

Community Policing Progress Report

Police and Crime Panel 14th September 2017



Community Policing

— One team —

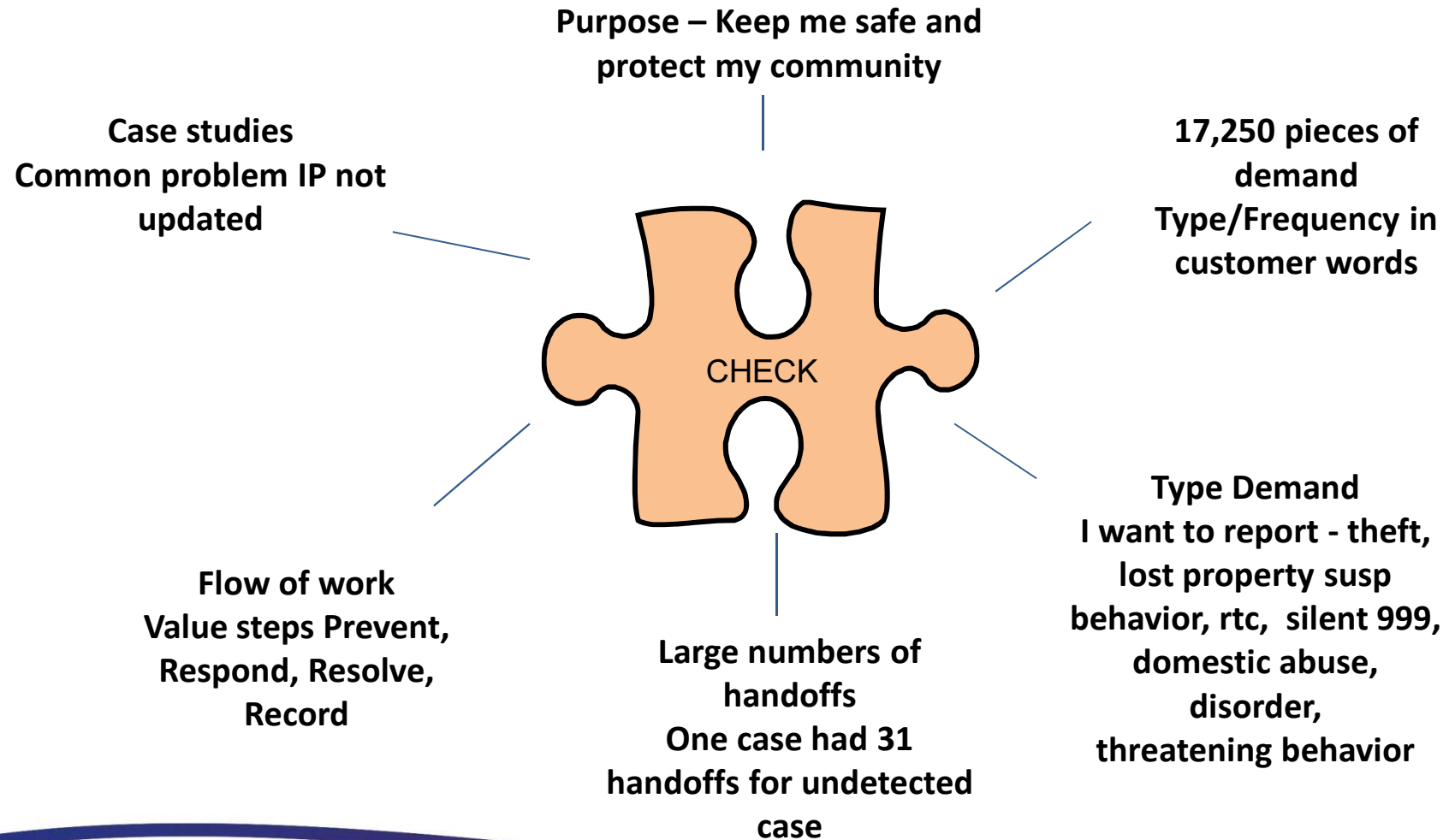
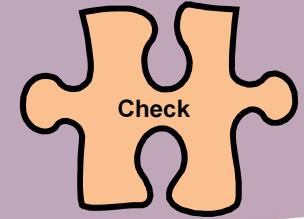


Outline of Presentation

- Background
- How CPT is organised across the County
- What does success look like
- Purpose and method of the evaluation
- Outcomes
- Ongoing actions and next steps



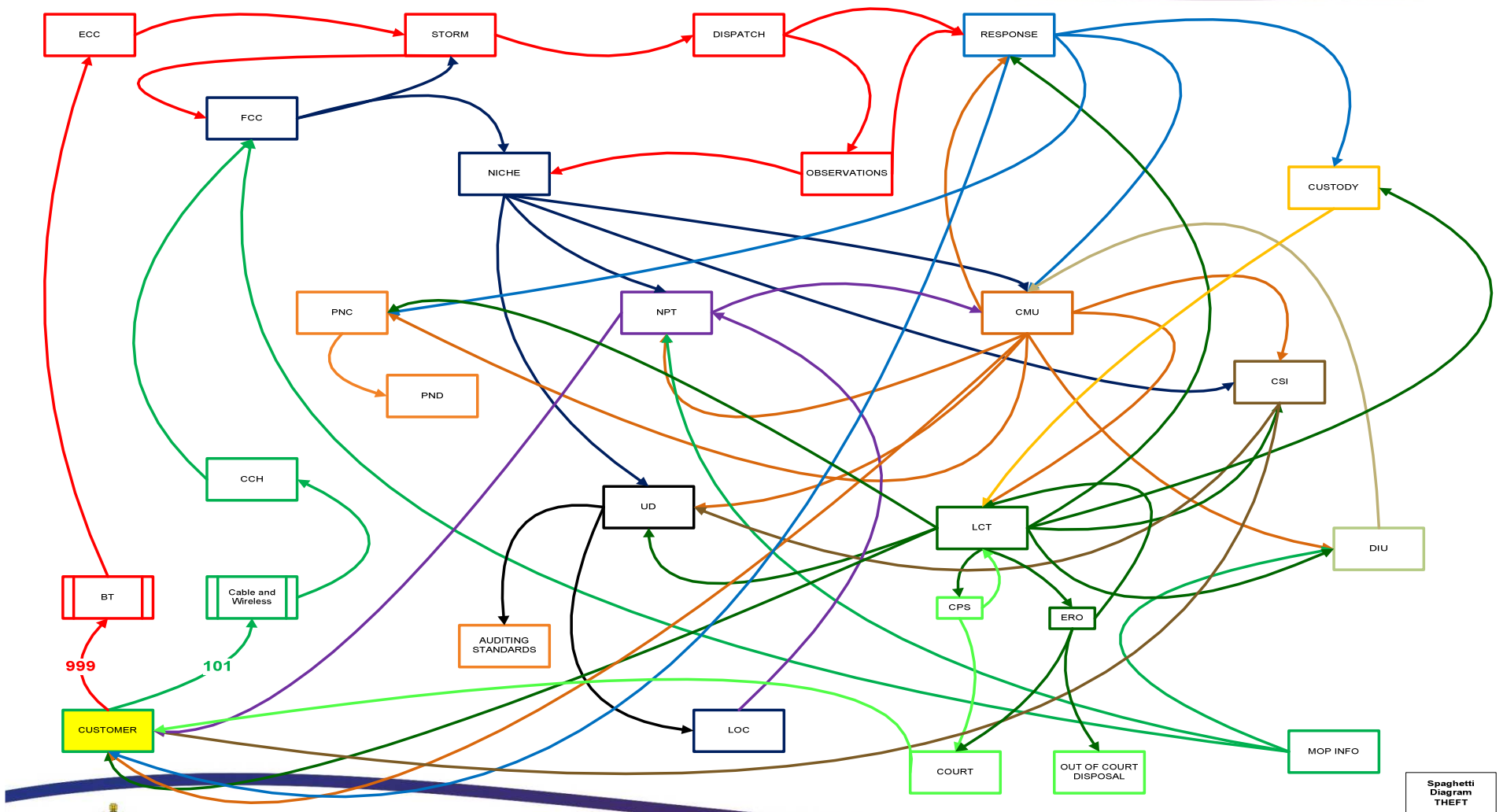
Initial Evidence



Example of a theft and teams currently involved



Mapping of a theft case- teams/systems involved in one simple case



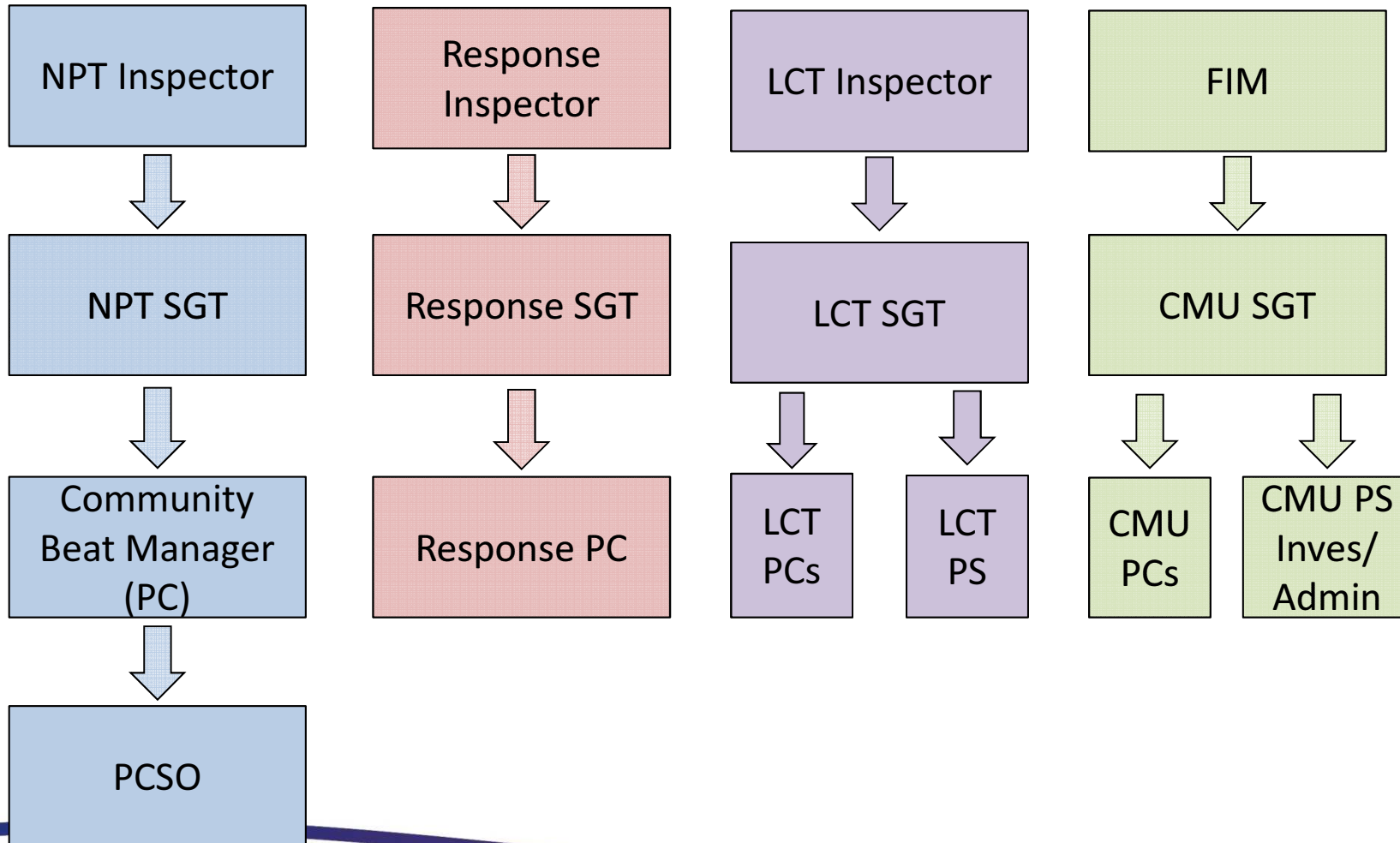
Some key findings from the research phase

