



## Futures Programme Abbreviated Business Case

<b>Workstream</b>	Multi-Agency Community Step Down Programme (Operating name – Lancashire Volunteer Partnership)
<b>Chief Officer Sponsor:</b>	ACC Bates
<b>Head of Profession:</b>	Chief Inspector Ian Sewart (Programme Manager)
<b>Author:</b>	CI Sewart
<b>Date:</b>	28/10/16

<b>Meeting:</b>	<b>Date:</b>	<b>Location:</b>
<b>Futures Board</b>	TBC	
<b>TMB</b>	11/11/2016	
<b>SMB</b>	25/11/2016	
<b>JMB</b>	07/12/2016	

### Proposal

#### Executive Summary

Whether brought about by socio-economic, political or budgetary factors, demand on public services around welfare and safety is increasing and public services need to identify how, in a period of austerity, they are going to meet and face this demand. Early Action is a philosophy that seeks to do just this by identifying issues at the earliest opportunity before crisis occurs and putting in place interventions that reduce vulnerability and in turn demands on statutory provision.

A critical aspect to this is community step down, redefining the relationship between statutory services and communities so that communities deliver what they can do and public services deliver what they cannot. In December 2015 Chief Officers, the OPCC and partner agencies agreed a vision for volunteering that sought to capitalise on the capacity and capability public service volunteers could bring in reducing vulnerability and either preventing people entering statutory services or de-escalate out of them.

**'By May 2018 Lancashire Public Services will have an Integrated, efficient, effective and high quality Public Service Volunteer offer that matches resource with need, supports vulnerable people to get the help they need to become stronger and more resilient whilst reducing the demand on statutory services.'**

The delivery method for achieving this vision was the Lancashire Volunteer Partnership / Integrated Volunteer Hub which would seek to deliver benefits by integrating all forms of public service volunteering. For the Constabulary this would include Specials, Volunteer Police Cadets, Volunteers and Neighbourhood Watch.

- Cashable savings for reinvestment by adopting a more efficient business support function (target 30% saving in business support costs by May 2018).
- Efficiency savings in reduced statutory intervention (target £421.2k per year achieved by each of the additional volunteers saving one hour of lead professional time each week).
- Increased capacity to reduce vulnerability and demand on statutory services (Additional 300 Early Action Volunteers by May 2018).
- More sustainable model for future service delivery with implementation costs repaid as early as yr3 after implementation.
- Implementation of good practice for the benefit of all Lancashire public services.
- County resource available for civil contingencies and major emergencies.

In April 2016 the OPCC were successful in being awarded a Police Innovation Fund grant to bring this vision into reality. With match funding by the Constabulary and partners this amounted to an investment of over £2M in this business area over 2yrs. On 3<sup>rd</sup> June 2016 a Programme Plan was approved by partners for the delivery of the Lancashire Volunteer Partnership.

Whilst consulting with Constabulary staff involved in the support and management of volunteers a number of issues became apparent;

- Roles have developed over time and consist of a varied and mixed portfolio of administration and other tasks that do not offer the flexibility for work towards achieving the volunteer vision
- Working practices in some areas have developed such that tasks being carried out that are either not in keeping with the role grade or in keeping with what service users want in way of business support
- New ICT provision has given opportunity for greater outreach related tasks that reduces vulnerability but has not been capitalised because such tasks fall outside the role description for these roles
- Many tasks performed in these roles are a duplication of tasks being performed by Risk and Threat Managers, Business Support, Neighbourhood Administration, Human Resources, NHP teams and Special Constabulary line managers. Some tasks do not align with the Constabulary's mission or do not prioritise the vulnerable
- Line management is spread across the Constabulary which has caused a lack of consistency in offer which sets a barrier to a partnership approach and integration
- With ambitions around Special Constables, Volunteer Police Cadets, Volunteers and NHW comes a need to increase capacity

- HQ CIP Sergeants role is not budgeted and this could undermine the future sustainability of the Partnership going forward

However; changes in the national approach to volunteering, joined up public service provision and more independent structures for supported volunteer schemes offer an opportunity to refocus priorities towards vulnerability and future development support.

Consultation has been widespread and this proposal takes account of future ambitions for CIP as pioneered by their strategic leads; such as more cadet capability for Supt. Darcy, Increased volunteer capability to reduce vulnerability for Chief Supt. Noble, Development opportunities for the advancement of NHW for Chief Supt. Horn and increased Special Constabulary establishment for Chief Supt. Bithell and Chief Special Paul Airley.

This proposal seeks to take these opportunities.

This proposal is an invest to save opportunity which makes use of the additional funding provided by the PIF grant, support provided by the OPCC for additional supervision and outreach work along with providing a budget for the HQ CIP Sergeants role. It makes the following recommendations;

- 1) **It is Proposed the HQ – CIP Sergeant changes to become a budgeted Lancashire Volunteer Partnership / Supervisor (To be offset by cost savings made by recommendation 4 and to review potential to become Police Staff role in Yr. 4 2020. This post is funded until the end of year 2017/2018. Cognisnace will be given to the forthcoming Unfunded Posts Policy which may result in this role transforming into a police staff role prior to the 2020 target).**
- 2) **It is Proposed that an additional supervisory role is introduced – Police Staff Lancashire Volunteer Partnership / Supervisor (Funded by the OPCC) LC7**
- 3) **It is proposed PCSO / Cadets to increase by 3 creating 7 posts in total (This move is cost neutral to the Constabulary)**
- 4) **It is proposed to disestablish the following roles;**
  - 6 x Special / Volunteer Co-ordinator LC5-6
  - 6 x Watch Liaison Officer LC-5
  - 2 x CIP and Quality of Service Officer HQ LC 5–6
- 5) **It is proposed to establish the following roles;**
  - 7 x Lancashire Volunteer Partnership / Neighbourhood Volunteer Support Assistants LC3/4
  - 8 x Lancashire Volunteer Partnership / Neighbourhood Volunteer Officers (Outreach and Outreach Support) LC5/6

