



**Lancashire  
Constabulary**  
police and communities together

**REPORT TO : STRATEGIC SCRUTINY MEETING – 7<sup>TH</sup> JANUARY 2016**

**REPORT BY: SUPT. IAN DAWSON**

**TITLE: LANCASHIRE CONSTABULARY FUTURES  
PROGRAMME UPDATE**

**1. Summary**

1.1 This report updates the Commissioner on progress with regards the Futures Programme.

**2. Decision Required**

2.1 The Commissioner is requested to note the report.

**3. Information**

3.1 The Futures Programme Team was established in 2014 to replace Sustaining Excellence to continue to address the significant financial challenge the Constabulary faced. The Organisational Reviews have realised savings of £74 million to date.

**Governance and Decision Making of Futures Programme**

3.2 The Programme is conducted under a robust governance process utilising a change management methodology to ensure phases of the reviews adhere to specific timescales. Each work stream, as detailed below, is owned by a Chief Officer and has a work stream Chief Superintendent or Senior Police Staff lead, who Chair monthly checkpoints throughout the building of the Business case. Extensive consultation is undertaken with staff, internal (for example estates department and staff associations) and external stakeholders (for example councillors and local authority partners) identifying issues, risks and interdependencies and the Office of the Police and Crime Commissioner. The Futures Governance Board, on which the Office of the Police and Crime Commissioner (OPCC) is represented, oversees this process.

- 3.3 The Police and Crime Commissioner signed off the Business cases on the 7th August 2015 followed by the Implementation plans on the 30th September 2015 for implementation prior to the 1st April 2016 at the meetings of the Joint Management Board.
- 3.4 The force had previously reviewed the response, targeting and neighbourhood policing functions in 2011/12 when the Planned Response and Immediate Response functions were created as distinct departments. The 2014 review of the Basic Command Unit (BCU) structure reduced the number of BCUs from 6 to 3 and the number of operational briefing bases for immediate response from 17 to 9 realising further savings. Due to the continued austerity, further changes were required to ensure the Constabulary continued to meet its core objectives within budget.
- 3.5 Extensive staff consultations led to the emergence of the “One Team” approach. This effectively described that to make further savings and meet its obligations to the public the force would need to reduce the level of compartmentalisation and establish a more integrated frontline to meet the variety of demands it faced. This approach is entirely consistent with the key principle of Systems Thinking, which is currently being applied to the overall methodology of the change programme. The background and current position on each of the Futures workstreams is set out below.

#### **A. ‘One Team’**

- i) The development of the “One Team” model reflects the commitment Lancashire Constabulary has made to the public to prioritise its core functions and is also a key driver of the Police and Crime Plan and the Defending the Frontline Policing priority. The commitments made are:

##### **24 / 7 visible response and investigations**

- ii) The public of Lancashire can be confident that they will be kept safe around the clock. If they need to call the police we will answer the phone quickly and respond quickly. We will investigate crimes that have happened proportionately, prioritising those crimes which have the greatest impact on the victim.
- iii) The Futures Review 2015/16 has reconfigured Immediate Response, Planned Response and Targeting Teams into a single response model delivering all three functions, and revised the Demand Reduction Unit (including Telephone Investigation Unit) for staff numbers and role. This extended the numbers working on Immediate Response from 817 to 960 officers whilst still creating an opportunity to save over £5 million. It required the planned response function and targeting to be re-engineered and delivered within a single team, with prioritisation of reduced targeting capability aligned to available capacity. Methodology for resource allocation was achieved through market led software modelling products, taking cognisance of demand, briefing bases and maintaining service standard requirements.

## **Local Policing**

- i) Local policing teams cover every inch of Lancashire, the public will know who they are and they will know the local area they are responsible for. The public will be able to contact them about policing issues that concern them through a variety of methods, including online services. In some areas these teams will be more concentrated and will focus on prevention work with a range of partner organisations to reduce harm and protect the most vulnerable (including Early Action with the growth of 25 Community Beat Manager CBM posts). In other areas they will also be responding to calls for service in the neighbourhoods they are responsible for.
- ii) The Futures Review 2015/16 reconfigured Neighbourhood Policing implementing 3 types of CBM post (Early Action CBM, Priority Ward CBM and NHP Response CBM). It created Local Policing Areas where NHP Response officers provide both NHP and Immediate Response functions in the Ribble Valley, Fylde and Rossendale districts. It also revised the distribution of NHP Sergeants to reflect changed structures and numbers of staff to a consistent supervisory ratio. This achieved approximately £1 million of savings through supervision rationalisation in NHP. There were no CBM or PCSO posts removed. The Neighbourhood Needs Index was utilised to grade wards according to need and match policing coverage. Different policing styles have been developed for different districts according to need.
- iii) At the same time as developing these new structures the Futures Programme also reduced dedicated Operational Support Units (OSU), Licensing Sergeants and reconfigured our Force Incident Command (FIC) function, achieving savings of £1.5 million.
- iv) The workstream implementation meetings both within divisions and through central Futures governance continue overseeing the delivery through to full implementation in April 2016.

