



NPIA

National Policing
Improvement Agency

PEOPLE AND
DEVELOPMENT

STP knowledge

Business and Workforce Transformation News

A Crime a Day Kept Away

Head of Workforce Programmes Derek Mann, caught up with Superintendent Robert McGregor, Falkirk Area (BCU) Commander, to hear of Central Scotland's success with workforce modernisation (WFM).

Since implementing WFM in April 2008, Central Scotland Police have adapted their overall approach to crime management and as such have seen considerable performance improvements. Superintendent McGregor said that the NPIA WFM methodology had been pivotal in setting up their Priority Crime Unit (PCU), where a mix of police officers and staff deal with 30% of the BCU's crime enquiries. He continued to say; *'Prior to this, our officers' ability to be proactive was fairly limited. Now, however, capacity has grown and officers are able to carry out additional high visibility patrols and trace suspects for crimes and offences quicker than before, due to reducing demands on their time'*. Officers are also able to spend more time on foot patrol in communities, increasing visibility and providing reassurance.

Effective investigative working from the PCU has meant acquisitive crime

has seen just under a 12% reduction this year. Furthermore, criminal damage and related crime has also seen an important reduction rate of 6%. Combined, these figures mean 365 fewer crimes were committed in the Falkirk area in comparison to the previous year, before WFM was adopted.

Quality of service has also been enhanced, which is notable from the incredibly positive public reaction surrounding the PCU. *'Our police have always been excellent first responders but prior to WFM failed to provide sufficient public feedback'*, commented Superintendent McGregor. The flexibility gained from WFM means police staff are now committed to engaging with the public and keeping them informed with investigations, which has resulted in a greater level of customer satisfaction.

What's inside?

- How to get our latest DVD – FREE!
- Crime reduction in Central Scotland
- NPIA Chairman sees workforce modernisation in action
- The Insight programme – planning for our future workforce
- Meet the NPIA Workforce Change Managers
- How to apply *Lean* in your force

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A letter from the Director

Chief Superintendent Derek Mann, Head of Workforce Programmes



It's been a busy period for my team, seeing the launch of new projects, including the Insight programme. *Insight* involves intense collaboration with stakeholders to develop a workforce plan for the police service, which will stand the test of time for the next three, five and ten years.

Reflecting a broadening remit is my unit's new title – Workforce Programmes. I intend to feed valuable learning from workforce modernisation demonstration sites and the experience of other forces into all areas of our work, including further resilience research, supporting preparations for the HMIC workforce inspection *Working*

for the Public and ongoing business transformation.

The independent evaluation of demonstration sites is drawing to a close and the final report will be published in early 2010. The latest interim report has been released and is highlighting real success stories, including vastly improved customer satisfaction in Northumbria (see page 3).

This improvement in customer service prompted us to capture on film the story of several victims of crime. Each related how officers and staff in the new policing teams provided exceptional service that made them feel reassured and

confident in the police. This proves to me, WFM can deliver sustainable improvements to customer satisfaction.

At the heart of our work is an understanding of what officers and staff need to get the job done in the most efficient way, and develop a rewarding career in a police service that inspires trust and confidence. This is paramount in our thinking as we gear up for the Workforce Development Conference 2010 (10 – 11 March). I hope to see many of you there!

editor's update

Firstly, I would like to take the opportunity of introducing myself, Katrina, the team's new Publication Officer. I hope you enjoy this issue, which was held back to give you the latest news on the *Insight* programme.

This month we say a fond farewell to Chief Inspector Dave Gordon, who has been a field officer with us since the launch of the Workforce Modernisation demonstration sites and has now returned to Cheshire Police. In his place we have recruited Christine Perks, field officer for North England and Scotland; and DI Alexander Bell, field officer for East England. We also welcome Jenna Bradley, a former Special Constable and now administrator to the team.

I look forward to keeping you updated with the progress of Workforce Programmes and receiving any suggestions for future content or answering questions about any of the articles featured in this issue.

Katrina Horsey, Editor

UPDATE

future events

December 8th and 15th 2009

Insight Scenario workshop, NPJA Bramshill and Robinson Executive Conference Centre, Wyboston, respectively.

January and February 2010

HMIC Workforce Inspection 'Working for the Public' regional events – NPJA Bramshill, Harrogate and Ryton (dates tbc).

10-11th March 2010

Workforce Development Conference, The Queen's Hotel, Leeds.

