

Demand Management

Driver – Economic

Related Drivers – Neighbourhood Policing, Increasing Accountability, Reducing Bureaucracy, Collaborative Working, Efficiency, Procurement, Public Sector Productivity, Talent and Personnel Management, Compatibility, Incident Management, Airwave, Conservative Party Reform, Alcohol, 2012 Olympics, Flexible Working, Ageing Population

Background

Demand management is defined as the management of the distribution of and access to goods and services on the basis of needs. In the context of limited financial and human resources, it is essential that police forces undertake careful workforce planning and demand management to ensure the right type of skills are responding to particular incidents.

Demand management applies not only at a 'macro' level (Regional and National) but on a 'micro' level (force, BCU and individual teams). A system for mapping demand for policing services and ensuring officers are available when they are most needed is a priority at all these levels according to Sir Ronnie Flanagan.^{1,2}

Demand management is being undertaken in some forces, for example in the use of QUEST³, but not picked up in others. QUEST is an approach developed by Toyota to improve productivity and other approaches to process improvement. It seeks to eliminate wasteful processes and blockages by a 'bottom-up' approach, identifying solutions at the front line.

QUEST was rolled out in a first phase in 2006 with support from the Home Office and KMPG. It focused on four BCUs (two in London, one in Suffolk and one in Merseyside) and projects were focused on improving operational processes like call handling and incident management. Results included significant improvements in police response to calls for service in Merseyside and an 84% improvement in victim satisfaction with police in Suffolk.

A second phase is being run in four more forces in Avon and Somerset, Cheshire, Lancashire and Thames Valley with an aim for all forces to run similar projects of their own.

According to the Policing Green Paper, all forces are to ensure their managers, especially Sergeants, are welling trained in demand management. Following the Leadership Strategy, demand management will be part of training for all supervisors and managers.^{4,5}

Potential Skills Needs

Change management skills – manage change at both an organisational and personal level effectively

Customer service skills – delivering a consistent high quality service

Data collection and management skills – recording and collecting data in line with a particular system

IT skills – in the use of software associated improving operational processes

People Management skills – to empower and develop staff

Performance management skills – manage performance and effectiveness against targets

Process management skills – improving operational processes to deliver more efficient and cost effective services

Resource management skills - effectively manage resources

¹ [Flanagan, Sir Ronnie \(2007\) *Independent Review of Policing: Interim Report*. Home Office: London](#)

² [Flanagan, Sir Ronnie \(2008\) *The Review of Policing: Final Report*. Home Office: London](#)

³ Operation Quest, Home Office website - <http://police.homeoffice.gov.uk/human-resources/efficiency-and-productivity/operation-quest/>

⁴ [Home Office \(2008\) *From the Neighbourhood to the National: Policing our communities together*. Cm 7448, London: The Stationery Office Ltd](#)

⁵ [Home Office \(2008\) *From the Neighbourhood to the National: Policing our communities together – Summary of Green Paper consultation responses and next steps*. London: Home Office.](#)