

Implementing POP – Learning the hard way!

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Problem solving





Our journey





SanDiego PD





...and so on to Lancashire, England





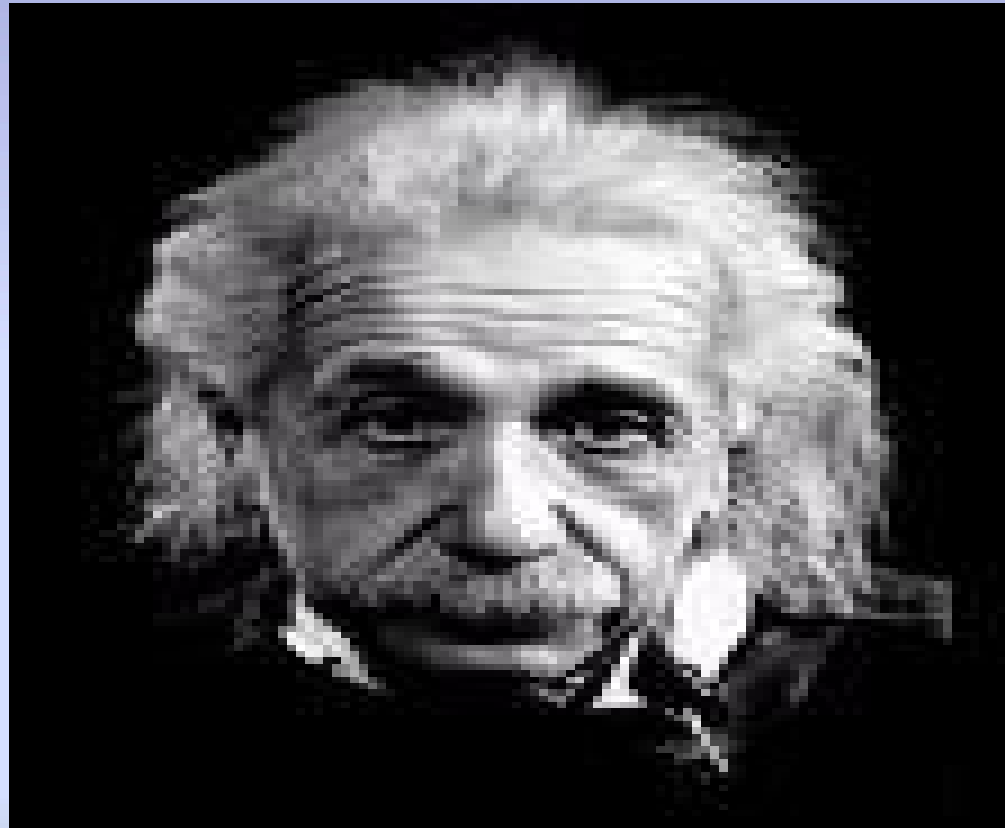
So the challenge was to transform the Norfolk Constabulary into a problem solving Force



Scanning: The objective (or problem) was clear. The Norfolk Constabulary had been exposed but not really engaged with the process. There was little or no evidence of its use at operational or organisational level. The aim was for the force to become world class in ‘problem solving’ within three years.



Analysis





Myth 1: Officers understand what problem solving is.



Myth 2: Police officers are natural problem solvers!



Subject 1



Subject 2



- “Here he is, coming downstairs now, bump, bump, bump, on the back of his head, behind Christopher Robin. It is, as far as he knows, the only way of coming downstairs but sometimes he feels that there really is another way if only he could stop bumping for a moment and think of it.” A.A. Milne



Subject 3

The scary / inspiring ones



Myth 2: It is the 'analysis' and 'assessment' which is done badly





Myth 3: Leaders know what implementing POP means for their organisation



Myth 4: Once you get partners on board, POP is easy.





Problem Solving – 8 top tips

1. Problem solving initiatives are different to pro-active policing initiatives.
2. The intervention and level of effort you put into the problem solving initiative should be proportionate to the scale of the problem.
3. Scanning – You should define the problem as clearly as you can. This includes: defining the scale of the problem; where it is happening, when it is happening; and with whom it takes place.
4. Assessment - It is easier to set out your assessment criteria straight after you have defined the problem.
5. Analysis – Your analysis should not describe the problem, that should be done in the scanning section. The analysis section should explain what it is about the features of the location, victim, or offender that make the problem continue.
6. Response- Identify a number of alternatives and then select the most realistic approach to achieve in terms of time, resources and cost. Also plan the implementation.
7. Assessment – Make sure you do it! You don't know if it has worked unless you check.
8. Partners. Involve people who have a stake in the problem as early as possible as they will be able to analyse it and provide ideas for a suitable response. Be tolerant of them if they want to do things differently than you do, they will be experiencing the same issues!



RESPONSE: The 3 principles





Principle 1: The organisation is committed to the principles of POP

- Relates to staff at all levels – leadership critical
- A clear plan
- Communicate what is expected





Principle 2: The organisation develops its people to be problem solvers (motivation and knowledge)

- Selection and induction
- Training and development (including with partners)
- Staff are mentored on live POP initiatives (champions)
- Staff are rewarded.





Principle 3: The structure, capacity, tools and leadership exist at relevant level to deliver POP

- Officers at all levels have clearly defined responsibility (annual assessment)
- Properly skilled staff with relevant accountability and empowerment
- Flexible use resources
- Operational systems help not hinder
- Investment in analysis
- Available and relevant information (which is shared)
- Case management / evaluation
- Managing repeat demand



Assessment: Using a POP approach in Norfolk

- Change vehicle document process – saves 2.2 police officers and 0.75 support staff!
- Top 5 addresses – saved £138k a year, potential save £6.2m a year!
- Geographic boundaries
- Shift patterns

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WEATHER 1-6
WORLD NEWS 4-7
NOVAGRAMS 8-11
CONTACT US 12
CHRIS FISHER 13
LETTERS 14
ADVERTISEMENTS 15-22
CLASSIFIEDS 23-28
PETROL VOUCHER 29-30
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