**To achieve the significant growth in capacity required to meet the ambition of the OPCC and partners the OPCC has made contributions that would require the Constabulary to identify a growth of £21,805 from 2020/2021. This growth has been identified in savings made elsewhere and is included in the Medium Term Financial Forecast MTFF.**

## Appendices

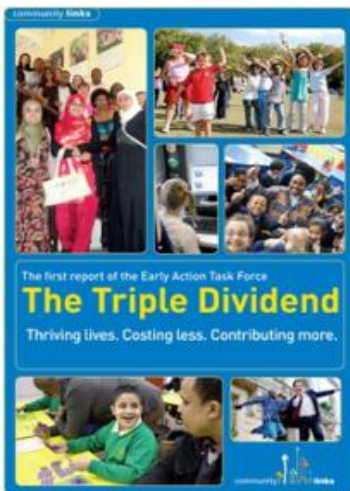
- 1) Financial Paper
- 2) Outcomes Framework
- 3) General Equality Duty Assessment
- 4) High-level Implementation Plan

### **The Context for Change:**

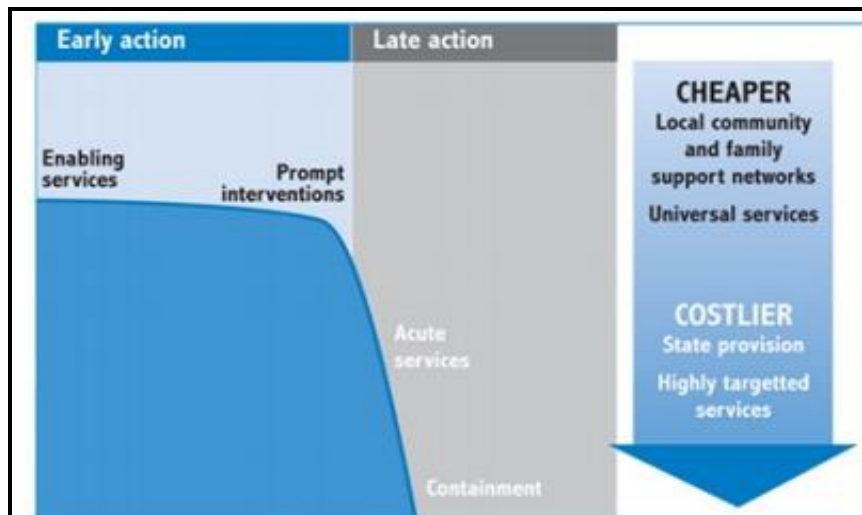
The context to which this business case is made is one of contracting public service capacity to meet increasing need and demand that is presenting itself in different ways.

Expectations both from the public and HM Government are that public services should work together to provide integrated place based, cost effective and efficient services that meet peoples need and reduces vulnerability.

The current model adopted to provide community step down is single service and lacks capacity to meet these expectations and the differing need presenting itself to public services.



We know through local and national strategic assessments what the drivers of demand on public services are and that if vulnerability can be tackled at the earliest opportunity there is potential to prevent escalation into statutory provision (The Triple Dividend 2011). The report and the slide below highlight the need to tackle problems earlier if we are to earn public value and use public service resource to its full capacity.



The Triple Dividend 2011 identified the advantages in reduced vulnerability if public services were to tackle problems when they presented themselves or were first identified. The advantages were widespread particularly in preventing crisis and in improving wellbeing and social resilience. A community step-down model which matches community assets to need would reduce vulnerability and in turn demand on public services.

The Lancashire Fairness commission makes a number of recommendations that require public services to change the offer they make to increase fairness and equality.



Using the principles behind the Marmot review *'Fair Society, Healthy Lives (2010)'* the Lancashire Fairness Commission was formed to provide an independent perspective on inequalities in Lancashire and to make recommendations to remedy these.

In its opening introduction the report states *'Time after time we heard from people eager to help their communities and neighbours and many of our recommendations focus on how we can better support people to help each other and themselves. We know that building voluntary or community skills can be used as cover for spending cuts but it is vital that grassroots capacity is expanded nevertheless.'*

The Marmot report argued that if you want to tackle health inequalities you also had to tackle social inequalities and the reviews policy recommendations focussed on better sharing of information and increased partnership working.

The Lancashire fairness commission in its report mirrored this by stating as a clear principle that *'Civic responsibility must be reinforced – all residents can contribute to making Lancashire fairer and for all citizens to have a say.'*

The Commission used the principles of the Marmot Review to examine how greater equality can help people to maximise their potential and create healthier, wealthier communities *'Increasing fairness in Lancashire means making sure we help people to help themselves and free up public resources for those most in need.'*

The commission also focused on areas that would guide public services;

- Support to teenagers and adolescents to build life skills and personal resilience to prepare them for the transition to adult life
- Social support networks – greater support from families, friends and communities is linked to better physical and mental health.
- In Lancashire older people make up a larger portion of the population than the average nationally. In 2011, those aged 65 and over made up 18% of the population in Lancashire, compared to 16.5% nationally and these numbers are expected to increase significantly in coming years. In some districts of Lancashire a quarter of the population is aged over 65.
- An increasing number of older people are living alone; this is especially prevalent in the 75+ age group, leading to social isolation and loneliness.
- Preventing isolation and loneliness by creating opportunities to connect people into activities and the wider community

It has long been acknowledged that demand is often circulated around the public services to become failure demand, demand that either changes in nature or is escalated because it is not met at the earliest opportunity.

Local and Strategic assessments point to a future that requires transformational change if public services are to meet demand.



This year the Lancashire Strategic Assessment included The Cambridge Crime Harm Index or CHI (Sherman, L et al (2015) *The Cambridge Harm Index*)

It cited the following as main contributory factors in the commission of crime and for increased risk of victimisation:

**Alcohol harm** (particularly in respect of serious violent crime). Alcohol increases the risk of injury in violent crime and alcohol-related violent crime is statistically significant near licensed premises. Alcohol harm has been noted as an issue in families on the Working Together with Families (WTwF) programme, in cases of domestic abuse and for increasing risk of reoffending.

