



Greater Manchester Police Wastebusters

Creating a citizen-focused approach to sustainable service transformation

In brief:

In response to the recommendations of the Flanagan Report, Greater Manchester Police (GMP) decided to adopt and adapt the Lean approach to underpin its Local Policing transformation programme. GMP decided on Lean because it would provide:

- A citizen-focused approach to service transformation. Lean starts and ends with the customer, understanding their needs and expectations.
- A police-specific, easy to understand and systematic approach to improving performance, efficiency and productivity.
- A broad spectrum of people in the Force with new skills and the capacity to deliver sustainable ongoing improvements.
- A means of empowering people to take ownership of the improvement process and realise measurable benefits.
- Alexander supported GMP's programme by working with them to build capacity through a training and development programme for 45 staff over a six month period, together with leadership and awareness sessions for 25 senior leaders.
- The resultant capacity built has been used to establish Lean pilots on three basic command units and a central team based at Force HQ.
- Alexander provided their documented Lean toolkit and worked with the central team to adapt it to meet GMP's needs.

Think with us ...

If you're reading this, then you're probably just like us, always curious about new ways of working. The aim of our case studies is to promote sharing of knowledge and from it **thought leadership**. We hope this study helps you think through and explore some of the issues we now face.

Your questions and feedback are welcome.

Call us on 023 8022 5020 or email kay.bocock@alexander-ecc.com

The Flanagan Report highlighted the need to reduce unnecessary bureaucracy and embed Neighbourhood Policing in response to the greater range of demands, which the police service now faces. Greater Manchester Police (GMP) made the commitment to tackle the issue of unnecessary bureaucracy to free up capacity, so that officers and staff could concentrate on the things that would make a real difference to the communities they serve.

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We are now processing six forms per hour compared to just three per hour this time last year.
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Citizen-focused efficiency and productivity improvement

They decided to adopt the Lean approach to efficiency and productivity improvement because Lean seeks to eliminate wasteful processes, activities and blockages by looking at the system from ‘the bottom-up’. What particularly attracted GMP to the Lean approach was that, uniquely, all changes are considered from the perspective of the customer; what they need and value. This complemented another important component of GMP’s change programme; the need, in a very real and practical way, to be citizen-focused.

GMP asked Alexander to work with them to develop a bespoke Lean methodology, build internal Lean capacity and then further develop competence across three divisions through a ‘learn by doing’ approach. The management team were confident that this approach, which was called **Wastebusters**, would help to ensure the sustainability of their Local Policing Programme.

The Alexander Team worked with the management team of GMP’s Corporate Development & Performance Branch. Initially, this involved looking at the existing tools and techniques being used within the Review and Evaluation Unit and identifying where Lean could complement or improve them. The Lean tools and techniques that were best suited to GMP were discussed and then pulled together to form a bespoke GMP Lean toolkit, which was called the Wastebusters toolkit and used as the basis to design and deliver the training programme.

Designing and delivering the Lean training programme

The training programme, which was developed and delivered to 45 people based both operationally and centrally, was tailored to reflect the GMP’s local context. It included:

- Lean Systems Thinking – the principles and key concepts of customer focus, value, quality and waste as they apply to policing
- GMP’s Lean methodology and tools – a systematic, scalable, phased approach
- Customer/Citizen Focus - understanding customer needs, demand and value
- Value Stream Mapping – waste and value analysis, root cause analysis
- Customer Journey Mapping - the process of tracking and describing all the experiences that customers have, as they encounter a service or set of services
- Standard Operating Procedures
- 5S – an approach to removing wasteful working and behaviours
- Visual Management – empowering people to take ownership of performance and productivity

Building management commitment

Integral to the programme, awareness sessions were delivered to senior managers to enable them to gain a shared understanding of the GMP Lean approach and how it had been developed to support the Force's process improvement agenda. These sessions were also used to build confidence in - and commitment to - Lean principles. This helped managers to understand their leadership role within the process and the behaviours required to make change happen and sustainable.

