

## Hertfordshire Constabulary Delivering the efficiency and productivity strategy

### In brief:

- Hertfordshire Constabulary needed to carry out a programme of functional and process reviews in support of its Efficiency & Productivity Strategy.
- They decided to adopt the Lean Systems Thinking approach because of its focus on the customer and because it would underpin a citizen focus.
- Alexander was selected to support the reviews because of their Lean expertise, experience and flexible approach.
- Alexander worked with the project teams on functional reviews in:
  - Human Resources
  - The Force Control Room
- In addition, a number of process and rapid reviews were carried out in areas such as:
  - Custody, PNC, Child Abuse Investigation and Statutory Charging
  - Dispatch (Internal Courier service), Domestic Violence
- The projects have delivered measurable improvements to service quality and performance, together with identified efficiency savings of over £1.4m.

### 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](mailto:kay.bocock@alexander-ecc.com).**



# Case Study

Under their Efficiency & Productivity Strategy, Hertfordshire Constabulary (HC) identified targets to deliver efficiency gains of £17.2m.

To deliver on the strategy, HC decided to establish a comprehensive programme of major functional and process reviews that included, amongst other things, better use of technology (mobile working) and an integrated HR/Payroll system.

At an internal leadership seminar, Frank Whiteley, Chief Constable, was clear about what he saw as the key component of change in the future:

'Hertfordshire needs to implement a lean thinking approach. We need to do more with less!'

HC recognised that they did not have sufficient Lean expertise to deliver a programme on their own and wanted a partner with a proven track record of implementing Lean in the UK Police Service to help them make the changes they needed.

Working together, HC and Alexander agreed on a programme of productivity reviews which were to be carried out using Alexander's Lean Systems Thinking methodology. The reviews of the operational and support areas were aimed at eliminating wasteful processes and blockages by looking at the system from the 'bottom-up' to:

- Reduce errors – remove failure demand.
- Make processes more joined up/removing bottlenecks.
- Measure the right thing – enable better performance management.
- Deliver customer value - Citizen Focus.
- Reduce costs.

Alongside the major reviews, the Force also wanted to undertake a range of smaller and focused rapid reviews.

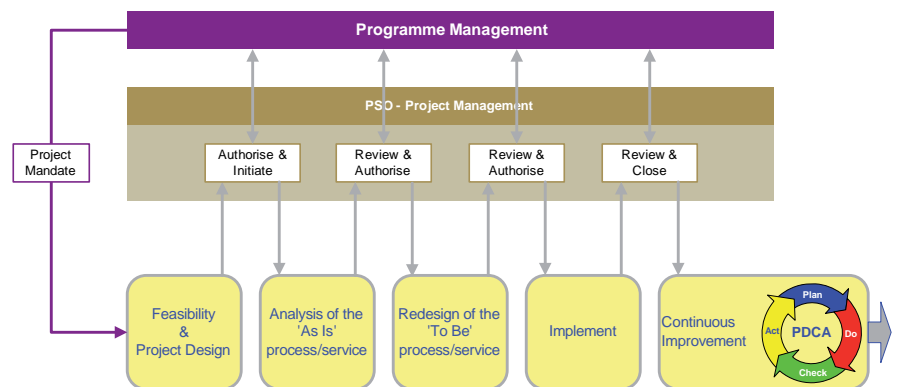
### Working with the project teams

Thinking and working with HC's Programme Board, Alexander's Project Director, Stuart Bestwick, shaped the programme of projects. These included:

- Major functional reviews of HR and the Force Control Room - Call Handling
- Process Reviews covering Custody, PNC, Child Abuse Investigation and Statutory Charging
- Rapid Improvement Events (Kaizen Blitz) for Dispatch (internal courier service) and Domestic Violence

# Case Study

The project teams applied the Lean methodology and tools to each area within a phased project lifecycle as illustrated below.



Each project started with the project team identifying the customer, understanding their needs and what they valued. This approach ensured that all subsequent change was citizen-focused. Thereafter, Value Stream Maps were created by the project teams, which were then used to analyse activity and quantify non-value-adding activities and waste. The teams identified and addressed the root causes of common problems. This ‘work with’ approach meant that the project teams took ownership of both their problems and the solutions. Because of the facilitation and coaching approach adopted by their consultant, the team members acquired Lean skills and knowledge; the capacity built will go some way to underpinning a sustainable culture of continuous improvement.

Qualitative and quantitative data were captured and collated within Cost-Benefit Models. This allowed accurate analysis and assessments to be made of the potential benefits that could come from removing inefficient activity and waste from the service/process. The project teams then redesigned the service/process and developed change management and implementation plans that would realise the projected benefits.

### Thinking with the Programme Board

The Programme Board were often faced with taking tough decisions or addressing difficult barriers to change. An essential component of the partnership’s success was the time given to Board Members by Alexander’s Project Director, Stuart Bestwick, to think with them about the change management issues and provide strategic programme guidance.

# Case Study

## Results to date

### Force Control Room:

- Eliminated waste and increased call taker/dispatch capacity.
- Enhanced work flow – removal of call centre & dispatch silos.
- Reduced failure demand through enhanced IT utilisation, clarification of responsibilities and a move from quality control to quality assurance.
- Optimised the resourcing model, so that operator capacity better matched variations in demand.
- Approved implementation plan to achieve £1m of cashable savings.

### HR

- Reviewed and improved the HR service delivery model.
- Major consultation exercise with users on: HR processes, quality of service, customer focus, communications and supporting organisational change.
- Mapped and analysed top 10 volume processes to be managed by service centre.
- £200K savings from HR administration to be reinvested in strategy change management capacity.

Other Lean projects have delivered both performance and efficiency improvement, including:

- Custody - wasted officer time of between £69K - £80K per annum
- Dispatch - £70K per annum

## The future?

The tough economic climate and resulting budgetary pressures have spurred HC to strengthen the strategic focus, structure and scope of the original programme to provide a blueprint for service transformation.

Importantly, the enhanced change programme will address the organisational development issues associated with building internal capacity around Lean and a sustainable culture of continuous improvement.

With the success of the initial programme of work and the momentum already built, Hertfordshire Constabulary are well-placed to tackle the challenges that lie ahead with confidence and commitment.

**Alexander is an independent change management consultancy that specialises in strategy alignment, performance management and improvement.**

**For further information please contact Kay on 023 8022 5520 or email [kay.bocock@alexander-ecc.com](mailto:kay.bocock@alexander-ecc.com).**

“Our managers have found Alexander’s approach to be straightforward and easy to integrate into the efficiency reviews. Alexander has brought a high level of know-how, skills and the necessary objectivity and challenge.”

James Hurley,  
Director of Resources  
Hertfordshire Constabulary

## 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

## 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.

### 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

## Alexander - contact us

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