

28 June 2011

HUMBERSIDE POLICE AND SOUTH YORKSHIRE POLICE COLLABORATION UPDATE

PURPOSE OF THE REPORT

1. The report will outline to members the progress made on collaboration between Humberside Police and South Yorkshire Police and seek approval to establish a group to oversee this work.
2. It will provide details and an update on the collaboration in ICT and HR and outline the proposal for the creation of a joint ICT department for the two forces. The report will provide an update on timescales, costs, benefits and risks and how these are being managed and monitored.
3. It will also provide an update on the scrutiny work carried out by the joint ICT Task and Finish Group, the establishment of which was approved by members at the Police Authority on 22nd March. Chairs of the Business Development and Resources Committees (Andrew Smith and Neil Gammon respectively) represented the Authority on this group, which essentially examined the ICT proposal in detail. The Task and Finish Group secured the necessary assurance from officers to be able to endorse the proposals for change, support the significant planning and progress made so far and is happy with the programme roadmap.

BACKGROUND

4. The 'Yorkshire and Humber Regional Strategy for Efficiency and Productivity Through Collaboration' agreed by members in October 2009, sets out the long term vision for joint working between the four Forces / Authorities. The proposals in this paper are not intended to substitute for or be a barrier to this strategic intent. However, experience has shown that the challenges of merging some operations of Humberside and South Yorkshire forces are much less than moving straight to a four Force arrangement. Indeed the two Force approach will be an enabler for the longer-term aim.
5. As outlined in the report to the Police Authority on 22 March, the Chief Constables of Humberside Police and South Yorkshire Police articulated their vision for collaboration between the two forces in line with the principles of the ISIS programme.

6. The proposal and business case for a single ICT department serving both forces and collaboration on a joint HR function support this vision, by providing a practical and achievable programme of change to deliver the required service design and cultural change.
7. The report will update the Police Authority on the progress made in both ICT and HR and provide details of the key objectives of the changes and how the programmes of change are being managed.

ICT Collaboration

8. There are a number of key objectives the collaboration on ICT will deliver and these were the key drivers in developing the proposal.
9. They include the following:
 - To provide a structure and service that is robust and resilient whilst providing improved capability to support ICT and the harmonisation of business processes across both forces and help facilitate the savings required;
 - To reduce the cost of ICT to both forces without affecting the levels of service delivered. Both ICT Departments are required to save a significant amount to help meet the financial challenge presented by the Comprehensive Spending Review over the next 4 years. The merger of the ICT Departments will help facilitate this;
 - To enable and support business collaboration between forces through ICT (thereby reducing cost and or improving frontline services);
 - To align the forces with the National ISIS Strategy for the convergence of ICT systems and services;
 - To provide a structure that is “fit for purpose” and future proof.
10. A high level business case outlining the merger approach, the key stages of the change programme and the structure required to support this change has been developed and the detail considered in detailed by the Joint Task and Finish Group (appendix A).
11. The catalyst for the new joint service will be the creation of a single joint management structure and the move to a single ICT department. The key post to help drive, create and deliver this change will be appointment of a new Head of Service for the joint department. As this is a key priority for the changes, agreement was reached with the Task and Finish Group to start the recruitment process. This process is now underway, an advert for the new post placed, and the recruitment timetable agreed.
12. Progress has also been made in all other areas of the change programme and an update on all the key areas is provided below to show the work undertaken and the approach being used. These areas have been looked at in more detail with the Joint Task and Finish group.

Governance

13. The governance arrangements required to support any collaboration programme is key to success. Having a strong and robust governance structure is vital for both decision-making and accountability. As a consequence a model for ICT has been developed, which has incorporated advice taken from other Partnerships that have joint ICT Departments.
14. The model provides the decision making route for the joint service and enables links with the existing governance structures. The elements within the ICT structure includes a Chief Officer Joint Programme Board, which provides the strategic direction for the function. Below this is a Joint Technical Design Authority, which consists of IS professionals where changes are assessed against the IS strategy. The final part of the structure is the Joint Management Team, which oversees the day to day operation and has a relationship manager for each Force reporting to it.

Benefits Realisation

15. The requirement to capture and monitor the benefits from the programme of change is vital and to support this, a benefits realisation strategy has been developed. This outlines the approach for benefits realisation and more importantly how these will be captured, managed and monitored. Meetings with both Forces' Business Change Departments have taken place to ensure that the approach and methodology proposed is acceptable and a workshop with all staff on benefits realisation is planned for July
16. A number of key benefits have been agreed and further work is being undertaken on the benefits profiles for these and the benefits realisation plan

Timescales and Implementation

17. The proposal provides a real opportunity in which to address both the requirement to make savings and the design of a joint department that will provide a robust and resilient service by sharing resource, expertise and potentially systems and services. To undertake this programme of change a small Joint Programme Team will be created for a fixed term to undertake the changes required. The timescale for the first phase of the changes, i.e. the creation and appointment of the Joint Management Team and outline service redesign will take between 18-24 months.

Risk

18. When developing the proposal for ICT collaboration a number of risks were identified and as we go through the period of implementation more will come to light. These risks need to be managed and captured and appropriate mitigations put in place to address them.

19. The approach to risk management was outlined to the Task and Finish group and a key outcome is the development of a risk register, which will be monitored by the Joint Programme Board and managed by the Joint Programme Team.

Financial Implications

20. Initial work on the proposal have already identified £260k in ICT savings through collaboration on Airwave support and the reduced cost of a new Joint Management Team.
21. Based on the experience of other Forces that have entered in to ICT collaboration agreements it is expected that an overall saving of up to 15% can be achieved, which for Humberside and South Yorkshire would be £2 million pounds. This would be based on service redesign and system convergence.
22. The total costs for implementation including recruitment costs and programme team costs are £195k. These are a mixture of fixed term contract cost for the Programme Manager and costs to cover the secondment of specialist staff from key areas such as HR, Legal and Finance as and when required. They are one off costs.
23. Further work is required on the budget arrangements for the new joint service. The approach to be taken would be the creation of a separate budget to support collaboration activity. For a period of time there could be 3 accounts:–
 - Humberside only costs;
 - South Yorkshire only costs; and
 - New joint collaboration costs.
24. The view is that, as the merger progresses, costs will gradually transfer from the Force specific budgets to the joint budget. Advice is being taken from both Forces' Finance Departments on the work required to do this and the approach will be developed over the coming weeks.

