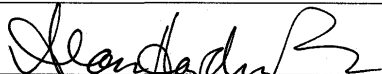


**POLICE AND CRIME COMMISSIONER (PCC) FOR LINCOLNSHIRE
REQUEST FOR DECISION**

REF: 003/2014
DATE: 31 January 2014

SUBJECT		POLICING TRANSFORMATION PROGRAMME CHANGE TEAM
REPORT BY	CHIEF CONSTABLE	
CONTACT OFFICER	Julie Hogan, Head of Strategic Development Telephone 01522 558243	
EXECUTIVE SUMMARY AND PURPOSE OF REPORT		
<p>This request is for funding from the Efficiency and Productivity Reserve for the formation of a Policing Transformation Programme Change Team.</p> <p>The Policing Transformation Programme (PTP) is a significant programme containing a number of work-streams designed to identify and deliver change over the next 4 years, all of which require research, development and change management. This work is additional to 'business as usual' for the organisation. It is recognised that some of the work will (and should) be undertaken by officers and staff as part of their day job (e.g. Project Managers and Operational Business Leads) but there is a need for a core of individuals to support and co-ordinate the programme.</p> <p>The Team will consist of four staff and is estimated to cost £107,770 for a fixed term 12 month period.</p>		
RECOMMENDATION	<i>To approve funding from the Performance and Productivity Reserve for the PTP Change Team for a 12 month period totalling £107,770.</i>	

POLICE AND CRIME COMMISSIONER FOR LINCOLNSHIRE	
I hereby approve the recommendation above, having considered the content of this report.	
Signature: 	Date: 31/01/14

A. NON-CONFIDENTIAL FACTS AND ADVICE TO THE PCC

A1. INTRODUCTION AND BACKGROUND

1. The PTP currently has three new work-streams (demand management, crime prevention and workforce modernisation) that, following development of Terms of

Reference, will require significant work over the next few months. Undoubtedly, further new work will follow over the lifetime of the programme.

2. It is appropriate for a change team to be provided by Strategic Development. However, a recent 'stocktake' of current and impending workload indicates that resources are fully employed on a number of force projects (Mobile Data, Live Links, Mobile ID, Winsor, Digital Evidence, 1000 Volunteer Challenge, Body worn Camera), with providing force co-ordination of G4S projects (t-police, Niche Optimisation), carrying out internal reviews and facilitating internal and external inspection and audit, leaving very little capacity to undertake the work required.

Change Team Remit

3. The PTP is made up of a number of work-streams (and more will develop through the life of the programme), each requiring management through 5 stages.
 1. Research & Planning
 2. Testing, Trials & Pilots
 3. Evaluation
 4. Implementation
 5. Benefits Realisation
4. For more substantial parcels of work, formal projects will be approved at stage 3 (evaluation) and the remaining stages will be managed by a Force Project Manager.
5. Resources are required to manage and undertake work within the first three stages and stages 4 and 5 where a formal project is not approved.
6. Examples of the type of work required are provided below:
 - Document review
 - Building understanding of current 'as is' position
 - Researching developments in other forces, agencies, region etc.
 - Identification of national good practice
 - Internal and external stakeholder consultation, including ideas identification and development
 - Building the 'to be' blueprint
 - Design of delivery plan (i.e. getting from 'as is' to 'to be')
 - Reporting programme progress through existing governance structure (Force Transformation Board and OPCC Resource Governance and Planning & Strategy meetings).
 - Promotion of the Programme and Make a Difference engagement campaign.

Team Roles

7. Analysis of requirements of a change team indicate that 4 roles are needed:

Business Change Co-ordinator - to have oversight of all activities within the 'Make a Difference' theme, managing the change team and co-ordinating the work of others involved. The skills required are very similar to those of a Project Manager so it is likely that this will attract a similar pay grade (SG3).

Business Analyst – to identify the gap between the 'as is' position and 'to be' blueprint for each work-stream and support the Business Change Co-ordinator in developing a plan to achieve the 'to be' status. This is a new role to the organisation; discussions are on-going with Lincolnshire County Council who has experienced individuals in this type of role regarding the paid secondment of a member of staff. Benchmarking with LCC indicates this role to attract a pay scale of SG2.

