

**POLICE & CRIME
COMMISSIONER FOR
LEICESTERSHIRE**

POLICE AND CRIME PANEL

Report of	CHIEF CONSTABLE /POLICE AND CRIME COMMISSIONER
Date	THURSDAY 30 JUNE 2016 – 1PM
Subject	FORCE CHANGE PROGRAMME
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Purpose of Report

1. To inform and update the Police and Crime Panel on the current status and activities of the Force Change Programme – Blueprint 2020 (BP2020) and the Proposed Strategic Alliance (SA).
2. To advise the Police and Crime Panel how the Police and Crime Commissioner (PCC) and his office, hold the Force to account for the Force Change Programme and work on the Proposed Strategic Alliance.

Recommendations

3. To note the contents of the report.

Supporting Information

4. The purpose of this paper is to explain the current context of change within Leicestershire Police so that all members of the panel are reminded or informed of the change journey taken to date and also the intended plans and options for the future to 2020 and beyond.
5. Since the initial comprehensive spending review was announced in 2010 Leicestershire Police have achieved savings and efficiencies of more than £36 million. The savings were achieved via both staffing reductions (generally based on natural attrition) and non-staff efficiencies (such as estates savings). It is said that, Project Edison, which remodelled work flows and team structures in a number of departments, achieved savings of £10.2 million whilst maintaining front line policing numbers.
6. Project Edison went live across the Force area in February 2015. Following the launch of Project Edison work began with KPMG to design a target operating model for Leicestershire Police which incorporated the new Edison model and also re-designed all other areas of the Force to achieve the anticipated savings then required to balance the budget by the end of 2020. The initial proposal presented by KPMG was perceived as being overly dependent on partners and on conceptual technology and was not approved. The internal Force change team were asked to look at the

KPMG model and, based on many of its ideas, to develop an alternative target operating model.

7. The new target operating model was designed by the Force change team and approved by the Chief Officer team, with the Police and Crime Commissioner advised and updated in July 2015. The new programme was called Blueprint 2020 and consisted of five key work streams made up of multiple projects designed to deliver savings and re-design operational procedures to allow the Force to operate within the boundaries of reduced budgets year on year to 2020. At the same time as Blueprint 2020 was approved the three PCC's from Leicestershire, Northamptonshire and Nottinghamshire and the three Chief Constables agreed to explore opportunities to collaborate within the context of a Proposed Strategic Alliance between the three Forces. The Proposed Strategic Alliance would in principle look at collaboration across the three Forces below the rank of Chief Constable. A team was pulled together to explore options for the alliance and to build a business case for a Proposed Strategic Alliance.
8. The Blueprint 2020 programme was launched to the public and partners in October 2015 and the following month the Chancellor announced an end to cuts in policing budgets nationally. However, this was predicated on a 1.99% precept increase year on year and the impact of this announcement is that despite the no cuts message there is a reduction to Leicestershire Police budgets caused by changes to funding allocations nationally. According to the current Medium Term Financial Strategy (MTFS) the Force will have a budget gap of £4.6 million by 2020. By increasing the Police Grant reductions year on year to 1.3% (based on latest Police and Crime Commissioner Treasurer Society (PACTS) rather than the 1% reductions currently assumed), this would increase the shortfall to £5.7m over the period.
9. Due to the work already completed by the Force change team the budget for 2016/17 is already balanced and the gap for 2017/18 at existing assumptions and levels of delivery, is £1.1 million. This gives the Force and the PCC a suitable opportunity to explore the business case for the Proposed Strategic Alliance and make informed decisions on what to do. Should a decision be made to not proceed with the Strategic Alliance then the Blueprint 2020 programme could be revisited to identify the required savings to meet the budget gap by 2020.
10. The Proposed Strategic Alliance business case has been discussed at a number of key stages since December 2015, will be discussed further at a Board meeting on the 23 June 2016 and members will be updated verbally at the Panel meeting on the results of those discussions. The team building the business case have been investigating three main areas of change in more detail. The three detailed areas are Contact Management, optimising the shared crime recording system NICHE (which will be live across all five east midlands Forces by June/July) and the Enabling Services which are the supporting back office services of HR, IT and Finance.
11. The Blueprint 2020 programme has also continued to progress and deliver change projects which are designed to increase efficiencies and contribute to future savings targets. Some of the key projects being progressed as part of Blueprint 2020 are agile working and enabling remote access to systems and data, re-engineering business processes and procedures via a programme of business improvement reviews and projects looking at partnership data sharing and reducing demand.

12. The Force is in a positive position regarding finances and change. The work carried out over the past few years has been effective at delivering savings and engineering a more efficient Force. The two opportunities of the Proposed Strategic Alliance and the Blueprint 2020 programme may give the PCC and the Force some options for change and savings to meet future pressures.

PCC Assurance and Scrutiny

13. As highlighted to the Panel previously, the Force share information with the PCC and/or his officers to discuss Force savings and proposals where appropriate and/or where they may impact on the services delivered to local residents (either real or perceived). The Head of Policy and Strategy in the OPCC attends the Force Change Board and the Head of Change meets regularly with the Chief Finance Officer to provide updates, for example, potential early work which could take place locally, regionally and nationally to look at suitable rank and supervision ratios across the Police.
14. Where key areas are highlighted, or those which may have a real or perceived impact on the services delivered, public or residents of Leicester, Leicestershire and Rutland, or where the PCC and/or his officers feel further information is required, the PCC requests a report and discussion at the Strategic Assurance Board, which is one of the mechanisms for the PCC to hold the Chief Constable to account.
15. Scrutiny of the Proposed Strategic Alliance takes place in a number of ways, a Strategic Board constituted of the PCCs and Chief Constables gives overall strategic direction and decision making for the project and the Design Authority is constituted of Deputy Chief Constables, the Chief Executives and the SA Programme Team.
16. Additionally, there are regular meetings of the three Chief Finance Officers with the Programme Team and OPCC finance scrutiny lead (a Northamptonshire OPCC member of staff undertaking a more detailed review of financial assumptions).
17. More recently, there have been a number of briefings and update meetings with PCCs to discuss work on the Proposed Strategic Alliance, particularly with regard to reviewing the Proposed Strategic Alliance in the context of potential local priorities for the newly elected PCC's and the development of the Business Case.
18. Furthermore, the PCC elections in May 2016 have resulted in four out of five new PCC's appointed within the East Midlands Region, all of whom are considering their priorities for inclusion in their Police and Crime Plans. It is right the Panel should be aware that these priorities may result in fresh considerations as far as collaborative working is concerned.

Implications

Financial: The BP2020 Programme is aligned to the Force MTFP and 2016/17 Precept.

Legal: None applicable for this report.

Equality Impact Assessment: Not applicable for this report. Should an EIA be required it will be completed in liaison with the Equality Team.

Risks and Impact: The BP2020 programme is risk managed using prince2 methodology and all risks are discussed at the change board each month.

Link to Police and Crime Plan: Whilst the BP2020 Programme reflects the overall direction of the current Police and Crime Plan, this will need to be reviewed as part of future Police and Crime Plans.

List of Appendices

None applicable to this report.

Background Papers

None applicable to this report.

Persons to Contact

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