

Policing Value for Money Unit

Supporting Transformation

Chris Seward – EiP - 19 September 2011

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Outline

- PVfMU – what and who it is
- PVfMU – what it does
- Shaping the support on 'transformational change'

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PVfMU : Context

- The Government's top priority is to reduce the deficit
- For policing the challenge isn't just to reduce costs – it is to maintain or improve services while doing so

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PVfMU : Context

- Nick Herbert's speech to the *CityForum* in January 2011; broad approach:
 - Improve front line services
 - Spend the minimum on other functions
 - From the start think about transformation and long-term change
- Primary responsibility for rising to the challenge is local – but national has a part to play too

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PVfMU

- High Level Working Group on police VfM – *ACPO, APA, APACE, HMIC, NPIA, Home Office*
- Agreed that a multi-agency unit (virtual team) should be put together to develop and manage the national strategy on police VfM

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PVfMU

- *Policing Value for Money Unit* established in Spring 2011
- Works to co-ordinate and drive VfM work across multiple agencies
- Drives the agenda for the monthly "Gold Group" on VfM (subset of the HLWG), and reports quarterly to HLWG

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National VfM Strategy

- Four objectives:
 1. Converging ICT through **ISIS**, the Information Systems Improvement Strategy
 2. Moving to nationally-led police **procurement**
 3. Helping radically change the way in which the police's **support services** are delivered, minimising spend on them consistent with supporting the frontline
 4. Assisting development of the service's capacity and capability on **transformational change**

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Objectives 1 & 2

- PVfMU role is in coordinating others' activities, and in articulating what the future will look like
- **ISIS**
 - The new police ICT company will take over responsibility for ISIS
- **Procurement**
 - Co-ordination of buying across the Service
 - Mandatory national frameworks

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Objective 3

- **Support Services**
 - Reducing spend on non-pay activities
 - "single client"
 - "intelligent client"
 - Understanding the business
 - Evidence base for different options (e.g. collaboration, shared services, business partnering)
 - Options appraisal
 - Information and tool sharing via POLKA

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Objective 4

- Supporting transformational change...

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“Adapting to Austerity”

- Four (of five) recommendations:
 - Share quality, checked information between forces on the potential yield from different choices about workforce, process improvement and economies of scale.
 - Share information between forces and authorities on the optimum sequencing of change
 - Share good quality comparative information on the potential benefits from different private or public sector sharing joint venture initiatives
 - Arrive at a broadly agreed set of ideas about transformation so that decision makers have a common language.

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The vision for transformation

- “Arrive at a broadly agreed set of ideas about transformation so that decision makers have a common language.”

- ACPO are working on this

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Sharing information

- Wide ranging agreement that information is needed to support forces and authorities in making decisions about changes
- HLWG agreed on Thursday that this should be delivered through a new POLKA online resource

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Key questions

- We need your help to shape what is provided, and identify gaps...

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Focus Questions...

- What would be most useful to you:
 - *Information on developing and delivering successful partnering with business?*
 1. Don't need this / have enough already
 - 2.
 3. Useful to have more than I've got
 - 4.
 5. Desperate for this

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POLKA
Police-Officer Knowledge Link
Creating Connections
Facilitating a culture of collaboration, cost reduction and efficient communications across the Police Service

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Focus Questions...

- What would be most useful to you:
 - **Information on developing and delivering successful shared services?**
1. Don't need this / have enough already
 - 2.
 3. Useful to have more than I've got
 - 4.
 5. Desperate for this



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Focus Questions...

- What would be most useful to you:
 - **Information on developing and delivering successful inter-force collaboration?**
1. Don't need this / have enough already
 - 2.
 3. Useful to have more than I've got
 - 4.
 5. Desperate for this



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Focus Questions...

- What would be most useful to you:
 - **Information on how to make sure that your change programme will definitely work?**
1. Don't need this / have enough already
 - 2.
 3. Useful to have more than I've got
 - 4.
 5. Desperate for this



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Focus Questions...

- What would be most useful to you:
– **Information on how to develop options into viable business cases?**

1. Don't need this / have enough already
- 2.
3. Useful to have more than I've got
- 4.
5. Desperate for this



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Focus Questions...

- What would be most useful to you:
– **Information on 'how to understand your business'?**

1. Don't need this / have enough already
- 2.
3. Useful to have more than I've got
- 4.
5. Desperate for this



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Focus Questions...

- Thinking of quantitative information:
– **What would be the most use to you in developing your plans for change?**

1. **Benchmarking** data on (e.g.) the costs / headcount / performance of different functions
2. "Yield" data on the **potential** savings / performance improvement from different options for change
3. "Real life" data on what cost versus performance change people have **actually** achieved



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Focus Questions...

- Who do you think needs access to information on these things?
 1. Police authorities
 2. Chief constables
 3. Wider command teams
 4. Change management teams
 5. The wider workforce



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Focus Questions...

- How do you like to receive this sort of information?
 1. Through **written "pushed"** information (like newsletters, reports)
 2. Through **written "pulled"** information (web)
 3. Through **conferences, seminars, workshops**
 4. Through more **'training'** type events
 5. Through ongoing **face-to-face** discussions
 6. Through **online community** discussions



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Focus Questions...

- Do you use POLKA? [YES/NO]



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Focus Questions...

- Do you use POLKA? [YES/NO]
- Do you regularly submit / share information and learning with others on POLKA? [YES/NO]



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Focus Questions...

- What would make it easier for you / others to share learning? [FREE TEXT]

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Final Question...

- For your force to make cost savings and improve services over the next few years – in your view - can that be done:
 1. Using internal change, effort and expertise alone?or
 2. Only with co-operation and help from elsewhere?

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