HR Collaboration

25. HR like ICT has made significant progress on collaboration and for Members' benefit a detailed briefing paper is attached at Appendix B. The key driver is to work towards a joint service supporting both forces and the implementation of changes to service design, management structure and harmonisation of policies and procedures to support this aim.

Governance

26. Significant progress has already been made in a number of areas including:-

- Setting up one joint HR Change Project and Programme across SYP/ HP – this involves operational command and Police Authority representation from both forces;
 - Fully integrating work streams regarding the development of common HR systems, processes and the simplified policy framework;
 - Lead senior managers have already been appointed across both forces in regard to delivering the common change agenda.
 - Working with both IS departments to agree common solutions for the HR Information System and workflows, the development of an IT knowledge base to support self-service, and the HR service desk.
27. With the support of both Chief Constables, the senior HR team wish to formalise line management responsibilities across both forces in regard to the above. This would be an interim position, aligned to the joint ACO(HR) agreement, until recommendations are presented to both command teams and Police Authorities to formally join up the HR and Training functions for HP and SYP.

Financial Implications

28. It is envisaged that further significant savings and other benefits are feasible with the fusing of both HR and Training functions. The savings programme is as follows: -

South Yorkshire:	£2.9m (main implementation 2011/12)
Humberstone:	£2.1m (50 % implemented - remaining 2011/12)
Combined Function:	A further £2-3m (from 2012/13)
Wider Regional Opportunities:	Unknown at this time and subject to a future business case

29. The collaboration route is in line with the regional and national intent. Nationally the steer is for forces to work together to save money, improve resilience and to collaborate with each other and with other partners to drive out savings and improve their operational effectiveness. The synergy and commitment already obvious across both HR teams of SYP and HP has already influenced the dynamics around change. A momentum now prevails, underpinned by an enthusiastic determination, which will act as a meaningful stepping stone to fuller regional-plus solutions.

Timescales

30. Further work is required and the work programme is as follows: -
- To formalise interim management arrangements;
 - To continue to implement the new HR model in-force changes jointly;

- As part of the joint change project to initiate the following 4-6 month work streams to present combined solutions: -
 - Creating a single Training & Leadership Function;
 - Creating a single HR Shared;
 - Creating joined solutions for equality/ fairness, police staff discipline and HR strategy;
 - Creating joined up solutions for Career Development & Services, Health & Well being (OHWS), and Workforce Planning;
31. HR continues to develop its change programme and has a 3-phase plan for change.
- **Phase 1 – Years 1 & 2 - Focus on in-force cost savings**, with all forces adopting a common/ best practice HR and Training model. The changes that have been agreed in both SYP and HP represent this model and are therefore, in line with the regionally agreed position.
 - **Phase 2 – Years 2 & 3 - Exploit Sub-regional Partnership Opportunities** - recognise that although there will continue to be a strong long-term commitment from all four forces to converge and harmonize; there are opportunities within this to be exploited on a 2 force basis. Progress and momentum around mutually beneficial changes are often hampered by always trying to find a 4 force solution. Rather than having an opt-out model or approach, we have advocated the adoption of an opt-in model. This will allow a significant acceleration of change and progress in those areas where partnership solutions are possible. Explicit in the terms of reference for the joint appointment of an ACO (HR) for both Humberside Police and South Yorkshire Police, is the intent to identify further collaborative and convergence opportunities between the two forces to make a significant contribution to the CSR programme.
 - **Phase 3 – Year 4 - Move to a formal regional solution** that may be within service, outsourced, or more likely, a blend of the two.

LEGAL IMPLICATIONS FOR COLLABORATION

32. Section 23 of the Police Act 1996 requires a formal agreement to be in place for any significant collaboration between Forces or Authorities. As a consequence Stephen Hodgson, Force Solicitor is working to develop a Section 23 Agreement on behalf of the four Chief Constables and the Joint Police Authorities Committee. This will provide a framework which will enable collaboration throughout the region. It is envisaged that the collaboration ventures between Humberside and South Yorkshire Forces and Authorities can form part of this framework, thereby reducing duplication and maintaining

clarity and focus. It is likely that the separate proposals for HR and ICT will in effect be annexes within the Yorkshire and Humber framework.

33. A 3 months timescale has been set for this to be completed and approved and a small group will work with Stephen Hodgson to develop the framework.

POLICE AUTHORITY GOVERNANCE & ENGAGEMENT

34. The work through the ICT Task and Finish Group with Neil Gammon and Andrew Smith along with members from the South Yorkshire Police Authority has been valuable and has contributed to progress.
35. In particular, it was recognised that a more permanent arrangement is required to oversee all collaboration between the two Forces. Such an arrangement would provide a good opportunity to link into both JPAC (Regional Efficient and Productivity Strategy) and each Authority.
36. Such an arrangement could be formalised within the Section 23 agreement. However, it was felt important to end the work of the ICT Task and Finish Group and move swiftly onto a joint oversight group with both Members and Chief Officers for both HR and ICT developments and any other future joint working.
37. Draft Terms of Reference for such a group are attached at appendix C. They highlight that this is very much a group where the future direction can be shaped, implementation overseen and enables a link into both Police Authorities and JPAC.
38. The membership of this group would include members from each Authority and Chief Officers. It is suggested that to ensure consistency it may be advisable for the Chair of the Authority, along with the Chairs of Business Development and Resources Committees be members of the group.
39. If the proposal to establish the group is approved by members, officers will ensure that its inaugural meeting is held within the next 3 months, with one of its first tasks being to consider the draft Section 23 agreement.

EQUALITY AND DIVERSITY IMPLICATIONS

40. A full equality and diversity impact assessment will be completed as part of the implementation programme and the consultation exercise.

CHILDRENS ACT 2004

41. No implications

CONCLUSIONS

42. The momentum in both ICT and HR for change through collaboration is building and both areas have clearly defined plans for their roadmaps for

change, while still positioning any changes undertaken in the context of potential wider regional collaboration or changes for the future.

43. The significant progress between the two forces has included development of a business case for the ICT Merger and one is in progress concerning HR. The Joint Management Structure for ICT and service redesign provides robustness and resilience.
44. It has a single strategic decision-making management team that is able to align resources with priorities and aid ICT collaboration and convergence.
45. A joint governance structure, both operational and strategic will ensure the partnership is fair and equitable and the structure and governance arrangements will provide a mechanism to exploit and maximise recurring savings.
46. A high-level outline business case, and a number of key documents have been developed to support the proposed ICT changes and these are in appendix A to this report. These have also been scrutinised by the Joint Task and Finish group who support the proposal and roadmap for delivery.