The harmful effects of **drug use / misuse**. Whilst chaotic opiate use is in decline, there is an increase in cannabis use among young people. Intelligence suggests that there is a significant link between illicit tobacco markets and cannabis cultivation and supply within the county. These two areas are also linked to wider serious and organised criminality issues within the county.

**Re-offending** remains an issue (significant *pathways* include alcohol, drugs and housing). Those most at risk of reoffending are those that are on community orders (particularly within 3 months of being given the order), those who have been on cohort caseloads for less than 3 months and those who have been on short sentences. **Interestingly, analysis of the WTwF data showed that households with adults with a proven offence were more likely to have a child with an offence.**

**Deprivation and social inequality.** Analysis of families on the Working Together with Families (WTwF) programme noted that the more deprived wards contained a higher rate of families. This is to be expected based on the initial methods used to determine the number of families that each area had to work with. However, evaluation of local families found that needs were more complex than the national criteria used to govern which families should be worked with. Parenting difficulties (also a key factor in CSE referrals) were identified in 61% of families. Furthermore, parenting problems were associated with social care issues, education and depression.

**Mental health:** There is a danger of simply listing MH as a risk factor without sound research, as MH issues are broad and complex. However, research has evidenced that those with MH issues are more vulnerable to being a victim of crime or ASB and those who are repeatedly victimised are vulnerable to developing MH issues. In addition, a sample of data from WTwF showed that a quarter of children from families on the WTwF programme were believed to have MH issues. MH issues were noted in families with parenting difficulties, which increased the risk of a child with an ASB intervention.

The assessment also draws on the findings of the fairness commission that Lancashire has a growing and aging population with just over 40% of the population in the county over 50 years old. The main age group with an increased propensity towards being an offender of crime is 15-24 year olds. This age group is set to decrease over the next five years. How this impacts on the rate of crime is unclear at present, as there are a number of variables that influence crime rates. With all age groups over 70 years old expected to increase over the next 5 years, there is potential for an increase in demand from elderly groups.



The Care Act 2014 amended the NHS Act 2006 to provide the legislative basis for the Better Care Fund. It allows for the NHS Mandate to include specific requirements relating to the establishment and use of an integration fund.

Under the NHS Mandate for 2015/16, NHS England is required to ring-fence £3.46 billion within its overall allocation to Clinical Commissioning Groups to establish the Better Care Fund.

NHS England and the Government will allocate the Better Care Fund to local areas based on a framework agreed with Ministers.

That framework will include;

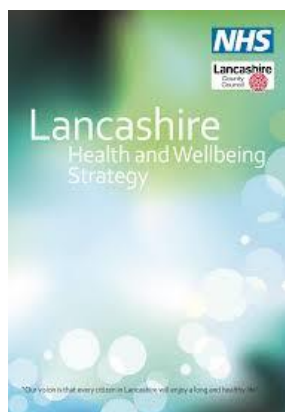
- Identifying and breaking down barriers to service integration

- Promoting and communicating the benefits of health and social care integration

Nationally a number of HM Govt. objectives ranging from the Home Office, HM Treasury, Health, Department for Communities and Local Government and Ministry of Justice are advocating change;

- Reducing Vulnerability through Early Action (preventing offending and vulnerable people becoming victims of crime and anti-social behaviour)
- Increasing community resilience and reducing demand on policing services (reducing the reliance of high intensive users on public service and preventing entry into the criminal justice system)
- Achieving best value in the delivery of effective and efficient Public services (saving resource by delivering preventative interventions as effectively and efficiently as possible)
- Valuing Difference (building greater community participation and wellbeing)

Lancashire's combined Health and Wellbeing Strategy reflects this in its objectives which identify key enablers for the Health and Wellbeing agenda;



- Building and utilizing the assets, skills and resources of our citizens and communities
- Making joint working the default option

Demand for statutory interventions on public services is increasing, particularly Public Service and Welfare calls (Estimating Demand on the Police Service – College of Policing 2015).



At present the tasking and deployment of community assets and the commissioning of the voluntary sector is done so in a fragmented and unintegrated way, creating gaps in service and inefficiencies. It is not uncommon for volunteers working with a number of different public services to have undergone numerous application processes, interviews, vetting procedures and training, all to do similar tasks.

There is a lack of information to inform the commissioning of the voluntary sector which has caused duplication of commissions and a fragmented level of service.



The context for change and the evidence presented above would advocate public services adopt an integrated Public Service Volunteer Hub as part of an invest to save programme that would target vulnerability taking a preventative step down approach.

## Business Case

### Proposed Changes and Rationale:

This proposal should be seen as an invest to save opportunity with a widening evidence base that preventative work can reduce vulnerability and in turn demand on statutory services, particularly the police service. Recent analysis of the Transforming Lives Programme in Blackburn showed that for every £1 invested it returned nearly £7 in positive outcomes especially in crime reduction.

This proposal should also be seen as a proposal to increase capacity not just through increased investment but through efficiency savings to be gained through changes in working practices, the introduction of a combined tasking and deployment ICT system and the integrating of service delivery.

In December 2015 Chief Officers, the PCC and other Public Service Partners signed a Police Innovation Fund bid committing them to a partnership that would form a new Integrated Public Service Volunteer Hub.