- Of the calls answered on the initial 101 line over 50% were for internal extensions or departments or requests for further information.
- A common problem was that the victim was not informed who was looking after their case and were not being updated which resulted in more chase up calls back through to the police.
- Cases had numerous people handling a part of their case. This resulted in many handoffs between roles and teams. Ownership and accountability was difficult to determine.
- 500 members of the public were asked what was the purpose of Wiltshire Police

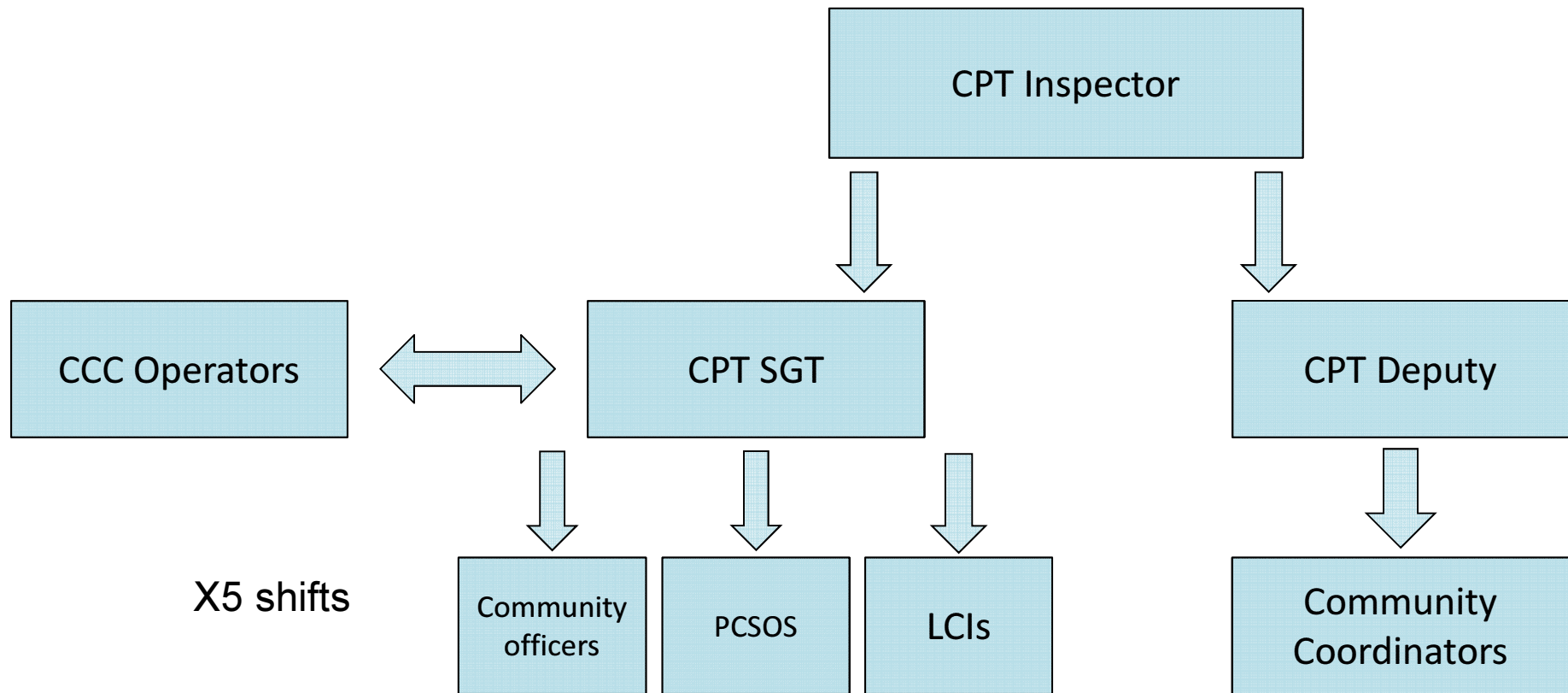
“Keep me safe and protect my Community”



Force Operational Model Pre-CPT



Force Operational Model Post-CPT



Community Policing

Aim

Create a one team Community Policing Model

Objective

Create an effective & efficient policing team having the right people in the right place at the right time with the right expertise to dynamically resolve community issues. Staff will work innovatively with colleagues and partners to reduce/prevent demand.





Objectives of the new model



Tina Parham
Local Crime Investigator



Angus Macpherson
Police & Crime Commissioner



Mike Veale
Chief Constable



“Keep me safe
and protect my
community”

