

For Information	
Public/Non Public*	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	9th November 2017
Report of:	ACC Steve Cooper, Strategic Change
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Agenda Item:	6

Quality of Service Review

1. Purpose of the Report

- 1.1 The purpose of this report is to update members of the Strategic Resources and Performance Board regarding the Force business planning process and outcomes.

2. Recommendations

- 2.1 It is recommended that the contents of the attached report are noted.

3. Reasons for Recommendations

- 3.1 To inform members of the Strategic Resources and Performance Board of Force activity and progress.

4. Summary of Key Points

- 4.1 Please refer to Appendix 1 for the report.

5. Financial Implications and Budget Provision

- 5.1 There are no immediate financial implications relating to this report.

6. Human Resources Implications

- 6.1 There are no immediate Human Resource implications arising from this report.

7. Equality Implications

- 7.1 There are no equality implications arising from this report.

8. Risk Management

- 8.1 There are no risk management implications arising from this report. Risk management is incorporated in the Priority Plan Programme and indeed some of the business change identified addresses the Force risks.

9. Policy Implications and links to the Police and Crime Plan Priorities

9.1 There are no policy implications arising from this report.

10. Changes in Legislation or other Legal Considerations

10.1 There are no changes in legislation or other legal considerations that are relevant to this report.

11. Details of outcome of consultation

11.1 The contents of this report have been subject to Force consultation via the Project Leads and Enablers Meeting and the Priority Plan Programme Board.

12. Appendices

12.1 Appendix 1 – Priority Plan Programme Update October 2017.



Priority Programme Update

(formerly the Quality of Service Review)

Strategic Resources and Performance Board

9th November 2017

Version 0.1

Our mission statement

“Working with partners and the communities we serve to make Nottinghamshire a safe, secure place to live, work and visit.”

Our priorities

- Engage our communities
- Create a service that works for local people
- Become an employer of choice

1. Background

In March 2017, Priority Plan Programme was approved by the Force Executive Board. This approach, which introduced an annual assessment of all Force departments, facilitated a fast paced understanding of the organisation's baseline, including our people, departmental structures and ways of working. It encouraged Senior Managers to take a strategic oversight of their areas of business and to propose business change for 2017/18 and 2018/19 within a framework of clearly defined 'Quality of Service Principles.'

One of the principle outcomes sought by the Programme was an uplift in the number of officers on the frontline in line with the Medium Term Financial Plan. In order to meet this Heads of Department were asked to reconsider supervisory ratios and staffing structures, and review processes to ensure they continued to deliver value for money whilst seeking continuous improvement.

2. The principles for continuous improvement

At the heart of Our Priority Plan lies a clearly defined set of principles which are the strategic drivers for business change. They direct a way of thinking to ensure the outcomes of change proposals deliver results that not only matter the most to the public, but that are delivered to the highest possible quality.

- **Continuous Quality Improvement Cycle** – Assess service delivery then create and deliver new approaches continuously through the application of the 'Check-Plan-Do' cycle.
- **Engagement of People and Relationship Management** – Learn about our organisation from the point of service delivery by engaging those that do the job in designing changes.
- **Right First Time, More Often** – Understand the value within each service that is delivered and take account of the total cost of ownership for delivery.
- **Individual Service and Community Focus** – Design our service to accommodate individual need balanced against the needs of the wider community.
- **Evidence Based Approach** – Build a firm knowledge base to inform decision making.
- **Identification of Root Causes** – Identify the true causes of issues and design service change against them.
- **Collaborative Leadership** – Work collaboratively across departments and teams to improve the combined service that is delivered.

3. Annual Departmental Assessments (ADA)

During April to June, Departmental Heads completed their Annual Departmental Assessments; a review of the structure, people and ways of working in their respective business areas, directed by the Continuous Improvement Principles.

The proposals generated all addressed one or more of the following areas: a Strategic Intelligence Assessment theme; the HMIC Value for Money findings; audit outcomes; research; other inspection recommendations and/or the departmental SWOT analysis.

Departmental Heads then presented their current baseline and initial options for change at the Extraordinary Force Executive Board in June 2017.

4. Extraordinary Force Executive Board

The Board, which took place over a period of four days, included the following membership:

Chief Constable (Chair)	CEO, OPCC
Deputy Chief Constable	CEO, Nottingham City Council
Assistant Chief Constable	CEO, Nottingham County Council
ACO Finance and / or Head of Finance	Representative from Police Federation
ACO HR and / or Head of HR	Representative from Unison
ACO IT	Representative from GMB
Ch Supt, Head of Operations	
Ch Supt, Head of Investigations and Intelligence	

The 250+ proposals and decisions resulting from the E-FEBs were broken down into categories:

- 'Quick' actions
- Deep dive reviews
- Other projects, including reviews of discrete functions, wider departmental reviews and IS projects
- Business as usual

'Quick actions' included the removal of vacancies and subsequent revision of supervisory structures with the aim of realising initial efficiency savings.

