Front Counters – Project Methodology to Determine and Effectively Meet Customer Demand

March 2006

DPMO – 0113 – 1

Executive Summary

This paper has been prepared for Supt Pat Shiel – TP Mod Ops to support the creation of a methodology that will optimise the service delivery currently undertaken by station counters within the MPS

The paper proposes a 13-point plan to deliver a high quality service to customers that has secured the approval of all the key project stakeholders. A provisional time lined plan is included at the end of this report. The components of this plan are:

1. Create a core project team.
2. Determine existing demand.
3. Undertake data analysis
4. Generate ideas.
5. Select best ideas
6. Secure customer acceptance.
7. Develop the proposed solutions.
8. Secure senior sponsor and Investment Board approval.
9. Secure MPA PPRC approval
10. Create detailed implementation project plan
11. Manage the implementation of agreed solutions to the project plan
12. Review implemented solutions
13. Future review process

Introduction

The MPS has long been wrestling with the issue of service delivery through their front counters. The organisation going through a process of dramatic transition and it is no longer apparent that existing solutions are the best way to effectively meet the customer demand. Just some of the examples that potentially impact on service provision are:

- The introduction of Metcall
- The increased scope of TIBs for crime reporting
- Improved access through the Internet
- The roll out of Safer Neighbourhoods and the associated contact points
- The creation of new Charge Centres
- The creation of new Patrol Bases

Some of these new systems and associated processes require a much higher degree of corporacy that has previously been the case. It is therefore appropriate that corporate guidance is given as to how the customer demand that currently passes through MPS front counters can most effectively be met.

This paper makes some suggestions as to how the MPS might derive a corporate framework for effectively meeting the front counter customer demand.

Recommendations

1. Create a core project team.

Ownership of the front counter project has been a significant issue within the MPS and this has contributed to some of the difficulty in making progress to date. It is important that this project is properly resourced if it is to be successful. Lack of targeted resources to date has seriously impacted upon the MPS's ability to address front counter service provision.

It is recommended that a Project Manager be appointed to deliver the Front Counters Project. Ideally this project manager should lead a cross functional team which represent the different business areas that are potential stakeholders in the eventual solution. Although many of the team members would not be full time appointees to the team, time must be negotiated through line managers for team members to make a significant contribution. It is also expected that at least 1 full time researcher will be required to secure and correlate the necessary data.

It is also recommended that an approach be made to the MPA PPRC to see if it is possible to secure support for the project team. This role would be as a critical friend to the project team who will take a demanding perspective from the customer's viewpoint. PPRC member Dee Doocey has shown particular interest and concern about front counter service and might therefore be an ideal candidate.

2. Determine existing demand.

The first critical phase of the project should be to determine the existing customer demand. Without a thorough understanding, it will be impossible to try to match this demand to possible solutions.

A number of key sites needs to be identified by the project team that represent a realistic cross section of the different populations and environments that can be found within the MPS.

Once these sites have been identified, the help of local management should be sought to support the project team in securing demand data. The methodology for capturing this data must be consistent across all sites.

At this stage of the project, no attempt should be made to consider any possible solutions to meeting this demand.

3. Undertake data analysis.

Once data has been collected, it needs to be broken down into distinct demand categories. A corporate model is also required to estimate some basic volumetrics about different demands that can be used when estimating resources and identifying possible solutions. The project team also need to research demand trends to "future proof" any proposed solutions.

4. Generate ideas

Facilitated cross-functional workshop(s) involving representatives from different work streams e.g. Safer Neighbourhoods, TPHQ, Borough SMT, Metcall, PSD etc. This workshop should generate as many innovative ideas as possible as to how each demand could be met using an existing or a future capability.

5. Select best ideas

Facilitated cross-functional workshop involving representatives from different work streams and project sponsor (Cmdr Jarman) to review possible solutions and to create a shortlist of the solutions that should be developed.

6. Secure customer acceptance.

A representative workshop (with other additional customer engagement as necessary) to discuss the selected solutions with the representatives of different MPS customer groups to gauge their acceptability.

7. Develop the proposed solutions.

Review customer feedback, develop detailed solutions and create an implementation strategy including an estimate of associated costs and resources.

8. Secure senior sponsor and Investment Board approval.

Team to secure the approval by Cmdr Jarman of the detailed solutions to be forwarded to the Investment Board.

9. Secure MPA PPRC approval

Present proposed solutions to the MPA PPRC Demand Management Best Value Review and secure approval.

10. Create detailed implementation project plan.

The Project team creates a detailed implementation project plan working with the associated key work-streams within the organisation to manage the implementation process. The implementation plan will include a detailed communications plan to stakeholders within the MPS, the MPA, the media (as appropriate) and representatives customer groups.

11. Manage the implementation of agreed solutions to the project plan

The project team will coordinate the actions of the key work stream owners to ensure that the agreed solutions are delivered on time and to budget.

