

# The Knowledge

## A letter from the director

Chief  
Superintendent  
Derek Mann,  
Director,  
National Workforce  
Modernisation  
Programme



Workforce Modernisation has been a 'hot topic' during the past few months, with Sir Ronnie Flanagan's Review, two independent think tank reports and the recent Home Office Efficiency and Productivity Strategy 2008-2011, all supporting the case for workforce reform.

Against this backdrop and as an integral part of the NPIA, we held our first national conference, 13-14 March. The event provided over 200 delegates with a unique opportunity to engage in the reform debate, informally network and, raise important issues which need to be addressed as we move forward. I'm delighted to say immediate and ongoing feedback from conference has been overwhelmingly positive.

The demonstration sites have been progressing well and are all on track to go live this summer. Inside this issue a further three forces provide a quick update on work taking place recently. We are still progressing a number of flexibilities for forces, including those around designated powers which are fully supported by the Home Office and will feature in the 2007 PACE review ahead of public consultation.

The National Programme is also engaging with more and more forces outside of the demonstration site programme which are undertaking workforce modernisation closely aligned to our established principles. As this year progresses, we look forward to sharing with you; good practice, benefits and evaluated evidence.

## NPIA conference leads workforce modernisation debate

**For the first time, the NPIA has brought together key representatives from 45 UK police forces, 11 police authorities, Home Office and staff associations to debate major issues of workforce modernisation.**

The National Workforce Modernisation Conference, held in Leeds on 13-14 March, attracted over 200 delegates from across England, Wales, Northern Ireland and Scotland. The event provided a unique opportunity to explore the methodology for reform and input into one of the most important agenda's for policing.



*Bob Quick, MPS Assistant Commissioner*

Senior Responsible Owner for the National Workforce Modernisation Programme, MPS Assistant Commissioner Bob Quick opened the conference and urged delegates to 'get involved'. AC Quick said: 'The future is very much in our hands. We can be very influential in a debate which is still in its embryonic stages and I think there are huge opportunities for us to get this right.

'There are clearly tidal forces pushing into this area. We know the demands we face are increasing unabated; complexity is increasing; the expectation and accountability is increasing and underneath all that we have the economics which challenge us.'

Tom Gash, Institute of Public Policy Research, reinforced this viewpoint 'Because the police are doing a lot more, certain aspects of police performance have remained relatively stable. One of those is performance in terms of detections, we could also say that, in terms of productivity for neighbourhood policing. 'When we look at workforce reform, it's not about what the police are doing, that's another debate. But it's a debate about how you get the most out. You have to look at how you segment the vast range of activities that the police do.'

During the conference, delegates were able to attend workshops which explored aspects of workforce modernisation, including a session focused on the NPIA People Strategy, led by Service Director Althea Loderick. Leading up to this, NPIA Chief Executive Peter Neyroud set out the agency's strategic vision and an aim to improve policing through 'Cohesion not coercion'. He added: 'Workforce modernisation has to be seen in the context of a modernised, upgraded and future focused leadership strategy.'



*Peter Neyroud, NPIA Chief Executive*

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A key message from conference was one of working together, to turn plans for reform into reality. Association of Police Authorities Executive Member Brian Sangha spoke passionately on the necessary commitment to workforce modernisation: 'We have a critical role to play in workforce modernisation. Every police authority needs to have somebody at member level supporting the force, ensuring it is taken forward. If it runs in our blood, in our veins, it will happen.'

Other highlights of conference included demonstration sites Wiltshire, Durham and Surrey sharing experiences and raising real issues which need to be addressed, such as police terms and conditions. In answer to questions concerning performance and resilience, Surrey BCU Commander Chief Supt Steve Rodhouse said 'I am held to account by my ACPO team so candidly I am not going to say that this works if it does not help me to address the objectives that the force wants me to meet.'



A gala dinner sponsored by British Telecom closed conference day one. This provided a much welcomed opportunity for informal networking and a raffle raised over £1,200 for the NPIA Chief's Charity – 'Child Victims of Crime'.

Conference day two featured a discussion panel. The panel debated the future policing challenge as the National Workforce Modernisation Programme



Left to right: Jan Berry, Ben Priestly and Angela O'Connor

moves forward and discussed their vision of a modernised workforce:

**Police Federation Chair Jan Berry** – 'We need to be clear about what we want the Service to be, and until we have this debate we do not know what structure we should have, what accountability we should have, what governance arrangements we should have. After that we should talk about what sort of workforce you need to deliver it.'

