

**OFFICE OF THE POLICE AND CRIME COMMISSIONER
FOR HUMBERSIDE
DECISION RECORD**

Decision Record Number: **08/2018**

Title: **Temporary Appointments to Support Continuous Improvement and Lean Capability**

Executive Summary: The Force has identified the need for an additional resource in relation to the capacity within the Corporate Development Section to support the delivery of organisational change and improvement programmes. It will also provide a focus for the identification of cashable and non-cashable savings to make a significant contribution to the Force Savings Plan.

A request has been made for funding for the appointment of 3 organisational change specialists for a period of 18 months to provide the necessary support for the Corporate Development Section. The estimated cost is £184,212. These staff will lead on the design, development and delivery of corporate improvement processes which will support the delivery of the Police and Crime Plan and the Force's Plan on a Page.

The additional staff are required immediately to advance projects in areas such as Investigations, Logistics and the Victim's Journey as well as addressing key improvement actions identified by HMICFRS in inspections.

Support for this proposal will enable specialist techniques such as lean, business process re-engineering, systems thinking, operational research and business analytics to be progressed. It will also provide opportunities for skills transfer and the development of staff in these techniques which will continue to be needed when the period of these temporary appointments ends.

Decision: That proposal to appoint 3 organisational change and continuous improvement specialists for a period of 18 months to support the work of the Corporate Development Section be approved and it is agreed that the cost should be met from reserves.

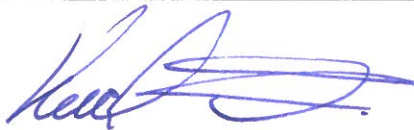
Background Report: Confidential

Police and Crime Commissioner for Humberside

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with my code of conduct. Any such interests are recorded below.

The above request has my approval.

Signature



Date 3-4-2018:

POLICE AND CRIME COMMISSIONER FOR HUMBERSIDE

SUBMISSION FOR: DECISION

Title: Appointment of Temporary Continuous Improvement and Lean Capability – Corporate Programme Delivery

Author: Donna Tranter, Interim Head of Corporate Development

Date: 2 February 2018

Chief Officer Sponsor: DCC Chris Rowley

1. Executive Summary

Over a number of years, the focus of the Business Change Team has been adapted from one that was focussed on organisational change, audit and inspection to one of project management, project co-ordination and business readiness implementation support. As a result there has been a significant erosion of business change, organisational change and continuous improvement skills resulting in a substantial capability gap within the section to undertake transformational change and continuous improvement across the Force through the application of specialist techniques such as lean, business process re-engineering, systems thinking, operational research (resource modelling, optimisation etc.) and business analytics.

As a result, over the last few years, there has been little or no focus on the design, development and delivery of Business Change Reviews, the predominant focus being on support to the implementation and business readiness activities of IS Systems including ERP, Body Worn Video, ESMCP, Estates Management / Rationalisation (e.g. in-Force and Fire Service Collaboration). There is no prioritised Corporate Change Programme in place linked to Corporate Priorities, therefore activity is ad hoc and unfocussed and does not address key areas of threat, risk and harm such as HMIC AFI's or the requirements of corporate drivers such as the Plan on a Page or OPCC Police and Crime Plan.

Review work requested by COG e.g. Hub, Logistics is developed and delivered locally which has an impact on the capacity of staff in respect of their day-to-day roles. This has also led to issues in the consistency and quality of the development of evidence-based proposals to improve the effectiveness of efficiency of processes, systems and working practices, with significant gaps in areas such as process analysis, demand / resource modelling, etc.

There is now an immediate and urgent need to progress corporate process improvement projects such as Investigations, Logistics and the Victims Journey in order to improve the quality of service provided to the public, address key HMIC AFI's by their 2018 Inspection, improve operational performance, identify areas where efficiency and effectiveness can be improved and ensure realignment of resources to demand. Unfortunately, it has been identified that neither the capacity nor current capability is in place to address this immediate requirement.

2. Recommendation

The temporary appointment of 3 organisational change and continuous improvement specialists who have significant experience of successfully designing, developing and delivering large scale and complex corporate process improvement programmes / projects

within the Police Service. This Team would not only be able to immediately commence those process improvement projects identified as urgently required to address key HMIC AFI's but also facilitate the opportunity, by working with current Business Change staff, for them to develop the skills sets required to effectively support the delivery of organisational improvement programmes and address the identified capability gap.

3. Drivers for Change

The legacy issues identified above has meant that the Section has been very limited in its involvement in the design, development and delivery of corporate organisational change and improvement projects. The significant majority of the Business Change resources are employed on project management, co-ordination and business readiness activities in support of the implementation and ongoing management of IS Systems (ERP, BWV, ESMCP, etc.) and Estates Rationalisation, both at a Project Manager and Analyst level. The focus has also been on 'back office' functionality (IS, Estates, etc.) as opposed to operational processes. This has meant that key areas requiring process improvement such as Domestic Abuse, Investigations, Intelligence have not been progressed. This has also resulted in a gap in the ability to identify efficiency savings, understand, manage and reduce demand and align resources to demand – areas that are not only key to operational effectiveness but also align directly to the requirements of the Force Management Statement and National Policing Vision.

As a result there has been little or no focus on the design and delivery of corporate organisational change and improvement programmes required to design and deliver corporate process improvement projects to address key areas of threat, harm and risk across the Force including HMIC AFI's and key corporate drivers such as the OPCC's Police and Crime Plan and the Force's Plan on a Page. It has resulted in much of the change work being undertaken by Senior Police Officers / Police Staff, using staff from within their own Sections to support, abstracting them from their core duties and without access to the specialist skills required to deliver sustainable change and therefore, a lack of corporate awareness / understanding of the need for these specialist capabilities to be available within a Business Change Team.