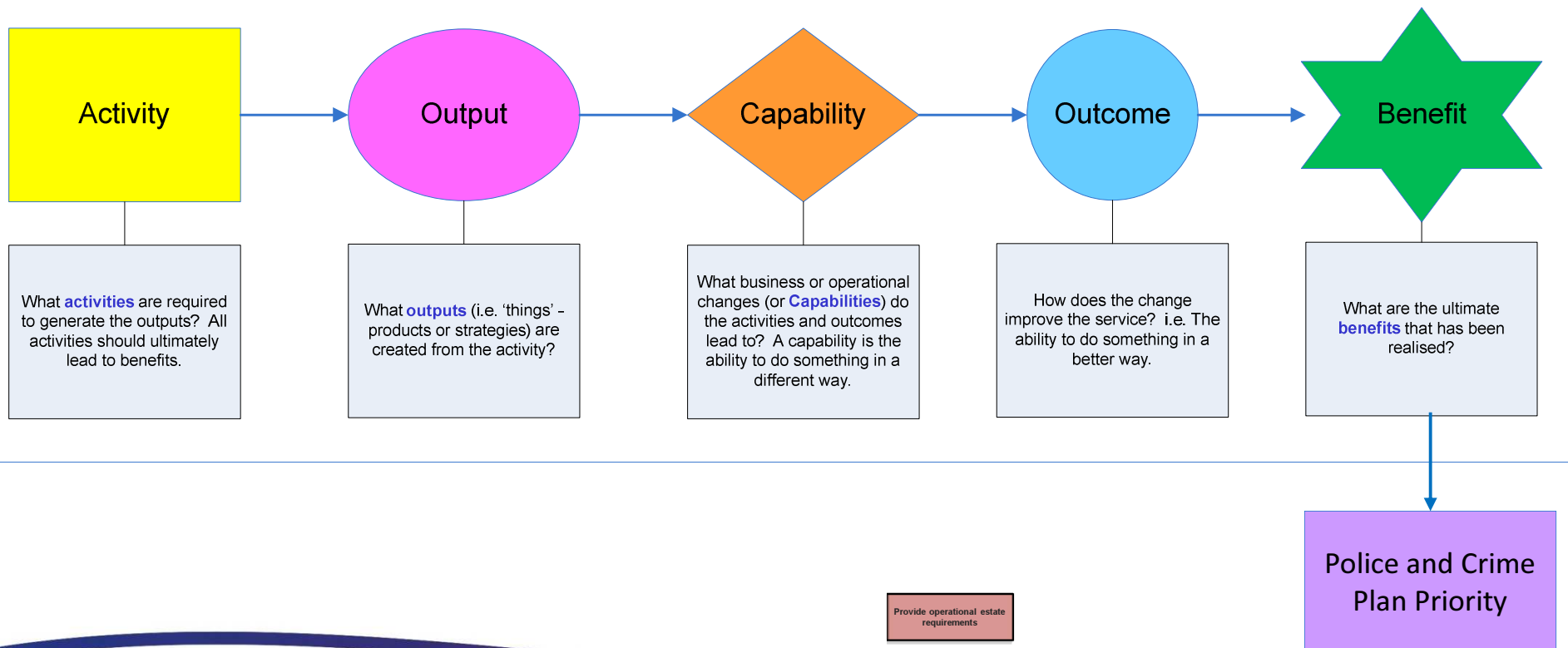


Chris Chammings
Superintendent Central Hub

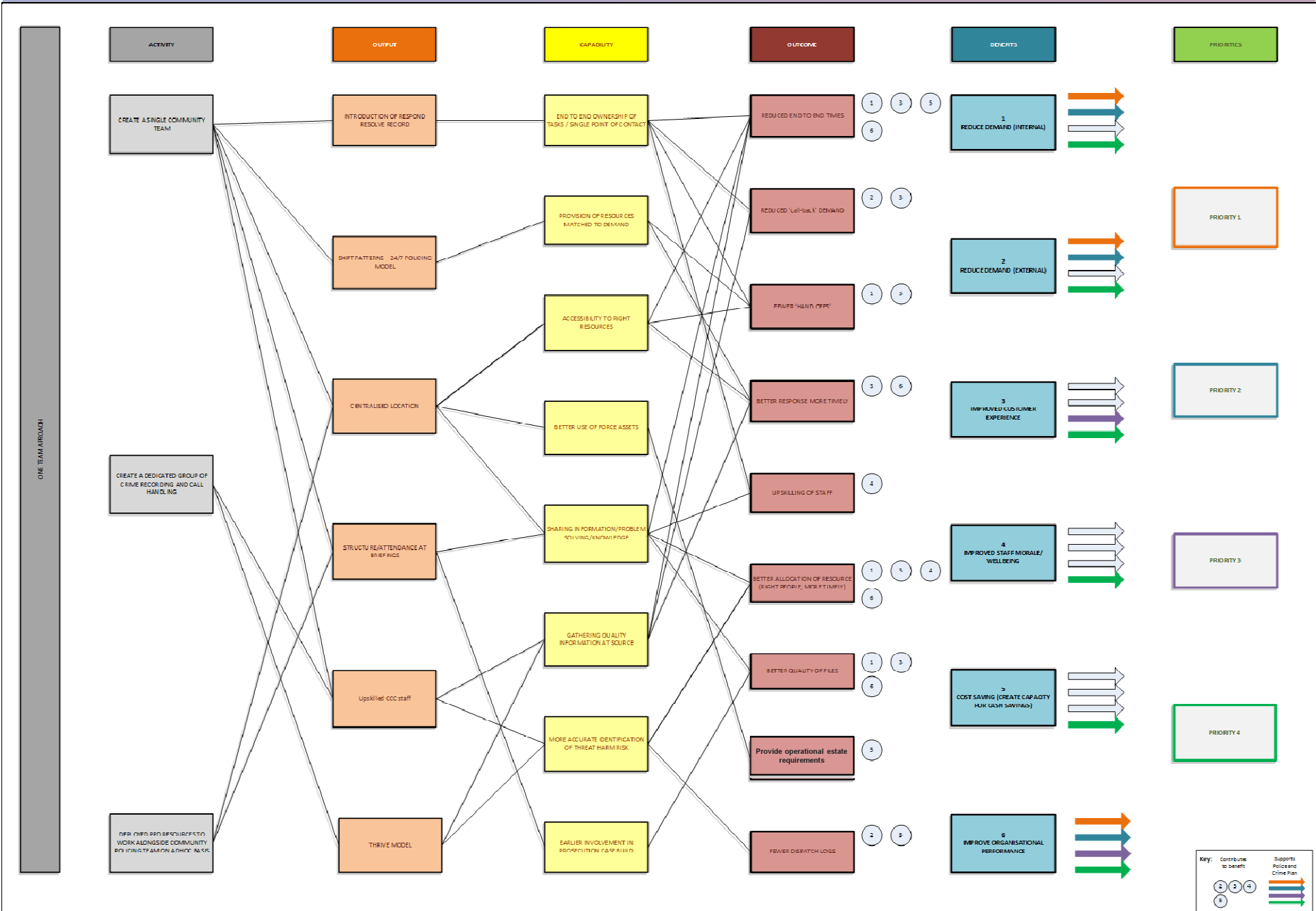


Benefits Map and Objectives

Benefits Map



Benefits Map and Objectives



Benefits Map and Objectives

OBJECTIVES

Fewer dispatch logs

Better response more timely

Better allocation of resource

Reduced call back demand

Fewer handoffs

Upskilling of staff

Better quality of files

Reduced end to end times

Provide operational estate requirements

BENEFITS

1. Reduced internal demand

2. Reduced external demand

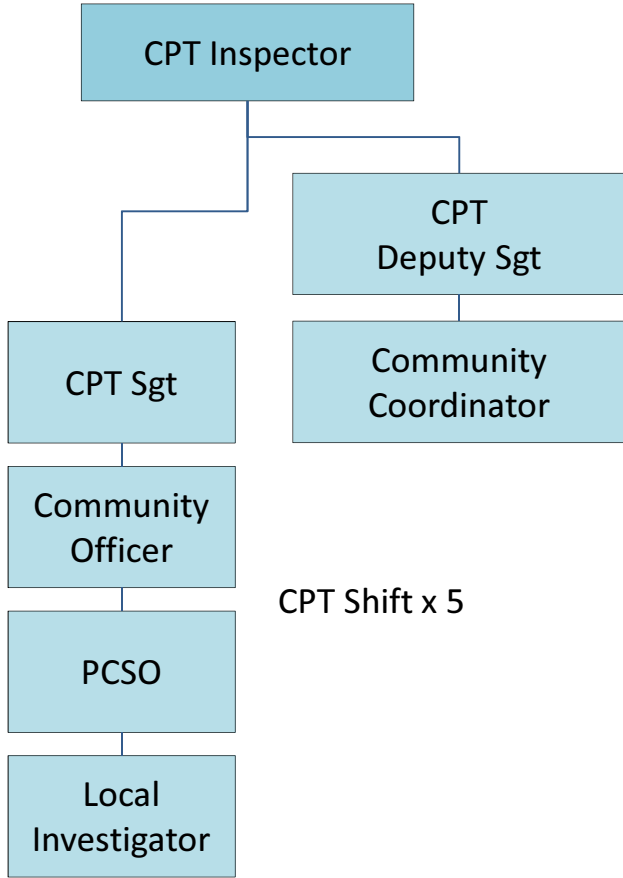
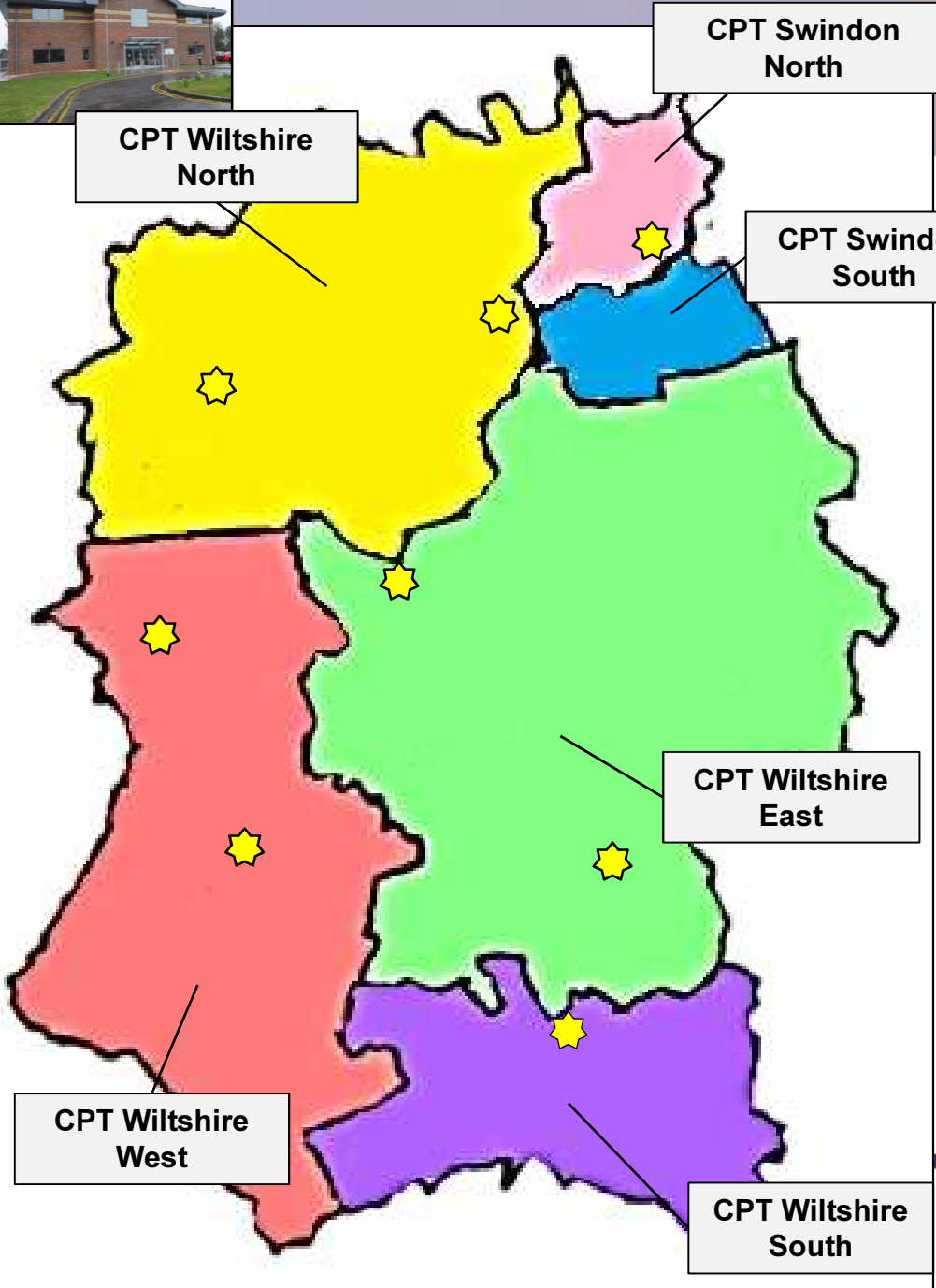
3. Improved customer experience

4. Improved staff morale / wellbeing

5. Create capacity for cost savings

6. Improve organisational performance

How is CPT organised across the Force?



