline responders and investigators

'**Everyone who reports something to us, should feel it matters and they are important to us.'**