



OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR NORFOLK

ORIGINATOR: T/ACC Sarah Hamlin /
Strategic Change

PAPER NO. NS14/13

SUBMITTED TO: NORFOLK AND SUFFOLK COLLABORATION PANEL

SUBJECT: Managing the Constabularies Change Programmes 2014/15 to 2018/19

SUMMARY:

The purpose of this report is to update the Panel on the progress in the development of the CSR 2 change plan and how this will be integrated into the existing programme

RECOMMENDATION:

For information

1. Introduction and Progress to date

Norfolk and Suffolk have taken significant steps forward in collaborative working most notably within Protective Services, Justice Services and support functions which built upon the Business Support Review completed in 2010. Overall there are now 25 department leads working jointly for Norfolk and Suffolk.

The business case for creating a fully joint Protective Services Command was agreed by both Police Authorities in 2011 with anticipated savings of approximately £7m from a combined budget of £50.7m. Protective Services is headed by a joint ACC and has successfully collaborated in all areas such as Major Crime, Forensics, Intelligence and Firearms Licensing. This work to collaborate is now complete and over £7m of savings have been realised.

For the period 2011 to 2014, savings in the region of £8.7m have been achieved by collaborating business support functions, including Strategic Change, Transport Services, Learning and Development, Professional Standards, ICT, Media and Communications and Procurement. Progress to converge the remainder of support functions has been made and the final structures and further savings will be implemented once the ERP system has been delivered in 2015.

A joint Justice Command came into existence in April 2011 and is responsible for delivery of Criminal Justice, Custody and Custody Investigation services to Norfolk and Suffolk Constabularies. Joint Justice Services has achieved 'root and branch' collaborative change and consequently is running as a truly 'joint', collaborative enterprise with shared working practices, premises, service levels and performance framework. A target of £1.8m has been set and to date £1.2m has been achieved. Underpinning the change are the six Police Investigation Centres (PICs) located across the two Force areas. During 2012, HMIC/HMP jointly inspected the PICs and the joint Custody and held these Centres up as, "... a benchmark for the quality both of custody provision and of thoroughly planned and executed joint working".

The Norfolk and Suffolk change programme sets and continues to achieve challenging objectives which have realised both significant savings and business change for both forces. As well as collaborative business change, the joint change programme delivers other service improvements, such as Integrated Offender management and ANPR. The governance for the programme includes oversight by Chief Officer teams with regular reporting into the Collaboration Panel which comprises of members from two OPCCs and advised by both Chief Constables and both OPCC Chief Executives; the change programme is led by a Joint T/ACC.

To support the delivery of collaboration, an overarching vision and strategic framework for the preferred police partnership collaboration between Norfolk and Suffolk was agreed and restated by the PCCs in 2013; this provided a shared understanding between the two constabularies and PCCs of the overall organisational approach. The presence of an agreed approach supports decision making and progress, helps relationships to develop and thrive, improves value for money, providing clear strategic direction to those involved in the collaborative journey and assists in the realisation of benefits more fully and swiftly.

2. Current Financial Situation and Reviews

An overall revenue deficit exists at the end of the 4-year period (FY 17/18). This has been profiled using certain assumptions as follows:

| | FY 14/15 | FY 15/16 | FY 16/17 | FY 17/18 |
|---------|----------|----------|----------|----------|
| Norfolk | 5.9 | 9.9 | 15.8 | 20.3 |
| Suffolk | 2.5 | 6.6 | 12.7 | 16.4 |

In late 2011, the Joint T/ACC for Strategic Change commenced work to determine how they could meet the future demands of a further spending review.

In February 2012, it was agreed that the organisations would further explore a number of areas of business, developing a range of measures which could be implemented between 2014 and 2018 to meet the financial gap. In addition, a series of business cases would be developed to clarify the savings opportunities, cost and benefit and to reduce costs through continuous improvement activities.