This Hub would deliver their vision for change;

**By May 2018 Lancashire Public Services will have an Integrated, efficient, effective and high quality Public Service Volunteer offer that matches resource with need, supports vulnerable people to get the help they need to become stronger and more resilient whilst reducing the demand on statutory services.**

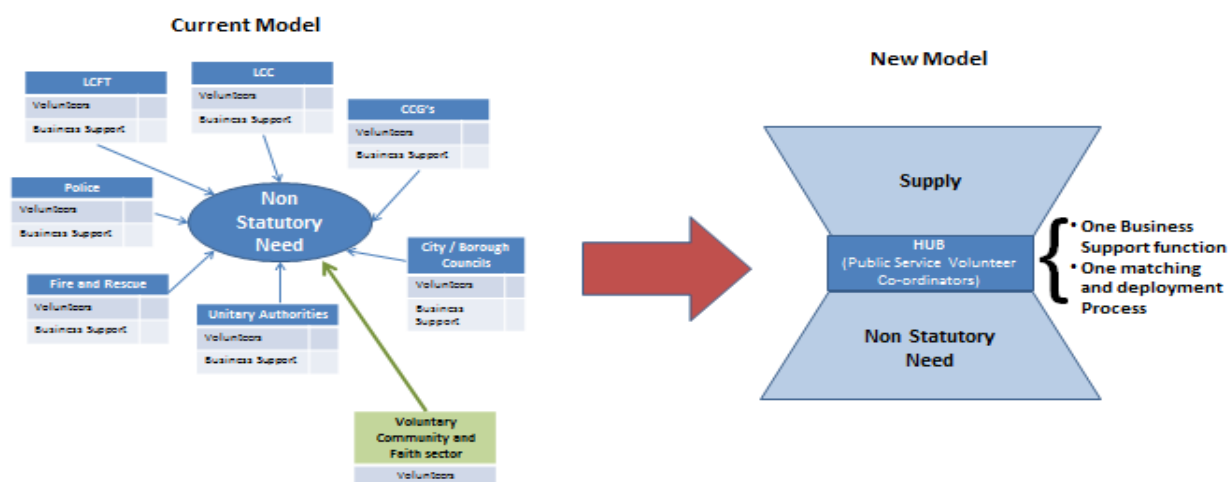
### The Hub would seek to;

- Rationalise multi-agency processes to create one single gateway / point of entry into public service volunteering Pan-Lancashire;
- Create a single business support function that delivers consistency and efficiencies
- Integrate a single ICT system that facilitates the matching of public service volunteers to need
- Increase the capacity of public service volunteers to meet increasing need through additionality and widening the volunteer skill base to better deliver against need
- Offer a service that is universal and prioritises those in most need regardless of age or other characteristics
- Broaden the diversity of volunteers so that they better reflect local communities in which they are deployed
- Inform and guide the commissioning of the voluntary sector by identifying gaps in service provision
- Increase confidence and public value by demonstrating how public services can work together to deliver relevant, effective and integrated services

In March 2016 the OPCC were awarded £700k over two years to help realize the shared vision for public service volunteering in Lancashire.

In June 2016 the multi-agency Early Action Oversight Board agreed an ambitious Programme Plan that, funded by the Police Innovation Grant and partner match funding (approx. £2M), would seek to build such a Hub as

part of a community step down platform for all public services in Lancashire. It was intended that this would reduce vulnerability and increase community resilience, which in turn would lessen demand on public services by making communities less dependent on them.



**The business case identified a number of benefits;**

Such a model would reduce vulnerability and build community resilience by preventing escalation into statutory provision by the use of community assets, public service volunteers and the voluntary sector.

Before statutory provision is required or when it is coming to an end, vulnerable people would receive community support that reduces vulnerability and integrates that person back into coping, building their personal resilience and reducing their vulnerability in order to thrive.

- Greater capacity for reducing vulnerability and thus demand on statutory services
- Cashable savings to reinvest into greater preventative capacity by taking advantage of the efficiencies that can be gained in business support costs by working on a multi-agency platform and by adopting a joined up ICT matching and deployment system (target 30% saving in business support costs by May 2018).
- Efficiency savings in the time required of statutory lead professionals and key workers (target £421.2k per year achieved by each of the additional volunteers saving one hour of lead professional time each week).

Outcomes and performance indicators will provide an evidence base that this model can reduce vulnerability and demand on public services in an effective and efficient way.

Key outcomes include reduced vulnerability, reduced need for statutory intervention, reduced costs in the administering of the volunteer programme community step down, increased volunteer community step down capability, a wider more inclusive public service and a more resilient community with increased wellbeing and capability.

### **Benefit Summary**

- Cashable savings for reinvestment by adopting a more efficient business support function (target 30% saving in business support costs by May 2018).
- Efficiency savings in reduced statutory intervention (target £421.2k per year achieved by each of the additional volunteers saving one hour of lead professional time each week).
- Increased capacity to reduce vulnerability and demand on statutory services (Additional 300 Early Action Volunteers by May 2018).
- More sustainable model for future service delivery with implementation costs repaid as early as yr3 after implementation.
- Implementation of good practice for the benefit of all Lancashire public services.
- County resource available for civil contingencies and major emergencies.

### **Corporate Strategy to which the Programme is aligned**

Early Action Corporate Strategy; agreed by Lancashire Early Action Oversight Board and to which this Programme is aligned;

### **Integrated Leadership and Commissioning**

Develop transferable strategic leadership across all public services and the willingness to build and develop organisations with the willingness to work to a shared purpose. This will include the development of leaders across different areas in the public sector that have the right motivation, influence and passion for public service working and a commitment to joint commissioning.

### **Integrated Teams and Workforce Development**

The development of integrated teams who recognise vulnerability at an early stage and identify the root causes of complex problems and put in place innovative interventions to reduce vulnerability and create sustainable solutions. Develop a joint workforce programme aimed to create true integration of public service disciplines with staff that are omni-competent, highly effective and adaptable.

### **Integrated Data Sharing and ICT Systems**

A determination to explore how we can join and share technology to improve the ability of our integrated

workforce to meet existing and future demand. To develop effective and efficient methods of sharing information and data in order to most effectively manage risk and reduce vulnerability, ensuring activity is outcome focused so we can anticipate instead of picking up the pieces.

### **Develop Community Resilience**

Co-ordinate a shared approach to cultivating volunteers to ultimately create a cultural shift of personal responsibility and problem solving, to mobilise volunteers to support and enable the vulnerable, facilitating social action to create individual capability and community resilience. Influencing commissioners to support growth, development and sustainability in these groups.