An additional gap is the lack of involvement in the Section in making significant contributions to the Force Savings Plan through evidence based organisational improvement Programmes, to continually improve the effectiveness and efficiency of the Force, including the identification of cashable and non-cashable savings and the effective alignment of resources to demand. However, due to the current limitations identified, the Section has been unable to contribute to the Force Savings Plan, much of the work being focussed on the requirement for additional investment activities. This issue is further compounded by the fact the Section has no Business Benefits Realisation Process in place to track benefits delivered through their work such as cashable / non-cashable savings, improvements in quality, etc.

This temporary additional capability will ensure that:-

1. The Force can immediately progress a programme of corporate organisational process improvement projects including Investigations, Logistics, Intelligence, and Safeguarding (involving the continuous improvement of the DA Process) alongside the victims journey, which will have a clear focus on delivering against the priorities of the PCC's Police and Crime Plan and the Forces Plan on a Page to improve the quality of service provided to victims of crime and those most vulnerable in our communities. This programme of work will also support the delivery of improvements against HMIC AFI's and contribute to opportunities to improve HMIC Grading's.
2. These specialist staff can work with current Business Change Staff to provide them with the opportunity, through skills transfer, to develop the unique skills required such as lean, process improvement, etc. to deliver sustainable and evidence based process improvements to support the move away from a project management focussed

function which has little involvement or skill in the delivery of process focussed organisational change programmes.

3. On a wider level, this temporary expertise could facilitate wider staff development through the design and delivery of a programme of Continuous Improvement awareness, which will not only provide a wider understanding of organisational improvement but also provide skills that will assist officers and staff in local problem-solving techniques.

4. Timescales for delivery

It is anticipated that 2 Specialists could be identified and appointed within the next 2 weeks with a further appointee within one month. This means progress towards the design, development and delivery of a corporate process improvement programme could be commenced by the first week of March.

5. Financial Implications

The temporary funding requirement, for 3 specialist CI and Organisational Improvement posts for an 18 month period, is £184,212. The costs relate to the fact that they will be experts in their field with a wide range of specialist skills and will be leading as opposed to supporting the design, development and delivery of Corporate Process Improvement and Continuous Improvement Programmes, working directly to nominated Strategic Leads of Chief Superintendent rank.

6. People Implications

Long-term staffing requirements in terms of the required capabilities will be addressed through the ongoing Corporate Development Review.

7. Risk

There is insufficient capability currently within the Force Business Change Team to progress corporate process improvement projects which are immediately required to address HMIC AFI's, deliver performance improvements, support the development of effective and efficient processes, improve the quality of service to victims and support the delivery of key elements of the OPCC Police and Crime Plan and the Force's Plan on a Page. This temporary capability will drive the delivery of a programme process improvement projects to support the aspiration of the Force and OPCC to improve current HMIC ratings in key areas such as Domestic Abuse and Investigations. A further risk may be the potential that some staff within the Team cannot or do not want to develop skills in these specialist areas, but should be addressed through the Corporate Development Review and ensuring the right structures are in place with the right skills to deliver corporate requirements.

8. Consultation

The current capacity and capability gap was initially identified in early discussions with the Business Change Manager. Further consultation, which supports the concerns raised regarding the current skills and capabilities gap, has taken place with the CC, DCC and Senior Leaders which has resulted in the identified need to immediately appoint the temporary specialist capability required to support the urgent requirement for corporate Organisational Change and Improvement. Initial discussions have also taken place with Paul Wainwright from the OPCC regarding the need for temporary investment in this area of business.

9. Communication

Any key communication messages will be delivered as part of the ongoing programme of reviews regarding the role and work of the Team.

10. Equality & Diversity Impact Assessment

There is no EIA required for this proposal, as it has no EIA implications if normal recruitment policies are maintained.

PLEASE COMPLETE AND APPEND THE FOLLOWING TABLE TO ALL REPORTS THAT REQUIRE A DECISION FROM THE COMMISSIONER

This matrix provides a simple check list for the things you need to have considered within your report. If there are no implications please state

I have informed and sought advice from HR, Legal, Finance, OPCC officer(s) etc. prior to submitting this report for official comments	Legal Advice has not been sought from the Head of Legal Services and the Head of HR as normal arrangements for the appointments of temporary staff will apply..
Is this report proposing an amendment to the budget?	The costs will be met from an allocation from reserves as set out in the report.
Value for money considerations have been accounted for within the report	The costs of the staff have been established and the appointments will reflect this.
The report is approved by the relevant Chief Officer	The report has been prepared by the Head of Corporate Development and is supported by the DCC.
I have included any procurement/commercial issues/implications within the report	The requirement involves the appointment of temporary staff as opposed to procurement.
I have liaised with Corporate Communications on any communications issues	There are no direct communications issues as this impacts on day to day operations.
I have completed an Equalities Impact Assessment and the outcomes are included within the report	There are no immediate equalities issues arising from the report.
I have included any equalities, diversity and or human rights implications within the report	There are no equalities issues arising from the report.
Any Health and Safety implications are included within the report	There are no health and safety issues arising from the report.
I have included information about how this report contributes to the delivery of the Commissioner's Police and Crime Plan	The report includes information on how the service contributes to the delivery of the Chief Constable's Plan on a Page and the Police and Crime Plan.