



Project Evaluation Report

Structures & Ratios – Composite Report

Change Control Record.

Project Completion Report	<i>Version 1.0</i>
Project Name: <i>Structures & Ratios</i> Strand: Composite Report	Sponsor: T/DCC Gallan
Author: Ch/Supt Brinkley	Date: 6/11/09

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1. **Executive Summary**

The S&R project was established with the primary objective of delivering reduced costs and improved efficiency and effectiveness in the selected functions, namely Personnel, Finance, Communications & Marketing and Audit & Performance. As result of the project a series of operating models have been designed with the aim of delivering a professional quality service with reduced resources ensuring they remain fit for purpose. This aim was facilitated through revised structures and the delivery of streamlined and standardised business processes.

All strands of the project have implemented the agreed recommendations and benefits are starting to accrue. In some instances benefits will be realised on a phased basis due to project interdependencies. The S&R project has achieved cashable savings in the region of £1.44 million and £508.5k non-cashable savings. As a result of the revised operating models police staff numbers have been reduced by 50.8 fte posts and released 12 operational officers from non-operational roles.

As the implemented operating models mature the anticipated long-term benefits will be achieved. Stakeholder feedback is generally positive and work is ongoing to address any post implementation issues. Stakeholder feedback highlights a residual amount of confusion surrounding the role of the Local Admin Teams an issue that requires further scoping and clarity.

It is suggested that a scoping exercise is undertaken to fully define the function of the Local Admin Teams, it is also recommended that further review of the sustainability of OIU structures is undertaken once all related IT work is complete. Both of these pieces of work should be managed and driven forward by Ch/Supt ASCU and subsumed into their programme of work. On the proviso that work is allocated as detailed and any opportunities for development are driven forward on a strand specific basis, it is recommended that the S&R project be signed off as complete.

2. **Project Background**

As a result of work undertaken on potential Force mergers, the Savings and Investment panel commissioned a review of selected functions to highlight potential options for reducing costs. The selected departments were those where the costs were markedly more expensive than those for the most similar force comparators. Following this work the Structures and Ratios Project (S&R) was established to develop these options further.

Merseyside Police established the S&R project with a view to achieving reduced costs and improved efficiency in four support areas: Personnel; Finance; Communications & Marketing and Audit, Inspection and Performance (AIP). A project board was established to oversee project progress and provide governance and direction. Membership included key organisational stakeholders, representatives of Trades Unions/ Staff Associations and the Treasurer to Merseyside Police Authority.

As a result of the design phase of the project, recommendations were presented to Chief Officer Group regarding options to achieve the objectives detailed in the PID for the respective strands. The preferred options were then subject to extensive consultation and, where applicable, amended to reflect feedback. The preferred options were then approved by the Chief Officer Group and Merseyside Police Authority for implementation.

3. The Project

The key aims of the Structures & Ratios project were detailed in the PID, the main objectives were:

- To aspire to a shared service model, where appropriate, by developing the provision of the most effective and efficient service, within the identified strands. This will facilitate the provision of the right information through the introduction of consistency with a focus on quality of service.
- To achieve recurring cashable savings through a 'Savings and Investment' approach, with initial savings in 2008-09 in line with strategic plan target savings.
- To rationalise police staff numbers and subsequent release of staff through business improvement and alignment to fund future developments.
- To improve the efficiency & effectiveness of the service linked to value for money of doing the same with less.
- To ensure that all staff are equipped with the necessary skills and where required, professional qualifications to provide a professional, quality service within the specified organisational functions.
- To identify key performance measures across these functions in order to continuously improve.

In order to direct strand activity, outcomes and deliverables were developed specific to the individual strands ensuring transparent links to those detailed in the PID.

4. Outcome Evaluation Results

Criteria	Requirement	Success
(a) Timeliness	Was the project delivered on time?	Despite delays during the early stages of the project the Personnel and AIP strand achieved the scheduled "go live" date of 18 th May 2009. As a result of extensive consultation and lengthy recruitment processes to identify suitably qualified staff, the implementation of the Finance model was introduced on a phased basis. To date candidates have been identified for outstanding vacancies and will be in post by November 2009 at which time the model will be fully operational.

	<p>Were the recommendations of the project delivered?</p>	<p>The Communications & Marketing structure went live in October 2008 and worked to a separate timeline than the other strands.</p> <p>The recommendations agreed for Communications & Marketing and Finance strands have been delivered. The AIP strand has key links with ongoing IT developments and whilst the recommendations have been delivered key dependencies are impacting the realisation of full project benefits.</p> <p>In the case of the Personnel strand all recommendations have been delivered albeit some deliverables were rolled over into "business as usual".</p>																		
(b) Budget	<p>Were the financial savings/ re-investments delivered?</p> <p>Was any additional costs incurred?</p>	<p>A reduced annual spend in the identified strands was achieved as detailed below:</p> <table border="1"> <thead> <tr> <th>Strand</th> <th>Cashable Savings (£)</th> <th>Non -cashable Savings (£)</th> </tr> </thead> <tbody> <tr> <td>Personnel</td> <td>589.7k</td> <td>244.7k</td> </tr> <tr> <td>Finance</td> <td>539.8k</td> <td>0</td> </tr> <tr> <td>Audit</td> <td>204. 5k</td> <td>263.8k</td> </tr> <tr> <td>Comms & Marketing</td> <td>109.0k</td> <td>0</td> </tr> <tr> <td>Total:</td> <td>£1.443 million</td> <td>£508.5k</td> </tr> </tbody> </table> <p>Implementation costs relating to Finance and Communications & Marketing were met within the respective departments core operating budget. The IT developments identified in the AIP strand is part of a corporate programme of work therefore no additional costs on the AIP strand were incurred.</p> <p>In the case of the Personnel strand, investment was required to purchase IT Software (E-recruitment, Case Management, HR E-forms) in order to achieve the identified project efficiencies. Other implementation costs relating to this strand were absorbed into existing budgets.</p>	Strand	Cashable Savings (£)	Non -cashable Savings (£)	Personnel	589.7k	244.7k	Finance	539.8k	0	Audit	204. 5k	263.8k	Comms & Marketing	109.0k	0	Total:	£1.443 million	£508.5k
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Total:	£1.443 million	£508.5k																		
(c) Recommendations	<p><u>PID Objectives:</u></p> <ul style="list-style-type: none"> ➤ <i>To aspire to a shared service model, where appropriate, by developing the</i> 	<p>This objective has been achieved. Where applicable, each strand of S&R has reflected the shared service ethos in the design of the implemented operating</p>																		

	<p><i>provision of the most effective and efficient service, within the identified strands. This will facilitate the provision of the right information through the introduction of consistency with a focus on quality of service.</i></p> <ul style="list-style-type: none"> ➤ <i>To achieve recurring cashable savings through a 'Savings and Investment' approach, with initial savings in 2008-09 in line with strategic plan target savings.</i> ➤ <i>To rationalise police staff numbers and subsequent release of staff through business improvement and alignment to fund future developments.</i> ➤ <i>To improve the efficiency & effectiveness of the service linked to value for money of doing the same with less.</i> 	<p>models. The need to maintain an effective and efficient service was a key driver during the design stage and has resulted in the application of a shared service model to varying degrees across each of the strands.</p> <p>Residual areas of work have been identified that focus on refining the operating models and resolving any issues that have emerged post implementation. This work will enhance the implemented models further and ensure the goal of consistency and quality service delivery is achieved. Each strand will actively manage any fine-tuning required and any resultant work will be absorbed as "business as usual". <i>(Please Appendix A, B and C for details of strand specific operating models)</i></p> <p>The S&R project achieved a total in the region of £1.44million cashable savings and a further £508.5k in non-cashable savings. These savings represent a full year effect, due to the complexities of the S&R project and implementation timescales savings will not be fully achieved in 2009/2010.</p> <p>As a result of the S&R project a total of 50.8 police staff roles were identified for deletion.</p> <p>Along with the rationalisation of police staff numbers the project facilitated the release of 12 Police Officer from non-operational roles to be reallocated to meet organisational needs.</p> <p>Each of the departments in scope has been subject to a transformation of service delivery to varying degrees. The delivery models have been designed to reflect reduced resources and revised ways of working. The redesigning of structures, reporting lines, use of IT, alignment of accountabilities and the streamlining and standardisation of business processes has enabled the implementation of more efficient and effective operating models.</p> <p>A relatively short period of time has elapsed since the S&R recommendations have been implemented. The new models will need time to bed in and for fine-tuning to take place. There is a transition period where service users will need to adapt to the new method of delivery and adapt local ways of working to reflect the change. Overall it is evident from the models implemented that the value for money ethos has been embedded in their design. After an initial transition period and once new models</p>
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	<ul style="list-style-type: none"> ➤ <i>To ensure that all staff are equipped with the necessary skills and where required, professional qualifications to provide a professional, quality service within the specified organisational functions.</i> ➤ <i>To identify key performance measures across these functions in order to continuously improve</i> 	<p>become established outstanding efficiency gains will be realised.</p> <p>A key aim of the S&R project was the professionalisation of the service in the identified departments ensuring staff are suitably qualified. In the case of HR, a number of staff have either gained or are working towards professional qualifications commensurate to their role and grade. The intention is to establish a clear learning and development plan focusing on leadership, management and continuous professional development.</p> <p>The issue of professional qualification was a key consideration in the Finance strand. The new finance structure has 57% of staff fully qualified compared to 3% pre S&R. Each of the key roles within the finance structure are filled by suitably qualified individuals with the remainder studying for recognised accountancy qualifications.</p> <p>In terms of AIP and Communications & Marketing beyond the development of IT skills and continuous professional development no specific issues around professional qualification were highlighted.</p> <p>Key measures have been developed and incorporated into Service Level Agreements (SLA) for Finance, HR and Communications & Marketing. The SLA documents provides a greater level of understanding around what is expected from the respective strands and provide the vehicle to monitor ongoing performance and areas for further improvement. The two-way nature of the SLA emphasises and clarifies the dual responsibilities of both the support function and its customers.</p> <p>In the case of the AIP strand, due to the nature of the implemented model and localisation of the OIU activities the key measure of success in this strand in the cashable savings and the long term sustainability of the OIU structures.</p>
(d) Performance Improvement and impact on strategic priorities	What were the expected benefits of the recommendations and were these achieved?	<p>One of the key objectives of the S&R project was to achieve reduced costs in the four identified business areas. A total of £1.36million cashable savings have been achieved with a further £509.2k in non-cashable savings to be realigned to meet strategic priorities. A further benefit achieved by the project is the capacity to efficiently deliver effective key support services with a reduced resource base and improved business processes.</p> <p>All recommendations have been implemented and benefits achieved, however links</p>

	<p>What are the measures to demonstrate that those benefits are being realised?</p>	<p>to ongoing pieces of work mean that full benefit realisation will be achieved on a phased basis.</p> <p>The primary indicator for benefit realisation is the amendment of the Force's budget to reflect the cashable savings achieved by the project along with the realignment of Police Officers from non-operational roles to operational roles.</p> <p>In terms of mechanism in place to demonstrate the realised benefits of delivering effective support services with reduced resource, this is captured in the form of Service Level Agreements (SLA). SLAs are in place in HR, Finance and Communications & Marketing and many of the service-based benefits have been incorporated into these documents. The regular monitoring by the respective departments via an established governance structure will enable the demonstration of realised benefits going forward.</p>
(e) Resource Allocation Opportunities	<p>Was there any reduction in the use of operational staff in non-operational roles?</p>	<p>As a result of the S&R project 12 operational staff have been released from non-operational roles. (9 x Cons, 1 x Sgt, 1 x Insp, 1 x Supt)</p> <p>There is a risk of reversion to be highlighted with regards to the increase in the use of operational staff to cover what the business sees as a resource gap as a result of the transition to the new models.</p>
(f) Interdependencies	<p>Are there are interdependencies that may affect whether the identified project benefits will be achieved?</p>	<p>In the case of the Finance strand and Communications & Marketing strand no interdependencies have been identified.</p> <p>With regards to the AIP strand, the sustainability of the standardised OIU structures is dependent on the completion of IT developments relating to the automation of performance reporting. In terms of the realisation of a central audit capability this is closely linked with an ongoing review within Strategic Development Department. The outcome of this review will facilitate the development of a corporate audit plan maximising all facets of the newly formed Strategic Audit Unit.</p> <p>Within the HR strand, the realisation of full benefits is interdependent upon IT strategy delivering an IT solution to integrate the HR system with Finance. There is also a need to link the HR systems with the Resource Management System (CARMS) and introduce an employee and manager self-service modules. A further dependency identified centres around the clarity of the role of the Local Admin Teams and how they link to the key support functions. Allied to this is Line Managers</p>

