



ACPO Excellence in Policing Awards 2009

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Please use this form to submit your entry for the ACPO Excellence in Policing Awards 2009. Entries are invited from all UK police forces, multiple police organisations working collaboratively and in partnership.

The purpose of the Awards is to share effective practice to improve service to the public. By submitting this form you confirm your consent to it being published.

Submissions will be considered by a panel of representatives from at least two ACPO Business Areas, The Home Office, NPIA and the Awards sponsors who will be looking for evidence that the project or initiative:

- addresses an identified need
- is innovative
- enhances service delivery (e.g. quality of service, efficiency, cost-effectiveness, productivity, performance)
- achieves results that are measurable and sustainable

Submissions are limited to a total of 1,000 words and must be forwarded by email to awards@eip-conference.co.uk by no later than 12 noon on Wednesday 12th August 2009. The organisers regret that late entries cannot be considered. The panel will choose four winning entries that best meet the above criteria. The winners will then be invited to showcase their initiative at the ACPO Excellence in Policing Conference on Tuesday 22 September 2009. Conference delegates will vote for the initiative that they consider most deserving of the overall Excellence in Policing Award 2009.

Please complete all fields

SYNOPSIS OF PROJECT

PROJECT TITLE:

Southwest One

POLICE FORCE, ORGANISATION OR PARTNERSHIP:

Avon and Somerset Constabulary

INTRODUCTION

Please describe in no more than 200 words why the project was undertaken, how the need for it was identified and the results it was intended to achieve

In March 2008, Avon and Somerset Police entered into a unique partnership - joining with two local authorities in the region and a global service provider - to bring about a step change in the delivery of public services for citizens across Avon and Somerset. The force recognised the need to transform policing in order to meet the expectations of the public who frequently compare us to the private sector. Additionally we face year-on-year budget reductions whilst needing to close the protective services gap and meet new demands. Possible solutions were assessed including regional collaboration, the national shared services project and in-house change programmes. The option chosen instead was a joint venture with Somerset County Council, Taunton Deane Borough Council and a private sector partner IBM. This became 'Southwest One'.

The results this will achieve include a fixed charge for in-scope services for 10 years, guaranteed cashable savings on top of that to be re-invested by the Authority, assured procurement savings and a number of transformation projects including the implementation of SAP, an accommodation strategy, contact management strategy and locality based service delivery model. In addition it includes assured employment for staff for the life of the contract.

WHAT WE DID

Please describe in no more than 200 words how working practices have changed or developed to achieve the intended results

Eighteen months into Southwest One, the restructuring of our corporate services is complete and the transformation projects are well underway including:

1. Procurement

Transforming the way goods and services are procured to drive greater efficiency and value from our spend - to deliver £15 million of savings over 10 years.

2. Locality Based Service Delivery Project

A feasibility study analysing in detail the needs and priorities of residents in a rural and urban locality and using these findings to examine how local services (policing /council /voluntary and other agencies) can be reconfigured to better meet those needs .

3. SAP Implementation

Implementation of world-class computer software to manage finance, procurement, human resources in a single integrated system.

4. Accommodation Strategy

Recognising our existing property portfolio is not ideal to support the needs of 21st Century policing, the aim was to devise an operationally-driven strategy to move Avon and Somerset Police towards occupying a modern, cost effective property portfolio that is better able to respond to customer needs and future changes. This has now been combined with our custody project and major elements of this have been incorporated into an Expression of Interest to the Home Office for PFI funding credits.

WHAT IT INVOLVED

Please describe the key elements of the project in no more than 200 words. Where new investment was required an indication of the cost or other resources used should be included

A dedicated project team was established within the Constabulary headed by an Assistant Chief Constable with subject matter experts in ICT, finance, HR and procurement. This 'Strategic Alliances Team' was also supported by the Police Authority's Chief Executive and Treasurer as well as two law firms, Counsel, 4Ps and numerous commercial and financial consultants. Together the team worked to procure a private partner in collaboration with the two local authorities involved. Three private companies were short listed and IBM was independently selected as the preferred bidder by the councils and the police in March 2007. Detailed negotiations and due diligence continued thereafter which led to a fully costed business case being unanimously agreed by the Police Authority. Contracts were then signed between the two councils and IBM in September 2007 and the Authority and IBM in March 2008.

The Police Authority spent approximately £2.5m in order to secure the position as a founding partner in the joint venture company. However, the Authority is scheduled to recoup all those costs in the short to medium term. This is in addition to the numerous other cashable and non-cashable savings it is likely to realise as a result of this joint venture.

WHAT IMPACT IT HAD

Please describe in no more than 200 words the measures used to assess the impact of the programme, the results obtained and how it will be sustained

We are just one year into a 10-year partnership with some highly ambitious aims, but we can already demonstrate considerable progress. Examples include:

a. Transforming the Overall Workings of the Organisations

- A seamless transition and launch of Southwest One services with no reduction in service quality.
- £4.4 million in procurement savings has been identified so far, of which £2.5 million has been approved and £0.4 million has been delivered.

b. Modernising, Reducing the Cost of and Improving Support Services

- Southwest One is delivering corporate services for the authorities which are all carefully monitored by KPI's to ensure quality of service. A full governance structure is also in place.

c. Investing in World Class Technologies

Since April SAP has been used for finance and procurement and from November it will extend to human resources, payroll and workforce management. This will revolutionise the way we work and will create a working environment that provides more reliable, accessible and timely information for colleagues, standardised process and working practices.

d. Generating Economic Investment.

The framework allows other public sector organisations to join without the time, expense and risk of running a further procurement exercise. Significant interest has been expressed so far.

LESSONS LEARNED

Please describe in no more than 200 words any lessons learned by implementing the project and any factors which are critical to its success

1. Committed Leadership

For the project and the longer term future of the joint venture company to be a success, the leadership in all three authorities was important to ensure buy-in from the whole organisation.

2. Partnership Working

This is key to the success of Southwest One and has been a significant area for lessons learned. With three authorities with different requirements and needs, a degree of flexibility and compromise were needed whilst ensuring the vision and objectives of the police were not forgotten.

3. Importance of Communication

Both internal and external communications were vital in this project as it involved significant change for a number of employees. As an innovative partnership, the media and key stakeholders such as Unison were keen to be involved and informed.

4. A Long- Term Project

Public authorities tend to focus on the annual budget cycle, but this project meant taking a long term perspective in terms of the savings and benefits to the organisation. The project required upfront investment and dedicated resources to make the savings in the future.

5. Expert Advice

Experts in all aspects of partnership working - including technical, contractual and relationship specialists - were key to the project's success.

CONTACT

For further information please contact:

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Please check this box to confirm that you agree to your entry being published or featured in Police Professional Magazine, on the EIP Website and by any other means deemed appropriate by the EIP planning team for the overall benefit of policing.

Please check this box if you would like to enter this project for the ACPO Excellence in Policing Awards 2009. NB. This box should only be checked if you are agreeable to making a short presentation about the project at the ACPO Excellence in Policing Conference on Tuesday 22 September 2009.

Entries for the Excellence in Policing Awards must be authorised by an officer of ACPO rank or police staff equivalent. Please enter the name of the authorising officer below:

Entry authorised by:
DCC Rob Beckley

Date: 12/08/09