

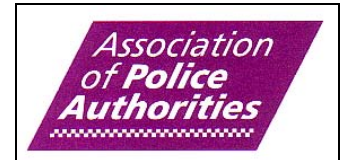


**Association of Chief Police Officers of England, Wales
and Northern Ireland**

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Association of Police Authorities

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16 October 2006

Letter to all Chief Constables and Chairs of Police Authorities

Dear Colleague

National Demonstration Site for Workforce Modernisation

Agreement has recently been reached with the Home Secretary on the way forward for workforce modernisation and we are writing to formally invite you to consider whether you wish to put your force forward as a national demonstration site for workforce modernisation over the next 24 months. A number of chief officers have already expressed interest but to be fair to everyone we are writing to all Chiefs and Chairs to explain exactly what is involved.

The Workforce Modernisation Programme Team has developed a suite of tools to enable forces to review their working practices and re-model their workforce and business processes in order to release efficiency. We are now seeking to run 10 different demonstration sites across the country to physically evidence what we are confident can be delivered. The 10 permutations of demonstration are intended to cover every core policing capability and are set out in the attached explanatory notes.

In order to fully realise the benefits of this approach the service need to run demonstration sites in a structured manner. This will require the support and endorsement of both the force and the authority, and the national team will support you in-force with a set up programme. You will have a named field officer visiting regularly to assist your local team as the demonstration goes live.

What do you need to commit?

At this stage we are just looking for serious expressions of interest and indications of the capability your force wishes to re-configure in order that we can orchestrate the desired variety of capabilities.

The Association of Chief Police Officers (ACPO) is an independent, professionally led strategic body. In the public interest and, in equal and active partnership with Government and the Association of Police Authorities, ACPO leads and coordinates the direction and development of the police service in England, Wales and Northern Ireland. In times of national need ACPO, on behalf of all chief officers, coordinates the strategic policing response.

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The next stage would be involvement of the HMIC who have agreed to assist by independently verifying a force's readiness. The things they will be looking for are set out in the attachment. I should emphasise **this is not an inspection** and they will only be looking at the capability you are proposing to develop.

You will then be asked to appoint an in-force project team. This group will then commence work, assisted by the national programme team, to carry out process analysis and skills to task matching. A revised workforce model will be produced and, subject to agreement by the force and authority, an implementation plan proposed. The joint team will then develop a business case showing the costs, savings and risks in order that you can make a final decision as to whether you wish to make the investment and formally go ahead.

What will you gain from participating?

The programme is intended to implement changes capable of releasing greater capacity and capability for the same level of investment. It will be imperative that the efficiencies released can be tracked to demonstrate greater operational impact i.e. 'more for the same'.

The programme offers opportunities to negotiate flexibilities in respect of funding streams, roles and responsibilities, rewards and working practices in order to introduce changes that have hitherto not been possible. These flexibilities will be negotiated as part of a plan to enhance specific capabilities and functions.

What assistance will you receive to enable you to participate?

Your in-force team will be supported by the national programme to develop a viable business case for re-configuring your nominated capability. This will be presented to Chief Officers and Police Authorities. Provided the agreed WFM methodology has been followed, the national team will put their name jointly alongside a force's in any business projections **before you decide** whether to commit your force to the proposed change.

A named field officer will be allocated to your force and will support you through the implementation of a change process on a regular basis for the duration of the demonstration period.

The flexibilities sought will be fundamental to the operation of a mixed economy capability and allows flexibility in the way you deploy resources. There are obviously a number of constraints placed upon this flexibility, including the necessity to ensure that both the force and the authority fully endorse the proposals to move away from the current arrangements.

The Home Office has also agreed that the evaluation will be funded and conducted centrally. In return, one of the key assurances the Home Office is seeking is for ACPO and the APA to produce a robust and consistent communications plan containing clear messages that this is a service driven initiative.

What do you need to do now?

If you wish to take the first step towards becoming a demonstration site, you simply need to complete the attached pro-forma to officially register your interest.

This will initiate the HMIC preparedness process and then the national team will

make contact with your force project manager to introduce the implementation and guidance toolkit. We estimate within three to four months your in-force team will have developed a formal business case and detailed project plan setting out the costs and the efficiency gains. At that time, both the force and the authority will decide whether to go ahead or not.

This is a rigorous process designed to draw out operational efficiency and to identify and minimise risk. There is an amount of central prescription in the way the methodology is applied; however, it is intended to keep this to a minimum and the changes that result will be derived primarily from the work of your own local project team. Part of the set up process is to draw up a clear service level agreement with each participating force setting out what is expected from all parties.

Key dates

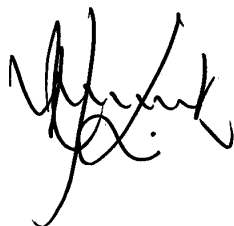
(1) Briefing Day

The national central team has arranged a detailed briefing for ACPO sponsors, Police Authority leads and force project managers on 18 October at a conference centre in Gatwick. So far, 32 forces have committed to attend. If you wish to invite someone from your force or Police Authority, details are available from Tina Green (e-mail: tina.green@acpo.pnn.police.uk).


(2) Becoming a demonstration site

If you decide to volunteer as a demonstration site, please complete the attached proforma and **submit it by 10 November 2006**. If you require more information please feel free to contact either myself, Mike Craik, Martin Tiplady or Steve Corkerton at the ACPO team or Mark Byers or Cameron Bayly at the APA.