RECOMMENDATIONS

47. It is recommended that Members:
 - i. Note the content of the report and progress made;
 - ii. Support the approach being taken on ICT and HR implementations and the timescales for the proposal.
 - iii. Approve the establishment of a Collaboration Group, with representatives of the Authority being the Chair of the Authority along with Chairs of Business Development and Resources Committees.

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Background Papers: Appended



Protecting Communities, Targeting Criminals

South Yorkshire Police / Humberside Police

Business Case ICT Department Merger

4th May 2011

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1 Executive summary

1.1 Background

- 1.1.1 The Chief Constables of the South Yorkshire Police (SYP) and Humberside Police (HP) articulated their vision for collaboration between the two forces in line with the principles of the ISIS Programme. This business case looks at the proposal to create a single ICT department serving both Forces. It will look at the work required to achieve this and define the objectives of such a change and to identify options to achieve it.
- 1.1.2 This business case will outline the approach to be taken and highlight the schedule of work required if this approach is endorsed. The proposal is to move to a single ICT department serving both Forces based on a "Host" Force model.
- 1.1.3 "Hosted" is simply defined as:
- All staff and supplier contracts are with the "host" Force;
- The "hosted" ICT department receives HR, Procurement, Finance and Legal support from departments of the "host" Force.
- 1.1.4 The Heads of IS for both Forces with advice from the Regional ISIS Delivery Manager have developed an outline structure and proposal, which will identify:
- Cost, savings, timeline and investment requirements of an ICT department merge;
- An appropriate governance model;
- 1.1.5 Work will be undertaken to develop the financial model and agree on the "host" Force arrangements and will include discussions with the Force Finance and HR departments and, if approval for the outline proposal is given, then a full consultation programme will begin with key subject matter experts.
- 1.1.6 As a merger of the departments will affect staff, a communication and consultation exercise will also be required to inform staff and UNISON of the intentions, keep them updated with progress and allow them to raise questions. A Consultation Board will be created with UNISON and HR to agree consultation if we move to the implementation stage.
- 1.1.7 Both the current Heads of IS for Humberside and South Yorkshire have requested voluntary redundancy and therefore this provides an ideal opportunity in which to undertake this type of change and review.

1.2 Objectives

- 1.2.1 The key objectives of merging the ICT departments are to:
- Provide a new structure and service that is both robust and resilient while providing improved capability to support ICT and the harmonisation of business processes across both Forces and help facilitate the savings required.
 - Reduce the cost of ICT to both Forces without affecting the levels of service delivered. Both ICT departments are required to save 25% over the next 4 years and the merger of the ICT departments will help facilitate this.
 - Enable/support business collaboration between the Forces through ICT (thereby reducing cost and/or improving front line service).
 - Align the Forces with the national strategy for the convergence of ICT systems and services. The ISIS Implementation and development programme for 2009-10 states: "The ISIS programme aims to work with police forces (both individually and in regional and other groupings) to create a roadmap for the convergence of [ICT] systems and services."
 - Provide a structure that is 'fit for purpose' and future proof.

1.3 Current position

- 1.3.1 The tables below compare the department's budgets and establishments.
- 1.3.2 The total ICT Budget for both Forces from the benchmarking data for 2010 is £14,612,825. This includes staffing costs and infrastructure/contracts.

Table 1: ICT Budgets* figures taken from benchmarking data 2010

	SYP	HP
2010/11 ICT Budget	£8,006,850*	£6,605,975*

Table 2: ICT Establishment * **Figures taken from benchmarking data 2010

	SYP	HP
2010/11 ICT Establishment	83.5 FTE's**	68FTE's**

1.4 Summary of Financial Case

- 1.4.1 The outline top-level organisational structure gives an indication of the level of saving that could be achieved through this merger. Further work on the full service structure would be required if approval to proceed were given.
- 1.4.2 Experience from other partnerships that have undertaken or are undertaking a similar mergers, such as TVP/ Hampshire and Kent/Essex have shown projected savings of around 15%.
- 1.4.3 Further work would be required following agreement to merger to complete a full and detailed analysis of the cost of ICT in both Forces (including ICT costs held outside the ICT budgets). This would include identification of duplicate functions that could be rationalised and improvements in efficiency in resilience and capability that could be delivered through the merger of the two.
- 1.4.4 Business applications (e.g. call management, crime, intelligence, etc.) are outside the initial scope of this programme, as their rationalisation would require the two Forces to rationalise their business processes and requirements. Within such work ICT is only one of the work streams involved in an overall business driven project. However, rationalisation of the ICT infrastructure will be an enabler for future business application rationalisation.
- 1.4.5 If approval is secured to undertake this programme and a saving of 15% achieved this would provide an overall saving based on the baseline spend for 2010 around £2.2 million for the two Forces. (Any redundancy payments would need to be taken from this savings figure). £1.2 million of this figure could potentially come from staff rationalisation. This is a cautious estimate as alignment of processes and or convergence of systems would we believe deliver substantial further savings in the longer term.
- 1.4.6 However, this would require short-term investment for a period of 12-18 months while the new structure was agreed, new positions appointed to and consultation undertaken. A small programme team needs to be established to drive this forward and develop the programme plan to support this. A temporary Programme Manager could help implement these changes and support the new Joint Head of IS to put in place the new joint management team and review the remaining service structure. Costs for the Programme Manager would be for a fixed term.
- 1.4.7 Indicative timescales for the programme are summarised in the table below and show the key milestones for the programme:

Table 3: Summary of Timeline for Programme.

Stage	Start of Stage Activity	End of Stage Activity
Senior Management Rationalisation	May 2011	Nov 2011
Review structure	Nov 2011	Feb 2012
Staff rationalisation (post consultation) TUPE	Jan 2012	Jan 2013
Infrastructure rationalisation	Jan 2012	Jan 2013

1.5 “Host” Force

- 1.5.1 Analysis could not identify any advantages in one particular Force being ‘host’ rather than the other.
- 1.5.2 It is recommended that the “Host” Force be selected based on joint strategic criteria rather than programme tactical criteria.