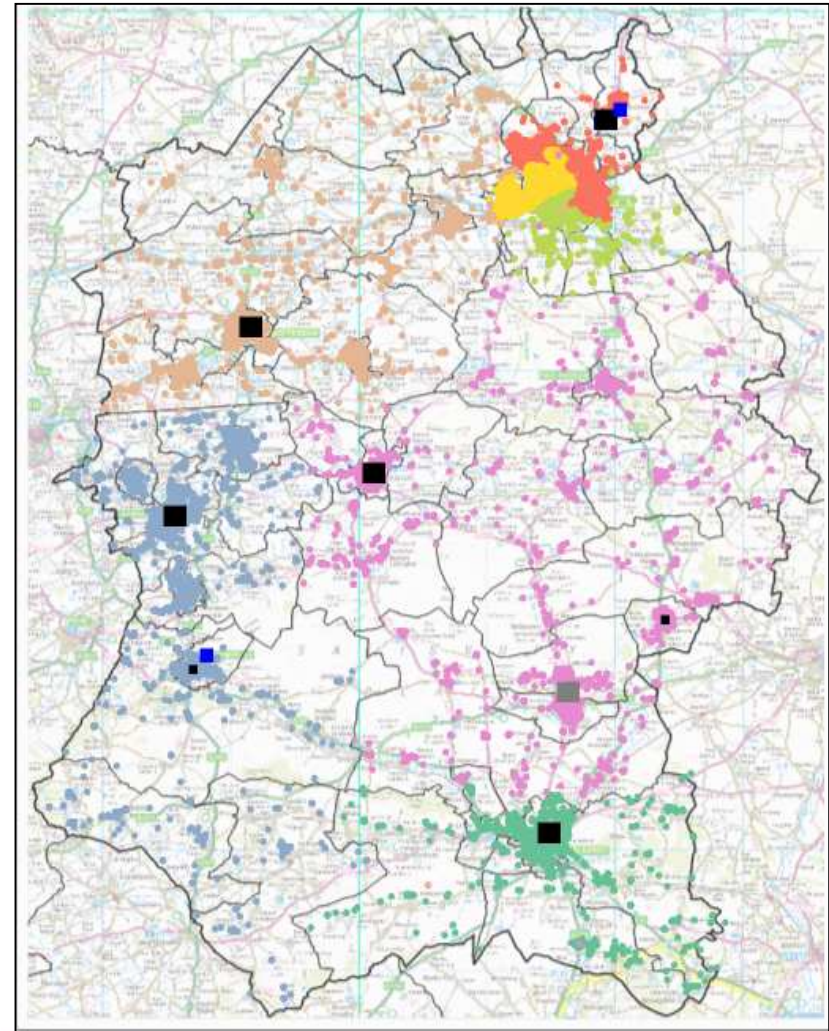
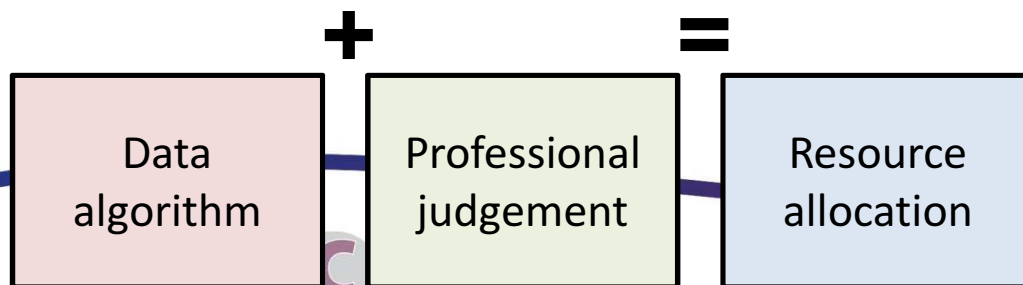
Each area is led by a CPT Inspector, who drives the vision for the area and is accountable for performance

How are staff aligned to the areas?

Staff allocation methodology

Data refresh & professional judgement

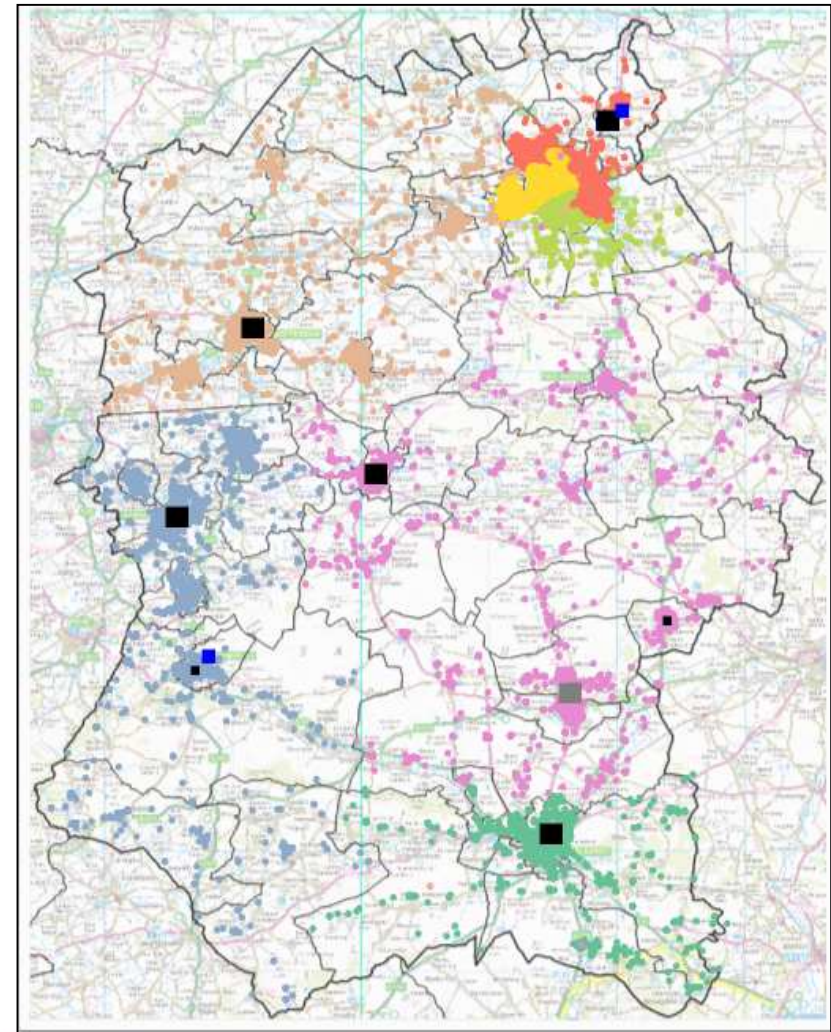
- What type of work is done by the different roles?
 - Not just traditional crime and incidents
- How impactful is this demand on the role?
- How much time does it take to conduct different pieces of demand?
- What data can we capture?
- Has the last 6 months influenced the professional judgement?



Staff allocation methodology

Data refresh & professional judgement

PC Weighting	PCSO Weighting	LCI Weighting
PC.AlcoholStorm = 1	PCSO.AlcoholStorm = 0	LCI.AlcoholStorm = 0
PC.Arrests = 1	PCSO.Arrests = 0	LCI.Arrests = 1
PC.ArrestTravel = 0.5	PCSO.ArrestTravel = 0	LCI.ArrestTravel = 0
PC.ASB = 2	PCSO.ASB = 1	LCI.ASB = 0
PC.DomesticNiche = 0	PCSO.DomesticNiche = 0	LCI.DomesticNiche = 1
PC.ImmediateHours = 1	PCSO.ImmediateHours = 0	LCI.ImmediateHours = 0
PC.Immediates = 0	PCSO.Immediates = 0	LCI.Immediates = 0
PC.InvestigateNiche = 0.5	PCSO.InvestigateNiche = 0	LCI.InvestigateNiche = 4
PC.LCTHours = 0	PCSO.LCTHours = 0	LCI.LCTHours = 1
PC.MHNiche = 1	PCSO.MHNiche = 1	LCI.MHNiche = 1
PC.MissingNiche = 2	PCSO.MissingNiche = 1	LCI.MissingNiche = 0
PC.NTEStorm = 1	PCSO.NTEStorm = 0	LCI.NTEStorm = 0
PC.PCHours = 3	PCSO.PCHours = 0	LCI.PCHours = 0
PC.PCSOHours = 0	PCSO.PCSOHours = 4	LCI.PCSOHours = 0
PC.PeopleHours = 0	PCSO.PeopleHours = 0	LCI.PeopleHours = 0
PC.Population = 1	PCSO.Population = 1	LCI.Population = 0
PC.PPD1s = 1	PCSO.PPD1s = 0	LCI.PPD1s = 2
PC.Priorities = 0	PCSO.Priorities = 0	LCI.Priorities = 0
PC.PriorityHours = 1	PCSO.PriorityHours = 0	LCI.PriorityHours = 1
PC.RoadsStorm = 0.5	PCSO.RoadsStorm = 0	LCI.RoadsStorm = 0
PC.S136Storm = 1	PCSO.S136Storm = 0	LCI.S136Storm = 1
PC.Scheduled = 0	PCSO.Scheduled = 0	LCI.Scheduled = 0
PC.ScheduledHours = 0	PCSO.ScheduledHours = 1	LCI.ScheduledHours = 1
PC.Schools = 0	PCSO.Schools = 1	LCI.Schools = 0
PC.SpecialHours = 0	PCSO.SpecialHours = 0	LCI.SpecialHours = 0
PC.TroubledFamilies = 1	PCSO.TroubledFamilies = 1	LCI.TroubledFamilies = 1
PC.UnitDuration = 0	PCSO.UnitDuration = 0	LCI.UnitDuration = 0
PC.VulnerablePeople = 1	PCSO.VulnerablePeople = 1	LCI.VulnerablePeople = 1