Yours sincerely



Bob Quick
Business Area Head
ACPO Workforce Development



Fionnuala Gill
Executive Director
Association of Police Authorities

National Workforce Modernisation Programme Demonstration Sites: Preparedness Criteria – Summary

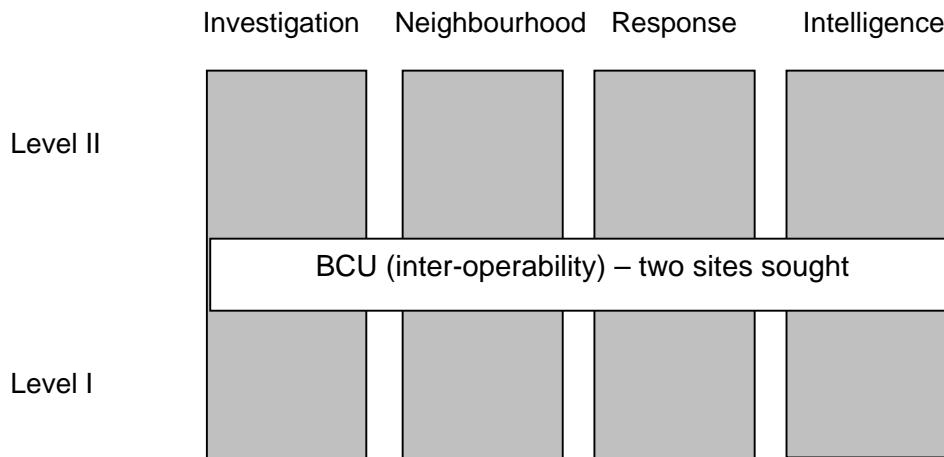
Background

The Home Office sponsored modernisation pilots undertaken over the past two years have provided some evidence that re-engineered processes and differing workforce configurations can produce more effective ways of working than established methods. The ACPO Workforce Modernisation Programme (WFM) seeks to maximise the benefits derived from these pilots with an integrated approach. The basic method proposed involves:

- Critical examination of business processes
- Analysis of skills to task match
- Release of operational and cost efficiencies
- Identification, assessment and management of risk

Demonstration Sites

Ten demonstration sites are now sought – at both level I and II for each of the four capabilities; plus two BCUs to test inter-operability:



Pre-entry Preparedness Criteria

Some basic infrastructure will need to be in place. The key requirements for successful WFM are – (for the capability being modernised) does the force have in place a:

1. **Demand management planning process** - a system for managing incoming workload **and** a process for predicting future workload
2. **Resource utilisation and workforce planning system** - a process for assessing the impact of resources being deployed **and** a system for analysing future demand to identify skills needs/recruitment and training plans
3. **Positive and stable leadership team** - a team that is consistent and performance focused

4. **Record of solid relationship management across the various stakeholders** - the ability to balance the small 'p' political considerations – both internal and external - and the commercial aspects of service delivery

Assessment Process and Selection of Forces as Demonstration Sites

The assessment of a particular force's preparedness to participate in the WFM programme as a national demonstration site is intended to be as simple and unobtrusive as possible.

Initially, it will comprise a paper-based review conducted by HMIC **using appropriate force and BCU data already gathered during the most recent Baseline Assessment and other inspection activity.** If there are any outstanding questions a specific local follow up will take place.

The national team is only able to support a finite number of demonstrations and is seeking a cross-section of rural and metropolitan forces covering the capabilities set out above. Consequently, not all volunteers will necessarily be selected.

The decision as to participation of a particular force in undertaking one or more national demonstration sites will be taken by the ACPO Programme Board upon the advice of the HMIC. The final step will be Home Office approval of plans once the local business case has been produced and accepted by the force.

EXPRESSION OF INTEREST

FOR BECOMING A NATIONAL WFM DEMONSTRATION SITE.

I have read the accompanying documentation and wish to register my force as a potential demonstration site

Name of Force:.....

Name of Chief Constable:.....

SECTION ONE – CAPABILITY INTERESTED IN DEMONSTRATING:

(Please circle – if interested in volunteering for more than one indicate priority order)

Level one capability (ideally on a force wide scale):

- 1 Investigation of Volume Crime
- 2 Neighbourhood Policing
- 3 Response
- 4 Intelligence
- 5 All four of these core capabilities integrated in a BCU.
(The inter-operability of all four core capabilities needs to be demonstrated in a single BCU).
 - 5a Metropolitan BCU
 - 5b Rural/Urban BCU

Level two protective service capabilities (ideally on a force wide scale):

- 6 Strategic Roads Policing
- 7 Major Crime Investigation
- 8 Counter Terrorism/Domestic Extremism
- 9 Serious and Organised Crime
- 10 Other force-wide capability – (please describe proposal)

SECTION TWO – PREPARATION:

Have you:

- Identified a Chief Officer to act as sponsor? **Yes/No**
- Obtained the explicit support of the Police Authority? **Yes/No**
- Identified a Project Manager? **Yes/No**
- Informed your local Staff Associations/Trade Unions of your intentions? **Yes/No**

SECTION THREE - CONTACTS:

Name of Chief Officer Sponsor:.....

Telephone Number:.....

E-mail Address:.....

Name of Police Authority Sponsor

Telephone Number

E-mail Address

Name of Project Manager:.....

Telephone Number

E-mail Address

Signature of Chief Officer completing form:.....

Date:.....

RETURN COMPLETED FORMS BY 10 NOVEMBER 2006

TO: tina.green@acpo.pnn.police.uk