1.6 Possible Options

- 1.6.1 While the “Host” Force option between SYP and HP is recommended, other scenarios could be considered:
- i. Do nothing simply deliver the savings already planned independently, or with limited collaboration;
 - ii. Merge the departments; transfer staff to “host” Force; and deliver all savings identified;
Recommended Option
 - iii. Merge the departments, but the staff remain employed by their current employing Force similar to Kent and Essex.
 - iv. Appoint and share a Joint Head of IS for both Forces but do not merger departments.
- 1.6.2 The table below summarises the analysis of these options.

Table 4: Summary of Options

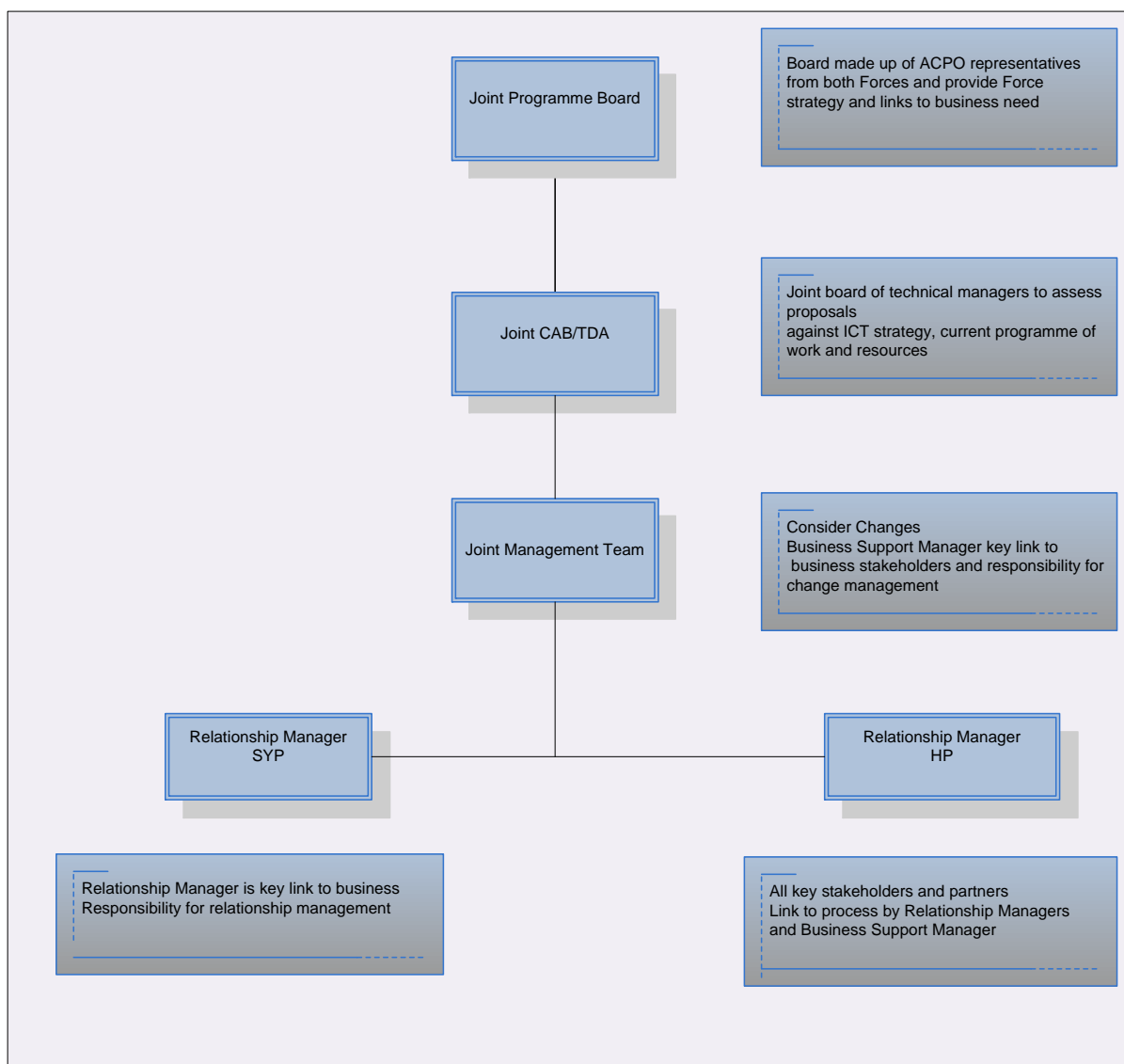
Evaluation results	I. Current Planned Savings (No merge)	II. Merge Departments transfer staff to “host” Force (TUPE)	III. Merge Departments – no staff transfer	Iv Appoint Joint Head of IS- no further merger
Economic appraisal	<ul style="list-style-type: none"> • Difficult to achieve savings without collaboration. • Restricts options and level of savings 	<ul style="list-style-type: none"> • Opportunity to achieve greater savings through rationalisation of staff and potentially systems • Does incur costs while changes take place but these should be one off costs 	<ul style="list-style-type: none"> • Opportunity to achieve savings through collaboration but these are lower than if conduct full merger. • Will still incur cost for changes – however these won’t be as great as the costs for a full TUPE merger 	<ul style="list-style-type: none"> • Saves money on Head of IS
Benefits appraisal	<ul style="list-style-type: none"> • Convergence will continue to be slow, as at present • Remains 	<ul style="list-style-type: none"> • Convergence will accelerate • Convergence better supports business 	<ul style="list-style-type: none"> • Convergence will accelerate • Convergence better supports business collaboration 	<ul style="list-style-type: none"> • Would give a consistent view across both Forces • Limits savings to a one

	<p>difficult to support business collaboration</p>	<p>collaboration</p> <ul style="list-style-type: none"> Allows opportunity to harmonise terms and conditions – allowing for further savings opportunities 		<p>off</p> <ul style="list-style-type: none"> Would still need to make savings through each force but would need to achieve this with current structures
<p>Risk appraisal</p>	<ul style="list-style-type: none"> Low impact on staff Low impact on business as usual In reality a "do nothing" option relies on Departments current Management Teams realising efficiencies identified as independent departments High Risk in terms of future sustainability and resilience High Risk in achievement of savings 	<ul style="list-style-type: none"> High impact staff (reductions and TUPE) Allows opportunity to develop a new structure that is fit for purpose and future proof 	<ul style="list-style-type: none"> Medium impact on staff (reductions) 	<ul style="list-style-type: none"> Joint Head would have limited opportunity to support collaboration as still managing two distinct and separate departments.