		<p>understanding and accepting their people management responsibilities with appropriate HR support.</p> <p>Whilst the benefits will be achieved across all S&R strands, due to the identified interdependencies the full range of benefits will be realised on a phased basis.</p>
(g) Associated dis-benefits	<p>As a result of the approved recommendations are there any associated dis-benefits?</p>	<p>The overarching dis-benefit associated at project level was the loss of corporate knowledge and experience through the Voluntary Early Retirement and Voluntary Redundancy process. There are also some strand specific dis-benefits that should be noted, the individual strand evaluation reports a highlight a number of points however key points are detailed below.</p> <p>In the case of Finance it would appear that there is a perception that the newly implemented model is remote and focused on central issues in comparison to the previous local service. Proactive work is underway to establish relationships with local budget holders to endeavour to localise the service provided to address this issue.</p> <p>In relation to HR there is a perception there has been a loss of HR expertise at a local level. Work is ongoing to increase the understanding around the HR Officer/ HR Business Partners teams and how the teams were designed to provide the HR expertise required. There is also anecdotal evidence to suggest that Police Officers are spending more time on administrative tasks, this presents the risk that the centralised HR model may be subverted by the development of local HR units by another name. Clarification of the role of the Local Admin Teams should help negate this however close monitoring of this situation needs to take place.</p>
(h) What work, if any, is required arising from the evaluation of the implementation of project recommendations?		<p>The Communication & Marketing review was implemented on a different timescale to that of the remaining three strands of S&R. As the centralised operating model went live in October 2008 a reasonable period of time has elapsed enabling the model to bed in. As a result, a number of development opportunities have been identified and will form part of work currently underway to develop a strategically aligned cohesive Communications & Marketing service.</p> <p>With regards to the HR strand, the majority of the HR deliverables have been achieved. To ensure overall objectives are achieved a number of further pieces of work have been identified and will be driven forward within the People Development portfolio and absorbed as business as usual. (Full details of identified areas of work can be found in Appendix A, B & C)</p>

		<p>A finding of both the HR and Finance evaluation identified the need for further scoping work to be undertaken to define the role and function of the Local Admin team and how they link with the new operating models implemented as a result of S&R. It is recommended that approval be given to undertake a review of the Local Admin Teams.</p> <p>As previously highlighted, the AIP strand has some key dependencies with the outcome of the IT development work relating to performance reporting. It is recommended that the continued effectiveness of the OIU structures to be reviewed post implementation of IT enhancements due to be completed February 2010.</p> <p>It is suggested that the review of Local Admin Teams and review of OIU structures be managed and driven forward by Ch/Supt ASCU and subsumed into the ASCU programme of work and should be completed by no later than April 2010.</p>
(i) Recommendations for further improvement, if any.		<p>Due to the ongoing work previously identified on a strand specific basis it is not necessary at this stage to make any additional recommendations.</p>

5. Conclusions

The strands of the Structures & Ratios Project have delivered the envisaged benefits as stated in the PID. The implemented operating models have delivered the identified benefits and will continue to realise benefits as the services mature. The project has achieved significant cashable and non-cashable savings, police staff numbers have been reduced and operating models with improved efficiency and effectiveness have been implemented. The S&R project worked to specific timescales, the Communications & Marketing, AIP and Personnel strands were able to meet these timelines. Due to the complexities of the Finance strand and the requirement for extensive consultation and lengthy recruitment processes the Finance model come on line on a phased basis.

Initial feedback would suggest the newly implemented operating models are bedding in well and benefits are starting to accrue. As with any change programme there are a number of unforeseen benefits and drawbacks both of which are being managed on a strand-by-strand basis. Opportunities for fine-tuning and further development have been identified and will be driven forward on a strand specific basis. There is a lingering confusion around the role of the Local Admin Teams and it is recommended that a scoping exercise be undertaken to resolve any lack of clarity and negating any impact on the benefits achieved via the S&R programme of work.

The challenge going forward in realising all benefits and longer-term outcomes lies with both the support departments and the wider organisation. Whilst the changes have been implemented and the Force has the beginnings of effective operating models, the long term sustainability of the benefits accrued to date is dependant on the support departments and wider Force stakeholders working together to make the change stick. Apart from the organisational value, the S&R programme of work has attracted a great deal of interest from other Forces who are interested in the structural changes made and the project methodology used in making the changes.

A number of development opportunities have been identified. It is recommended that, on the proviso that development opportunities are driven forward on a strand specific basis and the scoping exercise in relation to the Local Admin Team and review of OIU's is allocated to Ch/Supt ASCU, the S&R project should be signed of as complete.

ACCEPTANCE

Signed _____ Project Sponsor Date _____

Signed _____ Project Manager Date _____



Project Evaluation Report

Structures & Ratios – Personnel

Change Control Record.

Project Completion Report	<i>Version 1.0</i>
Project Name: <i>Structures & Ratios</i> Strand: Personnel	Sponsor: <i>DCC Lawson</i>
Author: <i>David Harris</i>	Date: <i>2nd October 2009</i>

1. Executive Summary

In line with HM Treasury Operational Effectiveness review, the primary objectives of the Personnel strand of the Structures and Ratios project were to deliver cashable and non-cashable savings and a new HR Operating model, which would deliver an effective, efficient and professional service to Merseyside Police. To enable this a number of specific deliverables were identified and, as this evaluation has discovered, subsequently delivered. The revised structure is now in place and people are active in their new roles.

In carrying out this 90 day Review views were sought from stakeholders outside and within the HR organisation. Feedback on performance thus far has been generally positive, particularly around the Help Desk and HR Business Partner teams. The concerns within BCU/Departments tend to involve a lingering confusion over what exactly HR still does and, most significantly, what is seen as a significant amount of residual, non-resourced, administrative work left within BCU's/Departments. Within the HR function the next steps need to focus on demonstrating service delivery and continuous improvement, with a clear focus on strategic priorities and demonstration of value-added contribution.

For the Personnel strand ultimately to be successful will require a level of culture change with the whole of Merseyside Police. There are encouraging signs of a firm foundation having been set, progress being made and a clear sense of what needs to be done next.

2. Project Background

In July 2006, as a result of work done on potential Force mergers, the corporate Savings and Investment panel commissioned a review of selected functions to highlight potential options for reducing costs. The selected departments were those where the costs were markedly more expensive than those for the most similar forces. Following the review, the Structures and Ratios Project (S & R) was established to develop these options further and deliver both savings in the overall salary bill for the selected functions and measured improvement in their performance.

Merseyside Police established the S & R with a view to achieving reduced costs and improved efficiency in four support areas: Personnel; Finance; Communications & Marketing and Audit, Inspection and Performance (AIP). A project board was established to oversee project progress and provide governance and direction. Membership included the Treasurer to the Authority, key organisational stakeholders and representatives of Trades Unions and Staff Associations.

As a result of the design phase of the project, recommendations were presented to Chief Officer Group regarding options to achieve the objectives of the PID for the respective strands. The preferred options were then subject to extensive consultation and, where applicable, amended to reflect feedback. The preferred options were then approved by the Chief Officer Group and Merseyside Police Authority for implementation.

The scope of the Personnel strand included all personnel activities except Training (The Academy), the Occupational Health Unit and Health and Safety, which were subject to separate reviews.

3. The Project

The key aims of the Structures & Ratios project are detailed in the PID, the main objectives are detailed below:

- To aspire to a shared service model, where appropriate, by developing the provision of the most effective and efficient service, within the identified strands. This will facilitate the provision of the right information through the introduction of consistency with a focus on quality of service.
- To achieve recurring cashable savings through a 'Savings and Investment' approach, with initial savings in 2008-09 in line with strategic plan target savings.
- To rationalise police staff numbers and subsequent release of staff through business improvement and alignment to fund future developments.
- To improve the efficiency & effectiveness of the service linked to value for money of doing the same with less.
- To ensure that all staff are equipped with the necessary skills and where required, professional qualifications to provide a professional, quality service within the specified organisational functions.
- To identify key performance measures across these functions in order to continuously improve.

In order to direct activity, outcomes and deliverables specific to the Personnel strand were developed. The outcomes were:

- A more effective and efficient service that delivers value for money and better use of resources.
- A reduced annual spend on areas identified within the objectives, including the annual police staff salary bill.
- A professional, quality service.
- Re-investment of savings in line with strategic plan target savings.

The deliverables were:

- A final saving of £670,580 per annum to be re-invested into policing services.
- A centralised HR service based at Police HQ with 80% of posts being allocated to staff on 'go live'.
- A Shared Service Centre which undertakes all transactional HR administration.
- Revised business processes to increase efficiency in people management processes.
- Line Manager's Toolkit for easy reference guide on how to manage day to day people issues.
- HR Masterclasses delivered to line managers prior to 'go live' date by subject matter experts.
- A HR Help Desk with access to all staff and supervisors for first point of contact support.
- Aligned HR support to BCU's/Departments.
- E-recruitment system for all Force recruitment/promotion processes - internal and external.
- Case Management system to record and track HR case work and ascertain capture of HR contribution to the business.
- Initial E-forms to provide increased efficiency in the transfer of information to central HR from staff and line management.
- Data Cleansing exercise to ensure that data held on individuals is correct.
- Service Level Agreement between HR function and the business that includes performance measures.
- Governance framework.

4. Evaluation & Research Methodology

A quantitative and qualitative approach was taken. Evidence for the achievement of quantitative objectives and outcomes was sort in data and reports. Qualitative objectives and outcomes were assessed through facilitated workshops - one with Area Commanders (or their representatives) and one within HR (Grades H and above). In addition comments were sought and received from Departmental Heads, staff associations and the unions. Feedback was sought on the following questions:

- a) Which of the objectives and outcomes have been delivered?
- b) Which of the objectives and outcomes have not been delivered?
- c) What unforeseen benefits and dis-benefits have their been?
- d) What examples of lessons learned and good practice are there?
- e) What needs to be done now?

There was a considerable consensus amongst stakeholders and within HR and these views have been compared and contrasted to inform the evaluation in section 5.

5. Outcome Evaluation Results

The objectives, outcomes and deliverables outlined above in section 3 have been grouped below under Criteria (c) Recommendations to enable a cohesive approach to the evaluation.

Criteria	Requirement	Success
(a) Timeliness	<p>Was the project delivered on time?</p> <p>Were the recommendations of the project delivered?</p>	<p>Achieved - Despite project delays at the outset, the project was brought back onto plan and met the scheduled 'go-live' date of 18th May 2009. Unfinished project outcomes were embedded into 'business as usual' with key owners identified.</p> <p>The project's recommendations (in the form of deliverables) were delivered, albeit some being rolled over into "business as usual". These are detailed in section (c) below.</p>
(b) Budget	<p>Were the financial savings/ re-investments delivered?</p> <p>Was any additional costs incurred?</p>	<p>A reduced annual spend on areas identified within the objectives was delivered, including the annual police staff salary bill. The overall spend was reduced by £552.1k for police staff and a re-allocation of police officers costs of £245.4k transferred to operational policing.</p> <p>There were no specific budget costs allocated to this project. However, investment in the purchase of IT software i.e. E-recruitment, Case Management and E-forms was required to achieve identified project efficiencies. Costs for the transfer of IT equipment and personal files from BCU/Department were absorbed into existing budgets.</p>
(c) Recommendations	<p>1) PID Objective: To aspire to a shared service model, where appropriate, by developing the provision of the most effective and efficient service, within the identified strands. This will facilitate the provision of the right information through the introduction of consistency with a focus on quality of service.</p> <p>Deliverables:</p>	<p>Achieved</p> <p>The Shared Service Centre, Help Desk, E-Recruitment, E-Forms, Case Management system and Data cleansing exercise have all been implemented.</p> <p>Feedback from stakeholders through discussion and via a survey of Help Desk customers has been very positive. The Help desk is identifying a number of key themes, which are providing useful intelligence for the rest</p>

	<ul style="list-style-type: none"> - A centralised HR service based at Police HQ with 80% of posts being allocated to staff on 'go live'. - A Shared Service centre which undertakes all transactional HR administration. - A HR Help Desk with access to all staff and supervisors for first point of contact support. - E-recruitment system for all Force recruitment/promotion processes - internal and external. - Initial E-forms to provide increased efficiency in the transfer of information to central HR from staff and line management. - Case Management system to record and track HR case work and ascertain capture of HR contribution to the business. - Data cleansing exercise to ensure that data held on individuals is correct. - Revised business processes to increase efficiency in people management processes. 	<p>of the function. E-recruitment was launched successfully, although there are some lingering concerns around how long the overall process takes.</p> <p>The Case Management system is working and providing some useful data. Thought now needs to be given how to extend its use and how to measure time spent by the Policy Team, OHU and HR Officers on cases (Recommendation 1).</p> <p>Data integrity remains a concern. The data on NSPIS is neither accurate nor comprehensive leading to a range of problems. For example, on a tactical front, Area Commanders have cited examples where the data they were being asked to use to drive down sickness absence was out of date. On a more strategic level CARMS is often seen as providing what managers really want from an HR system (i.e. resource allocation) leading to the updating of NSPIS to be seen as of secondary importance, thus exacerbating the data integrity issue e.g. updated sick absence data.</p> <p>This issue should be address on a number of fronts. Firstly, the data cleansing exercise that was begun some time ago must be completed (Recommendation 2). The necessity for line managers to make sure NSPIS is updated should be re-emphasized. The introduction of e-forms should assist with this but line managers still need to do the work. Also, the process itself is still somewhat bureaucratic and resource intensive. There is an opportunity with Cedar HR no longer being willing to support NSPIS to upgrade to ORIGIN and to purchase with it integrated employee and manager self-service modules. The business transformation challenge will be significant but it should ultimately give managers the HR information they need and will enable the new HR Operating Model to work more effectively. In considering ORIGIN, thought should also be given to the need for a deployment tool - either as part of new HR System or else with an interface with CARMS (Recommendation 3).</p> <p>Concerning the provision of HR management information, the Performance and Audit team is expending a significant amount of its resources on producing reports, both regular and ad hoc. More could be done to automate these reports and to increase their visibility and currency via PULSE and Spotlight (Recommendation 4). This would then allow the Performance and Audit team to devote more time to report development and their audit role.</p>
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	<p>2) PID Objective: To achieve recurring cashable savings through a 'Savings and Investment' approach, with initial savings in 2008-09 in line with strategic plan target savings.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> - A final saving of £670,580 per annum to be re-invested into policing services <p>3) PID Objective: To rationalise police staff numbers and subsequent release of staff through business improvement and alignment to fund future developments.</p> <p>Outcome: A reduced annual spend on areas identified within the objectives, including the annual police staff salary bill.</p> <p>4) PID Objective: To improve the efficiency & effectiveness of the service linked to value for money of doing the same with less.</p> <p>Outcome: A more effective and efficient service that delivers value for money and better use of resources.</p>	<p>Achieved</p> <p>As described in section (b) and the Project Finalisation Report, the financial deliverables were achieved.</p> <p>Achieved</p> <p>As described in section (b) and the Project Finalisation Report, the financial deliverables were achieved.</p> <p>Achieved</p> <p>The HR function is now delivering a consistent and efficient service with reduced resources. For example, from "Go Live" (18/05/09) until the end of August 2009, the HR Helpdesk received 8,250 calls and 1,001 e-mails. In addition the team have made 4,190 outgoing calls. The team recorded 4,992 enquiries of which 79.3% (3962) were resolved by the HR Helpdesk. Feedback from across the BCU's/Departments on service delivery is positive, with particular mention being made of the Help Desk</p>
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	<p>Deliverables:</p> <ul style="list-style-type: none"> - Line Manager's Toolkit for easy reference guide on how to manage day-to-day people issues. 	<p>and HR Business Partner teams, with reference often being made to staff commitment and professionalism. The concerns amongst stakeholders are less about the quality of the service and more about the breadth of it – the problem is perceived to be not with what HR does but rather with what it doesn't do. These “complaints” were summed up in the discussions by the following two comments:</p> <ul style="list-style-type: none"> - HR “gives advice but doesn't <u>do</u> anything”. - “It's the admin function that is going wrong not what the HR people are doing”. <p>The one overriding complaint amongst Area Commanders concerns the amount of administrative tasks they consider to have been left behind by the project without any adequate resource. To some extent, this simply reflects a loss of local control over HR and Finance, however, there is significant anecdotal evidence that police officers (sometimes at a senior level) are spending an increasing amount of their time on non-operational, administrative tasks. There is also a risk that BCU's will start to grow Personnel Units under another name and so simply bypass centralised HR. Consequently there is a unanimous plea for a review of the role of the Local Administration Teams, set against the new Finance, Audit and HR structures, and a Force-wide agreement on who will be responsible for carrying out what transactional activity (Recommendation 5).</p> <p>There is also a recognition within BCU's and departments that to some extent the former reliance on Personnel Units has led to a deskilling of managers so that many of them no longer feel responsible or capable in taking on management tasks. In the words of one stakeholder, “we have a generation of supervisors who have been de-skilled.” This has inevitably led to reluctance in some to welcome the new HR structure and roles, and so has made the transition more difficult. It will be a priority goal for HR Officers and Business Partners to continue to focus on enabling line managers to take greater responsibility for people management. (Recommendation 6).</p> <p>There is also a concern within BCU's/Departments that centralised HR is now more akin to an auditing or watchdog function and so less “on the side of” or belonging to the business. This is no doubt partly due to the</p>
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		<p>loss of local control but there is nevertheless a need (and a strong desire within HR) for the restructured HR to reintegrate itself into the business as an enabler – something which can be achieved in the first instance by ensuring that each HR Business Partner is a full member of each BCU/Department senior management team. An instruction through the operational line would assist with this (Recommendation 7).</p> <p>The above is the external, customer viewpoint. Within the HR function there is still a lack of clarity around some of the roles, with a number still requiring goals to be set. The claim is that some work that was due to be transferred out under Structures and Ratios hasn't been or else has been placed in a team without a clear rationale (e.g. issuing of warrant cards in the Resourcing Team). There are also concerns that too much of HR's work is still very transactional and time consuming. For example, the Wellbeing Team have a lot of resource tied up in Nil Pay/Half Pay work and the Reward Team is primarily carrying out event management activities. The consequence is that a number of individuals and teams feel this is detracting from their core roles and impacting their effectiveness and ability to focus proactively on strategic priorities e.g. workforce planning for the Resourcing Team.</p> <p>Some of the original estimates of workload and activity now appear (almost inevitably) to have been somewhat inaccurate leading to a perception that the HR function is not adequately resourced to deliver what is being asked of it. For example, the Recruitment Team has become increasingly reliant on weekend working and the use of temporary staff and the Policy Team now has limited capacity to deliver the full refresh of policies and Toolkits quickly. Clearly such assertions are open to challenge and so, to confirm whether this is actually the case and to quantify the scale of the issue, it is recommended that an action group be set up to address the issue (Recommendation 8). This should include the production of assumptions on the level of resource required, taking account of any work that may have been backlogged as a result of S & R. These assumptions should then be challenged/ revised and used to match resource to service delivery and to set responsibilities and priorities. JDQ's should then be amended as appropriate.</p> <p>There is also a concern about the level of administrative support required for meetings e.g. Vacancy Scrutiny Panel, Flexible Retirement. It is</p>
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	<p>5) PID Objective: To ensure that all staff are equipped with the necessary skills and where required, professional qualifications to provide a professional, quality service within the specified organisational functions.</p> <p>Outcome: A professional, quality service</p> <p>Deliverables:</p> <ul style="list-style-type: none"> - HR Masterclasses delivered to line managers prior to 'go live' date by subject matter experts - Governance framework - Aligned HR support to BCU's/Department's 	<p>recommended that the Terms of Reference of these meetings are reviewed to ensure that they are still required and, if so, in what form. (Recommendation 9).</p> <p>Achieved</p> <p>The HR Masterclasses have been, and continue to be, delivered. A Governance framework was produced and HR support has been aligned to BCU's/Departments.</p> <p>A number of staff within HR have either gained a professional qualification or are working towards one e.g. CIPD, NVQs, NEBOSH. The challenge now is to put in place a clear Learning and Development Plan for HR (at an individual, team and functional level) that focuses on management and leaderships skills, continuous professional development, talent management and succession planning (Recommendation 10). Also, options should be explored for improved links with other professional networks within the wider public sector and business communities.</p> <p>Now that the structure has been in place for more than 3 months and the Heads of HR Operations and Services are in place, the governance arrangements should be reviewed (Recommendation 11). The focus needs to shift from implementation to service delivery and continuous improvement. The revised governance structure should provide a greater focus on strategic priorities, co-ordinated tasking and clear lines of accountability.</p>
	<p>6) PID Objective: To identify key performance measures across these functions in order to continuously improve.</p>	<p>Achieved</p> <p>A Service Level Agreement has been produced . To enhance its</p>

	<p>Deliverables:</p> <p>- Service Level Agreement between HR function and the business that included performance measures</p>	<p>effectiveness, better visibility is required. A review and re-launch may be appropriate, including revised performance indicators and service levels (e.g. what hours an HR Officer can be expected to be “in the business”) (Recommendation 12). This will enable a greater level of understanding of what can be expected from HR and provide a framework for ongoing monitoring and demonstration of efficiency and effectiveness – a key objective for the project. It is important to stress the two-way nature of the SLA and that there is an onus on BCU's/Departments to carry out their responsibilities. Indeed, it could be a useful tool for clarifying exactly who will “do” what across the force in terms of people management. This should be aligned to the findings of any review of Local Administration Teams.</p>
Performance Improvement and impact on strategic priorities	<p>What were the expected benefits of the recommendations and were these achieved?</p> <p>What are the measures to demonstrate that those benefits are being realised?</p>	<p>A key benefit of the Personnel strand related to the achievement of cashable and non-cashable savings. As previously illustrated cashable savings have been achieved via the deletion of police staff posts and budgets being amended to reflect this. The identified non-cashable savings have also been achieved and identified police officers have been released back from back office functions to front line duties.</p> <p>At present the SLA is the primary vehicle for assessing improved service levels, efficiency, effectiveness and value for money. Better use of this tool as well as improved use of management information will enable HR to demonstrate the benefits being realised going forward.</p> <p>Feedback from stakeholders on the qualitative aspects of HR service delivery has been positive.</p>
Resource Allocation Opportunities	<p>Was there any reduction in the use of operational staff in non-operational roles?</p>	<p>There is anecdotal evidence, and certainly a risk, that there will be an increase in the use of operational staff in non-operational roles within the BCU's/Departments to cover what the business sees as a resource-gap for carrying out administrative tasks.</p>
Interdependencies	<p>Are there any interdependencies that may affect whether the identified project benefits will be achieved?</p>	<p>HR is reliant on the Force IT Strategy delivering an IT solution which will integrate the HR system with Finance, bridge the gap with CARMS and introduce employee and manager self-service modules.</p> <p>The role of the Local Administration Team needs to be made clear and communicated across the Force. Allied to this, line managers and</p>

		<p>supervisors then need to understand and accept responsibility for carrying out the tasks required of them – with appropriate support. This would then enable the more effective running of the managing absence process, updating of NSPIS etc.</p> <p>The Occupational Health Unit was not part of the Structures and Ratios project but falls within the HR organisation and, more significantly, plays an integral role in number of HR policies and processes. This unit needs to be more fully integrated into the governance structure and their processes reviewed as part of the end-to-end processes.</p> <p>Similarly, the interface between HR Operations/HR Services with the Academy is also crucial and this interaction should be reviewed (Recommendation 13). For example, situating Talent Management wholly within the Academy does not appear to be the most appropriate or effective approach and thought should be given to placing it within the Resourcing function of HR Services.</p> <p>Feedback from stakeholders about the centralisation of Health and Safety as part of HR, though not a formal part of Structures and Ratios, is positive. A six monthly review (reporting to COG in November) should provide a clearer picture on this and provide some lessons for broader application.</p>
Associated dis-benefits	As a result of the approved recommendations are there any associated dis-benefits?	<p>Centralising HR by physically co-locating the teams has brought benefits by way of quickly establishing relationships and a sense of team working especially in the Shared Services and Recruitment teams. However this has been undermined by the layout of the rest of the accommodation, which enforces a silo mentality as well as prompting health and safety concerns over the available space in some offices. The suitability and use of accommodation for HR should be reviewed, as might the arrangements for administration support within HR (Recommendation 14).</p> <p>With the loss of local Personnel Managers and the centralisation of the HR function there is a concern in BCU's that there has been an overall loss of HR expertise out in the business and they have yet to be persuaded that this has been adequately replaced by the provision of the HR Business Partner Teams. There is also concern within the Federation that the lack of immediate access to an HR Officer may lead to fewer opportunities for</p>

		<p>early resolution of grievances etc. It is likely that once the role of the HRBP Teams beds in and line managers become clearer and more confident about what is required of them and how to access support that these perceived dis-benefits can be addressed.</p> <p>As mentioned above there is anecdotal evidence that police officers (some at quite a senior grade) are spending more of their time on administrative activities - what one respondent referred to as the potential return of the "Admin Chief Inspector" - and the risk of BCU's/Departments setting up replacement Personnel Units by another name.</p> <p>The Occupational Health Unit now appears to be receiving a far greater level of queries and tasking from a range of sources and so increasing their administrative burden.</p>
<p>What work, if any, is required arising from the evaluation of the implementation of project recommendations?</p>		<p>The majority of the deliverables have been achieved. In order to ensure that the overall outcomes and objectives are achieved the following work is recommended:</p> <ol style="list-style-type: none"> 1. Consider extending use of the Case Management system. 2. NSPIS data cleansing exercise to be completed. 3. Explore options for upgrading to ORIGIN HR, including the purchase of employee and manager self-service modules and the interface with Finance and CARMS. 4. Identify a range of HR reports for automated reporting via PULSE and Spotlight, with an emphasis on resource availability and deployment. 5. Review the role of the Local Administration Teams, set against the new Finance, Audit and HR structures, and agree a Force-wide approach. 6. HR Officers and Business Partners to be given a PDR goal for enabling line managers to take greater responsibility for people

		<p>management.</p> <ol style="list-style-type: none"> 7. An instruction to be issued through the operational line that each HR Business Partner be accepted as a full member of each BCU/Department senior management team. 8. Set up an action group to identify and prioritise all tasks within HR function set against revised assumptions of resource requirements – JDQ's to be amended as appropriate. 9. Review terms of reference for meetings supported by HR. 10. Produce a Learning and Development Plan for HR. 11. Implement a revised governance structure that provides a greater focus on strategic priorities, co-ordinated tasking and clear lines of accountability. 12. Review and re-launch the Service Level Agreement. 13. Review the interface between HR Operations/HR Services with the Academy, beginning with Talent Management. 14. Review the suitability and use of accommodation for HR.
Recommendations for further improvement, if any.		Due to the work already identified above it is not necessary to make any additional recommendations for further improvement at this stage.

6. Conclusions

The introduction of the HR Shared service concept has been introduced successfully into the Force, to the credit of the staff involved. The Personnel strand of Structures and Ratios has delivered the cashable and non-cashable savings identified in the PID and the new structure (including the Help Desk and Shared Services) is in place. Feedback from stakeholders on the quality and level of service being delivered is generally positive. Within the function there are established working relationships and a good team ethic, alongside a commitment to providing an ever-improving professional, customer-focused service.

Alongside the original aims of the project there have been a number of unforeseen benefits and drawbacks. Physical collocation quickly established good working relationships, a sense of teamwork and allowed the sharing of knowledge, expertise and experience. Both customers and HR staff talk of a greater sense of consistency and integration and more of a Force-wide approach to people management. Less intended, perhaps were the unsuitability of much of the accommodation, the impact on the Occupational Health Unit and, most significantly, the confusion around responsibility and resources for transactional activities within BCU's/Departments.

The challenge for the future in realising all the benefits and longer-term outcomes of the project lie without and within the HR function. If the new HR Operating Model is to be fully effective BCU/Departmental managers at all levels must embrace it, whether that be Area Commanders integrating HR Business Partners into their senior teams or individual line-managers ensuring NSPIS is updated. For this to happen will require a greater level of clarity across the force around who is responsible for what, typified most clearly in the role of the Local Administration Team. Within HR, the governance arrangements that enabled implementation must now be revised to enable business as usual. The HR IT System must be upgraded and greater use made of the Service Level Agreement and HR reporting to highlight priorities and enable the function to demonstrate it is delivering value for money. Most importantly, there must be clarity of role and tasks linked to resources.

The Personnel Strand has put in place the beginnings of an effective and efficient organisation; both HR and its customers now need to work together to take it to the next level.

7. Recommendations

Recommendations for future areas of further work have been identified above for fully embedding the objectives and outcomes of the Personnel strand of Structures and Ratios. To some extent, these recommendations are designed to build on the lessons learned and good practice that have gone before.

The primary lesson learned is that to implement successfully such a radical change in HR Operating Model is primarily a business transformation challenge. Managers at all levels need to be ready, willing and able to work with the new structure and to take on responsibilities themselves. The deadlines for the project did not allow for this transformation to take place and it will be some further time before that will be the case. Another key

aspect is the need to take full account of all interdependencies and broader impacts, dependencies such as the Occupational Health Unit, IT System and the need to revise all HR policies and processes in advance of the restructuring - and resource it as part of the project itself. Not having done this is hampering delivery of the original project objectives.

Examples of good practice under the new structure are already springing up across Merseyside Police (e.g. weekly Managing People Meeting in Knowsley; fortnightly Resourcing Meeting in North Liverpool; HR Officer-led weekly surgeries across the BCU's/Departments) and these must be captured and shared through the revised governance structure. However, what supports these examples is the underlying good practice within the HR function of a determination to make the project work and to deliver an effective, efficient and professional HR service.

8. Outcome Evaluation Results

This 90 Day Review of the Personnel strand of the Structures and Ratios project has identified that the main deliverables and objectives have been delivered. The significant business transformation challenge which was, and is, required for the longer-term benefits and outcomes to be met has still to be achieved. This will require a commitment from BCU's/Departments as much as from HR. A number of areas for further work have been identified that will enable the outstanding issues to be addressed. Central to these are the need to establish clear and agreed expectations across Merseyside Police over administrative tasks. Within the HR function, an amended governance structure and more effective use of a revised SLA and management information will assist the organisation to demonstrate the value of its contribution and so the ultimate success of the project.

ACCEPTANCE

Signed _____ Project Sponsor Date _____

Signed _____ Project Manager Date _____



Project Evaluation Report

Structures & Ratios – Finance

Change Control Record.

Project Completion Report	<i>Version 1.3</i>
Project Name: <i>Structures & Ratios</i> Strand: Finance	Sponsor: <i>DCC Lawson</i>
Author: <i>Geoff Broadhead</i>	Date: <i>5 October 2009</i>

1. Executive Summary

The Finance Strand of the Structures and Ratios Project was designed to introduce a professional centralised and consistent finance service to budget holders and streamline finance processes so as to achieve better quality of service. The revised structure as designed also results in reduced costs given that the revised structure utilises fewer staff.

The Finance strand is now effectively completed with the new centralised Operational Support Team providing budget management services to all devolved budget-holders and the streamlined centralised finance team structure in place. The new centralised team is made up of 14 staff, 8 of which are fully qualified accountants. The ratio of qualified staff managing devolved budgets has risen from 3% to 57% as a result of the changes. The savings as projected have been achieved on a phased basis with full implementation with effect from the start of August 2009. The structure as implemented will achieve the planned full year savings of £530k and a reduction of 10.8 fte posts. However, the process itself was more complex given that it included the removal of 24.8 fte posts and the creation of 14 new posts. In the main these new posts required externally recruited financially qualified staff.

Feedback from service users has been sought and incorporated into this report, any service issues raised have been taken into account and resolution actions agreed where appropriate. A summary of the feedback is included at Appendix 1. The Service Level Agreement with users provides for a dedicated point of contact within the finance team and service feedback sessions with the Head of Finance. It is now proposed that future service review be sought through these channels and that the Finance strand of Structures and Ratios be signed off as complete.

2. Project Background

Merseyside Police established the Structures and Ratios Project (S & R) with a view to achieving reduced costs and improved efficiency in four support areas: Personnel; Finance; Communications & Marketing and Audit, Inspection and Performance (AIP). A project board was established to oversee project progress and provide governance and direction. Membership included the Treasurer to the Authority, key organisational stakeholders and representatives of Trades Unions and Staff Associations.

The design phase of the project resulted in recommendations that were presented to Chief Officer Group with a number of options to achieve the objectives of the project. The preferred option was subject to extensive consultation and where applicable amended to reflect feedback. The preferred option was then approved by the Chief Officer Group and Merseyside Police Authority and was ready to be implemented.

The key objective of the Finance strand of the project was the introduction of a professionalised Central Finance Team servicing the whole Force, through the creation of a new Operational Support Team who would manage and control devolved budgets whilst working closely with the devolved budget holders.

3. The Project

The key aims of the Structures & Ratios project were set out at the initiation of the work, the main objectives were as follows:

- To aspire to a shared service model, where appropriate, by developing the provision of the most effective and efficient service, within the identified strands. This will facilitate the provision of the right information through the introduction of consistency with a focus on quality of service.
- To achieve recurring cashable savings through a 'Savings and Investment' approach, with initial savings in 2008-09 in line with strategic plan target savings.
- To rationalise police staff numbers and subsequent release of staff through business improvement and alignment to fund future developments.
- To improve the efficiency & effectiveness of the service linked to value for money of doing the same with less.
- To ensure that all staff are equipped with the necessary skills and where required, professional qualifications to provide a professional, quality service within the specified organisational functions.
- To identify key performance measures across these functions in order to continuously improve.

Following the successful achievement of the project objectives, the expected project outcomes were stated as:

- A more effective and efficient service that delivers value for money and better use of resources.
- The Force ratio is graded in the upper quartile within the National Audit Office framework of shared services readiness.
- A reduced annual spend on areas identified within the objectives, including the annual police staff salary bill.
- A professional, quality service.
- Re-investment of savings in line with strategic plan target savings.

In order to achieve the key aims of the project, the Finance strand undertook the following activities:

- Gap analysis and 'as-is positioning'
- High level & detailed design work
- Consultation
- Preparation of business case
- JDQ production
- Creation of a Service Level Agreement
- Transition to the new service and budget take on
- Final project implementation

		date of the end of July 2009.
Budget	<p>Were the financial savings/ re-investments delivered?</p> <p>Were any additional costs incurred?</p>	<p>Finance proposals led to a reduction of 24.8 fte posts and the creation of a new team of 14 fte staff, this in turn gave annual cashable saving of £529,500. These savings are in line with the original proposals. However due to delays encountered during the consultation process, implementation of the Finance proposal did not begin until 2009/10, and as such no 2008/9 part year savings were achieved as originally planned.</p> <p>In addition, the reduction of a net 10.8 fte equates to anything between 100 and 300 sq. metres of space that cannot currently be disposed of but will not form part of any future requirements for new build. The current cost of a new build is £2,600 per sq. metre, plus potentially eleven parking spaces at c. £1,500 per sq. metre.</p> <p>Implementation costs relating to the Finance work strand, which have been incurred by the Force, have been met from within the Finance Department's core operating budget. Redundancy, early and flexible retirement costs have been met from the Restructuring Provision held by the Police Authority.</p>

<p>Recommendations</p>	<p>The recommendations of the project were to ensure a successful implementation in line with the objectives. Thus the original objectives are being used as a measure of success. These were:</p> <p>To aspire to a shared service model, where appropriate, by developing the provision of the most effective and efficient service, within the identified strands. This will facilitate the provision of the right information through the introduction of consistency with a focus on quality of service.</p> <p>To achieve recurring cashable savings through a 'Savings and Investment' approach, with initial savings in 2008-09 in line with strategic plan target savings</p>	<p>The implemented model for Finance involves the centralisation of budget management and support, and the local retention of administration functions to serve local needs.</p> <p>The organisational option recommended to and selected by Chief Officers combines the benefits of centralisation and technological enhancements to improve the efficiency and effectiveness of the service. This option provides the closest alignment to a shared services model and utilises the technology found in a shared services environment. This will facilitate further shared service integration should this be pursued in future.</p> <p>The implemented model sees the creation of a new Operational Support Team based at the centre, which will manage and support budgets on behalf of devolved budget holders. One of the key benefits of this is the opportunity to better report Force level information and share best practice at a Force wide level.</p> <p>During presentation of the proposals in June 2008, Chief Officers requested an explicit internal cost-control and review process, to include a calendar of review activity across key finance areas to ensure appropriate monitoring and challenge to spend from the centre. This was created at the time and is currently being implemented. The proposed organisational model is based upon an ongoing and robust challenge to Area and Departmental spending, primarily from the new Operational Support Team.</p>
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	<p>.</p> <p>To rationalise police staff numbers and subsequent release of staff through business improvement and alignment to fund future developments</p> <p>To improve the efficiency & effectiveness of the service linked to value for money of doing the same with less.</p>	<p>In addition to these opportunities the value of recurring cashable saving delivered by the Finance strand is £529,500; which is in line with the projected level of savings stated within the original proposal.</p> <p>The Finance strand have delivered the required net 10.8 fte posts reduction as originally proposed</p> <p>Implementation of the proposals has led to process streamlining and standardisation in a number of areas. These improvements have helped the Force achieve the savings in staff numbers. In addition the service has improved through the centralisation of budget management with all budget holders now having access to a Qualified Accountant to help them manage their devolved budget, including those who previously had no access to a finance service. There are further opportunities for the Force to seek savings through review of processes and structures within residual local administration teams that could lead to further savings.</p> <p>Feedback from users of the new service has proved positive with those users who have had the service for longer periods being very satisfied and newer users being satisfied. As the service beds down further with the new appointees gaining more experience of the Force and the devolved budgets, the service should improve even further.</p> <p>Regular meetings within the Operational Support Team give the opportunity for ideas and best practice to be shared. This will ensure service improvement and greater efficiency as we move forward.</p>
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	<p>To ensure that all staff are equipped with the necessary skills and where required, professional qualifications to provide a professional, quality service within the specified organisational functions.</p> <p>To identify key performance measures across these functions in order to continuously improve.</p>	<p>The Operational Support Team that provides the service to devolved budget holders is staffed with suitably qualified and trained individuals. Each of the six SOSA positions has a qualified accountant in post and of the six OSA positions that report to these posts two are qualified with all the remainder studying for a recognised accountancy qualification. The new finance structure encourages staff to gain professional accountancy and other relevant training. The level of professional qualification within the team dealing with the management of the Force's devolved budgets was increased to 57% (fully qualified individuals) compared to 3% pre Structures & Ratios (9% including some form of accounting qualification).</p> <p>In order to improve understanding of financial issues and budget responsibilities a training course is being developed for devolved budget holders. This will further enhance financial skills within the Force and equip budget holders to better understand and manage budgets.</p> <p>The measures relating to the new finance service can be categorised into service measures and financial performance.</p> <p>Service measures are detailed in the SLA against all four of the key services to be delivered:</p> <ul style="list-style-type: none"> • Budget setting and maintenance • Time driven reports and submissions • Proactive budget management • Reactive budget support and advice. <p>As reported to Project Board on 6 February 2009, a number of potential evolving financial and non-financial benefits have been identified as a result of the implementation of the new structure, including:</p>
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		<ul style="list-style-type: none"> • Additional financial savings through improved financial management • Improved resilience and control • Enhanced quality in timeliness and relevance of management information • Creation and identification of value add ideas • Challenge to existing processes to drive efficiencies • Reduction in duplication of effort. <p>These benefits will be tracked through the regular Operational Support Team meetings, monitoring of the SLA compliance and the achievement of savings throughout the year.</p>
Performance Improvement and impact on strategic priorities	<p>What were the expected benefits of the recommendations and were these achieved?</p> <p>What are the measures to demonstrate that those benefits are being realised?</p>	<p>The key benefits of the work of the Finance Strand were around the provision of a professionalised service for the Force, whilst reducing police staff headcount and thus realising recurrent cashable savings.</p> <p>As previously stated recurrent cashable savings are being realised through the project and headcount has been reduced in-line with the accepted proposal.</p> <p>See above.</p>
Resource Allocation Opportunities	<p>Was there any reduction in the use of operational staff in non-operational roles?</p>	<p>There are no Police Officer posts affected by the implementation of the Finance strand of Structures and Ratios. However in some cases budget monitoring activity has been taken from staff and released capacity for other duties. This is an opportunity for local managers to reallocate tasks and utilise this resource.</p>

Interdependencies	Are there are interdependencies that may affect whether the identified project benefits will be achieved?	The main interdependencies for the strand relate to the successful implementation of the Personnel strand of Structures and Ratios at the same time as this implementation. This has happened.
Associated dis-benefits	As a result of the approved recommendations are there any associated dis-benefits?	Some budget holders in feedback have expressed an issue that the centralised service is more remote and has more interest in central issues as compared to the previous local service. This level of scepticism is being addressed by ensuring staff spend more time with local budget holders and build a relationship around joint responsibility for managing local budget issues. This will improve as these relationships strengthen, interestingly those devolved budget holders with longer-term experience of central budget management do not express this concern.
What work, if any, is required arising from the evaluation of the implementation of project recommendations?		No further work is anticipated other than the regular service monitoring as defined in the service level agreement.
Recommendations for further improvement, if any.		There are no further recommendations arising from the implementation or subsequent review.

6. Conclusions

The Finance Strand of Structures and Ratios has delivered the benefits envisaged and services will continue to improve as the service matures. The implementation has been in accordance with the planned outcomes and the financial and staff savings as envisaged have been achieved. User feedback has been sought and only minor comments have arisen with general satisfaction with the service in particular for those who have had the centralised service for a longer period of time.

Overall the programme was delivered behind schedule but the transition has gone smoothly and the benefits are starting to accrue. The programme has been successful and has attracted a great deal of interest from other Forces who are interested in the structural changes made, the use of technology and the project methodology used in making the transition.

7. Recommendations

The residual administrative functions left within departments and BCUs were designed to ensure that services continued. There is scope for further review and standardisation of these services and it is likely that savings could be achieved through this process and the greater use of technology. It is recommended that this piece of work be scoped and considered for review in the future.

8. Outcome Evaluation Results

The review of services provided under the finance strand of Structure and Ratios has not produced any areas of concern. The project has met the objectives as set out at the start of the project and delivered the cashable savings identified. A documented service review process, as set out in the Service Level agreement, will ensure that the service levels are monitored and reviewed on a regular and formal basis. The revised service provides an improved budget management service across the Force and greater resilience given the concentration of professional resource in one team and the focus on training staff to ensure continuity.

ACCEPTANCE

Signed _____ Project Sponsor Date _____

Signed _____ Project Manager Date _____

Appendix 1 – Responses Received from Consultation with Users

Respondent	Summary of Comments/Issues Raised	Action Taken/Proposed
Wirral BCU Jon Ward	<p>Happy with service provided regarding management of budget. SOSA settled in well and no complaints in this regard.</p> <p>Downside has been the retained administrative tasks that were previously handled within Finance and Admin roles. Whilst these are outside finance SLA some concern about how these are being taken on.</p>	<p>No action required</p> <p>Tasks will be discussed by SOSA with Area Commander to ensure these areas are addressed. Links into recommendation that administrative services should be reviewed overall in medium term.</p>
Knowsley BCU John Young	<p>Finance issues of the review have been addressed.</p> <p>Issues regarding retained administrative procedures now that local finance and personnel managers removed. But staff retained are no problem and working to overcome issues.</p> <p>Main failings now exposed by the changes are in relation to IT in particular confidence in CARMS and interfaces with NSPIS and CIVICA. Many processes that could should be automated, particular concern regarding use of CARMS.</p>	<p>No action required.</p> <p>See above regarding administrative tasks and processes.</p> <p>The areas of concern relate to HR processes and require investment in technology, comments passed to People Development and IT Departments for consideration.</p>
Liverpool North BCU Kevin Wellens	<p>Financial reporting structures have improved, satisfied with working relationships and service. Only issues are need for oversight on external funding issues and still needing to develop relationship further.</p>	<p>Discussion to be held with SOSA and Command Team to discuss how relationship can develop and external funding issue to be taken on by SOSA.</p>

<p>IT John Hampson</p>	<p>Very happy with service, concern that this may be down to quality of member of staff currently handling this service.</p> <p>Improvements need to be made in the processes for handling of IT purchasing, in particular capital purchases.</p>	<p>No action required, positive feedback passed on to member of staff concerned.</p> <p>Comments specific to IT purchasing, steps being taken to review integration of IT purchases with CIVICA purchasing modules.</p>
<p>CCJ Darren Martland</p>	<p>Can only speak in positive terms of service received so far.</p>	<p>No action required, positive feedback passed on to member of staff concerned.</p>
<p>FCOU Dixie McNeill</p>	<p>Experience of service from ISB in the past, found service of great benefit. Concerns expressed before changes not materialised and would like to record appreciation for work done by SOSA who has shown outstanding ability in grasping unique issues in FCOU.</p>	<p>No action required, positive feedback passed on to member of staff concerned.</p>
<p>ASCU/Matrix Tony Doherty</p>	<p>Very happy with service received in ASCU, too early to have opinion on Matrix support.</p>	<p>No action required, positive feedback passed on to member of staff concerned.</p>
<p>Citizen Focus Andy Fisher</p>	<p>Early days but service received so far has been excellent, hopes level can be maintained as new SOSA starts.</p>	<p>No action required, positive feedback passed on to member of staff concerned</p>
<p>Professional Standards Mike Baines</p>	<p>Changes smooth as could have reasonably been expected with only few minor issues.</p>	<p>No action required.</p>



Project Evaluation Report

Structures & Ratios – Audit, Inspection & Performance

Change Control Record.

Project Completion Report	<i>Version 0.1</i>
Project Name: <i>Structures & Ratios</i> Strand: <i>Audit, Inspection & Performance</i>	Sponsor: <i>DCC Lawson</i>
Author: <i>Paula Mcloughlin</i>	Date: <i>2nd October 2009</i>

1. Executive Summary

A large majority of the recommendations from the AIP strand are in place, cashable and non-cashable savings have been achieved, structural changes actioned and the Crimefighter process automated via force performance reporting systems. However, due to some key dependencies with other large pieces of work full realisation of the benefits identified in the AIP strand have yet to be achieved.

Work is underway in terms of IT developments to further automate performance reporting for OIUs and is expected to be completed by February 2010. IT developments will support the realisation of benefits attached to the standardisation of Organisational Intelligence Units (OIU) structures and the ability “to do the same with less”. This report recommends that ASCU take responsibility to monitor the ongoing progress of the IT developments and realisation of identified benefits

A workable structure in SDD has been delivered in part, the newly formed central audit team is carrying vacancies due to staff movements and the development of a cohesive audit programme is contingent on the outcome of a review of the Strategic Development Department (SDD). Work is currently underway to fill the vacant posts and the development of a cohesive audit programme has been subsumed into the scope of the SDD review. This report recommends that accountability for the realisation of the benefits associated with the development of a central audit capability is tracked and managed by Ch/Supt SDD.

2. Project Background

Merseyside Police established the Structures and Ratios Project (S & R) with a view to achieving reduced costs and improved efficiency in four support areas: Personnel; Finance; Communications & Marketing and Audit, Inspection and Performance (AIP). A project board was established to oversee project progress and provide governance and direction. Membership included the Treasurer to the Authority, key organisational stakeholders and representatives of Trades Unions and Staff Associations.

As a result of the design phase of the project recommendations were presented to Chief Officer Group regarding options to achieve the objectives of the PID for the respective strands. The preferred options were then subject to extensive consultation and where applicable amended to reflect feedback. The preferred options were then approved by the Chief Officer Group and Merseyside Police Authority for implementation.

The key objective of the AIP strand of the project was to consider the alternative delivery of audit and performance functions in line with the Force's needs considering the benefits of a shared service ethos. The scope of the AIP strand covered audit and performance functions in the corporate hub, BCUs and departments. The Force's audit and performance provision is operated both via teams situated at the 'centre' and in both BCUs and departments, it was identified that potential savings could be made from reviewing the existing structures and methods of working.

3. The Project

The key aims of the Structures & Ratios project are detailed in the PID, the main objectives are detailed below:

- To aspire to a shared service model, where appropriate, by developing the provision of the most effective and efficient service, within the identified strands. This will facilitate the provision of the right information through the introduction of consistency with a focus on quality of service.
- To achieve recurring cashable savings through a 'Savings and Investment' approach, with initial savings in 2008-09 in line with strategic plan target savings.
- To rationalise police staff numbers and subsequent release of staff through business improvement and alignment to fund future developments.
- To improve the efficiency & effectiveness of the service linked to value for money of doing the same with less.
- To ensure that all staff are equipped with the necessary skills and where required, professional qualifications to provide a professional, quality service within the specified organisational functions.
- To identify key performance measures across these functions in order to continuously improve.

In order to direct activity, objectives specific to the AIP strand were developed ensuring direct links to the deliverables detailed in the PID. The AIP objectives were:

- (i) Delivering a workable "structure" in Strategic Development Department.
- (ii) Delivering a common structure of performance management in BCU OIU's.
- (iii) Re-alignment of Police Officer and Police Staff posts released from the BCU and departmental structures.
- (v) Delivery of IT performance systems to allow core business to continue with less staff in Audit & Performance posts.

The project was managed in accordance with the published Force project management methodology and was supported by the development and maintenance of comprehensive estimate-based plans. During the implementation phase a Project Co-ordinator role was established to ensure consistency, cohesiveness and adherence to implementation timescales.

4. Evaluation & Research Methodology

In order to collect and collate the research data and facilitate the evaluation of the AIP strand, in the first instance extensive liaison was undertaken with the Strand Implementation Manager. All programme documentation and strand specific material has been reviewed to identifying key areas of interest, deliverables and associated benefits. Further consultation was also undertaken with BCU Commanders, Head of Research & Analysis, Force Risk Manager, Information Systems Programme Manager and the Finance Operations Manager to enable a complete report to be prepared.

5. Outcome Evaluation Results

Criteria	Requirement	Success
(a) Timeliness	<p>Was the project delivered on time?</p> <p>Were the recommendations of the project delivered?</p>	<p>A number of delays were experienced by the Audit, Performance & Inspection (AIP) Strand, however effective programme management enabled project activity to be brought back on line and project activities were completed by the “go live” date of 18th May 2009.</p> <p>There are a number of developments ongoing within the Force’s IT development programme, recommendations of the AIP strand are linked to this programme of work but the implementation of enhanced IT systems is not a direct product of the strand. Intensive work is underway by IT Systems to enhance the capabilities of the Performance Management systems to support a rationalised OIU structure.</p> <p>Therefore the recommendations of the AIP were delivered but are subject to further work linked to another programme of work.</p>
(b) Budget	<p>Were the financial savings/ re-investments delivered?</p> <p>Was any additional costs incurred?</p>	<p>As a result of the review of staffing structures and the deletion of 10 police staff posts a total of £204,450 cashable savings were achieved. The Force budget was amended in August 2009 to reflect this.</p> <p>A further £263,768 in non-cashable savings was achieved resulting in the release of 7 police officers from back office functions to be diverted to frontline duties.</p> <p>This achieved the objective to achieve cashable/ non- cashable savings stated in the Project Initiation Document.</p> <p>There were a number of staff relocations undertaken to implement the recommendations of this strand. Minimal costs were incurred and furniture/ equipment requirements were sourced via the recycling of Force furniture, any incidental costs were absorbed by SDD.</p>
(c) Recommendations	<p>PID Objective: To aspire to a shared service model, where appropriate, by developing the</p>	<p>The overarching aim of the AIP strand was the development of a more efficient and effective Audit & Performance Management function within the Force. An underpinning objective was the development of a centralised audit function</p>

		<p>recouped and the force budget amended. In the case of police officer posts, all affected individuals have been released from the back-office functions and where applicable diverted into front line duties.</p> <p>Principally this objective has been achieved, however the success and sustainability of this recommendation is inextricably linked to the completion of the IT programme enhancing the Force's performance management systems. In order to maintain the effectiveness of rationalised OIU structures the standardisation, automation and development of local performance reporting capabilities is a key component of the making the change stick.</p> <p>At the time of writing this report significant work has been completed to successfully automate the Crimefighter process, which was identified as a resource intensive exercise within OIUs and the centre. The automation of this process will support the sustainability of rationalised structures by reducing the effort needed to support this meeting. A further aspect of the IT enhancement programme is the development of a suite of automated reports tailored (within reason) to the needs of the areas/ departments. Currently this work is ongoing, a dedicated Systems Analyst is driving forward a programme of activity designed to speed up the roll out of the enhanced reporting capability.</p> <p>A further area of work that impacts the ability to properly evaluate the effectiveness of the revised structures is linked to the use of the Neighbourhood Activity database. In the initial AIP report the use of a Neighbourhood Activity Database was highlighted as a key component in the streamlining of OIU reporting capability. This database is designed to capture all non-sanctioned activity not recorded on force systems. This database should in theory negate the need for multiple local databases and provide a consistent reporting source for OIU's. Citizen Focus have advised that the functionality of the Neighbourhood Activity database is currently under review considering issues such as the level of usage, parity of recording definitions and validity of the information it contains.</p> <p>As the review is still underway the database functions are not being used reducing the ability to accurately extract performance data from a singular point. The facility to generate automated reports via IT performance management systems is in place, however until the Neighbourhood Activity database is operational full efficiencies will not be realised.</p> <p>Given that the IT work programme is not yet complete and the Neighbourhood</p>
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	<p>AIP Specific Objective: (iii) Re-alignment of Police Officer and Police Staff posts released from the BCU and departmental structures.</p> <p>PID Objective: To rationalise police staff numbers and subsequent release of staff through business improvement and alignment to fund future developments.</p> <p>AIP Specific Objective: (vi) Deletion of Police Staff posts identified in the review.</p> <p>PID Objective: To improve the efficiency & effectiveness of the service linked to value for money of doing the same with less.</p> <p>AIP Specific Objective: (v) Delivery of IT performance systems sufficiently to allow core business to continue with less staff in Audit & Performance posts.</p>	<p>Activity Database is under review it is not possible to fully evaluate the impact of the revised structures. Ostensibly, the aim of delivering a standardised structure has been achieved however the full impact cannot be evaluated until other linked programmes of work have been completed and implemented.</p> <p>For information about the release of Police Staff posts please see below.</p> <p>In relation to Police Officers as a result of the implementation of the AIP recommendations a total of eight Police Officers were identified to be realigned to front line duties. Of the eight identified, seven Police Officers have been reallocated to front line duties and the remaining officer will retire in October 2009.</p> <p>All police staff posts identified for deletion have been removed and the relevant budgets amended accordingly.</p> <p>The ten posts deleted were comprised of a mixture of vacant posts and those posts identified as surplus to the implemented standardised structures. There were no redundancy situations in this strand, five members of staff were displaced but were found alternative roles through the use of the Force Redeployment Policy.</p> <p>As previously indicated the enhancement of IT performance systems is not a deliverable of the AIP strand, however the realisation of benefits associated to the AIP recommendations is intrinsically linked to the IT enhancement programme.</p> <p>Findings of the AIP research stage identified that the Crimefighter reporting processes represented a significant drain on resources at both a corporate and local level. The Research & Analysis (R&A) team, within SDD, service this meeting with performance data this is then cascaded via ASCU. The collation and analysis of this data has significant resource implications within the R&A team in terms of workload resilience and capacity to undertake proactive data analysis. Work to develop a series of summary performance dashboards has been undertaken and</p>
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		<p>performance dashboards designed to reflect the needs of the Crimefighter process.</p> <p>Consultation with the Senior Analyst in the R&A team highlighted that the IT reports put in place to service the Crimefighter process has meant a reduction in the demand on resources. The automation of the data collation process has meant that analysts within the team are spending less time tied up collecting and collating the data releasing capacity to undertake more detailed proactive analysis. It is therefore evident in the case of SDD, IT enhancements have indeed enabled a frequent and critical piece of work to be delivered with a reduced resource base with increased quality. The benefits of the automated process has been cascaded to the OIUs.</p> <p>Activity is currently underway to widen the scope of the application of automated reporting engaging with BCU's to tailor reports to operational needs BCU's and where possible bespoke to specific area priorities.</p> <p>The IT Systems team have undertaken a series of BCU workshops to communicate the capabilities of the performance systems and identify specific BCU needs in terms of performance reporting. Work is currently underway to develop a composite list of reporting requirements highlighting any commonalities. This composite list will then be delivered to the Operations Portfolio away day, scheduled for 14th October 2009. At the away day, BCU Commanders will be asked to prioritise the identified list of reports in terms of which reports offer the most operational relevance and commonality of usage across all BCU's. The intention is then for the IT Developer to work on this prioritised list for the remaining contracted time with the Force (February 2010) and have the reports ready to go live February/ March 2010. There is some scope for the individual BCU dashboards to be further developed to reflect local priorities. The tailoring of the local dashboards is dependant on the individual BCUs proactively engaging with the IT Systems team to define exactly their requirements.</p> <p>Once the suite of performance reports are in place IT Systems intend to develop a Breeze package that will provide an overview of how to use the reporting tools to maximise outputs. The Breeze package will complement the familiarisation sessions that have already been delivered along with the plethora of supporting manuals, reference documents and user guides available via the force intranet.</p> <p>In summary, it would appear the implementation of the automated Crimefighter process has enabled the delivery of a quality product with reduced resources. The ongoing IT development work with BCUs will offer further opportunities to maximise</p>
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	<p>PID Objective: To ensure that all staff are equipped with the necessary skills and where required, professional qualifications to provide a professional, quality service within the specified organisational functions.</p> <p>PID Objective: To identify key performance measures across these functions in order to continuously improve</p>	<p>the efficiencies available via automated performance reporting. However, for the purposes of this report it is not possible to properly evaluate the full impact of automated reporting as full functionality is not yet in place. Once the tailored reporting tool is fully in place it should facilitate a more streamlined reporting process. The automation will reduce the amount of resource needed to generate the data theoretically releasing capacity to undertake proactive analysis.</p> <p>To ensure that any implemented change is effective and sustainable a key consideration is to ensure the requisite skills and knowledge are embedded. In terms of the AIP recommendations, the main knowledge requirements applies to the ability to maximise the usage of the automated reporting systems to enable the same service to be delivered with a reduced resource. It would appear that provisions are in place to ensure that system users have access to material that will aid the operational use of the systems and help build the requisite knowledge and skills. There is a range of reference tools available via the Force intranet, briefing sessions have been delivered and a Breeze package is being developed.</p> <p>In terms of the centralised audit function, the required skills levels and professional qualifications will be identified via the SDD Review and where applicable action taken to upskill team members.</p> <p>There are no performance measures identified in relation to this strand of work. The key indicator of success is in relation to budget reductions.</p>
(d) Performance Improvement and impact on strategic priorities	<p>What were the expected benefits of the recommendations and were these achieved?</p> <p>What are the measures to demonstrate that those benefits are being realised?</p>	<p>A key benefit of the AIP strand was in relation to the achievement of cashable and non-cashable savings. As previously illustrated cashable savings have been achieved via the deletion of police staff posts and budgets amended to reflect this. The identified non-cashable savings have also been achieved and identified police officers have been released back from back office functions to front line duties.</p> <p>The development of a central audit capability was a recommendation of the AIP strand. The Data Quality and Crime Audit teams have been relocated to SDD, due to the practicalities of staff movement and notice periods staff were in-situ as of 7th September 2009. Both teams moved carrying vacancies and SDD are also in the</p>

