

**Overview of Operation QUEST
&
Outline for Leeds ASB Process
Review**





What is Quest?



- QUEST is a Home Office initiative with the objective of delivering transformational change within Police Forces across England and Wales in partnership with management consultants KPMG.
- Quest places a joint KPMG / Home Office Consulting Team in participant Police Forces for 6 months with the overall objective of applying a process improvement approach to rapidly improve the delivery of core operational policing processes.
- It seeks to build the organisational capability within Forces to embed this approach into core business, deliver sustained benefits and achieve continuous improvement.
- West Yorkshire Police were invited to take part in the 4th Phase of Quest, commencing in November 2008 and North East Leeds Division was selected as the pilot Quest BCU.
- A dedicated, full-time, multi skilled team consisting of KPMG consultants, staff from North East Leeds, Corporate Review, Communications Division, CJS and Local Policing, with ad hoc support from any other relevant areas such as Finance and Personnel Departments, was established.
- The QUEST approach utilises a 'Racetrack' to represent key policing processes as a set of interconnected activities
- This Racetrack identifies 5 key Processes apparent within any BCU that are key to delivery effective, efficient and quality customer service.



QUEST - Corporate Governance

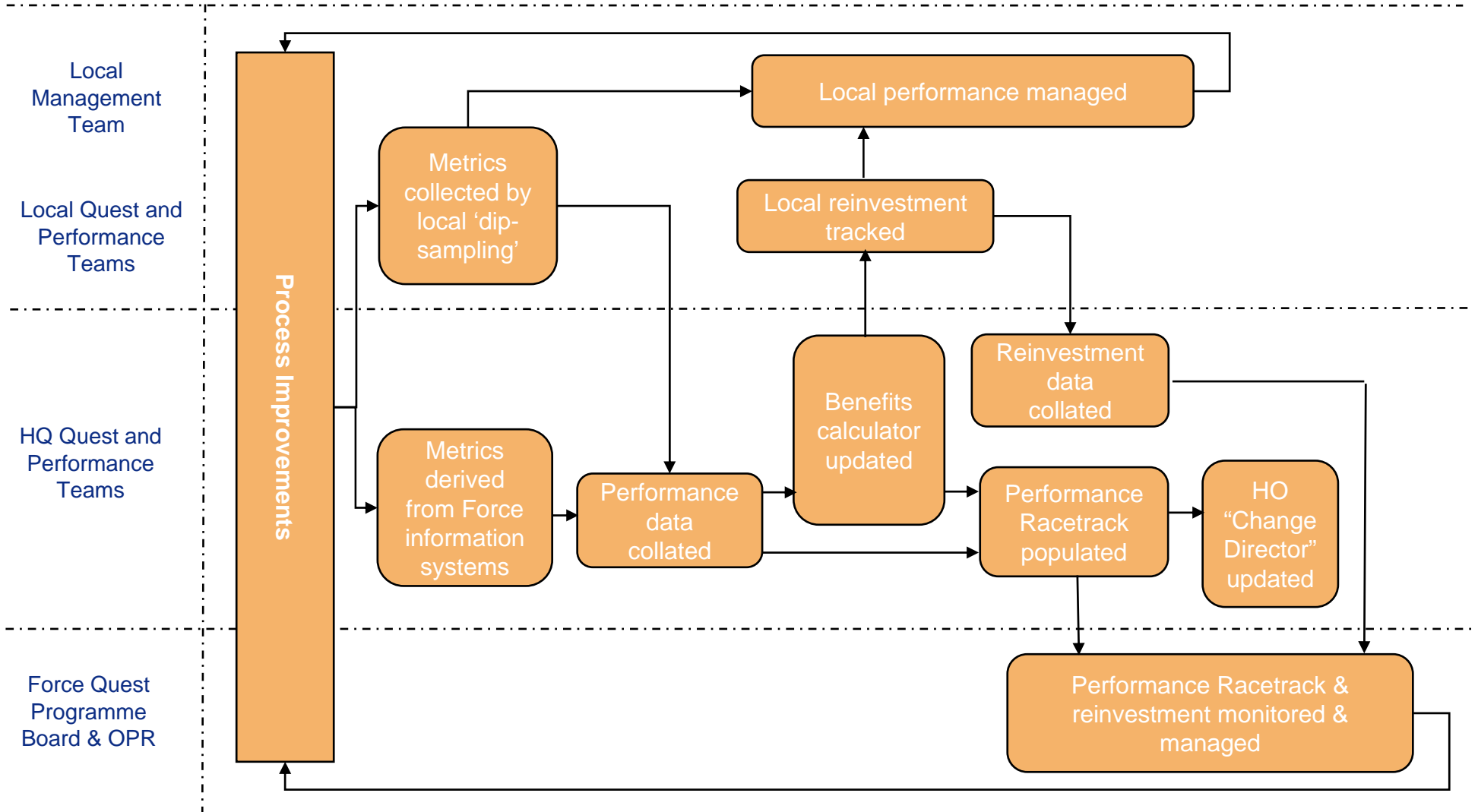


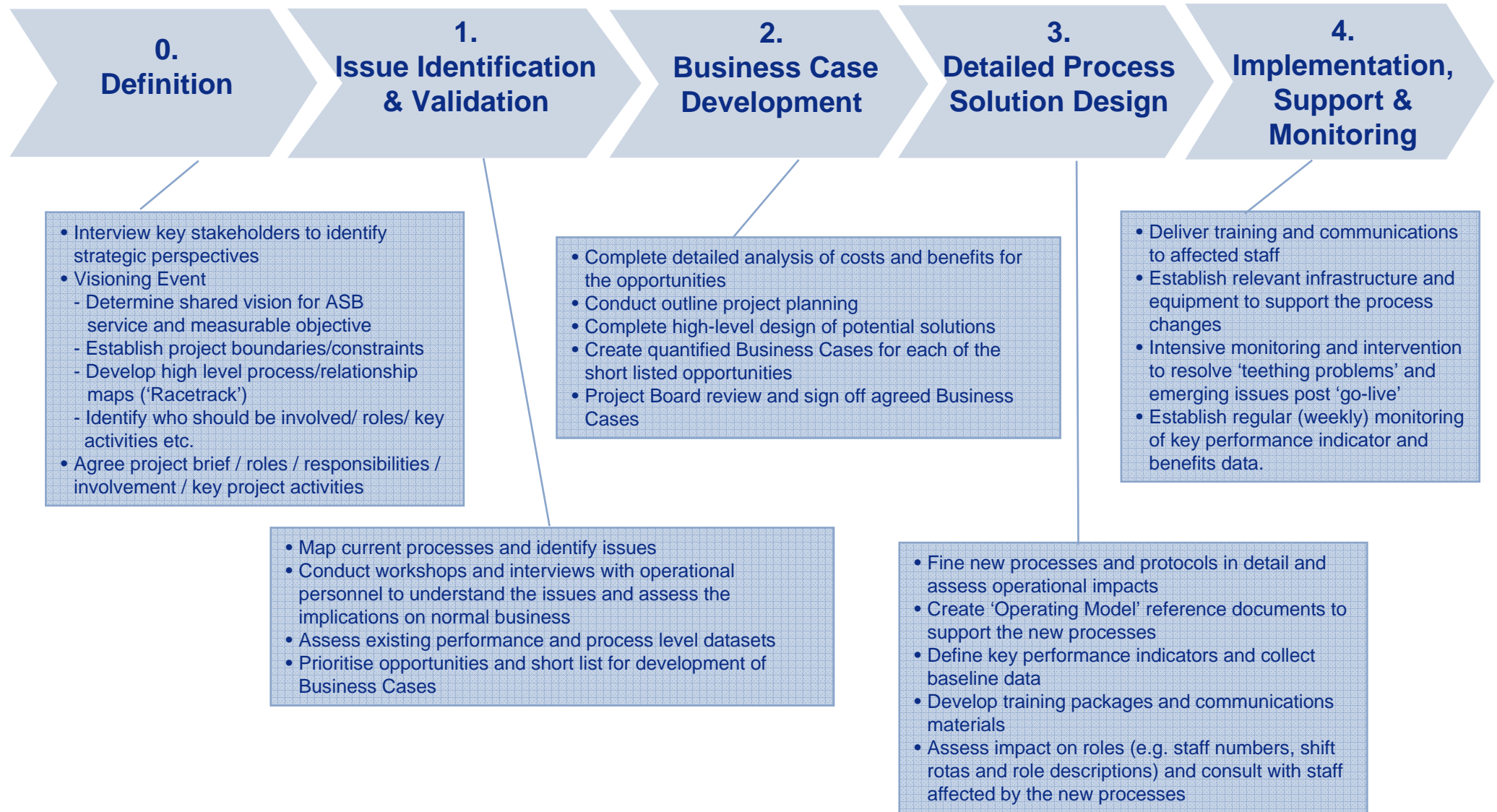
- A QUEST Programme Board, Chaired by the DCC, meets monthly.
- The Quest Board responsibilities include corporate co-ordination and control of Quest projects through into implementation, monitoring of improvements / benefits, 'guardian' of the Quest methodology and to balance corporacy with local empowerment.