The areas of reviews included;

- Standardised Crime recording as part of Athena (regional crime recording system)
- Reviews of Custody and Custody Investigation
- A further review of Protective Services, following collaboration and including ERSOU changes
- Local Policing Reviews (for both constabularies)
- A business support review to integrate with the new ERP system, including the SSP option
- Review further potential areas of collaboration such as Legal Services, Information Management
- Explore future options for regional collaboration
- Rationalisation of the vacancy factors
- Review of underspends in FY 13/14
- Zero-based budgeting
- Review of the Contact and Control functions

Each of these work streams is at a different stage of development and as business cases are developed, the process is for them to be considered by the Chief Officers and PCCs.

3. Integrated Planning Process

With the requirement for both constabularies to achieve the new financial gap of £36.7m over the next four years, the Change programme has been reviewed to accommodate the options under development. Depending upon the decisions made by Chief Officers and PCCs, a number of options are available for phasing the changes over the next few years.

On 20th January 2014, Chief Officers considered the relative priority of the current 77 projects, newly approved work and new reviews. A listing of projects was produced by the Programme Management Office which was prioritised based on priority scoring matrix, including factors such as meeting strategic objectives, levels of risk, savings levels and statutory requirements. The outcome of this scoring was used to develop an initial phasing of the programme plan.

An organisational change planning exercise was carried out on 23 January 2014 and brought together stakeholders from HR, Finance, ICT, Estates, to discuss possible implementation timescales and any interdependencies that exist between the projects or between functions impacted by the changes. Detailed programme planning, including the development of a number of options, then followed this workshop. These detailed plans were then reviewed by the same group, on 11 February 2014. This output has been used to support the development of options for further discussion with Chief Officers and OPCCs.

The revised programme plan will, therefore, be made up of both currently planned projects and new projects which will be added as they are initiated for review, agreed and then planned in detail alongside other active projects. The overall financial impact then feeds into the Medium Term Financial Plans for policing of both counties and the resourcing required to deliver the change is planned with the business managers in conjunction with other departments such as HR, ICT, Finance and Estates (as appropriate). The following principles have been applied to both planning and delivery:

- Developed as a realistic plan (for the period 14/15 to 18/19), in line with the organisations' strategic objectives (i.e. Police and Crime Plans);
- Sound business proposals will be developed for both savings and reinvestment cases;
- Provide the appropriate governance and reporting for the projects (i.e. ensuring consultations, employment law and other statutory / legal requirements are met).
- The detailed plan will be developed in conjunction with the business and other key stakeholders (e.g. ICT, HR, Finance) ensuring dependencies are gathered and resourcing is realistically managed.
- Works jointly with the establishment team to make sure that post reductions can be planned into both constabularies' establishment management plans.
- The business managers will own the change process, supported by resources from Strategic Change and other departments (e.g. HR).
- Baseline establishment and budgets will be gathered to ensure accurate calculation

of savings, posts and budget share.

- The plan will also incorporate lessons learned from previous projects.
- The change programme will run in parallel with the ICT and Estates and Facilities change programmes and the resourcing and dependency issues will be resolved by the involved parties, escalating to JCOT where necessary.

At the start of each calendar year, a paper setting out the planned changes will be provided to JCOT and PCCs, via the Collaboration Panel.

4. HMIC - VTP4 (Valuing the Police 4) Inspection

At the end of April 2014, both Norfolk and Suffolk will be inspected by HMIC's 'Valuing the Police 4' programme to examine the progress the forces are making in response to the comprehensive spending review. They will also consider the future savings plans and progress in delivery. The approach highlighted in this paper will be presented to HMIC and options and plans will be subject to this external review.

| ORIGINATOR CHECKLIST (MUST BE COMPLETED) | PLEASE STATE 'YES' OR 'NO' |
|--|---------------------------------------|
| Has legal advice been sought on this submission? | No |
| Has financial advice been sought on this submission? | No |
| Have equality, diversity and human rights implications been considered including equality analysis, as appropriate? | No |
| Have human resource implications been considered? | Yes |
| Is the recommendation consistent with the objectives in the Police and Crime Plans? | Yes |
| Has consultation been undertaken with people or agencies likely to be affected by the recommendation? | Yes |
| Has communications advice been sought on areas of likely media interest and how they might be managed? | No |
| In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission? | Yes |