Evaluator – to manage the development of benefits profiles and evaluation procedures for each work-stream. The tasks required in this role are similar to those of a Performance Officer. Strategic Development have recently created a new part-time role (due to a Performance Officer reducing their hours) which could be utilised in this role, therefore no additional funding would be required. This role is a grade G.

Productivity Co-ordinator – to develop Make a Difference ideas, co-ordinating activities to maximise ideas submission and development, and build on staff engagement and consultation. This is a slight adaptation of the current temporary role in SDD. The temporary role is grade G and the proposal is to extend the current secondee beyond current end date (March 2014).

A2. LINKS TO POLICE AND CRIME PLAN AND PCC'S STRATEGIES/PRIORITIES

8. This project team will work initially on the three work-streams demand management, crime prevention and workforce modernisation these will directly support the PCC's strategies of:
- Reducing Crime
 - A fair deal for the people of Lincolnshire
 - Police and services that are there when you need them

B. FINANCIAL CONSIDERATIONS

9. It is estimated that a £107,770 is required to resource the additional three roles in the team, the proposed grades have been evaluated by the HR team and are based on the mid-point of the grade range including employee overheads. A breakdown of this requirement is provided in the below table:

Role	Basis	Cost (£)
Business Change Co-ordinator	1 fte @ SG3	45,300
Business Analyst	1 fte @ SG1	33,870
Productivity Co-ordinator	1 fte @ G	28,600
Total		107,770

10. As part of the Final Accounts for 2012/13 a Performance and Productivity Reserve was established, the following table summarises the current position.

Performance and Productivity Reserve	£'000
Opening Balance	500.0
Use of Reserve:	
Victim Care Unit	(109.0)
Live Links	(35.4)
Mobile Data Trial	(15.2)
Closing Balance	340.4

11. It is requested that £107,770 of this reserve is utilised for the PTP Change Team.

C. LEGAL AND HUMAN RIGHTS CONSIDERATIONS

[This should include the legal powers the PCC has for making the decision]

The Police and Crime Commissioner (PCC) is responsible for the allocation of earmarked reserves under the Scheme of Arrangements for the Discharge of Functions.

D. PERSONNEL AND EQUALITIES ISSUES

Personnel and Equalities Issues are addressed under the Recruitment Policies and Procedures for Police Staff which will be applied.

E. REVIEW ARRANGEMENTS

The Policing Change Programme is monitored through the Force Transformation Board and the Planning & Strategy and Resource Governance Meetings of the PCC.

F. RISK MANAGEMENT

The Programme will operate with a risk log created and managed by the PTP Change team and reviewed by the Transformation Board.

H. PUBLIC ACCESS TO INFORMATION

Information in this form along with any supporting material is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the PCC's website within one working day of approval. However, if release by that date would compromise the implementation of the decision being approved, publication may be deferred. An explanation for any deferment must be provided below, together with a date for publication.

Is the publication of this form to be deferred? No

If Yes, for what reason:

Until what date:

Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate part 2 form.

Is there a part 2 form? No

If Yes, for what reason:

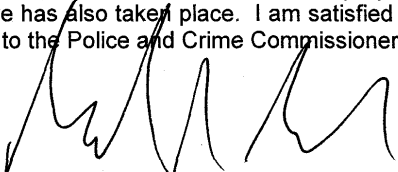
ORIGINATING OFFICER DECLARATION

	Tick to confirm
Originating Officer: Julie Hogan recommends this proposal for the reasons outlined above.	✓
Financial advice: The PCC's Chief Finance Officer has been consulted on this proposal.	✓
The CC's Chief Finance Officer has been consulted on this proposal.	✓
Monitoring Officer: The PCC's Monitoring Officer has been consulted on this proposal	✓
Chief Constable: The Chief Constable has been consulted on this proposal	✓

OFFICER APPROVAL

Chief Executive

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. Consultation outlined above has also taken place. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner for Lincolnshire.

Signature:  **Date:** 31/1/14