+

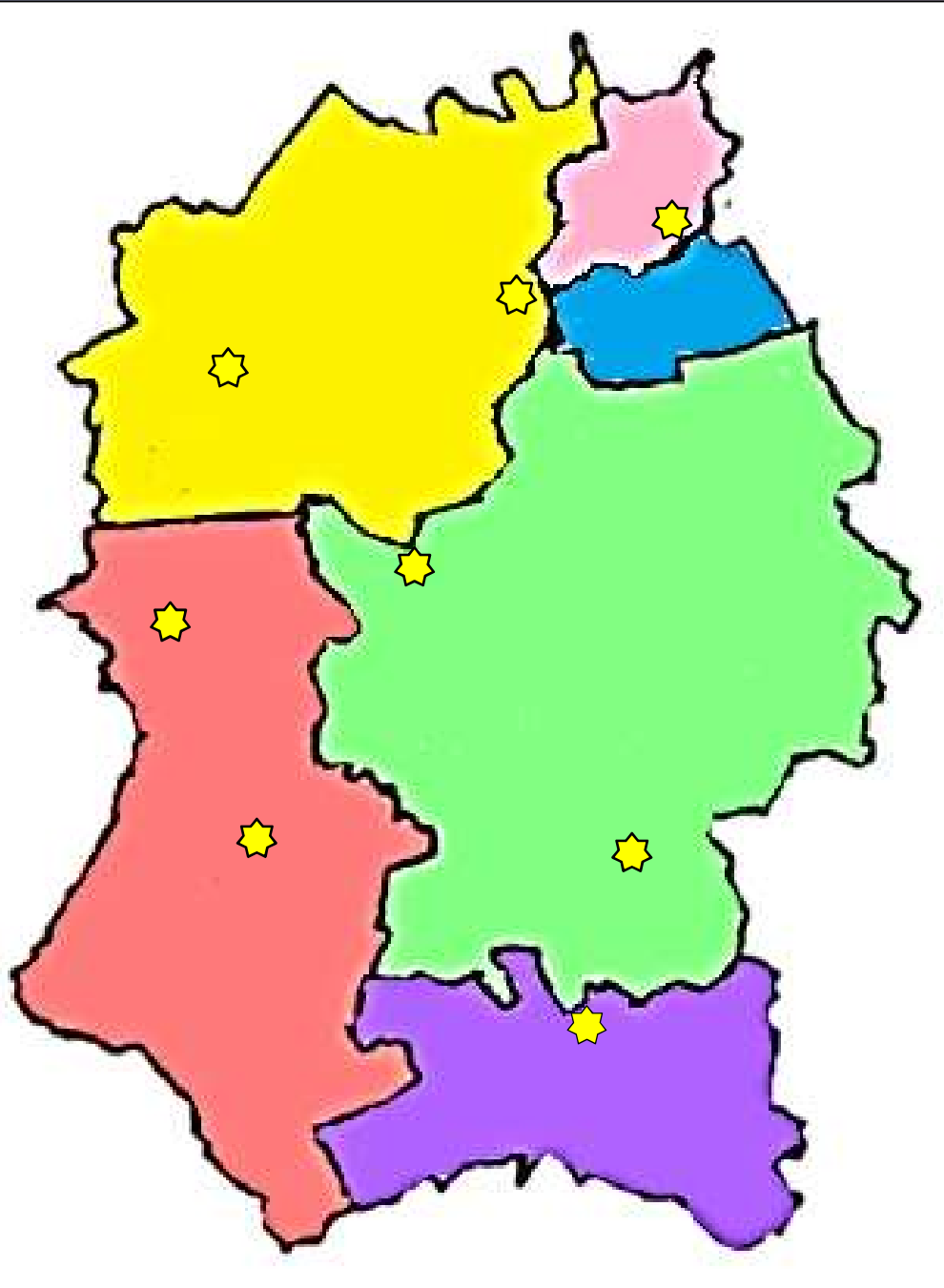
=

Data
algorithm

Professional
judgement

Resource
allocation

What does this mean in reality?



There are about 400 PC posts in CPT – well over half the total number of PCs in Wiltshire Police

Divided across the six CPT areas, means the total in each CPT will equate to about 60-70 officers

These officers will be working across 5 shifts (to deliver a service which aligns resources to time demand and work-life balance) which reduces it down to 12-14 officers per shift

In some areas the staff will be working across multiple stations and towns

There is at least a 50% abstraction rate due to various factors:

- Sickness
- Training
- Injury
- Annual Leave
- Discipline

Purpose of the Progress Report



Caveats and Considerations

Policy changes

- Crime recording compliance
- Bail Act
- THRIVE+
- Control Strategy
- MISPER
- Adaptions made to the model since the progress report started – i.e. 3 to 2 in Swindon, work ongoing to improve role clarity, Inspector changes.

Methodology

- Data quality
- Circumstances of staff feelings
- Staff and the public availability for engagement
- Timing of the progress report: seasonality / time to embed
- Access to information
- Non recorded demand

Reviews

- Performance and leadership culture
- Custody Closure
- Burglary review

External influences

- Media coverage such as Terrorism and cyber crime: fear of crime

National and regional perspective

- National reduction in arrests
- Reduction in resources = deployability

Voice of the People

Voice of the System

Voice of the Customer

How was the review conducted

Voice of the People

Focus Groups

121 staff engagement

Online staff survey

Voice of the System

Trends / direction over time

Account for significance

Monitor change

Voice of the Customer

Aim to gain insight

Are the aims of the CPT model aligned with what the public want?

Is the model in its current state meeting expectations?



Progress report structure

Calls for service



Investigation



COMMUNITY POLICING



Allocation



Resolution

Voice of the People

Voice of the System

Voice of the Customer

3 voices main issues

Voice of the people:

- Role clarity
- Lack of community policing
- Demand and capacity
- Team working / handover culture

Voice of the system:

- Call abandonment rates
- Data that infers reduced proactive activity
- Deployability and staffing levels

Caveat: other performance measured that have been utilised cannot be included at this point as it is too soon to understand the impact that CPT has had

Voice of the customer:

- Majority state that expectations around visibility are not currently being met
- Dissatisfaction with accessibility, particularly through 101

“Having to do more with less - can't carry on the way we are going.”

“THRIVE+ = get it right first time, we should be doing this.”

Voice of the People

Voice of the System

Voice of the Customer

3 voices main positives

Voice of the people:

- One team
- Role variety / ownership
- Information sharing
- Right model

Voice of the system:

- Increased resilience and ability to respond to immediate and priority demand
- File quality vs. concerns around staff skill set

Voice of the customer:

- Feedback from the customer echo's pre-CPT feedback
- Public perception is when face to face with an officer, they are friendly and do a good job under perceived difficult circumstances

“Good to have the different roles, extending the team. Linking expertise.”

“High personal outcome success rate as has knowledge of the job from start to finish.”

Voice of the People

Voice of the System

Voice of the Customer

Priority 4

Secure a quality service that is trusted and efficient

Deployability

As of 3rd July 2017

- CPT Deployability – 74.2% fully deployable, 80.1% fully and partially deployable
 - Constable – **73.1%** fully deployable, 81.3% fully and partially deployable
 - PCSO – 72.5% fully deployable
 - LCI – 69.1% fully deployable
 - **Headline** – the model is running at a low deployability rate. As a response function we are operating well, but to what extent does this impact on the capacity of staff to be proactive, community based and conduct a comprehensive investigation?
-
- Officers report being spread very thin “We are running from more stations so teams are smaller and abstractions feel bigger as a result”
 - Staff reported that the deployability situation feels worse now than in the previous model as they now carry their own workload. They report having limited capacity to keep on top of niche workload, and limited capacity to carry out community / proactive policing. Their order of priority is respond to the radio / Niche work / community policing.
 - Officers who are not fully deployable / working adjusted duties show as a deployable resource on the team sheet. This negatively impacts on the teams ability to parade with an acceptable resource level.
 - There were many comments in the survey relating to the number of staff on teams. Numerous requests were made for more staff in general, however the most popular request was for more LCIs.

Voice of the People

Voice of the System

Voice of the Customer

Calls for service

Priority 3 Put victims, witnesses and communities at the heart of everything we do

Priority 4 Secure a quality service that is trusted and efficient

- 101 and CRIB calls are following consistent seasonal variation, however there has been a significant increase in 999 demand which started in May 2016.
- The average time taken to answer 101 and 999 calls have increased but not exceptionally.
- CRIB have seen a significant increase in the time it takes to answer the phone.
- Despite consistent seasonal variation, the number of 101 and CRIB calls abandoned has increased when comparing 2015 to 2017.
- 57% of all CCC operators have less than 2 years service and 17% of CCC operators have less than 12 months service.

• Officers and PCSOs have experienced members of the public trying to report crimes to them on the street as they feel it takes too long to call 101.

- Call handling raised as an area of dissatisfaction for respondents.
- Respondents gave insight they're reluctant to call due to long wait times.
- Results in potentially lost intelligence and confidence.

Getting through to 101 is painful. 15-20 mins average wait time means many just give up (including myself). And yet it's the petty criminals who go on to bigger offences.

Based upon the research, we do not think that the CPT model has directly affected the CCC processes as key trend increases far precede the introduction of CPT.

Voice of the People

Voice of the System

Voice of the Customer

Calls for service

Priority 3 Put victims, witnesses and communities at the heart of everything we do

Priority 4 Secure a quality service that is trusted and efficient

- 101 and CRIB calls are following consistent seasonal variation, however there has been a significant increase in 999 demand which started in May 2016.
- The average time taken to answer 101 and 999 calls have increased but not exceptionally.



to them on the street as they feel it takes too long to call 101.

- Results in potentially lost intelligence and confidence.

Getting through to 101 is painful. 15-20 mins average wait time means many just give up (including myself). And yet it's the petty criminals who go on to bigger offences.

Based upon the research, we do not think that the CPT model has directly affected the CCC processes as key trend increases far precede the introduction of CPT.

Voice of the People

Voice of the System

Voice of the Customer

Priority 3 Put victims, witnesses and communities at the heart of everything we do

Priority 4 Secure a quality service that is trusted and efficient

Calls for service

Key Headlines

Key headlines:

Efficiency headline: *Our capability to answer the phone quickly has reduced – this trend precedes CPT rollout*

The method of contact headline: *The evidence would suggest that the method of contact used by the customer has not been effected by the inception of CPT*

Change in process headline: *New practices have made us more effective at identifying THR and recording crime however, this has had an impact on the efficiency of our processes. Key changes are introduction of THRIVE+, missing protocols, VCOP and crime compliance*

Staffing headlines:

- *The department is running on a lower headcount and difficult to maintain due to internal LCI, PCSO and PC recruitment campaigns*
- *The majority of staff are young in service which has a number of implications*

Voice of the People

Voice of the System

Voice of the Customer

Allocation

Recorded Crime and Response Rates

Priority 3 Put victims, witnesses and communities at the heart of everything we do

Priority 4 Secure a quality service that is trusted and efficient

Recorded Crime

- Wiltshire's increase was ahead of the national curve and is stabilising earlier than the national trend
- Primarily influenced by crime recording processes
- Significant increases in dwelling burglary and vehicle crime
- All crime trends precede CPT roll out

Immediate and Priority response rates

- Attending more immediate and priority incidents year on year (correlates with increase in 999 calls)
- From rollout, our responses became quicker, however not as quick as 2 years ago. Had CPT not been in place we believe our ability to respond would still be declining.

- Some respondents stated that it is more important that officers are there when needed rather than being visible.