### **Cultural Shift**

To focus on creating a shift within public service workforce towards long term preventative measures from a short term, hand over culture. Developing and nurturing qualities in our staff such as Perseverance, Resilience, Innovation, Compassion and Empathy, to enable them to focus on building strengths of those who are vulnerable and fostering personal resilience.

### **Shared Outcomes and Evaluation**

A commitment to develop sustained working that is well evaluated and can build flexibility and resilience across our workforce and able to stand scrutiny of future changes to funding. Developing systems to assess the impact of our integrated approach to service delivery and to demonstrate the impact on the individual or family and also the cost benefits of our approach.

### **Principles by which the Programme will be delivered**

The Programme will use MSP and Prince 2 Methodology in particular those principles of leadership that will most likely deliver success;

The Programme team will Value Difference and Inclusion and treat people with Dignity and Respect in every aspect of this Programme. They will adopt and seek to embed the following principles in delivery of this Programme;

### **Remain aligned with Corporate Strategy**

The Programme aims to deliver outcomes that are in line with the corporate strategy outlined above. The Programme team will continually monitor any changes to ensure the Programme remains aligned and relevant to the future direction of public services.

### **Leading Change**

The leadership provided by the Programme team and Board Members who have sponsored this Programme should;

- Give clear direction
- Engender trust with consistent and transparent behaviours

- Actively engage stakeholders
- Appoint the right people at the right time
- Live with a measure of uncertainty but focus on the outcomes we wish to achieve
- Solve problems and create imaginative solutions
- Support the transition until new operating models are established and embedded

#### **Envisioning and communicating a better future**

The Programme team and Board members should own the vision which will remain for the course of the Programme. This will be further communicated through a Stakeholder Engagement Strategy.

#### **Focusing on the benefits and threats to them**

The Programme team will seek to deliver the benefits outlined in the Business case and mitigate threats to their delivery. The Board will be kept informed of progress as outlined in the Performance and Benefits Realization Strategy along with the Monitoring and Control Strategy

#### **Adding value**

The Programme will significantly add to the value of the alternative methodology; of running discrete isolated projects that would fail to deliver or have the impact desired against corporate strategy.

#### **Designing and delivering a coherent capability**

The Programme team will ensure that various projects will combine into the delivery of an integrated pan-Lancashire model

#### **Learning from experience**

Proof of concept areas and operational pilots will ensure that lessons learnt will be incorporated into the operating policy of the eventually model.

### **Transformation required in Lancashire Constabulary to align its staff with the new model.**

Consultation and stakeholder meetings have highlighted a number of issues;

- For Volunteer and Watch Coordinators Line management is spread across the Constabulary, a lack of consistency which sets a barrier to a partnership approach with other agencies;
- Working practices are not in line with the future vision for more outreach support and flexible working;
- Role descriptions are not specific enough to include holding a caseload of volunteers with the aim of reducing vulnerability;
- With ambitions around Cadets, Special Constables, Volunteers and NHW comes an ever widening mixture of differing tasks ranging from outreach support to administration.
- Co-ordinators time is skewed towards administrative functions that prevent them from doing outreach work.

Consultation also indicated that;

- HQ CIP Sergeants role is not budgeted and this could undermine the future sustainability of the Partnership going forward;
- There is an ambition to increase the number of Volunteer Police Cadets that would require a greater number of support staff to make it sustainable going forward.

For this reason consultation was widened up to include the HQ PS role and PCSO – Cadets.

Posts subject to this proposal are;

- 6 Volunteer / Special Coordinators LC5-6
- 6 Watch Liaison Officers LC5
- 1 HQ Citizens in Policing Sergeant
- 2 HQ CIP / Quality of Service Officers LC5-6
- 4 PCSO's / Cadets

### **Delivering in 'The Place'**

It should be noted that this proposal does not take away any responsibility of 'The Place' to deliver on reducing vulnerability through volunteering activity and community step down through an Early Action approach. The Integrated Volunteer Hub will seek to enable 'The Place' to do this in an effective and efficient way, which aligns with corporate strategy and the objectives set by partner organisations.

The Partnership serves the place but does not remove its responsibilities.

### **Governance**

The Lancashire Volunteer Partnership may in future become an executive agency or aligned to a single employer such as a combined authority but for now this is a partnership of independent authorities and as such its governance will be through the multi-agency Early Action Oversight Board currently chaired by ACC Bates.

The Constabulary will task the LVP through its CIP Board and Engagement Board and will appoint a strategic CIP lead whose role will be to act as a single point of contact between the LVP and the Constabulary.

### **Lancashire Community Volunteer Policy**

This policy was written in 2006 and is not in keeping with new ICT systems, working practices and a partnership approach. Whilst this policy does not present any barriers to the formation of an integrated volunteer hub it is the intention to refresh this policy to include a partnership approach. It should be noted that it is not intended

to change this particular line which Unison would like to remain

‘The work undertaken by a volunteer will be additional / supplemental to the work currently undertaken by police officers and police staff, and is not a substitute or alternative for work that the Constabulary’s full and part time staff undertakes. Volunteers should not at any time undertake the duties of paid staff. Community Volunteers do not include members of the Special Constabulary.’

Nor is it intended to lose the aim of ‘Ensure that adequate consultation takes place with staff associations and trades unions’.

## Proposals

1.

**It is Proposed that the HQ – CIP Sergeant changes to become;**

**Lancashire Volunteer Partnership / Supervisor (retained as a Sergeant role until Year 4 implementation when a review will decide if this role can transfer to a police staff member)**

- This role should take on supervisory responsibility for Constabulary staff that fall within the Lancashire Volunteer Partnership
- This makes full use of the level at which this role is set and provides opportunity for consistency and greater leadership
- This role should be line managed by the Lancashire Volunteer Partnership Manager
- This role will be working within the volunteer partnership and line managing Constabulary partnership staff.
- This role should oversee future development areas around a joined up volunteer approach including the development of a future vision for NHW, Cadets, Special Constabulary and public service volunteering
- This role would represent the Constabulary and OPCC at National and regional forms with a view of sharing best practice
- Future consideration should be given as to whether this role should remain a police officer after yr. 4 There are many tasks in this role that could be performed by a Police Staff member however in the short term and with so much development work to be completed it is felt necessary that the partnership remains wedded to operational policing. Especially as this role will involve the development of the Special Constabulary and the use of police powers. This role to be reviewed to establish if it could become a police staff role in 2020 (**Cognisnace will be given to the forthcoming Unfunded Posts Policy which may result in this role transforming into a police staff role prior to the 2020 target**).

