

POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Date	29TH SEPTEMBER 2014
Subject	FORCE CHANGE PROGRAMME UPDATE
Author	CHIEF CONSTABLE

Purpose of Report

1. To present to the Police and Crime Panel an update on the Force Change Programme which is in response to Strategic Priority 18 in the Police and Crime Plan:

“With staff and partners, transform the way we protect our communities and deliver over 20m in revenue savings by 2016/2017”.

Recommendation

2. It is recommended that the Police and Crime Panel note the contents of the report and the progress made.

Background

3. Leicestershire Police has delivered significant savings through its Change Programme over the past few years. The Police and Crime Plan set the outcomes expected for the current phase of the programme which included establishing a vision for Leicestershire Police that is radical, challenging and will deliver the policing priorities of the Police and Crime Plan with the resources available. It also set the requirement to use evidenced based business cases for change. The vision is set out at Appendix A and has been presented to the Panel previously.
4. The Change Programme includes ‘business as usual’ transactional changes, together with a new operational policing model which will deliver transformational changes. The changes intended to transform services have been developed under the internal heading of Project Edison.
5. The current Medium Term Financial Plan highlights the remaining requirements from the original identified shortfall of £23m between the years 2013/14 to 2016/17 (£34m over the full period of the spending review). The plan details

the planned changes and other savings which have been banked or are nearing completion of £7.7m. In addition, the new operational policing model is forecast to provide savings of over £9.5m. The medium term financial plan shows that only £5.8m of savings remain. Additional plans in place to meet this gap by the 31/3/17 are being developed.

Governance

6. The new policing model was presented to the Chief Constable in August 2014. This forms part of the Chief Constable's overarching plans for change, agreed in June 2013. The policing model will be presented to the Force Change Board for sign off on 25th September 2014. The Change Board, under the DCC's leadership, is the governance structure for the Change Programme. It reviews detailed business cases for all 'business as usual' changes, together with overseeing the development of the new policing model and the wider Change Programme. The PCC is represented on the Change Board, papers are provided to the OPCC and scrutiny applied to them at the meeting. Separately, specific updates are provided to the PCC at key times in respect of the new policing model to update him on progress. The final model and timescales for delivery will be shared with the PCC on the 23rd September 2014.
7. The overall plans have been shared with Leicestershire Police Staff and Officers, Trade Unions and Staff Associations. They have also been shared with key stakeholders and partners, including the Police and Crime Panel. There is on-going continued engagement, in addition to the statutory consultation for staff affected by the changes.
8. The Change Programme holds an equality impact assessment which is a live document. It brings together individual elements or work streams and their impact assessments, feeding them into an over arching document. This is both an internal and external facing EIA to identify any impact on our communities as well as on the Force's own people. As part of this process the plans have been presented to PAGRI and YPAG and there are plans to continue to do this with other groups.

Timelines

9. The new model will be implemented within this financial year. The timeline for implementation will be presented to the Change Board on 25th September 2014. Most change is planned within January and February 2015 although improved ways of working have been introduced already into the Force to establish processes and start to change culture.
10. Nearer implementation there will be communication with the public around how our services will change, what they can expect and how services will be more responsive to their needs. These will also reinforce important information such as who their local beat team and local inspector are and how they can contact us.

Scrutiny and Evaluation

11. The Change Programme is subject to a number of different levels of scrutiny. Her Majesty's Inspectorate of Constabulary (HMIC) annually review it under their 'Valuing the Police'. The fourth inspection reported in July 2014 graded

the force as 'good' in all four aspects of the inspection and reported the following:

'Leicestershire Police has made good progress in its response to the spending review challenge, and continues to develop its plans to address further cost reductions in the future while protecting its communities.'

HMIC found Leicestershire Police:

- a. is on track to achieve its required savings of £36.1m over the spending review period;
 - b. has clear plans in place to deliver all of the £10.4m savings needed in 2014/15, including the use of reserves and is finalising its plans to meet its savings requirement in 2015/16;
 - c. is planning to implement a new way of working supported by more efficient processes and delivered from fewer premises;
 - d. has a higher proportion of police officers working in frontline roles compared to other forces, despite a planned reduction of 335 police officers over the spending review period;
 - e. has maintained its drive on crime reduction and victim satisfaction throughout the spending review period.
12. The OPCC also commissioned an independent internal audit of the Change Programme to ensure it is fit for purpose and able to deliver its requirements. The most recent audit report in April 2014 carried out by Baker Tilly Risk Advisory Services found the following:

'Taking account of the issues identified, the Office of the Police and Crime Commissioner for Leicestershire and Leicestershire Police can take substantial assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.'

The next audit is planned for February 2015.

13. A number of measures are being put in place to evaluate the effectiveness of the changes. These include developing and agreeing 'metrics' to ensure new processes are followed and the use of quantitative data to do so. However other information will be utilised, such as public satisfaction surveys, national crime surveys and feelings of confidence in local police by local communities, as well as continuing to assess the views of officers and staff. This post implementation review process will form part of the implementation plan.

Implications

Financial :	No new financial implications.
Legal :	None.
Equality Impact Assessment :	Discussed within report.
Risks and Impact :	This report covers a programme of work which carries a large risk for the organisation and the delivery of the Police and Crime Plan. This is recognised within the Change Programme and reflected through the governance arrangements.
Link to Police and Crime Plan :	Discussed within report.

List of Appendices

Appendix A – Force Vision

Background Papers

HMIC Valuing the Police 4 July 2014

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