1.7 Governance Model

1.7.1 A draft governance model has been developed to support the new joint service.

1.7.2 This proposed governance structure is summarised in the diagram below.



1.8 Finance Model

- 1.8.1 It is proposed that a budgeting model be developed for the merger moving towards a joint budget.
- 1.8.2 During the migration (and probably after), the merged department will retain “local” SYP & HP budgets. This reflects the different starting points of the departments and the different budget models of the two Forces.
- 1.8.3 As functions/infrastructure are merged, the joint budget approach to the merged function is agreed and the budget for that function moves out of the “local” budgets and into the “shared” budget.
- 1.8.4 This allows elements of the budget that are significantly different between the two Forces (e.g. significant cost differences between similar applications) to be retained within the “local” budget. The “shared” budget builds up over time and therefore represents only those functions and infrastructure elements that are actually shared.
- 1.8.5 It is proposed that the costs of the “shared” budget (and therefore the savings benefits) are allocated to the two Forces using a combination two models:

- Volume based – where the costs are volume based and can be attributed to one Force or the other (e.g. support of desktop PCs, network connections, telephone call charges);
- Ratio based – where the cost is not volume based, it is split between the two Forces based on an agreed ratio. This to be agreed if approval to proceed given.

1.8.6 More work on the financial model to support this change is required but the points above show the current thinking on the potential approach to be taken.

1.9 Proposed Top Level Structure

1.9.1 An outline joint Senior Management Team has been developed for consideration. This provides the core senior management team that would take the new joint service forward and be responsible for delivery of the efficiencies and savings that are required.

1.9.2 The key appointment would be a new joint Head of IS to lead the new joint service. This would be a new post and replace the two current Heads of IS for SYP and HP.

1.9.3 It is envisaged that the new joint head would be advertised and recruited to as soon as approval to proceed was secured. However, practically it could take between 3-6 months in which to undertake this. (A mock advert included in Annex B for consideration)

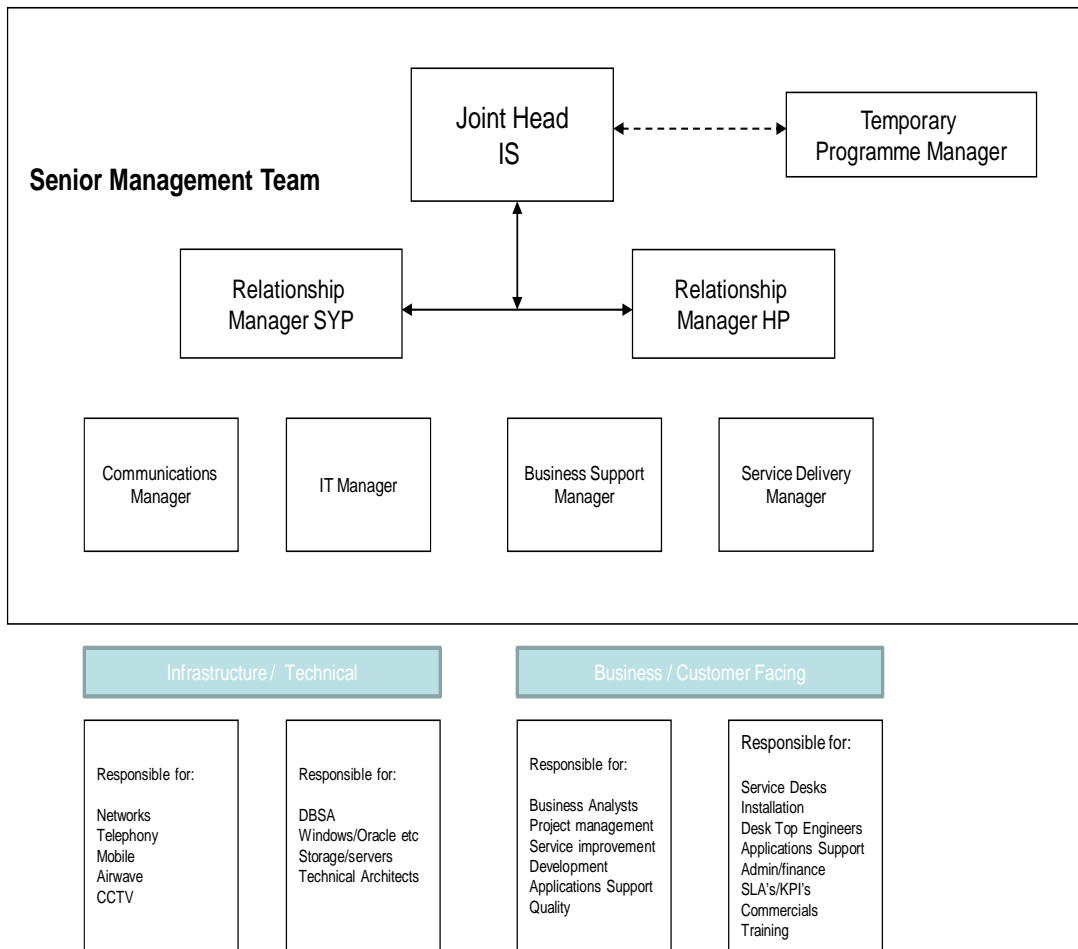
1.9.4 The new proposed structure is shown below, however, this could change. The new Joint Head and programme team would be responsible for fully costing and developing a structure that would be fit for purpose for the new organisation going forward.

1.9.4.1 Draft Structure (Annex C)

1.9.5 The outline structure shows the key posts required for a new joint service. This structure would provide a foundation for any future changes. It has been designed to be as 'future proof' as possible.

1.9.6 A copy of this structure is attached as Annex C.

1.9.7 Although the structure is designed to support the Joint Service for South Yorkshire and Humberside, this model would support a wider collaboration if required.



Annex C- Restricted

1.10 Estimated Savings

1.10.1 The above proposed structure provides the following outlined savings.

Current cost Senior Management Teams	SYP	HP
	£411K	£262K
New proposed joint structure costs	£498k	
Potential Saving	£175K	

The detailed analysis of the above is provided in Annex A.