- Board Membership includes the DCC, Chief Officers representing the functions involved in Quest process improvement work, Senior Responsible Officers from the functions involved, Quest Programme Manager, Project Lead and sustainability specialists.
- Weekly briefings also take place for each ongoing Quest Project with the relevant Chief Officer, local SROs and the project team to update progress and refine activity.
- At the end of each Quest phase the project team present their progress to the Command Team or relevant Chief Officers to agree key decisions on the way forward.
- Local management teams are required to lead the presentation of their proposals at the end of the Solution Development stage when they take full local ownership of the implementation and ongoing management of the improvements.

- Process monitoring and performance management is key in ensuring that any Quest project (new or Roll-out) is successful. Appropriate metrics are required to ensure that the following is achieved:-
 - Monitoring and management of the performance of the improved processes within the Quest Project.
 - Monitoring benefit realisation to ensure that the savings and improvements are realised and effectively utilised across each BCU
- In order to achieve this, it has been necessary to develop a set of metrics that can be used by the Force to ensure that the processes are monitored correctly and to ensure that the benefits are realised across all BCUs.
- Local and HQ teams share the responsibility of supporting the monitoring process.
- Local and Force management use the data to manage the process improvements and on going performance of the BCUs and the Force.

Responsibility

Monthly Cycle of Performance Monitoring and Benefits Tracking





Outlined below is an overview of a potential timeline from the launch event. The project is split into five phases with typical durations.

