

Issue Report Title

Agenda Item: 2iii



**Lancashire
Constabulary**
police and communities together

BMM Issue Report

Subject:	Corporate Services
Chief Officer Sponsor:	ACO Jon Martin
Author:	Marie Williams
Does this paper link to a HMICFRS or FMS recommendation or change? Please detail	Links to the delivery of HMICFRS and FMS requirements
Date:	24/10/18
Month Submitted:	October 2018

Overview / Background / Considerations / Timescales
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The attached Business case aims to describe the permanent costs of the Futures and Corporate Development departments. It aims to provide a permanent budgeted structure that is capable of delivering the projected future requirements. It is important to note that in achieving this the Business case incorporates a number of temporary budgeted posts which it makes permanent (over and above the core Futures team which was temporary funded for 3 years), as these have provided the essential capacity for the department to deliver its current requirements.

It also takes account of the development of the Organisational Development structure and the movement of posts out of the Futures department to enable this to take place.

A précis of the roles and costs are described below;

Futures Inspector post transferred to Organisational Development	£70,790
Local Authority Liaison Inspector post – delivering strategic priorities role	£70,790
Strategic Priorities Sergeant post transferring to Organisational Development	£56,220
Evidence Based Policing Hub Coordinator	£33,570
Total:	£231,370

It should also be noted that the review has focussed on opportunities to workforce modernise and provided an increase of 8 additional police staff roles with potential future workforce modernisation of managerial police officer posts. The review also provides career pathway opportunities for these police staff roles with professionalization and accreditation as an essential part of development within these positions across the department.

Below are the proposed recommendations:

Rec No	Recommendation Description	Net Recurring Saving / Cost		Implementation Costs (one off)		Status RAG
		Revenue	Capital	Revenue	Capital	
OA	Reverse savings identified on MTF for removal of Core Futures Team	£1,100,000	-	-	-	

1.	Increase Design Out Crime Officer (DOCO) posts from 2.17 to 3 LC6/7 (0.83 increase)	£25,904	-	£3,000	-	
2.	<ul style="list-style-type: none"> Rename the Sustaining Excellence Ch. Insp. to Corporate Development Ch. Insp. Establish - Strategic Priorities Inspector (future consideration for workforce modernisation) Realign the Design Out Crime Officers, Business Crime Co-ordinator, Survey Bureau (renamed to Organisational Learning) and LANPAC to this Inspector Disestablishment of the Diversity PC (currently vacant) Transfer: Strategic Priorities Sergeant to Organisational Development (OD) 	£19,460	-	-	-	
3.	<ul style="list-style-type: none"> Establish – HMICFRS Liaison Inspector lead Establish – 2 x Temporary Internal Auditors LC7 (subject to JE) (OPCC 12 months temporary funding) Realign the Stakeholder Liaison and Scanning Officer LC9, Assistant Scanning and Liaison Officer LC7 and 2 x Internal Auditors to this Inspector. 	£70,790	-	-	-	
4.	3 x LC7 Workforce Representation and Engagement Officers to be transferred to the Organisational Development structure.	-	-	-	-	
5.	<ul style="list-style-type: none"> Retain – 1 x Equality and Diversity / Staff Network Co-ordinator LC8 Retain – 1 x Valuing Difference / Hate Crime Co-ordinator LC7 Align these roles to the Ch. Insp Corporate Development 	-	-	-	-	
6.	<p>Analysis Services – Integration of analysis services, co-location of team and align and fund posts which have been temporary for the past 3 years including:</p> <ul style="list-style-type: none"> Senior Business Analyst LC10 Business Analyst LC8 Evidence Based Policing coordinator LC7 within this structure. Co-location and alignment of the Partnership Analyst function from Intel: 1 x LC10 Senior Partnership Analyst, 4 x LC7/8 CSP Analysts and 1 x Road Safety Analyst (the funding will remain the same as the current arrangements) 	£33,570	-	-	-	
7.	Establish – 2 x LC5/6 Researcher Posts (Subject to JE)	£55,010		£2,000		
8.	Establish – 1 x LC12 Head of Data and Crime Science (Subject to JE)	£59,710	-	-	-	
9.	<p>Change and Programme Management Structure</p> <ul style="list-style-type: none"> Disestablish the current temporary funded Chief Inspector posts x 2 (Local Policing Project Lead and Operational Support Crime Lead DCI). 	-£75,870	-	-	-	