Making change happen

Phil Evans, Alexander's Programme Director, spent time thinking and working with the management team on tactics of how to embed and further develop the capacity to change. Due to the success of the initial training programme, it was decided to broaden out the training and develop internal Lean Facilitators. The facilitator's role would be to ensure that project teams would be able to use the right tools at the right time when working on Lean projects within their divisions.

Phil provided coaching support across the divisions to build facilitator confidence and effectiveness around project-related activities, such as running focus groups and gathering data.

With Phil's support, the project teams within the three pilot divisions have been working on projects in areas such as:

- Burglary
- Property
- Missing from home

The teams have applied recognised tools and techniques, such as 'Value Stream Mapping', 'Pareto Analysis', 'Root Cause Analysis', 'Work Organisation' and 'Visual Control'. Phil worked with the teams to ensure that skills and knowledge have been effectively transferred and are enabling a change in culture.

Broader Programme

Alexander worked with GMP to help them plan the development of a broader programme that will capitalise on the investment made in their people and the Wastebusters Toolkit, in order to further drive 'bottom-up', locally-owned change.

The initial programme of work has put GMP in a very strong position and has helped them to initiate a real change in culture that will underpin ongoing efficiency and productivity improvement in what has become a very challenging financial environment.

If you would like to know more about this case study or about how we might be able to think and work with your organisation to deliver change, please contact, in confidence, Phil Evans on 023 8022 5520 or email phil.evans@alexander-ecc.com.

If you would like further case studies and/or Thought Papers on service transformation and delivering cashable efficiencies in policing using Lean, then please contact Kay on 023 8022 5520 or email kay.bocock@alexander-ecc.com.



The fingerprinting process in custody was redesigned. Fingerprint pass rates have also improved from 60% to 96%. This redesign resulted in saving 3012 officer hours per year, which GMP has invested back into front-line policing.



Alexander People - what we believe

Alexander people are business people who are passionate about public services. We take what's good from the private sector and shape it to meet the demands and challenges of public service. So when we look at the world and see what's wrong, our instinct is not to complain about it, it's to do something about it. This means that, when we look at our own company, we don't just look at its performance as a business; we look at the difference we make to changing public services and society for the better.

The people who manage and deliver public services today face huge challenges. They deserve someone to think with and people who can help to do the things they haven't the capacity to do themselves.

That's why we **engage** and connect with the people at all levels in public services who face these challenges.

Then we help them **challenge** the way things are.

So that they can deliver real **change** for the better.

That's what we do: **Engage. Challenge. Change.**

There's a belief that, without a profit motive, there isn't enough to drive public services to be better. We say that the stakes couldn't be higher. For people who work in and with public services, if we fail, society fails. **We believe this is the most powerful driver there is.**

Alexander People - what we do

Knowing where to go and how to get there

- Strategic & organisational review and diagnosis
- Shared vision
- Transformation strategy
- Transformation blueprint
- Stakeholder engagement
- Change readiness
- Communications

Delivering customer value with less resources

- Lean Systems Thinking
- Service transformation, design and improvement
- Shared services
- Function and service reviews
- Options appraisals and business case development

Enabling change to happen

- Programme and project management
- Change Management and benefits realisation
- Building capacity to change
- Skills and knowledge transfer

Making change sustainable

- Leadership development
- Management development
- Continuous improvement strategy and culture
- Skills and knowledge transfer

We work with...

Alexander works with people & organisations in the public sector, including:

- District Councils
- Unitary Authorities
- County Councils
- Housing Associations
- Police Services
- Health Services

If you'd like to talk about how we can help you, call us on 023 8022 5520.

Buying Solutions Framework

Alexander is a member of the CPC Consortium. The consortium enables current and new clients to procure Alexander's services with the assurance of best practice procurement, quality assurance and agreed best value pricing regimes.

Framework ref:

RM662/L6 - Local Gov.
RM662/L5 - Health.

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