



# 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](mailto: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:**

Durham Process Improvement Programme (D-PIP)

**POLICE FORCE, ORGANISATION OR PARTNERSHIP:**

Durham 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*

Since 2005 Durham Constabulary has been engaged in trying to seek efficiencies through a number of models. These tended to be silo based, and heavily weighted to either a straight reduction in resources or the civilianisation of police officer roles. Decision conferencing was used, and in turn this morphed into the Force Re-modelling Programme. This set targets for departments to achieve in terms of efficiency savings.

In 2008 the Constabulary changed track and introduced the D-PIP programme. Using Lean thinking as a foundation it was a holistic approach across all business functions and enabled staff to build new procedures, rather than cut current ones. By looking at processes from the point they commenced through to conclusion it allowed the citizen's journey through the organisation and how each stage of the process affected them to be critically examined. Viewing improvements from the customers perspective provided a key focus for improvement as opposed to delivering an identical service, just with fewer resources. During the first year of implementation it is on track to realise over £2M of savings, with no reduction in front line policing capacity, and an enhanced service to customers as they interact with the Constabulary at different levels.

## **WHAT WE DID**

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

Initially Alexander Consulting were engaged on a number of levels. The Executive and senior managers received training in Lean thinking and a basic structure for re-designing and implementing improvements adopted. Strategic managers were allocated a process area to lead with a remit to seek improvements across the whole organisation. As process leads this was now in their remit, and previously would not have been as a pure head of department. Whilst this approach was very much "top down", the D-PIP programme also commenced a "bottom up" approach by training and working with a neighbourhood policing sector to mirror the force programme. This allowed staff to work with Lean principles in their own daily duties, and take ownership of improvements where they would see benefits immediately. This drew parallels with Quest.

The Force already had in place a culture surrounding Aiming for Excellence (AFE) which had been in place since the early 1990's. The approach within AFE of responsibility and accountability complimented the D-PIP programme very well, and as a working practice allowed staff to now put into practice the improvements they had previously identified but did not have a mechanism to deliver them quickly.

## **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*

For a programme that is delivering over £2M savings with no loss off front line staff, and improved customer service the key elements and initial investment were very small. Alexander Consulting were engaged at the outset and provided Lean workshops. They also delivered a more comprehensive training event to key staff who would actually carry out the analysis of "as is" and re-design phases of the programme. After that the key element was leadership, drive and momentum from managers and staff at the various levels involved in the programme. Once key workstreams had been allocated there was then a requirement to interface reporting and accountability into the routine force processes. At a higher level to ensure continuous improvement the strategic planning cycle was revised to take account of the higher degree of analysis and considerations that were required for a Lean approach as opposed to previous initiatives. (Documents and findings can be provided if required).

## **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*

The impact of the programme in comparison to other approaches was significant. Previous efficiency programmes had delivered approximately £1.6M of savings annually, but often required re-investment of a similar magnitude in other areas. The adoption of Lean approach with customer value at its core generated £2M of savings in the first year with very little requirement for re-investment. For the first time the Constabulary was also able to demonstrate that there was no loss to any front facing service and that front line officer numbers were not affected. The ability for process leads to operate holistically across the organisation for the first time meant that a number of options for improvement which would previously have resided wholly within a departmental heads prerogative to promote were now open for scrutiny. The Lean Neighbourhood development working with staff at the front end to take ownership of process improvements in their control has also seen staff realise that they are also empowered to make changes and put the customer first. Overall it has allowed Durham Constabulary to view the future as one where we can build and improve, rather than cut and wither.

## **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*

As Lean thinking is an approach that has been developing over many years with foundations going back decades to manufacturing there has been challenges when applying it to the public sector. Determining customer value has been an issue in some areas, and alternative approaches have been required. Many case studies for Lean also suggest starting small and working up, whereas the budgetary pressures upon police forces may mean that there is a real demand to see savings realised very quickly. This has required that Lean has been adapted into D-PIP within Durham and that where a full and detailed approach examining all aspects of a process has not been possible, initiatives should still be formulated upon the principles of adding value and removing waste. Critical to the success of individual initiatives has been the leadership and ownership in business areas. Where staff take the lead in re-designing and implementing process improvements more sustainable change has resulted. It has also ensured that staff are more likely to engage in continuous improvement and keep Leaning.

## 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:

Date: