

Client: North Wales Police
Sector: Public Sector

Key tools or services: Lean Implementation

Requirement

As part of the Government's austerity programme, North Wales Police were faced with delivering cash savings of approximately 20%. In order to preserve frontline services, the organisation undertook a full review of its back office functions. The aim of this review was:

- > Improve customer service – frontline officers, stakeholders and suppliers
- > Reduce frontline bureaucracy
- > Develop robust, efficient processes which meet customer needs
- > Provide a centralised service facility for all back office functions
- > Customer-facing business partners to support frontline operations
- > To develop a culture of ongoing process improvement

Response

In order to deliver the future strategy for the organisation, the Business Services Directorate needed to develop new processes, which met the needs of frontline police, the organisation stakeholders and suppliers.

The Business Services Directorate's review initially focused on Human Resources, Training, Learning and Development, Finance and Duty Management. In-depth analysis of current processes and offerings enabled the organisation to identify where significant savings or improved customer service could be delivered.

Through the application of lean principles, these prioritised service offerings were redesigned to deliver robust, efficient customer-centric processes.

The lean transformation has delivered:

- > A new invoicing process which has reduced resource demand by 60%
- > 50% reduction in attendance management processing time
- > 45% reduction in recruitment processing
- > Improved processes for Duty Management which will reduce process demand by 80%

Once the new service offering and processes had been implemented, the next stage of the programme was to deliver a new organisational structure. This would help to reduce frontline bureaucracy and be able to meet the business challenges going forward. A centralised Shared Service Facility, with Business Partners supporting frontline senior officers, has now been implemented with the underpinning themes of customer service and continuous improvement embedded in its operation.

Gerallt Williams, Business Manager, Project 2011 said "by looking at the needs of our customers, suppliers and stakeholders and reviewing our processes, we have a much better understanding of what can be achieved in the project longer term. We are able to maximise the benefits achieved for North Wales Police on our continuous improvement journey."

Result

As with any lean transformation, active engagement of people is imperative in the drive for both short and longer term improvements. Police Inspector, Gary Kelly, said "The experience of working with picme® has been very positive and their input, support and assistance has been second to none. The lean process, mapping and re-engineering has released considerable cashable savings and they have transferred that knowledge and experience onto a team which will be able to embed the continuous improvement principles into the organisation."

North Wales Police is continuing to review its Business Services Directorate and has developed Lean Sigma champions to deliver additional savings in the next 3 years.

To find out how picme® can help you and your business get in touch today:

Call 0161 304 5909

or email: enquiries@picme.org

Over my professional career, I have worked with a number of consultants. picme® bring something very different to the table which adds considerable value... our experience of working with them has been excellent throughout.

Gerallt Williams, Business Manager, Project 2011 – North Wales Police

About us

picme® is one of the UK's most respected business improvement consultancies. We have an impressive pedigree, having originally been set up by the DTI, Chemical Industries Association and several other trade organisations with the specific aim of helping to improve efficiency and competitiveness within the chemical, pharmaceutical, plastics, rubber and polymer industries.

Since then we have expanded our areas of expertise and are now the partner of choice for many of the country's leading organisations. We specialise in delivering world-class, sustainable business improvement to companies of all sizes, with emphasis on the development and up-skilling of the workforce as a whole.

Clients we are proud to work with

- > AL Controls
- > Akzo Nobel
- > Baker Petrolite
- > Ineos Chlor LTD
- > Innovia Films
- > Instarmac
- > Johnson Matthey
- > Jotun
- > Lucite
- > Lundbeck Pharmaceuticals
- > Marley Plumbing and Drainage
- > MEL Chemicals
- > North Wales Police
- > Piramal Healthcare
- > Process Industry Client
- > South Tees NHS Trust
- > Thermo Fisher Scientific
- > Wirral Partnership Homes



PICME Limited
Freeman House
Orbital 24
Oldham Street
Denton
Manchester
M34 3SU

Phone: 0161 304 5909
Fax: 0161 304 0000

Email: enquiries@picme.org
www.picme.org