**Unison National Officer Ben Priestly** – 'We are looking to workforce modernisation as a way to deliver an integrated one service culture, where police staff and officers are valued equally, where there are equal opportunities. We are falling behind on the HR strategy that is underpinning that. Access to training and development is still unequal.'

**Chief Constable Peter Fahy** – 'I think we are bringing some great people into the service but I worry that if we do not modernise some of our structures we may start losing them. Workforce modernisation is about how we move to a different level of professionalism.'

**NPIA Chief People Officer Angela O'Connor** – 'Workforce modernisation will work if we have the right recruitment processes and development, the right people coming into policing and being promoted, the right

leadership and, the right re-numeration and reward systems. There is no overall direction of the people issues nationally and there is a real thirst for it.'

**Assistant Chief Constable Dee Collins** – 'I have a concern about the legacy issues that we have all inherited, and how we market this to our people. There needs to be a clear structure for how we communicate all this to our staff. We need to make sure that they are switched on.'

**Superintendents' Association Vice President Derek Barnett** – 'Whether it is a threat or an opportunity, workforce modernisation is unavoidable. We take the perspective that it is an opportunity, and we must engage as then we can help shape what the future may be. Policing is a 24-hour service and we have concerns about the resilience of the service, but we see this, as 'critical friends', a real opportunity to take the Service forward.'

Following the conference, Programme Director Derek Mann reflected on its achievements and said 'It is clear the momentum behind workforce and business transformation is growing across the service; we must now maintain the dialogue with stakeholders and begin to tackle the issues that are so important to our policing model and the public.'

For further information, please visit [www.workforce-modernisation.org](http://www.workforce-modernisation.org)

**Workforce Modernisation is not just about the demonstration sites, there are projects underway throughout the service and we want to help you share and tap in to the knowledge.**

Register with the Workforce Modernisation Knowledge Base at [www.workforce-modernisation.org](http://www.workforce-modernisation.org) to use the tools, the online discussion forum and Programme contacts to your advantage!

You can also use the Knowledge Base to find out what was said at our recent conference. All presentations by key speakers and workshop leads are now available online for you to download.

If you have any feedback you would like to give, simply use the online 'contact us' facility.

**New  
on the web**

# The Advisor

James Taylor is a Director in Deloitte's consulting business. Whilst Deloitte are the independent evaluators of the demonstration site programme, they also bring vast experience of helping organisations get more from their resources. Here James introduces two frameworks that can help.

*James Taylor, Deloitte, Director Public Sector Strategy*



One of the most effective ways of improving efficiency is to remove waste. 'Waste' is a bit more tangible than 'bureaucracy', a term we hear a lot about in policing – but it is important to understand what it is and where it exists in your organisation. Toyota spent years trying to eliminate waste from its processes, and identified seven of the most prominent types of waste.

The **Seven Wastes** offer a new way of looking at some of the inefficiencies we see in policing. For example, Over Engineering could describe that 'Rolls Royce' case file, or the skills, training and powers that might be wasted when detectives are deployed on more administrative duties in investigations; *Waiting Time* could be literal, as in waiting for an appropriate adult, or could describe unnecessary delay in case-file processing; *Excessive Motion* could refer to driving around the force area collecting CCTV tapes, or describe any

activities that do not add value to policing objectives; *Unnecessary Hand-Offs* are frequently identifiable in many administration activities, such as the overtime or expense claims that have to pass through multiple people in different places for approval and data entry; and, we can all recognise the waste associated with *Defects or Rework*, needing to re-do things that should have been done properly first time. In each case, identifying the waste is the first step to eliminating it.

The framework also identifies the benefits of removing waste through better *resource allocation*. **In many ways this describes the aim of WFM** – allocating the **right people with the right skills at the right time**. This is harder than it sounds though, and requires an in-depth understanding of supply and demand.

We have worked with the WFM team to develop the **Strategic & Operational Resource Planning (SORP)** framework. This guides you through a structured process of: gaining a much better understanding of your demand across all policing capabilities; projecting this demand into the future; understanding the nature of your current and future workforce better (their skills, powers, where they are, when they work etc.); and, by examining the gaps between your future demand and supply, help you develop a workforce plan to close the gaps. SORP is available at [www.workforce-modernisation.org](http://www.workforce-modernisation.org).