12. Review implemented solutions

Project manager reviews effectiveness of implementation to ascertain whether implemented solutions have met customer and cost predictions.

Project completed.

13. Future review process

It is recommended that a front counter service review be repeated after an appropriate period of time (5 years?) to ensure service delivery continues to meet the customer demand.

Front Counters - Provisional High Level Project Plan 27th March 2006

TASK	Task Description	April 2006	May 2006	June 2006	July 2006	Aug 2006	Sept 2006	Oct 2006	Nov 2006	Dec 2006	Jan 2007	Feb 2007	Mar 2007	April 2007	May 2007	June 2007	Jul 2007	Aug 2007	Sep 2007	Oct 2007
FC 1	Create a core project team.																			
FC 2	Determine existing demand.																			
FC 3	Undertake data analysis																			
FC 4	Generate ideas.																			
FC 5	Select best ideas																			
FC 6	Secure customer acceptance.																			
FC 7	Develop the proposed solutions.																			
FC 8	Secure senior sponsor and Investment Board approval.																			
FC 9	Secure MPA PPRC approval																			
FC 10	Create detailed implementation project plan																			
FC 11	Manage the implementation of agreed solutions to the project plan																			
FC 12	Review implemented solutions & close project																			

A high level view of Conditional Deployment and Task Management in an IBO / Metcall Environment

May 2007

DPMO – 0104 – 3

Executive Summary

This document includes extracts from a paper drafted to offer advice and support to boroughs that are implementing a conditional deployment capability for borough resources and introducing dynamic task management utilising the capabilities associated with the introduction of the IBO.

The fuller document discusses some of the technologies that have been introduced with the rollout of the IBOs as part of the C3i programme, the implications that these have for resource management and how this contributes to the future vision for effective borough policing.

The process required to set up conditional deployment on the borough is complex and detailed including how the necessary duty posting information is amended in CARM and how these resources can be deployed by the interaction of the Borough IBO and Metcall.

The specific considerations for the deployment of Safer Neighbourhood Team (SNT) officers and the associated process by which an appropriate call deflections decisions can be made in the IBO, without compromising the role of SNTs are detailed.

The paper concludes with suggestions as to how the capability for tactical task management enabled by the IBO can be implemented on the Borough, whilst maintaining the integrity of resources and the associated priorities allocated through the BCTG and the Daily Management Meeting.

Introduction

The Metropolitan Police Service is in the process of unprecedented transition with the roll out of Safer Neighbourhood Teams (SNTs), the creation of the Metcall OCU and the setting up of the Integrated Borough Operations facility (IBOs) within the BOCUs.

These changes have delivered a significantly enhanced capability for comprehensive “real time” resource management and tasking for not only the Response Teams but for all other operational resources that could be utilised. This includes resources that are **conditionally** deployable by reason of geography, (e.g. Town Centre Team) role, (e.g. Burglary or Robbery Squad) or both (e.g. Safer Neighbourhood Team). This is part of the ongoing MPS modernisation programme.

Optimising the effective use of this total resource management capability presents a number of specific challenges to the BOCUs. This paper identifies the key operational issues surrounding the effective deployment of resources and makes suggestions for task management utilising the resource management capability delivered through the IBO.

The introduction of the new Metcall – IBO environment has delivered an enhanced capability for resource and operational visibility to the boroughs via a number of new associated technologies, systems and processes.

This resource visibility enables effective deployment of available resources by Metcall operators and also enables the IBO to suggest **conditionally available** resources to Metcall to meet the current demand profile.

Information on the technologies and systems utilised in making effective assignment decisions.

Booking on through MetDuties enables all resources to be visible to the IBO by utilising associated management information enquiries. This enables the IBO to instigate Force Mobilisation Plans, aid requirements and rapidly identify additional resources for developing critical or major incidents. In addition, MetDuties populates the Resource Display Window (RDW) in the CAD for all appropriate resources.

In order to efficiently book on via MetDuties, duties must be accurately forward planned in CARM and supervisors have a responsibility to inform the Duties Office on the borough of any changes that are made to the planned duties.

The Resource Display Window (RDW)

The RDW is part of the CAD system and is visible to both the Metcall operators and the IBO on the borough. This gives visibility to all resources that are already assigned, available for assignment (status 91), conditionally available (status 93) temporarily unavailable (status 94) or at refs (status 95). Resources that are unavailable for assignment (status 97) are not visible in the RDW but can still be identified by the IBO utilising the MetDuties management information systems.

In order to effectively make decisions for conditional deployment the IBO must have sufficient information about their resources in relation to their specific role and geographic location.

The corporate Geographic Information System (GIS), Mobile Data Terminal (MDT) and Airwave

The GIS is the geographic mapping system associated with the CAD where all MDT equipped resources are visibly shown by location and status. When a CAD related incident is shown, the GIS enables the Metcall despatcher to identify the most appropriate vehicle to be utilised to respond to that demand.

