



**POLICE AND CRIME COMMISSIONERS  
FOR WARWICKSHIRE  
AND WEST MERCIA**

**RECORD OF DECISION**



**TITLE: Mobilising Transformational Change**  
Ref: PCC/D/2017/05

**EXECUTIVE SUMMARY**

The challenge faced by the Alliance today is fundamentally different to the one faced when it was formed. The nature of harm protected against is changing. Demand analysis has shown that the way the police protect people needs to change and it is anticipated that the resources available to do this will reduce in real terms into the future.

In November 2015 Police and Crime Commissioners and Chief Constables approved a twin-track approach (Decision 2015/30). This was to entail the appointment of an external provider of consultancy services and directly recruiting resources that may then be superseded by the appointment of an embedded transformation partner. In December 2016, the decision was made to resource the transformation programme by focussing on the direct recruitment of resources with support from external consultants. Police and Crime Commissioners approved a Strategic Outline Case that identified a focus towards significant change delivery in 2017/18, and the further development of an Outline Business Case.

The Programme Team was tasked to develop these requirements whilst ensuring momentum could be maintained to achieve the strategic imperatives of:

- The delivery of the Police and Crime Plans and the Towards 2020 Vision through the service delivery model.
- The interdependent activity to support the delivery of the OCC and Athena; in particular mobile working, policing model redesign and cultural change.
- To deliver the savings required in the Medium Term Financial Plan; in particular through the policing model redesign, transactional services review and the revision of digital contact.

**PROPOSAL**

This proposal is

- 1 That the investment of £4m is approved in order to deliver the transformation programme and savings requirements as set out in the Medium Term Financial Plan
- 2 That the investment is funded from the Invest to save reserve, and will be tracked through Money Matters.
- 3 To note that £1.95m of additional investment may be needed, which will have to be funded from additional savings, unless the full amount of the investment is

less than currently planned. This will be tracked quarterly.

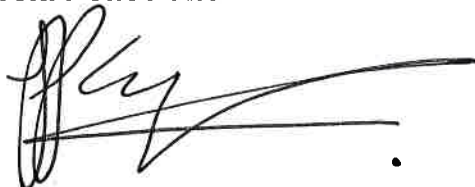
- 4 That Chief Constables are delegated the authority to use the approved investments and develop savings as described. Any spend proposals that are considered by either a Chief Constable or a Police and Crime Commissioner to be novel, contentious or recursive will be further referred back to Police and Crime Commissioners for approval.
- 5 To approve the approach for funding redundancy costs in year one from year one savings.
- 6 To note that the current proposed investment, including that referred to in this proposal, over the life of the 2017/18-20/21 Medium Term Financial Plan could be up to £26.5m capital and £12.4m one-off revenue costs. This will be reviewed quarterly, and be subject to further approvals where necessary.

#### **APPROVAL OF**

We hereby approve the above proposal.

**West Mercia Police and Crime Commissioner**

Signed



**Warwickshire Police and Crime Commissioner**

Signed



**West Mercia Chief Constable**

Signed

**Warwickshire Chief Constable**

Signed

## **PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES**

### **SUPPORTING REPORT**

#### **1. Background**

- 1.1 In December 2016, Police and Crime Commissioners and Chief Constables accepted and agreed the full recommendations of the Strategic Outline Case as set out below. This included a twin track approach.
- 1.2 Track 1 focuses on immediate strategic needs.
- A gateway review of the change programme to confirm the costs, resources and implications of prioritising existing and newly identified projects: Athena; OCC; mobilisation/agile; crime service review; policing model design; digitalisation (internet / intranet); transactional service review; cultural change; short term solutions to capability and capacity constraints in ICT.
  - The required lift in capability and capacity within the change programme to support the above, including technical and design skills.
  - A route to market and sourcing strategy to secure external support for the above where internal capability and capacity is insufficient.
  - The approach to developing the eight service delivery strategies required to guide and deliver the immediate needs and transformed service delivery model.
- 1.3 Track 2 will explore the viability and benefits of a long term solution to consider the externalisation of ICT. An Outline Business Case will be delivered in due course. The ultimate solution could take up to 18 months to agree, procure and initiate.

#### **2. Progress so far**

- 2.1 Each programme within track one has identified the additional capability and capacity required to mobilise the twin track approach.
- 2.2 This was a comprehensive piece of work that included:
- Each programme developing a resource profile using MSP methodology. The proportion of every person/role working on a project across the alliance, either directly or via a business area, has been projected and mapped by month.
  - Each programme lead, supported by their Programme Manager, produced a resource profile for the Track 1 priority projects.
  - These profiles were consolidated into a whole of programme profile. This enabled the resource requirements to be established and enabled programmes and business areas to contrast the time spent with the available capacity in their existing teams.
  - Change Forum, Heads of Service and other Senior Officers have been fully involved in this exercise and the resources in this paper to deliver an assurance review for programme leads.

2.3 The exercise identified the range and number of key posts and external consultancy support that will be required to deliver the change programme. These findings are consistent with prior research through capability and capacity assessments that were reviewed by PWC.