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## The right tools for the job! By Heather Lovegrove, Programme Manager

Training and consultancy supplied by Avail and Deloitte in the areas of business process modelling (BPM) and resource planning respectively has proved a great success with positive feedback from demonstration site forces.

The National Programme funded BPM training, consultancy, software and where appropriate, direct payments to compensate forces who had already spent money on BPM consultancy. In addition, Project Management Prince 2 training was supplied for forces requiring it.

A number of regional Strategic and Operational Resource Planning workshops, led by Deloitte, have also been held to familiarise project teams in its use.

To help forces implement SORP, the programme is to receive a proposal from Cedar HR (national NSPIS providers) to provide a technology solution for an integrated demand management and workforce planning tool. This will be based on SORP, but incorporate where possible other research and resources such

as Ximes shift planning software. This specification, whilst created by Cedar, will require any software build to be deployable in both NSPIS and non NSPIS forces.



*Deloitte deliver SORP at NPIA Harrogate*

# Demonstration Site News

Each issue of The Knowledge will contain updates from the three regions covered by the Programme's field officers. In this publication, Hertfordshire Constabulary, Staffordshire Police and Northumbria Police bring us up to date with events.

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*Judy Roberts*  
HR Project Manager



*Inspector Brian Walker*  
Project Manager

## Southern Region

Field Officer:

Chief Inspector Duncan Morley

Hertfordshire has chosen to examine the investigation of volume crime across the Force, taking the process from point of first contact to charge.

Currently we have completed process mapping/re-design, identifying issues for improvement e.g. too many hand-overs in the process, lack of ownership and duplication of work.

We are now designing roles and structure that best fit the new process and will carry out further mapping work on file building pre and post charge.

We have a number of objectives for the project, including generating improvements in performance, delivering enriched roles and career paths for officers and staff, increasing public satisfaction and importantly ensuring people are engaged and consulted in the change.

We expect to finalise roles, structure and resourcing and report the final business case to Chief Officers in May/June, for implementation to begin in late summer 2008.

*Judy Roberts*  
HR Project Manager

## Central Region

Field Officer:

Chief Inspector Ian Roberts

Staffordshire is to develop an intelligence capability that provides an enhanced, efficient and effective quality of service, through the most informative fast acting intelligence-based structure possible.

Process mapping has included Covert, Public Service Desk, Proactive Teams, Volume Crime Bureaus and some NIM functions ensuring that the intelligence cycle has been covered.

The purchase of a new intelligence system, 'OIS2', has meant the project, to date, has concentrated on the level one intelligence function. Business process reengineering and volumetrics analysis will take place in the North Staffs BCU shortly, as OIS2 will be piloted there in June.

Avail's business process modelling input, provided at the expense of the NPIA, has been extremely valuable. It provided me with an enhanced level of understanding and will assist the production of our business case, anticipated to be submitted in May 2008.

*Inspector Vicky Roberts*  
Force Project Manager Intelligence

## Northern Region

Field officer:

Chief Inspector Dave Gordon

Northumbria Police's involvement with workforce modernisation began in 2003 as a pilot scheme with its 'Management of Offenders' project. This led to the introduction of a range of partially warranted and non-warranted roles in custody suites across three area commands. Evaluation provided evidence that re-engineered working processes and differing workforce configurations could produce more effective ways of working.

Northumbria is to now demonstrate modernised working practices and workforce across one sector – Sunderland North – with the aim of potentially rolling this out over the entire area command following positive evaluation results.

The project is on schedule, having completed the process mapping, improvement and volumetric phases. Currently we are finalising the skills and power to task matching and task bundling. Although the work has been challenging, and the improvement stage took longer than expected, it has given us clear evidence of why change is needed in both working practices and workforce mix.

*Inspector Brian Walker*  
Project Manager

## Forthcoming events

The National Programme and demonstration site project teams will gather at NPIA Bramshill, April 22-23, to update on progress, share learning and informally network.

The two day event will also include speakers from the wider workforce modernisation arena. Skills for Justice Programme Manager (Policing) Adrian Jackson will be speaking and taking questions on priorities and actions for workforce development. PA Consulting will be presenting a cost and productivity tool and there will be an update on the response to Sir Ronnie Flanagan's Review of Policing by Steve Corkerton, whose work helped to inform a number of the report's findings and recommendations.

### Editor:

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