Those proposals deemed to be business as usual are progressed routinely without further reporting requirements.

5. The Priority Plan Programme

This consequent comprehensive Programme Plan with sequenced activity and proportionate governance grading was presented to the Force Executive Board on the 7th August 2017. (Please refer to the Plan on a Page at Appendix A.)

Prioritisation of the 'deep dive reviews' was determined by indicators in the HMIC Value for Money Assessment and HMIC PEEL Inspection Reports.

Consultation took place with the enabling departments and Heads of Departments to ensure that the sequencing of activity appeared reasonable, without presenting any risk or unnecessary pressure on available resources.

The Priority Plan Programme utilises elements of PRINCE2 methodology for project management to plan, delegate, monitor and control the Programme and its

constituent projects, however the approach has been tailored according to the scale and complexity of the project.

6. Evidence based software and consultation

In order to strengthen the analytical capability of the existing Business Improvement Team, the services of Process Evolution have been procured to assist with the deep dive reviews.

Process Evolution specialises in helping the emergency services to manage demand more effectively and efficiently. They have developed an evidence-based approach to change that provides quantitative, transparent evidence that complements the knowledge of senior officers to support their decision making.

Their approach is underpinned by a suite of advanced analytical tools, many of which have been developed specifically for the police service. These tools are designed to optimise where, when and how resources are deployed to meet demand.

The profiler suite that is being considered to support this approach includes:

- Call Profiler – for designing call handling processes and optimising resource levels and hourly profiles
- Response Profiler – for designing incident response processes and optimising resource levels and hourly profiles
- Workload Profiler – a generic version of Investigation Profiler configurable to any business process
- XIMES – for designing shift patterns which can be tested with simulation
- RAMP (Resource Allocation Model for Police) – to rapidly evaluate strategic change options for a service delivery model

Process Evolution have also provided training thus up-skilling our existing staff and giving the Force a sustainable approach to business change in the future.

7. Progress highlights to date

Contact Management deep dive review

Areas that are within the scope of the Process Evolution led review (supported by the Business Improvement Team) are:

- Review the CM staffing model and shift pattern
- Assess the viability of creating crimes at first point of contact
- Review the CRIM and the processes within

Running concurrently to the above, the Business Improvement Team will conduct an initial review of:

- The work of all supervisors at all ranks / grades within Contact Management

The following areas (identified within the Contact Management ADA) fall outside of the initial Process Evolution led review. These reviews will only take place as determined by the sequencing as described in the assumptions above and supported by a review timeline (Gantt). It may be appropriate for these further review areas to form project Work Packages, to be completed by the Business Improvement Team:

- Review the CM Talk Group and Back-up structure
- Review demand handling to minimise failed service
- Create a clear and deliverable plan for management and ownership of Grade 3 incidents
- Review the utilisation of Managed Incident Car (MIC) capacity

Response deep dive review

Areas that are within the scope of the Process Evolution led review of Response (supported by the Business Improvement Team) are:

- The constable resourcing of the response model inclusive of all demands placed upon the function
- The number and location of response hubs
- The response shift pattern against a comprehensive demand profile
- Reviewing the work of the prisoner handling team

Areas that must be considered as part of the internally led review have been identified as:

- The College of Policing golden hour investigation principles
- The work undertaken by response supervisors and the resourcing at each rank
- The work of the Scheduled Appointments Team
- If operating as a single larger team is more efficient than three functionally distinct separate teams
- Reviewing the Inspector rank across Response / Contact Management and Custody to look at combining responsibilities and reducing resourcing
- Assessing the impact of Student Officers on Response effectiveness
- Review Response work with a view to driving out efficiencies and increasing effectiveness
- Review the effectiveness of the current mobile data provision
- Review the impact of fleet size, distribution and availability on effectiveness

Modelling is currently taking place for the above reviews and both Response and Contact Management are due to present their Options Appraisals to the Priority Programme Board in November 2017, with detailed business cases due in January 2018.

Efficiencies

The ADA Efficiency Tracker is monitoring the savings to the Force through the ADA 'quick actions.' The current view based on actions that have been fulfilled so far is that it is generating a saving to the force of £590k in 2017/18 and £1,029k in 2018/19. It needs to be noted that the saving for 2017/18 is included in the overall force underspend and not to be double counted.

8. The strategic planning cycle

A wider piece of work is being undertaken, in collaboration with the OPCC, during 2017/18 to establish a set of meaningful objectives to which all activity should be linked for year two and beyond. This will be set out in a 'Chief Constable's Delivery Plan to 2020' which will sit below the PCC's overarching 'Police and Crime Plan.' In turn the Priority Plan Programme will be the Force's approach to identifying and progressing the activity which leads to the achievement of the objectives.

The next Annual Departmental Assessments will be due in October 2018 and will coincide with the 2019/20 budget building process.

9. Appendices

A: Plan on a page

PRIORITY PLAN PROGRAMME



Departmental and Collaborations approved actions for 2017/18