“ I do NOT expect to see them all the time I just need to know they will be able to respond fairly quickly ”

- “We have a really good response model now”
- CCC staff spoke of crossing boundaries in order to ensure that response times are met
- Officers reported that their order of priority is
 - Respond to the radio
 - Niche work
 - Community work

Voice of the People

Voice of the System

Voice of the Customer

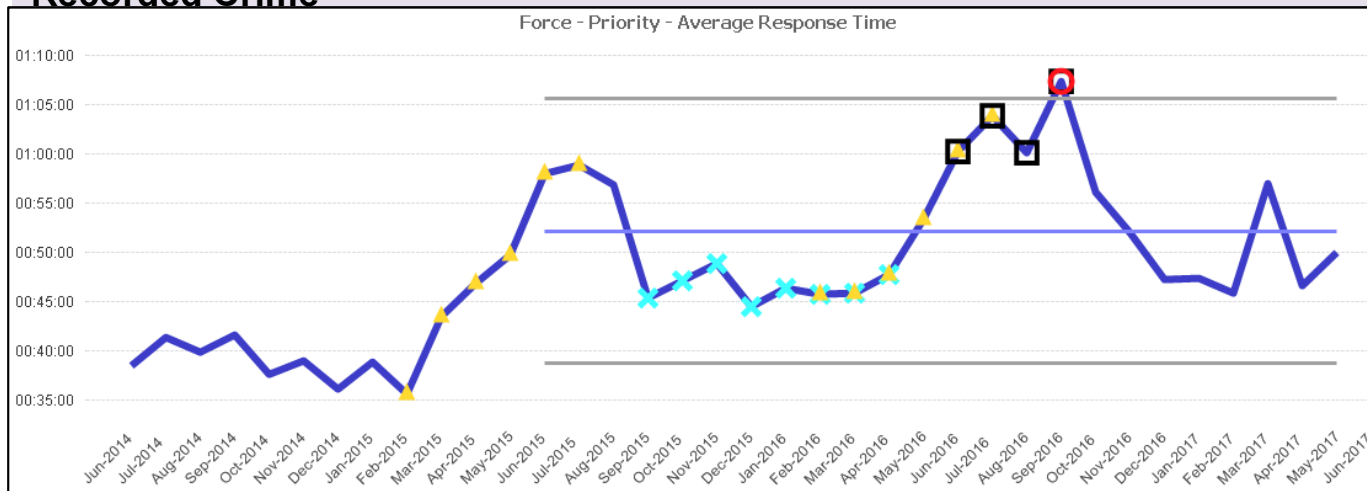
Allocation

Recorded Crime and Response Rates

Priority 3 Put victims, witnesses and communities at the heart of everything we do

Priority 4 Secure a quality service that is trusted and efficient

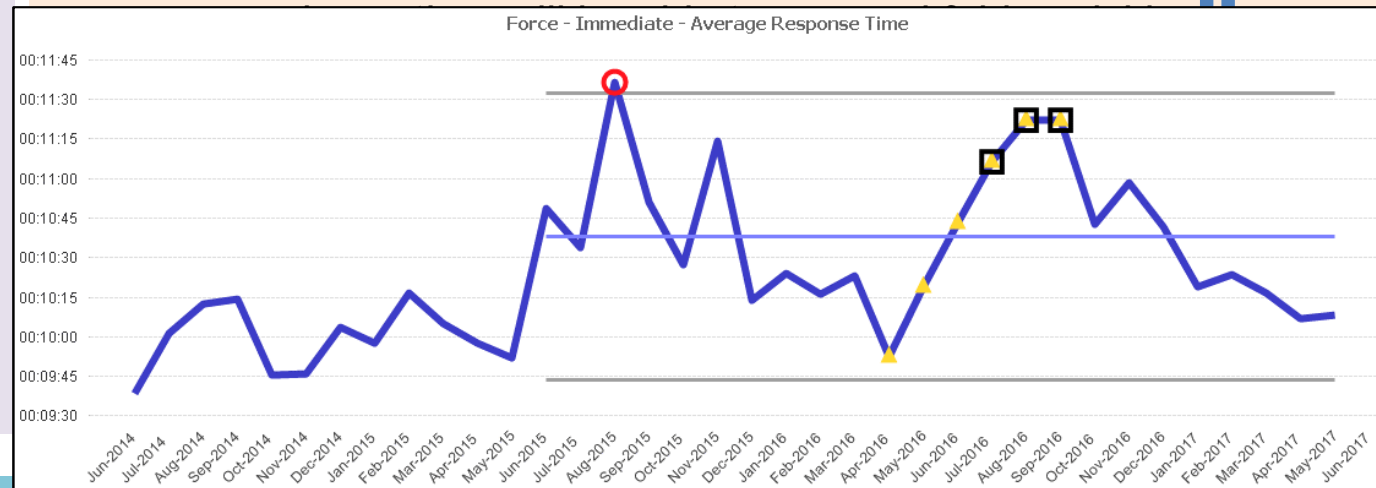
Recorded Crime



We are attending more Immediate and priority incidents year on year which correlates with the increase in 999 calls. Consequently, we believe the increase in 999 demand is genuine and not predominantly driven by customers dialling 999 rather than 101.

(correlates with increase in 999 calls)

- From rollout, our responses became quicker, however not as quick as 2 years ago. Had CPT not been in place we believe our ability to respond would still be declining.



Voice of the People

Voice of the System

Voice of the Customer



Priority 4

Secure a quality service that is trusted and efficient

Allocation

Occurrences filed at 1st submission

- Staff fed back that they get occurrences sent to them which they feel are not appropriate for CPT (i.e. not police business, do not need a physical police presence)
 - Perception amongst staff indicates that filtering by the CCC was better at the start of CPT but has gradually deteriorated
 - Example – “report from a member of the public that an unknown person has picked a daffodil from their garden”
 - Sgts reported that they sometimes feedback to CCC, however they do not have capacity to do this every time.
 - CCC feedback inferred that training had been lacking in this area, with too much being expected too quickly of new staff
- The volume of occurrences reaching the frontline has been increasing since April 2014, therefore this is not CPT driven

Headline:

- Perception amongst CPT staff that filtering within the CCC has deteriorated since the roll out of CPT, however this has not been validated by data from the system
- **Recommendation** – more analysis required to understand the cause of the perceived increase by CPT staff

Voice of the People

Voice of the System

Voice of the Customer

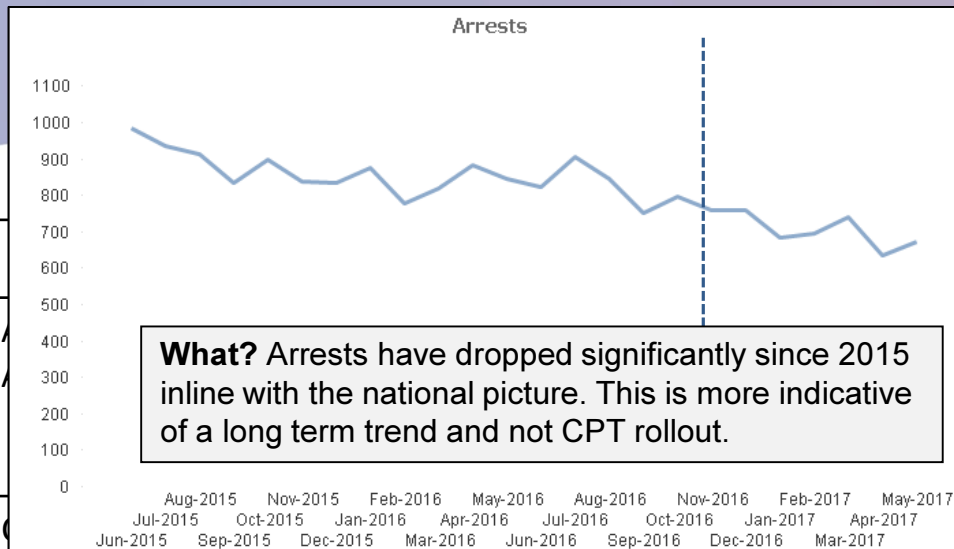
Allocation Activity

	Voice of the System	Voice of the People
Arrest Activity	Arrests have reduced since 2015, inline with the national picture. The Implementation of CPT has seen no increase in the number of arrests recorded.	CPT staff fed back that they are now carrying out more invite to station, meaning that they are arresting less. Some also said that they are using more discretion now when it comes to arrests.
Custody Footfall	Custody footfall is decreasing and Airlock times are demonstrating an increasing trend. This could present a risk to CPT deployability, whereby officers are spending more time in custody therefore preventing them from being a deployable resource.	Some officers reported that they are more reluctant to arrest since the introduction of CPT, as they will be required to keep ownership of their workload now, as opposed to handing over to LCT as per the previous model. There is a fear amongst officers that they will get “stuck” in Custody and therefore not be a deployable resource.
Intelligence submissions	Intelligence submissions have been decreasing since Jan 2013. Since the rollout of CPT the decreasing trend has stabilised. With an anticipated outcome of CPT being improved community policing, a natural consequence of that would be an increase in local intelligence	Some PCSOs reported that they are regularly tasked outside of their area of ownership, which negatively impacts on their ability to identify and submit intelligence. Officers reported not having sufficient capacity to carry out ‘Community Policing’ after prioritising the radio work and their Niche workload. “submitting intelligence is the last thing on their mind, after they’ve done everything else that they have to do”

Voice of the People

Voice of the People

Allocation Activity



Voice of the People

CPT staff fed back that they are now carrying out more invite to station, meaning that they are arresting less. Some also said that they are using more discretion now when it comes to arrests. Some officers reported that they are more reluctant to arrest since the introduction of CPT, as they will

Footfall

demonstrating an increasing trend. This could present a risk to CPT deployment as officers are spending more time on footfall therefore preventing them from being a deployable resource.

Intelligence submissions

Intelligence submissions have increased since Jan 2013. Since the current decreasing trend has stabilised, the anticipated outcome of CPT and community policing, a natural outcome would be an increase in local intelligence submissions.

- CPT staff fed back that they are now carrying out more invite to station, meaning that they are arresting less. Some also said that they are using more discretion when it comes to arrests.
- This may be linked to the change in the model, and the fact that officers and staff now keep ownership of their workload.
- "Used to arrest because you knew you could get rid of it to LCT. We are dealing with things more appropriately now"
- Fear amongst officers that they will get 'stuck' in custody and therefore there will be even fewer deployable resources available.

Voice of the People

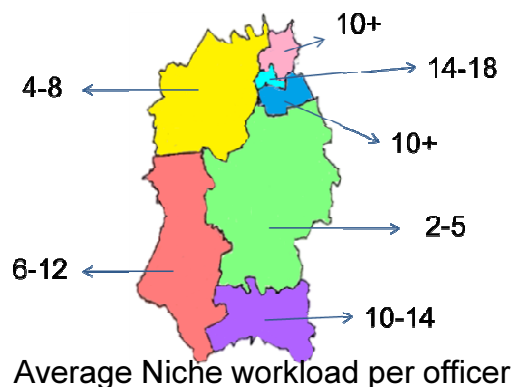
Voice of the People

Allocation

Average number of staff tasked per occurrence & workload

- One of the objectives of the CPT model was to reduce the number of 'handoffs' between staff / departments.
- The number of staff tasked per occurrence has reduced by 1 since the inception of CPT.
- Removal of CMU means that all occurrences which would have been tasked to CMU before being tasked to an Investigating Officer will have had their "tasked staff" volume reduced by one.

