

GWENT POLICE AUTHORITY

Full Police Authority

Date: 5th February 2010

Item No: 8b

Heading: Staying Ahead 2011 Review Update

Report Author: Chief Constable

SUMMARY

The purpose of this report is to provide an update on the Staying Ahead 2011 Review for the information of the Police Authority.

Members will recall from previous updates that the Staying Ahead Review is a fundamental review of Gwent Police. This report highlights progress since the last update and activities for the coming period.

RECOMMENDATION(S)

Members are asked to note the progress on the implementation of Phase 3 of the Staying Ahead Programme.

1. BACKGROUND

1.1 It has been agreed that the Police Authority will be kept updated on the progress of Staying Ahead through the following media:

- The Staying Ahead Programme Board includes the following members and officers of the Police Authority:
 - Chair
 - Vice-Chair
 - Chief Executive
 - Treasurer
 - Detailed presentations by a Chief Officer and a member of the Review Team to Police Authority, when required.
 - Written reports to meetings of the Police Authority.
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2. PROPOSAL FOR CONSIDERATION BY COMMITTEE AND CURRENT POSITION

2.1 Activities Completed This Period:

- The Programme is currently in Phase 3, the Implementation Phase.
- The Assistant Chief Constable has conducted a review of the initial Phases of the 2011 implementation. As a result, a number of activities

have been identified and these have been incorporated into an action plan – Staying Ahead - Next Steps.

- Level one and two tasking is now working more effectively, as is the management of resource deployment against demand.
- The Information Computer Technology (ICT), People Services and Service Development structures have been approved and staff are being appointed to posts.
- Recommendations for the Data Management Review have been received from the external consultants and approved for implementation by Chief Officers. An action plan has been formulated covering activities up to June 2010.
- The proposed Business Support structure is being finalised and the date on which the structure and grades for all roles will be finalised is the 9th February 2010.
- The proposal to set up the ICT infrastructure as a shared collaborative resource has been reported to Force Senior Management Team on the 23rd December 2009 and to the Audit and Resources Committee on the 17th December 2009.

2.2 Activities Planned for Next Period:

- Further detailed costings for all proposals will be prepared for inclusion in the Budget Setting Process 2010/11.
- The Estate Strategy and Governance Structure have been developed. The interim Director of Finance and Administration will be the lead officer supported by Head of Estates and a specialist project manager.
- Commence implementation of Data Management Review recommendations.
- A fifth response hub will be created and is targeted for implementation by February 1st 2010. This will realign response hubs to Local Policing areas. The implementation of common radio talk groups in these five areas will ensure response and Local Policing Unit (LPU) officers can communicate more effectively.
- The Offender Management Unit will be moved to a more central point and a Crime Management Unit has been introduced to enable crime to be handled more effectively across the Force. This is targeted for the end of January 2010 for the Offender Management Unit.
- Crime teams will be moved into Neighbourhood Support Units to provide greater resilience. Although public confidence is very good and Specialised Crime Performance has improved, these changes should make a positive impact on volume crime. The moves should be complete by 4th February 2010.
- Shift patterns will be examined and adjusted if necessary to meet the concerns raised by the Federation with regard to work / life balance of officers.
- The “Safe Crewing Policy” will be examined by ACC Farrar to ensure the Force achieves the correct balance between efficient use of resources and officer safety.

- The Force Performance Framework will be enhanced to provide a more holistic approach that satisfies the reporting requirements of both the Police Authority and the Force and will be set in the context of the Police Report Card.
- Head of Finance will clarify the future Force financial position during the budget setting process.

2.3 Support Services Re-structuring

In August 2009 consultation was initiated for the Finance, Fleet and Estate departments. The Procurement and Workshops departments were excluded whilst collaborative arrangements were considered.

Following the arrival of the interim Director of Finance & Administration discussion with staff on an individual and a group basis has confirmed opportunities and also highlighted risks that exist during this period of uncertainty.

The main element of savings to be released will be expedited by the implementation of Information Technology software that will enable requisitioning, expense claims and overtime claims to be automated. These arrangements will be in place between February and May 2010. It is the intention to move forward on the Central Administration, Business Management and Finance reorganisation with immediate effect. Savings generated are reported in the Force Totaliser.

A pre-requisite was the conclusion of the consultation process and notification on the proposed structure by the end of November / early December 2009. It will also necessitate the completion of job descriptions for matching against existing staff and an appointments process during January 2010. It is the intention to have this structure in place by the time the software systems are available for use by the new financial year.

With regard to Fleet, and Procurement, it is currently the intention to leave these services unaffected subject to the completion of a review concerning collaborative working arrangements with appropriate partners in early 2010.

In addition, the future management of the public vehicle recovery service is to be revised with the implementation of an electronic system that will deliver savings to the Force. Final tender documents will be issued around the third week in January. It is anticipated that the contract will be awarded by the end of the financial year

2.4 Implementation of Reported Efficiency Savings

A governance structure is being put in place to manage the implementation of £6.4m of savings identified to date. A project team will be in place for each scheme including a sponsoring chief officer and senior management lead officer. Project teams will be provided with Human Resources, Legal, Finance, Business Change advisors and Police Authority representation where appropriate. The Schemes to be managed are as follows:-

- Information Systems

- Procurement
- People Services
- Corporate Communications
- Central Administration / Business Process
- Finance Functions
- Estates
- Fleet
- Reduction in Overtime
- Reduction in Housing & Rent Allowances
- Civilianisation
- Data Management Review
- Station Re-Provisioning
- Custody Review
- Administration of Justice Review
- Service Development restructuring

The programme of activity will be managed via the Staying Ahead Implementation Group and progress will be reported to the Staying Ahead Programme Board. Both meetings are currently being reviewed, both in structure and timing to align with other force activities.

3. STAFFING / PERSONNEL IMPLICATIONS

- 3.1 Staffing implications will be resolved in accordance with force Policy and Procedure with specific regard to the Organisational Change Procedure.

4. FINANCIAL IMPLICATIONS

- 4.1 All activities are being progressed using existing resources.

5. CONSULTATION

- 5.1 The Police Authority is represented at the Staying Ahead Programme Board. It has been agreed that brief updates on progress should be provided at meetings of the Full Authority, and fuller updates and discussion scheduled for away day conferences throughout the year.

6. PROJECT ASSESSMENT FOR EQUALITY AND DIVERSITY MATTERS

- 6.1 This project/proposal has been considered against the general duty to promote equality, as stipulated under the Force's Equality Scheme, and has been assessed not to discriminate against any particular group.

7. RISK ASSESSMENT

- 7.1 The Staying Ahead Review is monitored via the organisation Risk Register. No new risks have been identified as a result of this report.

8. STAYING AHEAD (2011 REVIEW)

- 8.1 *Staying Ahead* is the subject of this report.

9. CONCLUSION

9.1 For the information of the Police Authority.

10. CONTACT OFFICER

10.1 DCC Napier.

11. BACKGROUND PAPERS

11.1 Not applicable.

12. APPENDICES

None