2.4 These roles will deliver the following outcomes:

- Transformational change through complex redesign.
- The necessary uplift to enable the ICT team to maintain the service whilst longer term solutions are defined via Track 2.
- The necessary uplift in all business areas to remove bottlenecks to transformational change.
- The development of design capabilities to manage the vast complexity of coherent, integrated transformational business design.
- A small (but necessary) uplift to project management and a significant uplift in business change officer capacity (formerly known as Process, Practice and Review).
- The mobilisation of the priority projects identified in the Strategic Outline Case, specifically:
  - The review of transactional services.
  - The team required to deliver channel shift i.e. internet and intranet transformation including self service options and new communications channels.
  - Urgent commencement of policing model redesign.
  - Athena business case delivery and minor OCC uplift
  - The development of the cultural programme and business case development for the transition to agile working.

### **3. Governance**

3.1 Governance is required to ensure that the service improvements, realisation of savings and spending profiles are delivered to plan.

3.2 PCCs will hold the Chief Constables to account for the delivery of the Change Programme through the Alliance Governance Group and Holding to Account meetings. PCCs will hold the Programme leads to account for the delivery of the Change Programme through the Transformation Board.

3.3 Chief Constables will hold the Programme leads to account for the delivery of the Change Programme through reporting processes that include:

- Bi-monthly reporting from Transformation Board
- Executive Board
- Weekly updates

3.4 Financial progress and financial exceptions will be tracked through Money Matters reports to the Chief Officer team and to Police and Crime Commissioners. Monthly cost and savings exception reports will be provided for programme leads as part of the standard programme governance document set which in turn reports to Transformation Board. Standard triggers agreed in the Corporate Governance Framework will be followed.

Exceptions and concerns should be raised at the earliest opportunity to ensure that timely mitigation and intervention can occur.

#### **4. Success Criteria**

4.1 The programme will require measurable outputs and outcomes to benchmark the delivery of the programme, whilst holding programme leads to account through the previously mentioned governance arrangements. The following deliverables are potential measures of progress or success:

- The realignment of the policing model to facilitate the effective launch of the OCC, including the integration with SAAB Safe and the delivery of Computer Aided Dispatch, including improved response times and reduced fuel costs and vehicle mileage
- The delivery of mobile working solutions, releasing operational capacity for improved service, increased visibility or reduced costs
- The delivery of self reporting or self service for the public in three main areas: crime reporting, intelligence and anti-social behaviour
- The delivery of end to end victim and witness processes, enabling the capture and submission of digital case files to the CPS.
- To monitor the improvements in “follow up” for victims of crime. This is a key driver of satisfaction and an indication of our quality of service
- The effective delivery and closure of work packages identified under the programme plan
- The delivery of the programme at/or below the forecast Medium Term Financial Plan programme costs
- The delivery of the Medium Term Financial Plan savings

4.2 The delivery of ICT transformation (Track 2) is complex and this will be developed through a separate Outline Business Case. This phase of the programme will be governed by the Transformation Board with referral to Chief Officers and Police and Crime Commissioners under the normal governance arrangements.

#### **5. Risk**

5.1 There is a risk to progressing change if there is a delay in the recruitment of the identified roles and the mobilisation of the twin track approach. The following mitigations have been put into place:

- Early engagement with recruitment has taken place and a strategy is being developed to address these concerns (including the logistics)
- The roles are phased into two stages (April and June) and a support resource for recruitment would be brought in
- The reality of recruitment means that the roles will likely be staggered over a six month period (e.g. vetting and notice periods etc) making the process more manageable
- The roles are located in various business areas so there is a degree of dispersal
- A single point of contact (senior officer) is identified for each role to ensure ownership of the recruitment and the appropriate support for new posts

## **6. Recommendations**

It is recommended that:

- 6.1 The investment of £4m is approved in order to deliver the transformation programme and savings requirements as set out in the Medium Term Financial Plan
- 6.2 The investment is funded from the Invest to save reserve, and will be tracked through Money Matters.
- 6.3 It is noted that £1.95m of additional investment may be needed, which will have to be funded from additional savings, unless the full amount of the investment is less than currently planned. This will be tracked quarterly.
- 6.4 Chief Constables are delegated the authority to use the approved investments and develop savings as described. Any spend proposals that are considered by either a Chief Constable or a Police and Crime Commissioner to be novel, contentious or recursive will be referred back to the Police and Crime Commissioners for approval.
- 6.5 The approach for funding redundancy costs in year one from year one savings is approved.
- 6.6 It is noted that the current proposed investment, including that referred to in this proposal, over the life of the 2017/18-20/21 Medium Term Financial Plan could be up to £26.5m capital and £12.4m one-off revenue costs. This will be reviewed quarterly, and be subject to further approvals where necessary.

## **FINANCIAL COMMENTS**

The recommendations will be funded from the existing Invest to save reserve.

Any redundancy costs will be funded from the first year savings from each project.

The total proposed investment in change could be up to £26.5m capital and £12.4m one-off revenue costs over the life of the plan.

## **LEGAL CONSIDERATIONS**

By virtue of schedule 11, paragraph 14 of the Police Reform and Social Responsibility Act 2011 the Police and Crime Commissioner may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of commissioner. That includes: entering into contracts and other agreements (whether legally binding or not) and acquiring and disposing of property (including land).

**PUBLIC ACCESS TO INFORMATION**

Information in this form is subject to the Freedom of Information Act 2000 (FOI Act) and other legislation. Part 1 of this form will be made available on the Warwickshire and West Mercia Commissioners' websites. Any facts and advice that should not be made automatically available on request are not included in Part 1 but instead in the separate Part 2 report.

**OFFICER APPROVAL**

**Chief Executive Officers**

Signature *Ade Chapman* ..... Date ...15<sup>th</sup> February 2017...

Signature *[Signature]* ..... Date ...15<sup>th</sup> February 2017...