- CCC and CPT staff report carrying out more desk top investigation
- CPT Sgts report having to spend time filtering workload to keep it away from their staff
- CPT staff report that for them the impact is being felt on their workloads. They report carrying more niche occurrences, and being 'clogged up' by work that would have previously been dealt with in a different way.
- It appears, based on the feedback from the staff, that the handoff which has been removed prevented work from reaching the frontline.
- CPT staff perceive that this is contributing to them carrying higher workloads



- Staff reported feeling anxious about coming to work due to Niche workload
- Workload varies across the CPTs. In some cases, this could be due to roles within the team not being utilised properly.
- Officers report that increased workloads is preventing them from spending time carrying out proactive / community policing.

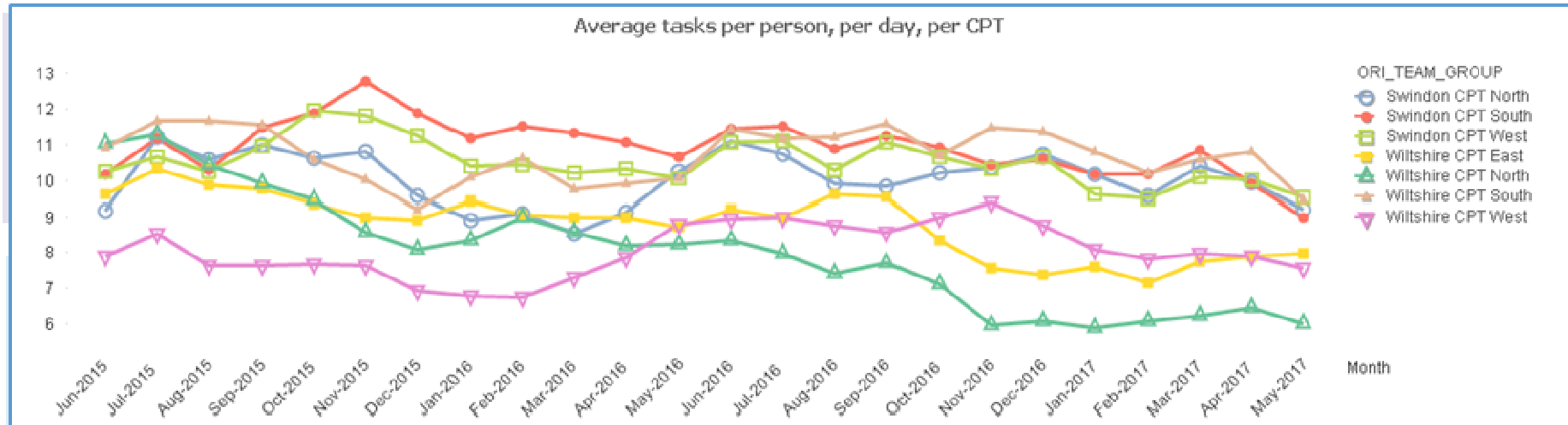
Voice of the People

Voice of the System

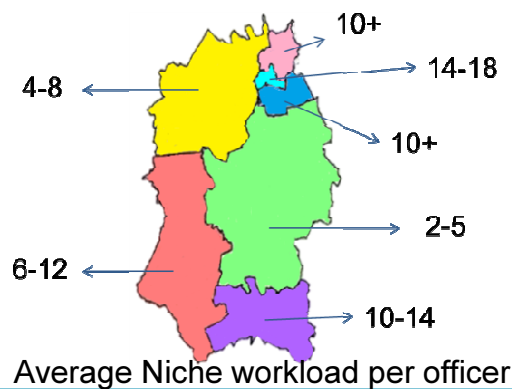
Voice of the Customer

Allocation

Average number of staff tasked per occurrence & workload



- It appears, based on the feedback from the staff, that the handoff which has been removed prevented work from reaching the frontline.
- CPT staff perceive that this is contributing to them carrying higher workloads



- Staff reported feeling anxious about coming to work due to Niche workload
- Workload varies across the CPTs. In some cases, this could be due to roles within the team not being utilised properly.
- Officers report that increased workloads is preventing them from spending time carrying out proactive / community policing.

Voice of the People

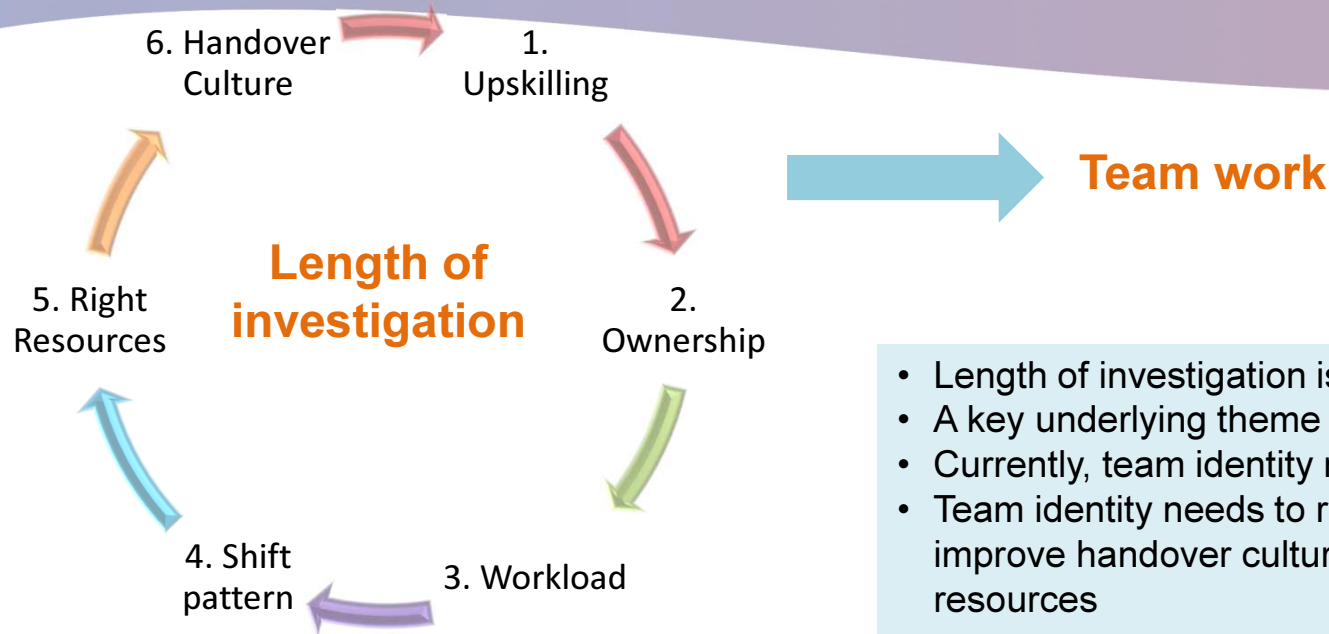
Voice of the System

Voice of the Customer

Priority 3 Put victims, witnesses and communities at the heart of everything we do

Priority 4 Secure a quality service that is trusted and efficient

Investigation



- Length of investigation is impacted by many factors
- A key underlying theme is **team work**
- Currently, team identity refers to shift 1, shift 2 etc
- Team identity needs to refer to the whole CPT to help improve handover culture and utilising the right resources

Best practice:

- CPT Wiltshire North have introduced a weekly priority setting meeting, which is chaired by the CPT Inspector and is attended by Sgts on duty, PCSOs on duty, and Community Coordinators. There is also representation from Intelligence. CPT priorities are raised and discussed at this meeting, and are shared across the shifts within the CPT. This meeting is encouraging shared ownership of the community issues, and team working to respond to / resolve the issues. It prevents silo working.



Measure: Length of investigation

Benefit: Improved customer experience and organisational performance

Team = Shift



Team = CPT



Ideas for improvement:

All teams within the CPT need to see themselves as one team. This can be achieved by:

- Better understanding of the roles within the team, and better tasking of those roles
- Shared ownership of local priorities, driven by the CPT Inspector
- Sgts days – encourage them to identify themselves as one team

Voice of the People

Voice of the customer

What is most important to you?

Most Important - Quality of Investigation

- Quality of investigation was cited as being most important to members of Wiltshire Public.
- The perception that high quality is linked with fast resolution and better outcome rates.
- Opinion was not swayed if respondents had had contact with police previously.

“ The outcome of any investigation is absolutely crucial for speed and justice. This is key for reassurance which is vital for the victim. ”

2nd most important – Being kept informed regularly with progression of your reported incident

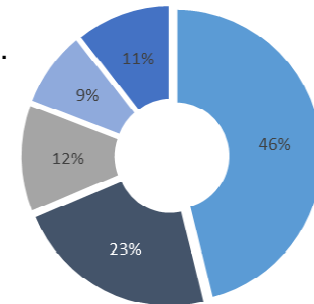
“ Do need to know what number to contact but not necessarily the name of the police person involved as we have to trust that you will manage the available resources to achieve the best outcomes and different individuals may have different skills-it is for you to use your people's strengths wisely. ”

3rd most important – Having a single point of contact when you make a report to Wiltshire Police

Least Important – Knowing the name of your local community officer

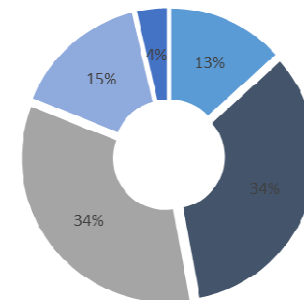
Headline: Quality of Investigation is most important to respondents.