## **Police Officer Restructuring (One Team)**

- i) The Restructure process across the One Team review is complex, preferencing for Police Officers in Planned Response and Targeting Teams has been taking place since October 2015. With Human Resources support, BCU Futures Teams are progressing the work to identify substantive postings for all Constables who have been displaced by the recommendations of the One Team review.
- ii) They are currently working on identifying the distribution of staff to the Neighbourhood Policing areas, including Early Action CBM posts. It is not anticipated that there will be significant change, maintaining consistency of staffing to local areas. Officers will be allocated to the new One Team structure (including NHP) by mid to late December 2015, with a view to advertising any remaining Neighbourhood posts early in the New Year.

- iii) In relation to Sergeants and Inspectors, work is ongoing to assess the impact of the Voluntary Exit decisions on the overall BCU resourcing picture. This data will be discussed during week commencing 30 November 2015, and plans will then be formulated for any de-selection processes that are still required. If any displaced officers cannot be accommodated by the BCU, they will be referred to the Corporate Redeployment Panel – Police in January 2016.

## **B. Serious and Organised Crime**

- i) The public do not often see this aspect of policing, but they can feel confident that we are working hard to keep them safe in areas such as counter terrorism, child protection, organised crime and Child Sexual Exploitation, and has taken account of need to protect vulnerable people, deliver public value and do so in an efficient, effective and affordable way. A terms of reference was agreed in July 2014 for the Serious and Complex Crime review which incorporated the HQ-Crime departments of Level 2, Scientific Support Department (SSD), Intelligence and Crime Support (ICS), Force Major Investigation Team(FMIT), Counter Terrorism Branch (CTB), Multi-Agency Safeguarding Hub (MASH), Online Child Abuse Investigation Team (OCAIT), Dangerous and Sexual Offenders Unit (DASOU) and Development and Compliance together with the BCU departments of Intelligence and Targeted Crime Units (TCU). Although Public Protection Unit Operations is included in the One Team terms of reference, Child Sexual Exploitation has been incorporated into the Serious and Complex Crime review.
- ii) The review was supportive of the Force's 'One Team' ethos and consistent with the requirement for local delivery within the 3 BCU model. The feasibility of Workforce Modernisation is on-going in conjunction with the Systems Thinking Team and One Team Programme, and the viability and suitability together with potential savings, training and implementation were explored. Job Descriptions were created and agreed, leading to this review workforce modernising some 38 police staff roles. The Review made overall savings of £2.1million which included the reduction of Level 2 targeting capability and a restructure of Dedicated Source Units. Reinvestment was made in areas of high risk including Online Child Abuse, Digital Media Investigation, Child Sexual Abuse and Domestic Violence.
- iii) The 2015/16 Review was an innovative and transitional approach to delivering specialist policing capabilities, whilst delivering considerable financial savings. Developed and enhanced core capabilities required to keep people safe, particularly the most vulnerable in our communities. Reconfigured departments and operating models to deliver essential investigative resources where they are needed most, the BCU front line. Central professional governance whilst achieving local day to day innovation and delivery of service. The organisation is now better placed to meet the challenges presented by technical advancements and changing nature of offending behaviour. Efficiencies in working practises through innovation and technology have been identified, and in some cases already implemented, realising structural savings.

- iv) The workstream implementation meetings both within divisions and through central Futures governance continue overseeing the delivery through to full implementation in April 2016.

### **Police Staff Restructuring (Serious and Complex / Support Services)**

- i) The formal consultation period began on 6 October 2015, and all affected Police Staff were issued with Restructure Packs on 7 October 2015. Following this, staff considered their personal position and returned preferencing forms by 30 October 2015. During week commencing 2 November 2015, meetings were held with Department Managers to discuss the outcome of this process, to be prepared with recommendations for the redeployment panel.
- ii) The formal consultation period ended on 5 November 2015, and on 6 November 2015 an extraordinary redeployment panel was held to discuss recommendations for moving the implementation forward. This included agreeing where individuals could be confirmed in post at Stage 1 & Stage 2, where de-selection processes were necessary (and what was the most appropriate method), who was being referred to Stage 3 for redeployment, and where requests for Voluntary Redundancy should be recommended.
- iii) On Monday 9 November 2015, the Director of Resources agreed 18 Voluntary Redundancies to be progressed. In addition to this, during the month of November, regular updates have been provided to Department Managers who have been responsible for updating their staff on the outcome of the restructure process and arranging de-selection processes where necessary. HR are continuing to track and support this process, and in most cases individuals will know their position in the new structure before Christmas. Where people can be confirmed in post, they will also receive correspondence to confirm this before the Christmas period.