Please email

sharon.tsang@npia.pnn.police.uk for information on any of our events.



NPIA Chairman visits Northumbria

NPIA Chairman, Peter Holland, saw at first-hand, the positive impact of workforce modernisation.

Northumbria is one of nine forces working with the NPIA since 2007, to identify improvements of front line processes and to better match the skills of officers and staff to activity. The new ways of working are being demonstrated in the Sunderland North sector, within the Area Command.

Peter got an insider's perspective of life in the new open-plan team office, where he saw officers and staff working together to provide emergency response, neighbourhood policing, crime investigation and intelligence gathering. This new approach has resulted in an incredibly productive cross flow of information and has achieved a very real and positive impact on the public's experience of

policing. One particular area of improvement is the service provided for victims. 77.1% of victims of volume crime are now 'completely' or 'very satisfied' by their whole policing experience, which is a significant 18.5% increase.

'I was extremely impressed. The motivation and dedication of the colleagues I met was clear to see, as were the benefits to the local community'.

NPIA Chairman, Peter Holland.



Ch. Insp. Brian Walker; Ch. Insp. and Staff Officer Richard Padwell; Insp. Lisa Musgrove and NPIA Chairman Peter Holland.

Northumbria's Chief Inspector Brian Walker has been instrumental in managing the change and spoke enthusiastically of the chairman's visit: *'We greatly valued the personal visit from Peter Holland, which not only showed support from the NPIA but allowed us to demonstrate improvement at a grass roots level'.*

the advisor

Lean in the public sector

by Ian Sheldrake, Senior Consultant, Avail Consulting, www.tribalavail.co.uk

The Government's Operational Efficiency Programme recommended that the public sector adopts a more systematic approach to continuous improvement methods such as Lean.

Lean aims to reduce 'waste', such as inefficient processes, to create more value for the end customer.

If you are considering the use of Lean in your force, we have

identified the key factors behind the success of Lean in its application within the public sector:

- Ensure that all Lean initiatives are applied within the context of effective project and change management principles.
- Don't blindly apply Lean tools without understanding the context of the problem that is faced. There is not a 'one size fits all' set of Lean tools.
- Develop an internal Lean culture and capability with dedicated Lean experts. Ensure that these experts ALWAYS work closely with the operational staff as they are essential to sustaining change and are the experts in what they do.

- Don't get caught up in the language and culture of Lean. There are many Lean professionals who stay true to Lean's roots in manufacturing, but this can seem inflexible and counter-intuitive.
- Don't use Lean purely as a crude mechanism for cutting costs. Lean will deliver productivity improvements and consequently there may be savings to be made.

Deployed properly Lean can deliver cultural change and improved productivity from the bottom up. If the Board provides the strategy, Lean can provide the delivery framework and staff will deliver the value.

To read the full article please email katrina.horse@npia.pnn.police.uk or log on to www.workforce-modernisation.org/news

Insight – planning a workforce for the future

The strategic landscape is changing, impacting significantly on the police workforce as it adapts to new challenges and increasing expectations. In recognition of this changing world, Sir Ronnie Flanagan called for the NPIA to facilitate the development of a ten year workforce plan. Delivering against his recommendation is central to maintaining public confidence and in response we have launched the NPIA Insight programme.

Insight will work collaboratively with stakeholders to determine the workforce size and structure, the skills and the characteristics needed to ensure much needed flexibility and reduced operational risk.

Making the best use of our greatest resource – our people – and how we grow and manage their talent will be fundamental to surviving these uncertain times.

Insight aims to bring people together to accelerate cohesive planning and establish how we can best ensure the police workforce is fit for the next three, five and ten years.

Research and modelling

Insight is working with experts such as Michael Mansfield QC, and ACPO President, Sir Hugh Orde to build scenarios for policing in 2020. These are not predictions or projections but will provide a visual backdrop to help us define how the workforce we have at present will need to change.

innovation in technology and the impact of the recession on funding. Themes for consideration emerged, such as the make up of society and its priorities; the development and use of technology for positive means, as well as widening criminal activity; and the potential for different models of government.

Events from the past have had a significant impact on policing and we must recognise their legacy and take the lessons into the future.

Insight is about planning for the future and positioning the workforce to be better able to adjust to new threats and risk, rather than just reacting in times of crisis. This is a view supported by ACPO President Sir Hugh Orde

(pictured right), who commented; 'Both crisis and slow burning issues produce change in the police.'