2.

**It is Proposed that an additional supervisory role is introduced;**

**Lancashire Volunteer Partnership / Supervisor (Police Staff) LC7**

- This role should take on supervisory responsibility for Constabulary staff that fall within the Lancashire Volunteer Partnership
- This makes full use of the level at which this role is set and provides opportunity for consistency and

greater leadership

- This role should be line managed by the Lancashire Volunteer Partnership Manager
- This role will be working within the volunteer partnership and line managing Constabulary partnership staff
- This role should oversee future development areas around a joined up volunteer approach including the development of a future vision for NHW, Cadets, the Special Constabulary and public service volunteering
- This role would represent the Constabulary and OPCC at National and regional forms with a view of sharing best practice

**3.**

**It is proposed PCSO / Cadets to increase by 3 (this would create 7 posts in total)**

It is not proposed to make any changes to this role other than to allow more opportunity for administration tasks to be completed at a central service or local level that would allow PCSOs more opportunity for community based social action activities with young people. This would allow the OPCC and Constabulary's vision of 1,000 cadet places to be realised.

Line management – LVP / Supervisor to offer a consistency in approach

This is a relatively new role that has been welcomed by the public and cadets alike. It is a uniformed role and community focused in its approach to vulnerability reduction and in matching cadets with social action opportunities in the community. It is a well-recognised Lancashire role and is in keeping with this specific responsibility.

**4.**

**It is proposed to disestablish the following roles**

- **6- Special / Volunteer Co-ordinator LC5-6**
- **6 - Watch Liaison Officer LC-5**
- **2 - CIP and Quality of Service Officer HQ LC 5–6**

These roles have developed over time and consist of a varied and mixed portfolio of administration and other tasks that do not offer the flexibility for work towards achieving the volunteer vision. Working practices in some areas have developed such that tasks being carried out are either not in keeping with the role grade or in keeping with what service users want in way of business support. New ICT provision has given opportunity for greater outreach related tasks that reduces vulnerability but has not been capitalised because such tasks fall outside the role description for these roles.

**5.**

**It is proposed to create two new roles;**

- **7 - Lancashire Volunteer Partnership / Neighbourhood Volunteer Support Assistants LC3/4**
- **8 - Lancashire Volunteer Partnership / Neighbourhood Volunteer Officers (Outreach and Outreach Support) LC5/6**

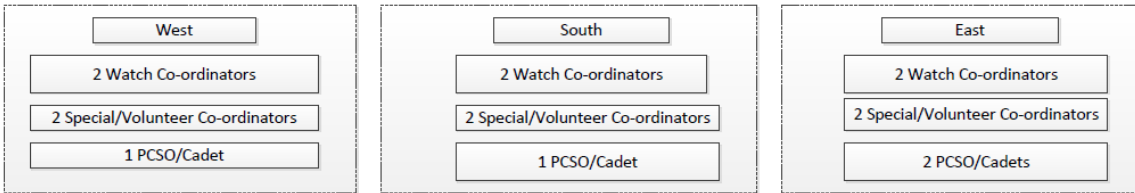
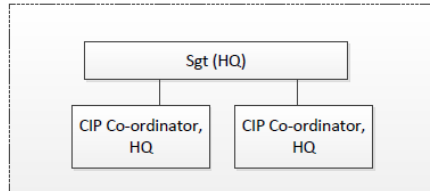
These roles will better reflect the tasks required to achieve the vision and will provide additional capacity for outreach work to reduce vulnerability. They will work to a Lancashire Volunteer Partnership / Supervisor.



## Proposed Operating Model

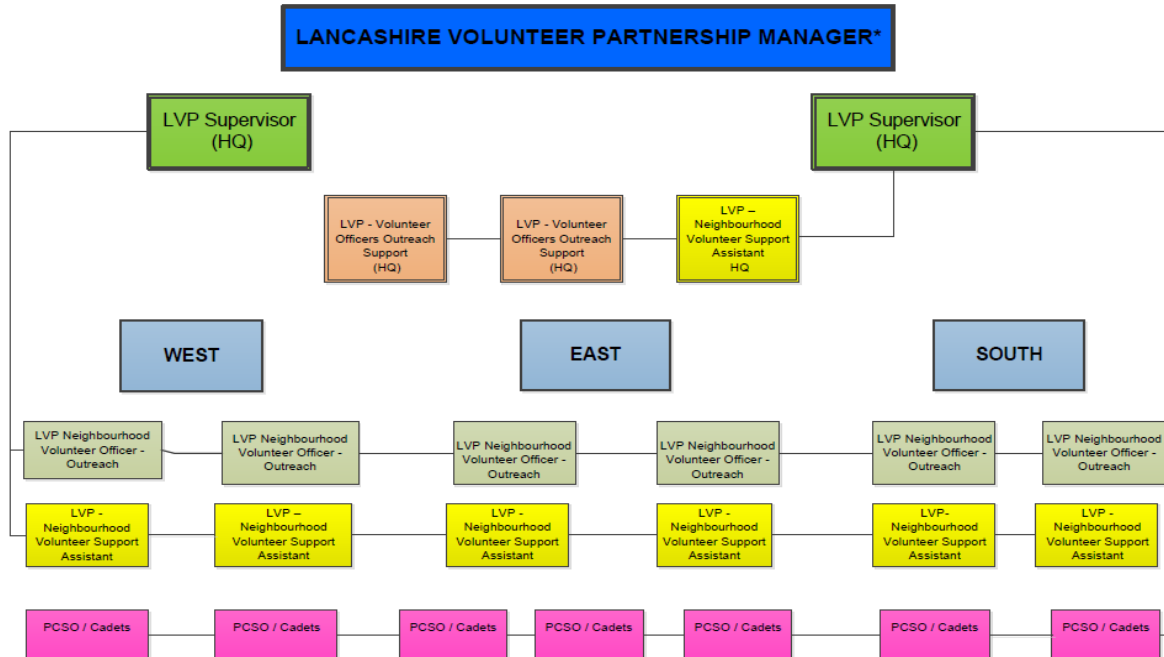
### Current Structure

LANCASHIRE CONSTABULARY (Current Structure September 2016)