Foot patrols and non-MDT equipped vehicles are not currently visible on the GIS but this will be enabled in the future via the GPS capability built into the Airwave Radio.

The process for enabling conditional deployment outlined in this paper enables deployment of non-MDT equipped resources prior to their future visibility on the GIS.

Conditional Deployment Protocols for Safer Neighbourhood Teams

There are specific corporate protocols about when it may be appropriate to deflect a demand to a Safer Neighbourhood Team officer.

These protocols require a detailed knowledge of each Safer Neighbourhood

Team's priorities in order for the IBO to make appropriate decisions. It is therefore essential that these have been communicated to the IBO in a readily accessible format. SNTs have a responsibility to ensure that this information is kept up to date at all times.

Dynamic Task Management For Boroughs With IBOs

The creation of the IBO has created an unprecedented opportunity for effective task management of resources owing to the visibility of both developing incidents and all the borough resources available to respond to these incidents.

This management capability also has risks as well as opportunities as the requirement for intelligence led policing could be quickly undermined if there was an uncontrolled re-tasking of resources in the real time operational environment.

It is however equally inappropriate if it becomes obvious that resources allocated on the basis of historical data to deal a specific crime issue are not re-tasked when the location of the specified criminal activity has evidently moved or an opportunity to intercede with a developing crime pattern based on real time changes in the operational picture is ignored.

This creates a potential dilemma to balance the requirement for intelligence led pre-planned operations for effectively dealing with volume crime problems, and the ability to rapidly and effectively respond to developments in the real time operational picture.

The paper has developed guidelines designed to suggest how potentially conflicting requirements can be effectively managed by allocating a priority level to each initiative that effectively sets the authority level required to re-deploy resources.

The task process suggests the creation of a feedback log, maintained in the IBO, to supply a record of tactical task completion back to the Daily Management Meeting (DMM) and to ensure that relevant CRIMINTs have been completed to inform the BIU. This task summary allows rapid evaluation of the effectiveness of the tactical task management being undertaken on behalf of the Borough.

Protective Marking	Restricted
Suitable for Publication Scheme? Y/N	N
Title & Version	MPS Patrol Framework
Purpose	Corporate framework for effective patrol
Relevant to	TPHQ, All MPS BOCUs
DPM Number	0101-1
Author and warrant/pay number	Sean Vickers / Anne Townley / Bob Hunter
Creating Branch, Code and Operational Command Unit/Directorate	TP Modernising Operations – Diamond Programme
Date created	17th January 2006
Review Date	

Metropolitan Police Service
Effective Patrolling Framework

January 2006

TPHQ METROPOLITAN POLICE Working together for a safer London

This Notice sets out a corporate framework for effective patrolling within the MPS and to assist in the creation of Operational Command Unit (OCU) specific patrolling policies.

These will be based on the local operational environment, the priorities of the OCU and the needs of the citizens of London in order to promote engagement and interaction with the public - utilising proven skills in a modern policing environment.

Effective patrolling is based on the following underlying principles:

Every officer in the Metropolitan Police is sufficiently capable, confident and skilled to deal with the majority of incidents on their own. Therefore, the style and ethos for effective patrolling within the MPS will be that of single patrol unless:

- **There is a specific risk assessment that advises otherwise or;**
- **There is an operational requirement set by Service policy or authorised by the OCU Commander or;**
- **There is demonstrable 'added value' by officers patrolling in pairs or more or;**
- **Officers are undergoing training or supervision.**

The MPS patrol style for vehicles is double crewed unless:

- **A supervisor has made a risk assessment that single crewing is suitable and;**
- **The vehicle is deployed in a non-response mode or;**
- **The vehicle is not suitable for double crewing – see *Guidance on Crewing Appendix A – Patrol Template*.**

Coordinated patrolling is considered an acceptable style of patrol where officers work in conjunction with other officers to deliver the most effective patrolling solution. This close liaison with other officers within a defined geographic area is often referred to as proximity patrolling.

What is patrol?
For the purposes of this Notice, patrol is defined as follows:

Patrol is the active uniformed presence in a specific geographical area in order to implement our primary role of delivering policing priorities. This includes the complementary and concurrent functions of maintaining the Queens peace and the active harvesting of intelligence.

Who does this apply to?
This framework applies to all uniformed officers who are providing a visible presence whether on foot or in a vehicle. This will include Police Officers, Special Constables, PCSOs and Traffic Wardens. Although primarily applicable to Territorial Policing and Central Operations based officers, it also applies to any uniformed officer, including supervisors, travelling between

police premises or attending appointments within the community.

Effective Patrol Template
Each OCU will be required to complete an effective patrol template. TP Modernising Operations will supply the template and guidance on patrolling. It will also be available on the TP Modernising Operations website. Mod Ops.

Any enquiries about this Notice should be made to Ch Insp. Sean Vickers TP Modernising Operations on 780910.