- 1.10.2 The savings identified from merging the two senior management teams include reducing the overall number of posts from 10 to 7 but still ensuring that all key functions are managed and covered and that the key relationship management required to support a partnership arrangement is strengthened.
- 1.10.3 Obviously the new Joint Head of IS would need to decide the exact configuration of the new joint service, but further rationalisation of staff and systems could be undertaken.

1.11 Benefits

1.11.1 There a number of key benefits by undertaking this level of change for both Forces.

1.11.2 These include both financial and non-financial benefits:

- Provide improved reliance and robustness in ICT to support both Forces
- Improved capability
- Position each Force to reap the benefits for service redesign while still positioning the shared department for any future outsourcing – if required to do so at a national level.
- Will provide both Forces with a key platform for further change, and support regional and national agenda for collaboration.
- Is practical and achievable -.consideration was given to a wider regional joint ICT merger. Although this should not be ruled out for the future, the timescales to achieve this and risks associated with it as an option were high. Therefore, the benefit from the recommended approach is that it could be achieved in a much quicker timescale and with lower risks to both Forces.
- Opportunity to redesign a service that better fits the needs of two changing organisations in challenging economic times
- Opportunity to maximise potential recurring savings
- Aligns to the ISIS strategy and principles
- Opportunities to utilise economies of scale by combining service areas, systems and harmonising processes

1.11.3 The merger is a practical opportunity in which to collaborate and share resources and expertise as demonstrated by the recent work undertaken to share resources for Airwave support. This proof of concept worked well and provided a savings of around £91K. The collaborative approach provided a more robust and resilient option.

1.11.4 Building on this experience and undertaking the wider change that is, being recommended would provide a greater opportunity in which to redesign both the services being delivered and achieving a greater level of savings than can be achieved separately.

1.12 Opportunities

- 1.12.1 As highlighted previously the merger of the two ICT Departments not only gives opportunities for staff structural change but also a real opportunity to rationalise and or align systems for the benefit of both Forces.
- 1.12.2 The new Joint Head would be able to work with the Joint Programme Board to identify further opportunities to save both on contracts and on systems.
- 1.12.3 Areas also identified as potential areas for consideration include:
- Service Desk Support – use the economise of scale to reduce number while maintaining service standards
 - Data Base Support – use joint expertise and economise of scale to reduce numbers while maintaining service
 - Communications/Networks - use joint expertise and economise of scale to reduce numbers while maintaining service
 - Opportunity to use one system for email – probably using the expertise and contract that Humberside have with Microsoft
 - Opportunity for a single ERP/HR system
 - Business analysis/project management- share resources and expertise
 - Infrastructure - shared server support and rationalise server requirements
- 1.12.4 The above list is not exhaustive but gives you an indication of the other areas that could be explored as part of the merger.

1.13 Next Steps

- 1.13.1 That the joint ICT department be implemented based on the recommendation of a “Host” Force model.
- 1.13.2 That appointment of a new Joint Head of IS for the new joint service is undertaken as a priority
- 1.13.3 That a joint programme team be established to take this programme of change forward.
- 1.13.4 That the programme team continue to work with the Force finance departments to design, agree and implement an appropriate finance structure for the joint department.

ICT Merger – SYP/HP

Draft Governance Proposal

To support the new joint ICT Department a draft governance model is suggested.

This model will provide the decision/authority route for the joint service and links with the existing governance structures in place both for each Force and for the Region.

The key is to have a clearly defined and auditable route for decision-making.

Further discussion on the draft proposal will be required with both Police Authorities Chief Executives and Chairs before agreeing the final proposal.

Advice has also been taken from other Partnerships that have joint ICT Departments on the governance models that they have adopted to ensure best practice with other regions and Authorities.

The proposed Governance models for this arrangement will be set out in a 2 documents:

- Collaboration Agreement between South Yorkshire Police and Humberside Police – Governance Arrangements
- Programme to deliver a Joint ICT Department – Governance Structure

They will form part of the suite of key documents for the merger. The first document will cover the high-level governance of collaboration between the two Forces/Authorities and the latter details the strategic and operational governance framework, including the documented agreements required.

Operational/Strategic Decision Making

There is a requirement to have a clear decision making route for operational change and Business As Usual within both Forces.

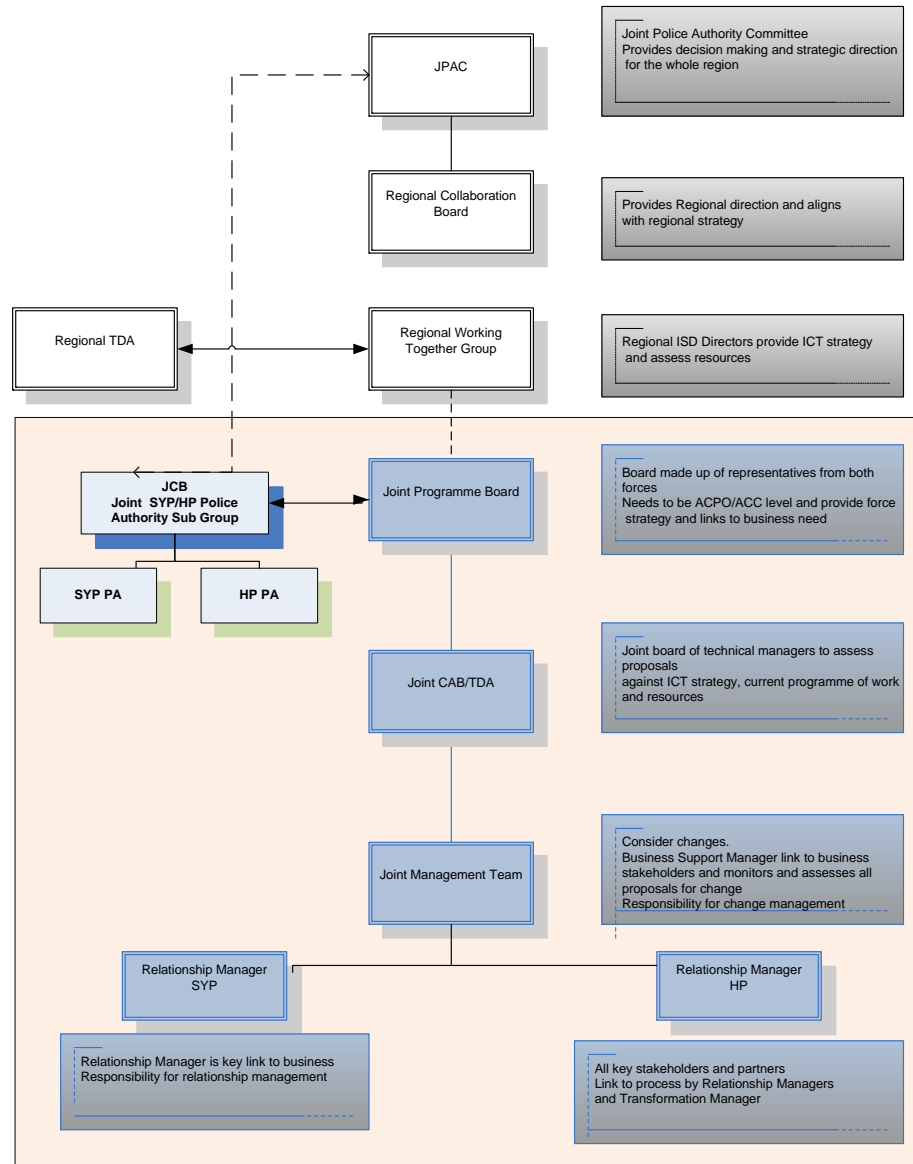
With a new Joint Service, this is extremely important as this need to be aligned to both Force priorities and allocation of resources.

