



# 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:**

Modernising Intelligence

**POLICE FORCE, ORGANISATION OR PARTNERSHIP:**

Norfolk 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*

Before its radical modernisation into a single county policing team, Norfolk's intelligence function was managed independently by three BCUs and FIB. Following reorganisation, a Director of Intelligence assumed command of all intelligence assets in a single Directorate. In order to establish a more efficient and effective intelligence function, a review was commissioned addressing structure, processes, performance and customer service. The ultimate objective was to meet the principle of being proactive and intelligence-led, ensuring that all deployable resources were effectively managed. Research and analysis identified:

- Lack of understanding of the contribution of the intelligence function
- No standardised training for intelligence and other officers on what constituted relevant intelligence, intelligence processes and intelligence development
- Silo working between departments
- Standard operating procedures not being followed
- A backlog of circa 7200 unprocessed intelligence reports presenting significant organisational risks
- Other backlogs impacting on effective decision making
- Intelligence products and briefing and tasking sometimes of poor quality and were not driving the business
- Tasking of resources not SMART and as a consequence impact not fully understood.

## **WHAT WE DID**

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

The Intelligence Directorate was restructured to deliver the core themes of Community Intelligence, Serious Crime Intelligence and a centralised intelligence processing capability/FIB. Working processes and role profiles were re-designed to remove duplication and improve effectiveness and efficiency. Key elements included:

- Introducing a 'Quality and Relevance Framework' to define (for the first time locally and possibly nationally) what was expected from officers and staff in intelligence submissions
- Standardisation of working practices and roles with clear role requirements
- Staff development programme to introduce standardised induction training and ongoing development
- Introduction of the 'three legged stool' concept i.e. working practices between Intelligence Development Officers, Analysts and Researchers to remove duplication and improve quality
- Alignment of staff with demand resulting in 7 day a week cover for intelligence processing and 'real time' Intelligence Development cover in the CCR during the evenings and at weekends for high risk operational incidents
- Introduction of a workable intelligence cycle with each of the processes broken down and redesigned to maximise effectiveness
- Development of a bespoke Briefing and Tasking system to support the radical new structure of the Constabulary
- Introduction of governance structures to monitor and manage performance and properly understand the contribution of Intelligence.

## **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 review of key functions related to intelligence was conducted to establish a high level 'as-is' picture. Operation QUEST methodology was applied to Intelligence Processing, the Intelligence Cycle and Briefing and Tasking whilst other projects addressed structural issues. No new investment was required. The project can be summarised:

### **Project Mobilisation**

Defining the project scope, identifying key stakeholders, establishing project governance, agreeing timescales and establishing the team.

### **Opportunity Assessment**

Review of existing business cases, meeting with stakeholders and practitioners, defining the desired benefits and data requirements, evidencing the issues and opportunities and completion of an 'Delivery Options Pack' which was presented to Chief Officer Group for scrutiny and formal commissioning to the next stage.

### **Business Cases**

Opportunities were agreed to be analysed in more detail, cost/benefit and impact analysis was undertaken and high level implementation plans with timescales was agreed.

### **Detailed Project Design**

Detailed processes were developed with intelligence practitioners/customers at work shops and events, operating models were completed with proposed staffing numbers, training and guidelines and communications developed and lastly performance measures and base lining were defined.

### **Implementation, Support and Monitoring**

Training was delivered, relevant changes were implemented with intensive support, monitoring and benefits tracking and re-a

## **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*

Some of the key measures used to assess the impact of the programme are:

- 138K cashable revenue savings and 260K non cashable (officer time saving and redeployment) achieved through centralisation, which allowed standardisation of roles, post reductions, increased resilience with resources being aligned to demand

- 104 % increase in the intelligence report processing rates from 'go-live' in comparison with the following four month period.
- Eradication of intelligence backlogs (and associated risks). Unprocessed intelligence reports reduced from 5800 at 'go-live' from to a sustainable amount of just over 200 unprocessed reports (average 27th May - 13th July, 2009).
- Significant increases in quantity of positive outcomes from tasks that relate to TT&CG priorities (705%) – up from 37 to 298.
- Percentage of positive outcomes against TT&CG priority tasks has increased from 23% to 67 % of tasks.
- Effective Briefing and Tasking of the now separate Response and SNT functions (essential to the new Force structure).

The whole change programme was developed for sustainability with the establishment of governance structures, introduction of key roles (e.g. Tasking Actions Manager) and regular production of data books which measure each of the above key indicators and other indicators to inform business.

## 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*

Key factors to the project's success were:

- Assigning ownership and the project lead to the senior practitioner (Director of Intelligence)
- Assigning a highly competent Intelligence Manager as Project Manager with support from project specialists
- Utilising practitioner skills and experience in developing solutions through working groups and similar
- Achieving ownership and buy-in by using practitioners (above)
- Early identification of an operational Senior User (District Superintendent) to represent customers' views and to foster shared ownership between the Intelligence Directorate and the wider constabulary.

Lessons learned included:

- The need to commit resources and time to detailed research and analysis to properly inform the most productive solutions
- The need to acknowledge that the QUEST approach should address the most critical issues given the time and resource commitment to research and analysis
- The importance of sustainable solutions with appropriate governance structures to ensure continued benefits
- The need for continual embedment of new practices with staff to ensure that management perception is reality
- The need for continual involvement to allow experience to appropriately influence the post implementation phase
- The need for flexibility to respond positively to the needs of customers in a fast paced and radically re-organised corporate environment.

## 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:  
Charlie Hall, Assistant Chief Constable

Date:

12.8.09