At present those staff based in divisions are line managed by varying supervisory roles. HQ staff have no supervisory responsibility for the divisional staff and are line managed by the CI Corporate Development

### Proposed Structure



\*The Lancashire Volunteer Partnership Manager function is currently being provided by the Programme Team. However, once the Programme Team has been disestablished a single substantive role will be established (this will not be at a cost to the Constabulary). Those staff answerable to the Lancashire Volunteer Partnership Manager will have dotted line support from a Constabulary Manager.

**NB. It should be noted that all pay budgets including expenses will be transferred across to the proposed structure. Any additional development or facilities costs will be funded out of the PIF award for this Programme.**

**All Finance Information can be found on Appendix 1**

**Proposed Roles**

**Lancashire Volunteer Partnership / Supervisor**

The occupant of this role will;

- ✓ Be line managed by the Lancashire Volunteer Partnership Manager
- ✓ Support the Lancashire Volunteer Partnership Manager
- ✓ Be based at Lancashire Volunteer Partnership HQ
- ✓ Take on supervisory responsibility for Constabulary / Partnership staff that fall within the Lancashire Volunteer Partnership
- ✓ Oversee day to day operations of the Lancashire Volunteer Partnership
- ✓ Represent the LVP Manager at national and regional forums with a view of sharing and incorporating best practice when required
- ✓ Oversee future development areas around a joined up volunteer approach including the development of a future vision for NHW, Cadets, the Special Constabulary or other supported types of volunteering etc.
- ✓ Monitor and maintain service standards and ensure risk assessments are robust and minimise risk

**LVP / Neighbourhood Volunteer Support Assistant**

The occupant of this role will;

- ✓ Be line managed by a Lancashire Volunteer Partnership Supervisor
- ✓ Support the Lancashire Volunteer Partnership Supervisor
- ✓ Be based at a Lancashire Volunteer Partnership office
- ✓ Take on the majority of administrative tasks for the Lancashire Volunteer partnership
- ✓ Input data on ICT systems
- ✓ Take and deal with enquiries relating to all volunteer activity including NHW, Watch schemes, Specials, Cadets etc.

- ✓ Provide meeting and campaign support
- ✓ Order supplies, book training etc
- ✓ Producing management reports as required
- ✓ Travelling between stations / offices to provide business support
- ✓ Chase deadlines
- ✓ Advertise volunteering opportunities and special constabulary operations
- ✓ Place information on ITK and other communication mechanisms
- ✓ Arranging interviews when required
- ✓ Liaise with vetting and other stakeholder's
- ✓ Assist in the promotion of a joined up approach to those wanting to volunteer
- ✓ Delivers a quality of service that keeps volunteers connected, recognised and rewarded.

#### **LVP / Neighbourhood Volunteer Officer (Outreach)**

The occupant of this role will;

- ✓ Be line managed by a Lancashire Volunteer Partnership Supervisor
- ✓ Support the Lancashire Volunteer Partnership Supervisor
- ✓ Be based at a Lancashire Volunteer Partnership office
- ✓ Conduct tasks that are predominantly carried out in the community and outside of a Police Station
- ✓ Likely to be based at a co-located premises and work from various locations in the community and at partner premises
- ✓ Hold a caseload of community support volunteers, matching them with referrals
- ✓ Represent the volunteer partnership at multi-agency allocation and other meetings
- ✓ Develop risk assessments ensuring the safety of volunteers tasked with social action and preventative activity
- ✓ Progress a new vision for a more independent and dynamic NHW offering development support at a more strategic and area level
- ✓ Liaise with the voluntary sector, matching up working practices and opportunities to expand capacity for reducing vulnerability
- ✓ Work with partner agencies to promote community step down that will allow paid professionals the time to deal with the more complex cases

- ✓ Media and Marketing, and the promotion of volunteering in public services would be an expected aspect of this role
- ✓ Offer flexible working patterns to meet the role requirements
- ✓ Be knowledgeable of all aspects of LVP volunteering especially those aligned to the Constabulary
- ✓ Identify opportunities for vulnerability reduction and joined up working to increase impact and capacity in any given place.

#### **LVP / Neighbourhood Volunteer Officer (Outreach Support)**

The occupant of this role will;

- ✓ Be line managed by a Lancashire Volunteer Partnership Supervisor
- ✓ Support the Lancashire Volunteer Partnership Supervisor
- ✓ Be based at Lancashire Volunteer Partnership HQ
- ✓ Provide outreach cover when required
- ✓ Concentrate more on the development of efficient and effective integrated policies and procedures
- ✓ Work with stakeholders to develop clear and achievable strategies for continuous improvement
- ✓ Organise campaigns where it makes it more effective to do so centrally
- ✓ Look to spread good practice
- ✓ Represent the Partnership at County events and meetings etc.
- ✓ Support LVP / Supervisors to implement new working practices and progress a new vision for volunteering in the public service
- ✓ Offer greater capacity for corporate events, campaigns and assist in ensuring our volunteer offer is aligned with our vision and that the impact of our volunteer offer is maximised
- ✓ Work closely with other partners and departments to ensure all County volunteering activity is co-ordinated and that the most is made of good news stories and development opportunities.