The proposed joint management structure for the new service has strengthened both the link to business need and requirements as well as emphasise the need to control change request and projects within the joint service.

Diagram A shows a high level view of how change would be managed and prioritised within the new structure.

The key points are the creation of a Joint Technical Design Authority to undertake the specific technical assessment of change plus the introduction of a Joint Programme Board to provide a strategic assessment against Force priorities and key link to business and a Joint Collaboration Board to provide a wider collaboration perspective.

Diagram A



The draft proposal for governance also still provides a link to the wider Regional Collaboration Governance arrangements if required.

Diagram B shows this in more detail with the links to existing arrangements.

Diagram B

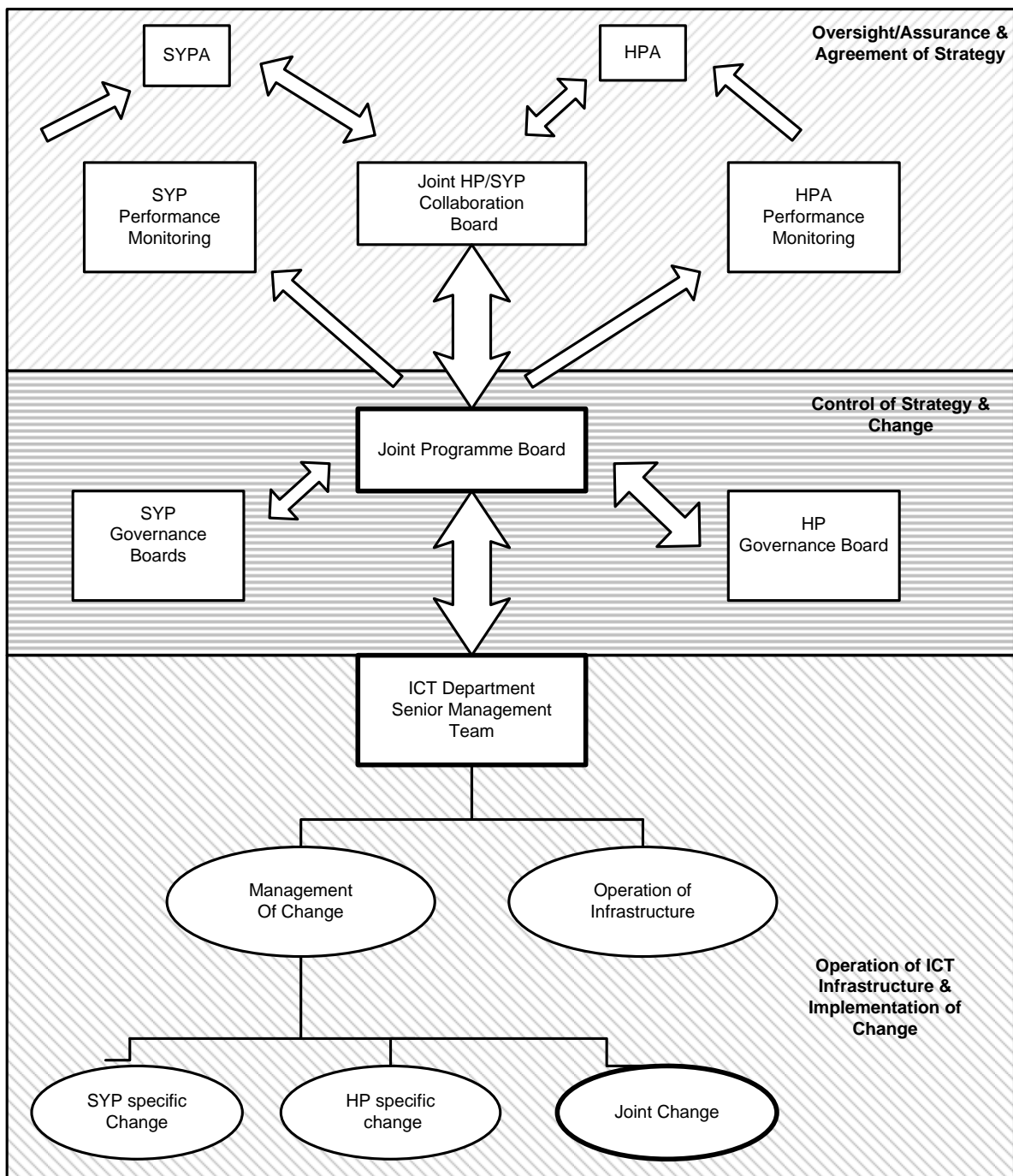
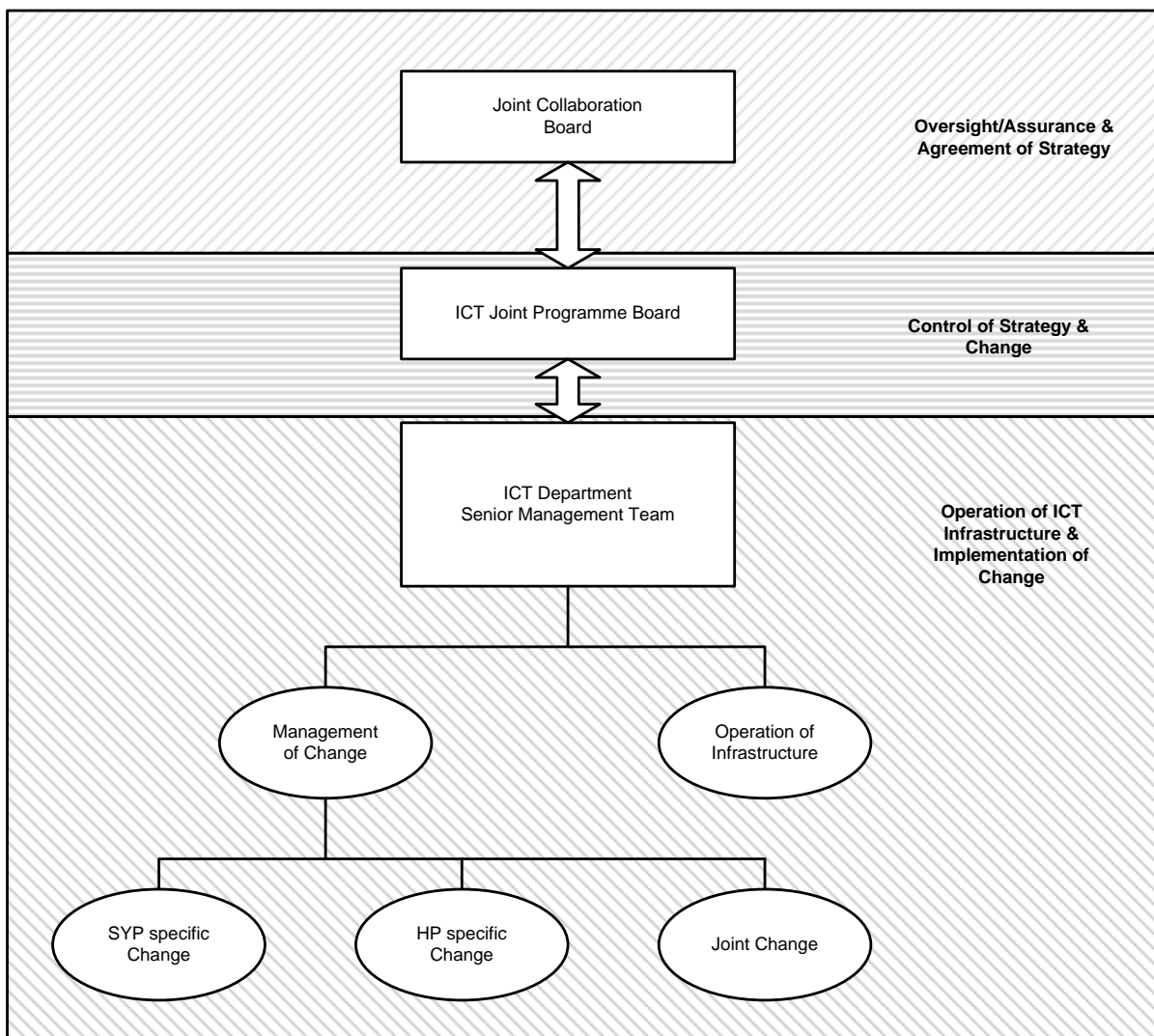