	<ul style="list-style-type: none"> Establish: 1 x Chief Inspector (Operational Change Lead) Disestablish LC10 Support Services Lead currently temporary funded Establish LC10 Support Services & Accreditation Lead (subject to JE) Realign the Support Service and Accreditation Lead to report to the Ch. Insp. Operational Change Lead. 					
10.	<p>Department / area:</p> <p>a) Business area leads to own change in their area, with responsibility for providing resource to change projects from within the department.</p> <p>b) Futures Team to provide analytical, systems and programme management support and expertise.</p> <p>c) Futures Staff to achieve accreditation in change management, and to support wider dissemination of these and systems skills to the wider organisation.</p>	-	-	-	-	
11.	<p>Department / area: Continuous Improvement Officers and Co-ordinators</p> <ul style="list-style-type: none"> Disestablish current temporary funded Sgt Co-ordinator roles x 4 Disestablish current temporary funded Police Staff LC6 / PC Project Support Officer roles x 8 Disestablish 1 x Sustaining Excellence Inspector (currently permanently budgeted) Establish 1 x Territorial Operations Inspector Establish 2 x PS Change Co-ordinators Territorial Operations Disestablish 1 x DI Futures Work stream Lead Establish 1 x Investigations DI Establish 2 x DS Special Operations Change Co-ordinators Establish 2 x PC Territorial Operations Continuous Improvement Officers Establish 2 x DC Special Operations Continuous Improvement Officers Establish 4 x LC6/7 Continuous Improvement Officers (new posts - subject to JE) which will work across Support Services, Territorial Operations and Investigations. Reduce the Consultancy budget to £200k and transfer the remainder to capital budget to part fund the changes 	-£132,040	-	-	-	
12.	<p>Programme Management Structure</p> <ul style="list-style-type: none"> Disestablish permanently funded posts: LC7/8 Programme and Project Support Supervisor and 1 x LC6 Project Officer (currently vacant). Establish: 1 x LC10 (subject to JE) Programme Manager. Establish: 2 x LC8 Project Managers (subject to JE) Retain 1 x LC6 Project Officer 	£67,560	-	£3,000	-	

	<ul style="list-style-type: none"> Establish: 1 x Project Apprentice – Delayed for 6 months for the structure be established Retain 1 x LC6 Collaboration Project Officer until temporary funding ends Retain 1 x LC7 Benefits Realisation Officer until temporary funding ends 					
13.	Accreditation of staff in Change Management	-	-	£10,538		
14.	Realignment of structures currently within the Corporate Development Structure: <ul style="list-style-type: none"> Integrated Offender Management and Early Action Co-ordinator LC8 to the MOSOVO structure. Organisational Development Sgt to OD Organisational Development Inspectors x 2 to OD Innovation Manager LC12 to OD Innovation LC11 to OD Organisational Development Project Officers LC6 x 2 to OD Performance Development Officer LC6 to OD Innovation Project Officer LC6 to OD Apprentice – Organisational Development to OD 	-	-	-	-	
Totals		£1,224,094	-	£18,538	-	

Costs (Outline the resource implications of implementing this proposal – e.g. staff training, accommodations, etc.)

It will be noted that the structure described in this Business case is **£124,094 over the current budgeted and temporary budgeted structure**. It was the intention of this review to deliver a cost neutral structure and it is felt that this has achieved its objective when taking into consideration the above costs incurred and being attributed to the department.

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

The risks have been highlighted throughout the report.

The demand on Corporate Development and Futures is changing and we require our staff to be fully trained and accredited to meet these demands, by changing the structures and funding temporary post we are investing in our staff to provide this service.

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

The implementation of these recommendations will enable delivery of a coherent and coordinated way and to provide high quality service to the Constabulary; Corporate Services, Analysis and Insight and Programme and Change Management services.

It will bring efficiencies by reducing duplication across the department by joining up functions to deliver on HMICFRS and Force Management Statement requirements and provide the capacity to scope out income generation in the Design Out Crime portfolio.

Please note: If the proposals involve the processing of personal data, the Force Data Protection Officer must be consulted and a Data Protection Impact Assessment considered. Outcome from DPIA may then need to be attached or results reflected within the body of the report.

Legal implications – Please consider whether specific advice on the areas below is necessary and where you have that advice please confirm and if you have not obtained then please state why not)

1. Have you considered the Equality Act 2010 (i.e. to consider impact on protected groups)?
2. Obtained general legal advice on areas of perceived risk or legal challenge (including a litigation risk)?
3. Does your report require Information Security involvement in areas such as the hosting of data off-site, access by 3rd parties? Is it a new application and that requires a risk assessment to be conducted in line with force policy? Has any consultation taken place with the Information Security Department?

Please note legal considerations:

Departmental Considerations. Please consult PSD, HR & the Data Protection officer directly.

For vetting advice contact Carol Benton – Principal Vetting Officer on 412960 or Mandy Carter – Vetting Team Leader on 412788

Decisions and Actions – Operational Board

Not submitted.

Decisions and Actions – Strategic Management Board

Decisions and Actions – Joint Management Board