		<p>midst of a structural review, therefore at the time of writing this report the full benefits of the centralised audit capability has only been achieved in part. Work is underway to embed and harmonise the new teams and develop a cohesive audit programme that will enable full realisation of identified benefits.</p> <p>The standardisation of the OIU structures and the delivery of IT systems to facilitate core business delivery with reduced staff numbers were deliverables for the AIP strand. At the time of writing this report a standardised OIU structure (1 x Sgt & 1 x Grade E) has been implemented, a standardised JDQ circulated and identified operational staff reallocated to frontline duties. The IT programme of work is still underway, the Crimefighter process has been automated and opportunities have been identified to further roll out the automation process and work is underway to progress this. Again as before, at this time the benefits identified in relation to the standardised structure and IT systems have been achieved in part. The continued IT work will facilitate the realisation of the associated benefits.</p>
(e) Resource Allocation Opportunities	Was there any reduction in the use of operational staff in non-operational roles?	Yes – As previously detailed.
(f) Interdependencies	Are there are interdependencies that may affect whether the identified project benefits will be achieved?	<p>There are two key interdependencies that affect the achievement of full project benefits, both of which have been covered in this report.</p> <p>In summary the operationalisation of a central audit capacity is linked to the outcome of SDD’s departmental review and until the implementation of the outcomes of this review realisation of the full benefits in relation to this recommendation will not be achieved.</p> <p>Standard OIU structures have been implemented, however the sustainability of these structures and the ability “to do the same with less” is dependant on the completion of the current IT development in relation to performance reporting. Until this programme is complete the full benefits of the recommendations will not be felt.</p>
(g) Associated dis-benefits	As a result of the approved recommendations are there any associated dis-benefits?	Apart from the interim measures in place whilst other linked pieces of work are completed, no apparent dis-benefits have emerged. However as part of the recommended further piece of work it would be prudent to consider this question as part of any subsequent pieces of work.

(h) What work, if any, is required arising from the evaluation of the implementation of project recommendations?		<p>A number of the identified benefits have been achieved, some in their entirety and some in part due to the dependencies on other pieces of work.</p> <p>In order to fully evaluate the impact of the IT developments around performance reporting it is recommended that a further evaluation of the impact of automation be taken once all IT developments have been completed. As the IT programme of work is not due for completion until February 2010 it is recommended that once in place there should be an assessment around level of usage and impact on the ability to deliver the same with less. As the OIU function falls within the Operations portfolio it is recommended that ASCU subsume this piece of work into their inspection programme. The findings of this review should be reported to ACC Operations via the portfolio governance structure.</p>
(i) Recommendations for further improvement, if any.		<p>Due to the outstanding pieces of work that are impacting the realisation of the benefits associated with the AIP strand it is premature to recommend further areas of improvement as the full impact of the initial recommendations have yet to be felt in its full entirety. It may be that the further pieces of work recommended in this report identify areas for further improvement.</p>

6. Conclusions

The AIP strand has achieved the cashable and non-cashable savings identified in the PID, a standardised OIU structure is in place and a centralised audit capability has been developed. However, due to dependencies on key pieces of work the full realisation of the identified benefits has not yet been achieved. Whilst there may be outstanding pieces of work impacting the ability to fully realise project benefits there have been some significant benefits achieved in terms of monetary savings and efficiency gains.

In this strand of work there are at least 3 key pieces of work that are closely linked all of which have different delivery timescales. The main drawback experienced by this strand is that the timescales were not calibrated due to the different organisational pressures driving the individual pieces of work. As detailed in this report provisions are in place to ensure any residual work is assigned to an owner and managed through to completion.

There is no doubt there has been a very definite financial impact felt as a result of this project, full efficiency gains are yet to be realised however initial evaluation indicates they are well on the way to being implemented. Ostensibly, all project objectives have been achieved however until the linked pieces of work are completed the force will not feel the full benefit.

7. Recommendations

Recommendations for future activity have been identified and encompass accountability for the ongoing management and monitoring of outstanding project benefits.

If a similar programme of work was to be repeated there are a range of learning points and areas of best practice that should be taken into account to inform future pieces of work. From undertaking AIP work there are a number of key lessons that have been learned, the key learning points are summarised below:-

- Continuous project stream leader and project team from design through to implementation to ensure consistency of approach and retention of knowledge and processes.
- Clearly established strand scope to ensure that from the outset, communication and stakeholder messages are clear and transparent thus reducing any detrimental effects on those affected by the project.
- Identification of key pieces of work upon which project outcomes are dependant, activity should be undertaken at project initiation to calibrate timescales and where possible develop a joint governance process to highlight interdependencies and impact.

Whilst there are a range of lessons that the Force could learn from repeating a project such as Structures & Ratios there have also been examples of good practice that should be taken forward, from the perspective of the AIP Strand Leader the key areas of best practice are:-

- The communication and consultation model adopted throughout the project was very effective, inclusive and well supported. This approach should be held as an exemplar for future pieces of work.
- Use of Subject Matter Experts during the implementation phase provided easy access to specialist advice such as HR, IT etc enabling the pace of implementation to be maintained.
- Regular access to the other strand project teams was very valuable, this enabled experiences to be shared and access to a wealth of knowledge and skills that all team members were readily willing to share.

8. Outcome Evaluation Results

The key deliverables in terms of savings have been achieved and all associated financial benefits will be monitored and tracked through Finance. A workable structure has been implemented in SDD subject to the filling of vacancies and the implementation of any findings of the SDD review. Ongoing monitoring of the achievement of benefits will be managed via Ch/Supt SDD with reporting responsibilities to DCC.

The automation of the Crimefighter process has achieved significant efficiency gains, further opportunities have been identified to roll out the automation process and take full advantage of the performance management systems capabilities. This work is ongoing, it is recommended that accountability for the monitoring of progress and assessment of impact once work is complete is managed by ASCU with reporting responsibilities to ACC Operations.

ACCEPTANCE

Signed _____ Project Sponsor Date _____

Signed _____ Project Manager Date _____



Appendix D



Project Evaluation Report

Structures & Ratios Communication and Marketing

Change Control Record

Project Completion Report	<i>Version 1.0</i>
Project Name: <i>Structures & Ratios</i> Strand: Communication and Marketing	Sponsor: <i>T/ACC John Young</i>
Author: Jayne Pugh	Date: <i>24 November 2009</i>

1. **Executive Summary**

The recommendations from the review have all been implemented. These include managing out duplication, improving use of resources in terms of time and finances and creating a more strategic and consistent approach to marketing communications.

The evaluation with area command teams and area communication and marketing officers has identified areas for improvement, which are outlined in this report. These include established a single point of contact (SPOC) in each BCU to make sure local issues are being prioritised and addressed.

There are different demands in each BCU, which means the management of area marketing communication activity needs to be regularly improved to make sure business needs are being met.

Accountability and return on investments needs to be strengthened. To address this a communication activity audit is taking place to streamline active, improve responsiveness to BCU marketing needs and to make sure cost-effective solutions.

2. **Project Background**

The decision to centralise six area-marketing officers and improve efficiency across the Communication and Marketing function was taken by the Chief Officer Group in February 2008.

As a result of this decision, three area-marketing officer posts were deleted and the remaining three posts adapted to reflect the changing demand. These three posts are now Area Communication and Marketing Officers and managed by the central team to help ensure corporate and BCU priorities are achieved.

The Structures and Ratios review provided an opportunity to review our services, structure and tasking and coordination processes. As a result of Structures and Ratios we developed a Service Level Agreement (SLA) in consultation with key stakeholders.

This report outlines key findings from the ongoing review and development of the revised structure.

3. The Project

The key objectives of the Structures and Ratios project were to:

1. Develop a workable structure
2. Implement the new structure by 27 October 2008
3. Develop a SLA that provided BCUs and Department with an equitable service
4. Manage out duplication that existed across the BCUs
5. Maximise efficiency
6. Ensure best practice
7. Make best use of skilled, professional personnel to deliver a marketing communications service.
8. Provide resilience and support to managing the growing demands placed on the department from the media

4. Evaluation & Research Methodology

The review was conducted via one-to-one meetings with key stakeholders from each BCU and the Area Communication and Marketing Officers to identify perceptions of service delivery, areas for improvement and development, and outcomes against the project objectives.

5. Outcome Evaluation Results

Criteria	Requirement	Success
Timeliness	<p>Was the project delivered on time?</p> <p>Were the recommendations of the project delivered?</p>	<p>The project was delivered on time. The ACMOs have been in place since Oct 08 and a review of the service took place in July 09.</p> <p>All recommendations have been implemented see below (Recommendations)</p>
Budget	<p>Were the financial savings/ re-investments delivered?</p> <p>Was any additional costs incurred?</p>	<p>Savings on staffing cost have been made through this process, which are outlined below:</p> <p>6 x Grade F mid-points = 6 x £29,868 (F4) = £179,208</p> <p>3 x Grade G mid points = £35,121(G4) = £105,363</p> <p>ACTUAL: 3 ACMOs are on point G1 = 3 x £32,310 = £96,930</p> <p>Therefore savings from 6 Grade F's to 3 Grade G1s = £82,278</p>
Recommendations	<p>(1) Develop a workable structure</p> <p>(2) Implement the new structure by 27 October 2008</p>	<p>The structure, as approved by the Chief Officer Group was implemented by 27 October.</p> <p>The Communication and Marketing Department has a full complement of qualified staff working across a mix of media, online, video marketing and communication.</p>