### **Police Officer Restructuring (Serious and Complex Crime)**

- i) All affected Police Officers were issued with Restructure Packs during week commencing 12 October 2015, to submit their preferences by 4 November 2015. During week commencing 9 November 2015, meetings were held with Department Managers to discuss the outcome of these processes, and agree where de-selections or relocations needed to take place. The Police Federation were consulted in relation to the potential de-selection / relocation methods.
- ii) Department Managers have been responsible for updating their staff on the outcome of the restructure process and arranging de-selection processes where necessary. HR are continuing to track and support these processes, with a view to confirming all Police Officers into the new Serious & Complex Crime departments (1 April 2016 structure) before Christmas. There will be a small number of displaced officers, who will be considered for alternative posts in the Constabulary by the Corporate Redeployment Panel – Police in January 2016.

### **C. Business Support and Criminal Justice**

- i) The Business Support and Criminal Justice review programme was conducted within department by the Senior Police Staff lead, achieving savings of approximately £900,000. This was achieved through financial savings accrued through changes in working practices and the centralisation restructure of the Business support model. Further reductions (£150,000) were projected through Criminal Justice but offset to March 2017 as in March 2016 the Constabulary will introduce a new system for case preparation and custody to replace C3PO. There is significant work on-going to ensure that the transition to the replacement system is as smooth and seamless as possible.

### **D. Resource Management**

- i) The Resource Management Programme was instigated in July 2014 as one of the four work streams included within the Futures Programme for 2014/15. Whilst the previous Organisational Review established separate RMUs in line with the new BCU structure, each separate unit continued to be owned by their respective Senior Management Team. HQ Operations and Contact Management also had dedicated RMUs, each under the control of their respective Management Teams and with their own methods of conducting daily business.
- ii) The Programme created a single Resource Management Unit that meets the Constabulary's organisational and operational requirements by ensuring the most productive and best use of resources across Lancashire. Focussing on getting the right resources in the right place at the right time.
- iii) It has ensured the structure is adaptive to future organisational changes and where necessary made recommendations to improve process; technological systems and procedure and use of analytical support. Specific consideration has been given to supporting the design of a single HR platform to encompass all information relating to role, skills, specialisms, qualifications, staff movement and vacancy monitoring. It has also ensured the Resource Management Structure has the appropriate level of management and support including the creation of a Resource Management Board.
- iv) The Programme made and implemented recommendations that focus on the visible, efficient, effective, flexible and responsive use of resources to ensure a sustainable service across the Constabulary - resourcing without boundaries. Ensured that the structure links resource management and operational planning functions with an emphasis on streamlining the process of managing and resourcing events on a Force-wide footprint and ensures compliance with strategic and national policing requirements.
- v) The creation of a Resource Management Policy that has an emphasis on staff well-being and the values held by Lancashire Constabulary whilst providing value for money and a high quality service in the interests of the public has ensured that annual leave, for example, has been managed consistently and fairly and designed in a timely manner across the Force.

### **3.6 Consequential Impacts**

The above changes have necessitated our current allocation of fleet and our future operational requirement. The Futures team reviewed fully the current position of fleet in respect of response and neighbourhood policing. This identified a requirement to redistribute the existing liveried fleet and to convert 16 plain cars into liveried vans. This is being dealt with as an implementation cost of the prospective structure. In respect of neighbourhood allocations the Futures Programme have identified a requirement to increase the fleet by 22 vehicles and livery a further 8 vehicles, this is subject to consideration of the wider future resourcing picture. The Futures programme through this work are ensuring a more appropriate distribution of fleet delivering a more mobile and responsive front line policing capability.

- 3.7 Further work is being done to facilitate necessary estate moves; ICT and telephony moves etc consequential on the changes being implemented. These have been identified in the requirements of the programme workstreams, or identified as a result of Divisional implementation meetings or Futures Governance meetings.

### **4 Implications**

- 4.1 The implications are as set out in the report.

### **5 Links to Police & Crime Plan**

- 5.1 The implementation of the Futures Programme is critical to continuing to ensure there is an efficient and effective police force. This Programme contributes directly to the Police and Crime Plan and particularly to Defending the Frontline Policing priority.

### **6 Reasons why Restricted**

- 6.1 N/A

### **7 Background Documents**

- 7.1 Reports to the Joint Management Board August and September 2015 outlining the Business Cases and Implementation Plans – Futures Programme.

### **8 Contact for Further Information**

- 8.1 Supt Ian Dawson – Futures and Corporate Development, Tel. 412867.