#### **PCSO / Cadets**

It is not proposed to make any changes to this role other than to allow more opportunity for administration tasks to be completed at a central service or local level that would allow PCSOs more opportunity for community based social action activities

- ✓ The occupant of this role will;
- ✓ Be line managed by a Lancashire Volunteer Partnership Supervisor
- ✓ Support the Lancashire Volunteer Partnership Supervisor
- ✓ Be based at a Lancashire Volunteer Partnership office
- ✓ Support divisional policing teams in delivery of the Volunteer Police Cadet Programme
- ✓ Co-ordinate activities and volunteers that support the Volunteer Police Cadet Programme
- ✓ Provide opportunities for social action volunteering that contributes to the volunteer vision
- ✓ Ensure service standards are maintained
- ✓ Develop risk assessments and take actions that minimise risk
- ✓ Organise and support recruitment events that ensure valuing difference and inclusion principles are followed
- ✓ Work with stakeholders and partners to ensure efficiency and effectiveness

**Consultation (Details of consultation undertaken during development of proposal)**

- National and Regional events and conferences
- Nationally recognised experts
- Chief Police Officers
- Directors of Public Service
- Educational establishments and other sources evidence and evaluation
- Practitioners
- Volunteers
- Specials / National Lead and Lancashire Chief Officers
- NHW National
- Legal
- Finance and HR
- Unison

NOT PROTECTIVELY MARKED

Date	Activity
<b>PHASE 1:</b>	
Dec 2015	Decision made by Chief Officers and partner agencies to form a new vision for community step down and public service volunteering
March 2016	OPCC receives a grant from the Police Innovation Fund to bring the vision into reality
April – May 2016	Programme Plan developed
01 June 2016	Programme Plan approved by the Early Action Oversight Board
03 June 2016	Consultation with staff and stakeholders begins with an initial staff meeting, followed by a month of feedback opportunity
30 June 2016	2 <sup>nd</sup> Consultation meeting with staff to reflect on feedback
August 2016	Discussions with staff and Unison culminating in a pre-meet with Unison to agree a decision making timetable
31 August 2016	Timetable and process approved by the Futures Board
<b>PHASE 2:</b>	
15 September 2016	Further consultation with staff and stakeholders begins
16 September 2016 – 20 October 2016	Structured consultation with staff including one to one interviews, possible focus groups, and liaising with stakeholders.
19 October 2016	Challenge Day
25 October 2016	Formalise structure and role options for Decision Making Process
3 November 2016	Local Delivery & Systems Board / Futures Programme Board
11 November 2016	TMB meeting
25 November 2016	SMB meeting
7 December 2016	JMB meeting
<b>PHASE 3:</b>	
3 January 2017	Restructure process begins

**Further analysis**

- Number of volunteers recruited / Ambition for future
- Number of Specials / Ambition for future
- PR and recruitment events – Opportunities for future
- Management reports from Better Impact – future reward and recognition opportunities and outcome monitoring
- Staff surveys and one to ones with staff
- Cost benefit and social return on investment
- Weekend and evening work / Mileage and expenses
- In the Know sign ups and engagement
- Scoping future developments both nationally and locally
- Academic research and evaluation papers
- Sources of public service demand
- Developing trends in policing demand

**Interdependencies (detail interoperability effect of change and mitigation plans)**

Linked into to Futures Programme board, links to other interdependent programmes have been mitigated

through board discussions and clarity in scope.

**Financial Impact** (Include resource implications of implementing this proposal and projected savings)

Please see attached financial information sheet. Issues of note are;

- PIF funding for any growth in 2017 / 2018
- OPCC funding for additional supervisor
- Savings from recommendation 4 offsets full budgeting for a currently unbudgeted Sergeants position (This could be reduced further in yr. 4 by this role becoming a police staff role)
- Implementation and development costs will be met by PIF funding

**Risks** (Explain the risks to the Constabulary of implementing / not implementing this proposal)

The risks of not implementing this proposal are that the future vision for volunteering will not be realised and that commitments given to partners will not be met.

The risks of implementing this proposal is that prioritizing the vulnerable in a people focused way will not deliver the reduction in vulnerability required and that demand will not be reduced.

**Consequences** (Explain the outcome(s) for the Constabulary of implementing / not implementing this proposal)

An outcome framework is attached which shows the positive outcomes that could be delivered in the future if there is investment in preventative services now.

These positive outcomes could be lost if action is not taken now to invest in their realisation.

**Timescale**

See High-level Implementation Plan

**Impact Assessment**

Does this issue have implications in respect of the Constabulary's statutory obligations under:

- |   |     |
|---|-----|
| i. the Equality Act 2010 (i.e. to consider impact on protected groups ) | Yes |
| ii. Is the completed General Equality and Duty Assessment attached?     | Yes |

- |   |     |
|---|-----|
| iii. EU Data Protection Regulations (i.e. to protect the privacy of individuals) in respect of the collection, use and disclosure of information) | Yes |
| iv. Is the privacy impact assessment attached?  | No  |
| v. Does the proposal require a change to a SLA?   | No  |
| vi. Is the new SLA attached?  | No  |
| vii. Is this a change in departmental structure?  | Yes |
| viii. Are the before and after departmental structures attached?  | Yes |

**GEDA attached and policies and procedures in place covering data protection of personal and private information.**

**Decisions and Actions (as taken at relevant Board meeting)**

**Futures Board**

**TMB**

**SMB**

**JMB**



Date updated:

LANCASHIRE CONSTABULARY BENEFITS REGISTER

PROJECT BENEFITS / COSTS				BENEFIT REALISATION ACTIONS					
Rec No	Review Recommendation	Benefit / Costs	£ Value	Realisation Actions (a) Actions taken (b) Actions to be taken (c) Controls in place	Action Owner	Due Date	Review Date	Date Benefit last Evaluated	Current Status
	See Benefits Summary in the main document, Financial Paper at Appendix 1 and Outcomes Framework at Appendix 2			See high level Implementation Plan at Appendix 3					