	<p>(3) Develop a SLA that provides BCUs and Depts with an equitable service</p>	<p>The SLA has been implemented and will continue to be monitored on an annual basis. Areas for further development include:</p> <p>Media management and public relations:</p> <ul style="list-style-type: none"> • The implementation of media training for police officers and staff. This commenced in June and will provide training for 100 officers who need to engage with the media regularly. The corporate team will develop a follow up programme to this one-day course to make sure officers develop the experience and confidence in handling different types of media and issues. • Identify and implement new proactive and positive opportunities in BCU based media. This will be supported by the media training, and also through workshops with BCU based staff. A new performance indicator has also been introduced through the Citizen Focus Programme Board of one positive story identified a week. The Service Level agreement states that BCUs will provide regular, proactive updates to BCU based media on low risk issues. This needs further development and will be addressed through the media training and workshops. • A 'single point of contact' for ACMOs in each BCU. The Service Level Agreement states that BCUs will provide a single point of contact to assist in managing media based enquires. This has not happened to date, but will be implemented after the media training.
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		<ul style="list-style-type: none">• A co-ordinated approach on region wide themes and issues. Improvement need to be made to make sure we are using resources well while maximising media opportunity. Campaigns such as the festive drink drive crackdown need to be co-ordinated so that there are not six different media release being sent out to the media. A process will be developed to solve this issue.• Improving links with the corporate media team. The senior media officer has been assigned to overview BCU media activity to make sure it is in line with corporate practice and that issues are managed well by the most appropriate officer. Also the corporate team will be assisting with BCU level meet the media events and raising awareness of what makes a good story with neighbourhood teams. <p>Corporate communication and development:</p> <ul style="list-style-type: none">• All aspects of the service level agreement are being met. There is still some minimal confusion in BCUs regarding the role of the Area Communication and Marketing Officers in terms of delivering and developing internal communication. This is something that will be addressed by BCU based presentations and workshops with assistance from The Academy. The first of these workshops is scheduled to take place in Liverpool North in September. <p>Customer insight, feedback and research:</p> <ul style="list-style-type: none">• All aspects of the service level agreement
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		<p>are being met, and in some cases exceeded.</p> <ul style="list-style-type: none"> • Area Communication and Marketing Officers are now part of the Citizen Focus Working Group. • Audits and templates have been developed to ensure that citizen focus data and information is an integral part of BCU performance regimes. <p>Event management:</p> <ul style="list-style-type: none"> • All aspects of the service level agreement are being met. • BCUs have been supportive of the 'shift' of responsibility for the Chief Constable's TalkBack event. <p>Marketing communication campaigns:</p> <ul style="list-style-type: none"> • All aspects of the service level agreement are being met, and in some cases exceeded. • ACMOs have developed annual BCU based plans • ACMOs continue to foster relationships with CDRPs. • Due to the dynamic nature of BCU based activity there are tight timescales and competing demands. Moving forward, more time has to be invested in evaluation of marketing communication campaigns to ensure that we are investing where we can have the most impact. Marketing communication campaigns must be driven by impact and need, rather than funding availability and deadlines. This is a cultural issue that needs to be addressed. All activity must fit with a priority or
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	<p>(4) Manage out duplication (5) Maximise efficiency (6) Ensure best practice</p>	<p>corporate objective and must be measurable.</p> <p>Although the SLA has been delivered and despite a clear drive for consistency in the service provide to all BCUs it is evident that each BCU requires differing levels of this service.</p> <p>Sefton and Wirral are served by a higher number of media outlets than other areas. This means the needs to manage local relationships, respond to enquiries and source information is much higher in these two BCUs than the remaining four.</p> <p>Liverpool North and South BCUs have a greater need for overall communication and marketing support because of the size and diversity of the areas they serve. Further analysis can be carried out on both of these issues.</p> <p>The confidence agenda is also adding to the demand across all BCU areas and the corporate department in terms of developing key messages and developing joint working with our partners.</p> <p>It suggests there is a need for additional support to ensure BCU communication and marketing is effective, but not necessarily at the same grade. To meet business need two assistant posts, one focused on media and one with a marketing focus could be created to offer more capacity and flexibility to meet need across all BCUs. Again further analysis can be conducted to produce a business case on for these roles.</p>
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	<p>(7) Make best use of skilled, professional personnel to deliver a marketing communications service</p>	<p>The ACMOs, Marketing Officers and Video Team now attend a weekly team meeting where best practice is shared and duplication is managed out. This is one of the main successes and efficiency savings of the Structures and Ratios projects. The ACMOs take a lead on different crime types and develop marketing communication plans / materials accordingly, thus managing out duplication. To date this has worked effectively across burglary campaigns, alcohol related violence and domestic violence campaigns. Managing out this duplication, not only saves on staff time, but also on agency, design and print fees.</p> <p>There is some duplication of activity between ACMOs and their BCU based Citizen Focus Teams. This can be addressed by making sure that each ACMO has a link officer who is a member of the command team and that they make sure that right priorities and projects are set to help avoid duplication.</p> <p>This is an area for further work around raising the profile of the ACMOs to make sure they are tasked with the elements highlighted in the SLA.</p> <p>There are still some hangovers from the old service, which means ACMOs are been tasked on occasions to produce PowerPoint presentations for other people and posters. This is something that will take time, effort and communication to resolve.</p> <p>The ACMOs are not always provided with quality or relevant information for media releases. This</p>
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	<p>(8) Provide resilience and support to managing the growing demands placed on the department from the media</p>	<p>means they can spend hours or days unpicking or seeking out the right information to substantiate their media work. To address this the workshops already mentioned will help create greater awareness of what BCUs need to provide to help ACMOs maximise PR opportunities.</p> <p>ACMOs productivity is also being hindered by CDRP budget decisions process being delayed. The support of BCUs to address this would be helpful. Closer links with the CDRPs need to be formed and better definition created around the respect responsibilities of ACMOs and CDRPs for communication and marketing. This should take into consideration skills, experience and the projects that each agency is leading on such as the 'all adds up campaign'.</p> <p>Making best use of ACMOs means making sure they maintain a strategic focus to deliver against set objectives and will be reinforced through workshops and briefings.</p> <p>Since the new roles were created the job description has been through the Hays process and has been regraded upwards to a G. It is therefore important to make sure that the three officers in this role are being tasked with G level work and that they strategically manage communication and marketing for the BCU. This will make sure we are maximising their skills and they provide the level of service required to meet BCU need.</p> <p>The ACMOs and Marketing Officers have provided resilience and support to meet the</p>
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		<p>growing demands placed on the Department from the media.</p> <p>In addition we are introducing an online media centre, and have ensured that the e-communication team are now available on a 24-hour call out.</p> <p>An area for development is that each BCU provides a SPOC for BCU based enquires to ensure responsiveness.</p>
Performance Improvement and impact on strategic priorities	<p>What were the expected benefits of the recommendations and were these achieved?</p> <p>What are the measures to demonstrate that those benefits are being realised?</p>	<p>Duplication has been managed out.</p> <p>Marketing activity is now co-ordinated across all BCUs and corporately. This means resources are being maximised, best practice being shared and approach to marketing is consistent.</p>
Resource Allocation Opportunities	Was there any reduction in the use of operational staff in non-operational roles?	N/A
Interdependencies	Are there are interdependencies that may affect whether the identified project benefits will be achieved?	Ensuring that a member of each BCU command team is assigned to being the single point of contact to help priorities marketing activity needs to be stronger.
Associated dis-benefits	As a result of the approved recommendations are there any associated dis-benefits?	All three ACMOs have experienced to varying degrees issues with resources. This has included having no computer, being moved to another office without being informed and being based in an office that is far away from where the commander team officers are.

		<p>It is important for the ACMOs to be an integral element of the BCU teams. Providing the right office, with the right equipment will help address this. This will help to make the ACMOs more visible to the command teams when they are working at their BCU.</p>
<p>What work, if any, is required arising from the evaluation of the implementation of project recommendations?</p>		<p>An evaluation has taken place with BCU command teams see appendix 1.</p> <p>As a result of the evaluation an analysis of all annual marketing activity is taking place to establish need across all the BCUs. This will be used streamline activity to meet the business needs of the BCU and to maximise the use of staff time and existing communication channels such as web and newsletters</p> <p>A framework for regular communication and marketing activity at a neighbourhood level is been created for issues such as burglary, drink driving, open days. This will provide a more professional, consistent and cost-effect approach to marketing. It will also improve turn around for artwork, helping us to provide a more responsive service to BCUs.</p>
<p>Recommendations for further improvement, if any.</p>		

6. Conclusion

The emphasis of the whole department has changed during the last eight months, which has resulted in a rationalisation of marketing activity to improve efficiency.

All activity is now coming under one campaign. Officers across the department have been assigned various elements and asked to take responsibility for the management of them. This includes ACMOs who are now all contributing to the 'it all adds up' campaign aimed at improving public confidence.

This has created a more efficient and co-ordinated service that makes sure area and corporate activity complement.

All work is now being evaluated and no activity should take place if it cannot be measured because of the inability to show if there is a return on the forces investment or impact on the public.

7. Recommendations

The terms of the SLA have been met, improvement to service delivery has been made but it is clear that there are four main areas that require further improvement:

- Resources and capacity to meet business needs must be regularly reviewed
- Co-ordination of activity
- Firmly establish link officers in each BCU
- Introduce performance reporting and evaluation

8. Outcome Evaluation Results

- Continuity planning
- Future monitoring

ACCEPTANCE

Signed _____ Project Sponsor Date _____

Signed _____ Project Manager Date _____

Area Communication and Marketing review – October 2010

Appendix 1

A review has taken place with key stakeholders across BCUs to understand perceptions and the reality of how the service is working. The below matrix identified some of the key themes that have emerged from the review, and what has been done and is yet to be done to address key issues.

Issue	What has been done	Future development
<p>Requests from BCUs are very tactical. ACMOs are being asked to deliver short-term products rather than long-term solutions.</p>	<p>Explanation of marketing at key meetings</p> <p>Development of a briefing sheet to ensure ACMOs get the right information to do a good job</p> <p>One to one negotiation and influencing with key stakeholders</p> <p>Internal communication to Neighbourhood Inspectors, Merseybeat article, intranet pages</p>	<p>Discuss briefing system at Area Command Team meetings and at Area Commanders presentations. Produce portfolio of good practice to demonstrate effective marketing</p> <p>Work requests to be filtered through a dedicated BCU SPOC (suggest Chief Inspector of Ops Support)</p> <p>Develop a suite of marketing materials available for key business areas (eg crime prevention) that can be accessed via the intranet and used directly by Police Officers.</p> <p>Provide a briefing / workshop with BCU SPOCs to outline the best way to make the most of their ACMO</p>
<p>Budget for campaigns and marketing activity at a BCU level are not been set annually. Resulting in ad hoc, unplanned approached to activity.</p>	<p>Issue raised through Command Team meetings</p> <p>Using alternative low cost/free solutions</p> <p>Demonstrate the value that a small budget can have to obtain buy-in</p> <p>Influence use of CDRP funding</p>	<p>Submit marketing plan for next financial year outlining projected budget spend</p> <p>Support from BCUs to source additional funding</p> <p>Source low cost / free solutions</p>

ACMOs not always fully connected with area command teams	Attend Area Command Team meetings and key corporate meetings	Establish a SPOC to provide updates from meetings they are unable to get to. Requires 1-2-1 contact with BCU SPOC. Reinvigorate relationships with Neighbourhood Inspectors every 6 months.
Opportunities for good news are not being maximised.	<p>Developed a media release template and guidance on good news stories</p> <p>Meet the media events in place</p> <p>Media training programme for 100 officers</p> <p>Set a target via the CFPB to generate positive news</p> <p>Identify best practice and missed opportunities via Area Command Team meetings</p> <p>Online column established with newspaper in Wirral</p>	<p>Run communication workshops with PCSOs, Constables, Sergeants, Safer Schools officers in each BCU.</p> <p>Continue to highlight good practice and suggest approaches for news generation via command team meetings</p>
Delivery of 'low level' communication, for example, writing letters to residents in hotspot locations, writing articles for newsletters, needs to be managed by BCUs are not the ACMOs.	<p>Run media training</p> <p>Communication guidelines/ templates,</p> <p>Quality assure neighbourhood newsletters on a quarterly basis</p>	<p>Run communication workshops to provide guidance:</p> <ul style="list-style-type: none"> ➤ Writing newsletter articles ➤ Plain English ➤ Public focused communication ➤ Good news stories that will interest the media <p>ACMOs to offer guidance and act as consultant on these issues.</p>

<p>Over reliance on printed leaflets rather than using existing communication channels or considering more relevant and targeted means of informing. This is not cost-effective, hard to evaluate and the design quality varies.</p>	<p>Influence on a 1-2-1 basis</p> <p>Using targeted low cost/free alternatives</p> <p>Using existing mechanisms such as partnership publications and neighbourhood newsletters.</p>	<p>Developing a suite of materials for force wide use that supports the 'It all adds up' design style.</p> <p>Developing a matrix of communication approaches to rather than using leaflets, for example, write to home owners in hotspot locations – it's personalised, has no cost, a quicker turn around, will impact on confidence.</p>
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