1st - Quality of Investigation



■ 1 ■ 2 ■ 3 ■ 4 ■ Blank

2nd - Being kept informed regularly with progression of your reported incident



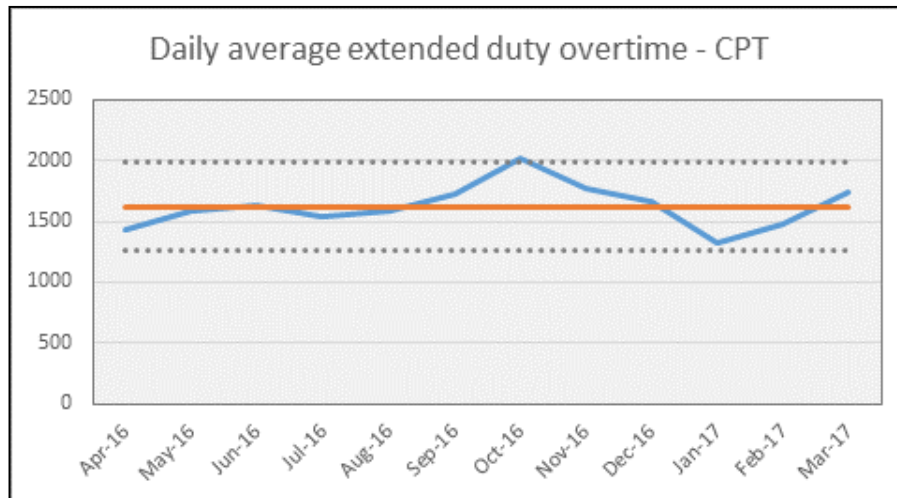
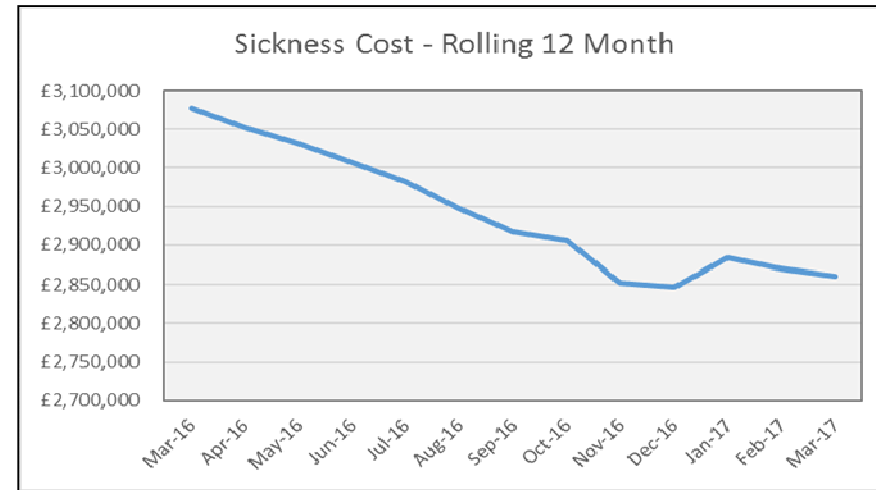
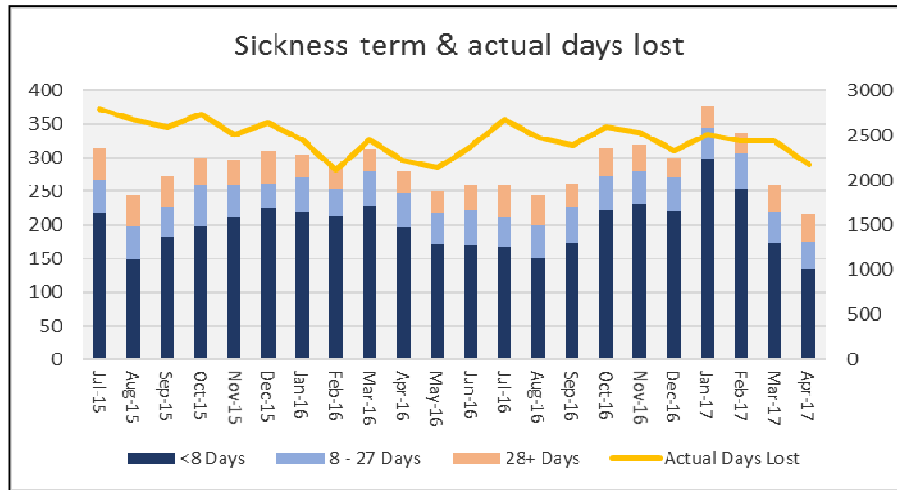
■ 1 ■ 2 ■ 3 ■ 4 ■ Blank

Priority 4

Secure a quality service that is trusted and efficient

Measure: Sickness Rates

Benefit: Improved staff welfare and morale



Headline: Across the force sickness has seen a decreasing trend, with both the number of working days and the cost of sickness reducing. Since the introduction of the CPT the number of days lost to sickness has continued to follow the reducing trend seen in the previous 9 months, with the one month exception of January 2017.

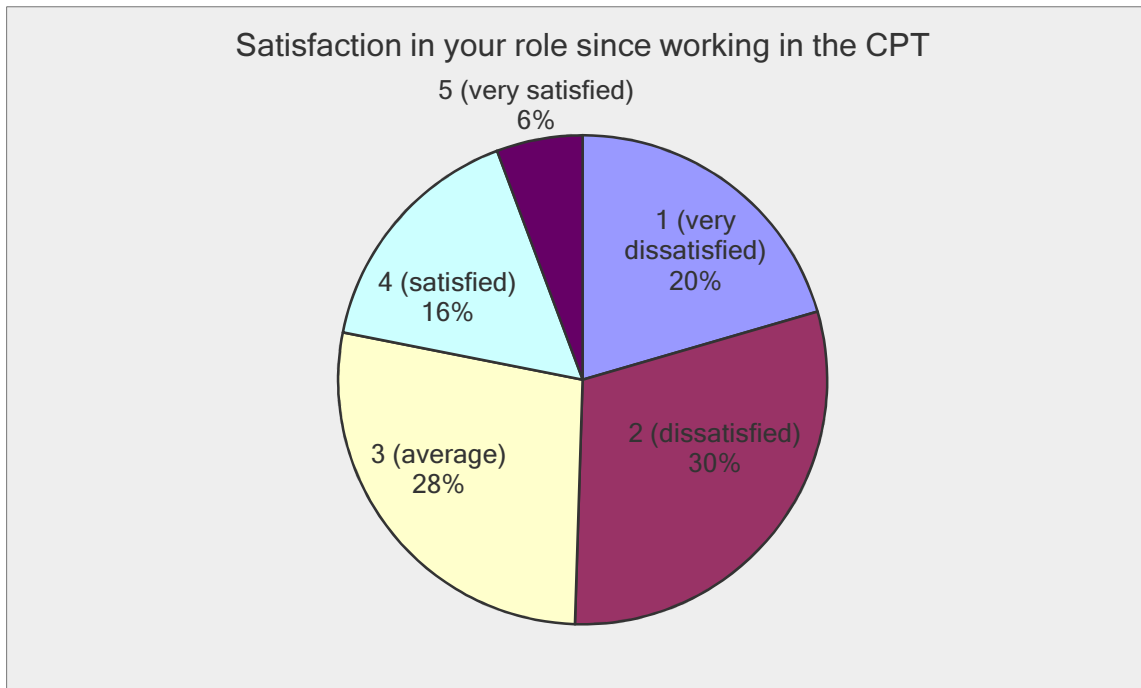
Caveat: It is worth noting that there is a concern around presentism and the subsequent knock on effects of prolonged periods of time with high workload and increased overtime.

Voice of the System

Voice of the People

Key findings from the CPT staff survey

On a scale of 1 to 5, how satisfied are you in your role since working in the CPT?



- 4 of the 7 CPTs were dis-satisfied
- Wiltshire East were most satisfied (44%)
- Swindon South most dis-satisfied (80%)
- 59% (10/17) of LCIs that responded were dis-satisfied
- 57% of PCs were dis-satisfied

Caveat – analysis of other roles is not being shown due to low number of responses at role level

Voice of the People

Voice of the customer

What's the one thing that you would say would improve Wiltshire Police for you as an individual?

Are the aims of the CPT model aligned with what the public want?

- Feedback from this survey continues to echo that in pre-CPT public consultation.
- Neighbourhood Policing with community focus and engagement was a core part of the proposed community policing teams.

Is the model in its current state meeting public expectations?

- 6 months into the roll out of CPT the public continue to highlight that community focus and increased visibility would improve Wiltshire Police for them.
- Indicates that the proposed benefit of CPT in Local officers policing local communities – dealing with local issues is not currently being realised.
- There are a number of influencing factors which contributed to an increase in 101 wait times one of these being introduction of THRIVE+.

3 voices main issues

Voice of the people:

- Role clarity
- Lack of community policing
- Demand and capacity
- Team working / handover culture

Voice of the system:

- Call abandonment rates
- Data that infers reduced proactive activity
- Quality of investigation

Caveat: other performance measured that have been utilised cannot be included at this point as it is too soon to understand the impact that CPT has had

Voice of the customer:

- Majority state that expectations around visibility are not currently being met
- Dissatisfaction with accessibility, particularly through 101

“Having to do more with less - can't carry on the way we are going.”

“THRIVE+ = get it right first time, we should be doing this.”

Voice of the People

Voice of the System

Voice of the Customer

3 voices main positives

Voice of the people:

- One team
- Role variety / ownership
- Information sharing

Voice of the system:

- Increased resilience and ability to respond to immediate and priority demand
- File quality vs. concerns around staff skill set

Voice of the customer:

- Feedback from the customer echo's pre-CPT feedback
- Public perception is when face to face with an officer, they are friendly and do a good job under perceived difficult circumstances

“Good to have the different roles, extending the team. Linking expertise.”

“High personal outcome success rate as has knowledge of the job from start to finish.”

Voice of the People

Voice of the System

Voice of the Customer

Summary

OBJECTIVES

Reduced end to end times

Reduced call back demand

Fewer handoffs

Better response more timely

Upskilling of staff

Better allocation of resource

Better quality of files

Sell estate that is no longer required

Fewer dispatch logs

BENEFITS

?

1. Reduced internal demand

X

2. Reduced external demand

X

✓

3. Improved customer experience

X

✓

4. Improved staff morale / wellbeing

?

5. Create capacity for cost savings

✓

6. Improve organisational performance

Next Steps – CPT Improvement Plan

CPT Strategic Board – ACC Pritchard

CPT Tactical Board – Supt Burt

1. Deployability

Resourcing Gold Group / Workforce Planning Group

2. Communications Strategy

CPT Tactical and Strategic Boards

3a. Demand Management

Strategic Demand Management Board

3b. Demand Flow

CPT Tactical Board

4. CCC – Improvements to the front end

CCC Improvement Board

5. Role Clarity

CPT Tactical Board

6. Team Working

CPT Tactical Board

7. Improve Community Policing Element

CPT Tactical Board /
Workforce Planning



Involvement and further assessment

- Role of the panel in supporting the improvement plan
 - Community element of the model
 - Continual embedding locally
 - Articulating the demand reality to public service stakeholders
 - Help evolve the relationship between front-line policing and local representatives, to improve the CPT model

- Next stage of check and test?





Any questions?