'Past' and 'Future' impacts, gathered from the *Insight* scenario building workshop

Historically, the police service has experienced increased funding and healthy recruitment. However, the economic downturn has altered this security, creating waves of change, not least on the recruitment pool.

Over 40 interviews enriched a scenario building workshop on 14th and 15th October at NPIA Wyboston. Five global impacting factors were discussed in depth, including risks to the environment,

Force participation

The NPIA team is capturing a picture of current workforce planning through a study period with forces. This is looking at how forces currently define supply and demand and how they are working with these concepts to plan the current and future workforce.

Next steps

We are currently in phase one of the programme, which is developing modelling tools and templates to design the best possible workforce. This will be ready for testing in early 2010. The second phase of the project, ready at the end of 2010, will develop a plan for how the changes will be achieved.

For further information, please contact lisa.herrington@npi.pnn.police.uk, Workforce Programmes.

New ways of networking – Northamptonshire Police open their doors

The latest in our series of networking events took place at NPIA Ryton and ‘on location’ in Weston Favell, Northamptonshire. We thank all practitioners for their attendance and feedback of an exceptional 90% success rate.

Delegates who attended the event on 15th and 16th September included representatives from demonstration and associate sites, as well as the wider NPIA and the

Home Office. Rotational workshops were held around ‘Project Management and HR’, ‘Implementation’ and ‘Operational’.

On the following day, delegates were invited to explore any issues arising from the workshops in a dynamic and revolving group set-up, which included interaction from representatives of the Northamptonshire project.

Useful discussion was held around the evaluation report, where impromptu questions were encouraged from a representative of the Home Office, who was keen to respond. It was agreed that the focus now needs to be upon providing Deloitte with the necessary information to ensure that the final evaluation report accurately represents the progress achieved, and promotes shared learning of the emerging issues.

Meet the NPIA Workforce Change Managers

The Workforce Change Managers’ (WFCM) roles are intended to complement and support the activities of the NPIA Workforce Strategy and Workforce Programmes units.

Primarily externally focussed, they will champion the work already underway in delivering products and services targeted towards workforce reform.

They each have a breadth of experience operating as HR professionals in policing, and will work with forces to support the business change they are undertaking. Each WFCM is focussed on key areas of business and geographical regions. However, they will all continue to play a supporting role across all work streams, and will contribute to the full range of programme work.

Dave Hays

Lead for the Insight programme, the holistic review of promotion processes and force liaison in the the North West, West Midlands and South West.

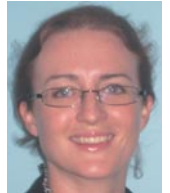
Contact: dave.hays@npia.pnn.police.uk



Laura Welsh

Lead for the Equalities in Employment Programme, the overview on our work with the HR community and force liaison in the the East Midlands, Eastern and Wales.

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Sarah Hughes

Lead for the PDR Review, the Absence Management (R&R) project, the further development of the deliverables in the People Strategy and force liaison in the the North East, London and South East.

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Get our latest DVD – FREE!



Following on the success of the workforce modernisation film produced last year, we have been back on the road to capture the story of a further three forces working with the NPIA.

The latest production features testimonial from police officers and staff in the forces of Northamptonshire, Surrey and

Staffordshire, who are working with new processes and a new team structure.

We interviewed several victims of crime, one of whom lost money through card fraud; Mr Beasley spoke of how reassured he felt when a member of police staff set him ‘*on a track of being confident in what the police were doing*’.

For a copy of the latest DVD, please email katrina.horsey@npia.pnn.police.uk

About us

The NPIA is a non-departmental public body (NDPB) sponsored and funded by the Home Office, with its executive leadership drawn from the police service. Many of its employees are seconded police officers. As a policing organisation, the NPIA acts as a central resource to ACPO and police forces, working with authorities and the Home Office to help improve the way policing works. The NPIA aims to make a contribution to improving public safety by:

- driving improvement and leading-edge practice where it matters, fostering self-improvement and helping to shape the future of policing
- delivering and developing critical essential services and infrastructure to support policing day-in and day-out
- providing accessible, responsive and joined-up solutions, enabling the police services to put more time into front line police work

Workforce Programmes sits under the NPIA People and Development directorate. The unit is responsible for the work of Insight, Workforce Modernisation, PDR Review, Absence Management and Effective Rostering. This portfolio is headed up by Chief Superintendent Derek Mann, who leads a team of 13.

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