



ACPO Excellence in Policing Awards 2009

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alexander

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:

People First workshops

POLICE FORCE, ORGANISATION OR PARTNERSHIP:

Gloucestershire 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

The Constabulary has embarked upon a cultural change programme called People First; a programme of activity that will enable us to improve our service delivery generally, and specifically to deliver our services in a more citizen focused way. It is the largest change programme that the Constabulary has ever undertaken and at its heart are the citizen focus hallmarks and enablers.

All staff (including, for example, outsourced Detention Officers) are attending a one-day workshop between June and December 2009. The purpose of the workshop is not to 'train' staff but rather to introduce to them the concepts associated with the programme and to provide them with the space, away from their normal place of work, to reflect on their own behaviours and the contribution that they can make to improving service delivery. The workshop has also been designed in such a way that staff are given the opportunity to shape the future of the People First programme.

WHAT WE DID

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

The content of the workshops was developed with the principles of the People First programme in mind and with the aim of encouraging staff to think about the role that they are playing now and can play in the future in improving service delivery.

Specifically, staff at the workshops are asked to think about all of their discussions and reflections in the context of two questions: 'what part am I playing in things being the way that they are?' And 'what will I do to be the change that I want to see?'

The development of the workshops was also in line with the ethos of the programme, which encourages active service design. Comprehensive consultation took place with the training department and staff of various ranks across each department and division, and a call for relevant case studies that highlighted good and bad practice was put out. All research done with the public was also reviewed to identify issues for inclusion.

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

On the basis that one of the citizen focus hallmarks is 'understanding services', which includes staff understanding their role within the wider organisational context, the delegates at each workshop are taken from across the organisation. This means that staff get the opportunity through the workshops to engage with staff from all other parts of the organisation.

The workshops are intended to be engaging and fun. The first part of the workshop is based around three films made specifically for the workshop: 'from doing things right to doing the right thing'; 'intention and impact'; and 'confidence'. Each film consists of interviews with members of the general public, with staff and with members of the chief officer team, and concludes with a case study. A discussion session follows each film. In the second half of the workshop, based upon their discussions in the morning, staff (in groups) develop a communications campaign for the People First programme. These are judged by the whole group at the end of each workshop and the winning campaigns are published on the intranet site. Each month, the best one is turned in to a real communications campaign. In this way, staff begin to see their own words being played back to them, and consequently are able to see how they are shaping and contributing to the programme.

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 workshops are being evaluated. Feedback forms completed by delegates are being assessed after each workshop to gauge understanding of People First. Where gaps have been identified, further filming has been undertaken to address the issues. Filming has also taken place with some staff who have attended the course, providing an opportunity to let future delegates know how they have been able to translate their learning and reflections in to their working environment. The long-term impact is being assessed alongside the wider outcomes of the People First programme, where the ultimate aim is to achieve an increase in public confidence. A comprehensive programme for surveying the public is already underway.

Historically the Constabulary has mandated PDR objectives around force-level programmes and initiatives, but this approach is not in line with the People First principles that are about encouraging self-reflection and enabling staff to feel ownership over actions and solutions. Sustainability is therefore being addressed through the fact that staff develop a PDR objective at the end of the workshop, which is based upon their insights from the workshop. In this way that they are creating an objective that is meaningful to them and is more likely to be 'really' achieved.

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

Inevitably there is resistance from some staff to the notion of cultural change. This has been evident in all of the workshops in some form. The views of these staff are just as valid and useful as those who are supportive of change, and so we have used the feedback from each workshop to make alterations to the subsequent workshops.

All feedback (in all its forms) from the workshops has been collated, categorised and channelled to the relevant departments for consideration. The feedback has also complemented the work of the team running the Force Review and is influencing the discussions around force restructuring.

To consolidate all of this, the programme team has addressed the major recurring subjects and concerns via the People First intranet site as part of a sustained communications strategy.

This means that all the workshops have been different in some way. What has never changed, however, is the fundamental purpose of the workshop to challenge thinking. Rather than reinforcing the current culture, which would mean 'telling' people what they need to do differently (and therefore compromising the principles of People First), the workshops have continued to promote individual and collective challenge and self-reflection.

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:
ACC Ivor Twydell

Date:
12/08/09