Diagram C shows in more detail the operational change process. This allows for both specific individual Force changes as well any joint change proposals.

It also suggests that a Joint Collaboration Board made up of key officers plus Police Authority Members be established to give oversight and assurance of the strategic collaboration arrangements.

Diagram C



Key Documents

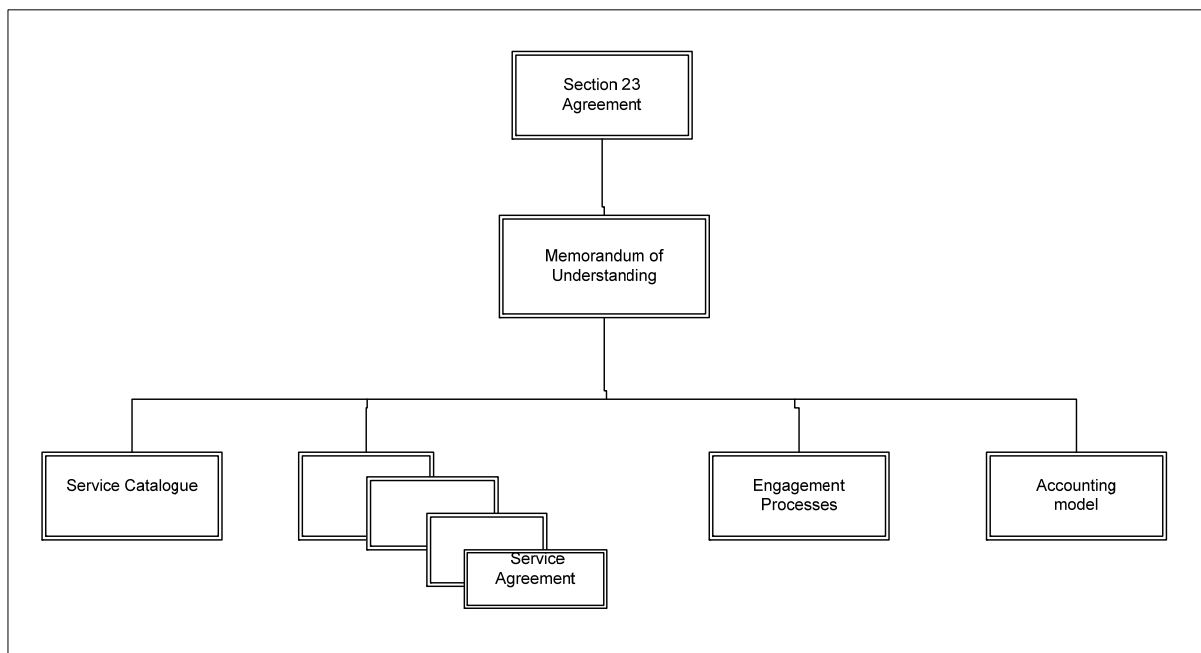
As stated previously there will need to be a number of key documents agreed both Forces and Police Authorities to support the proposed merger.

These include:

1. A section 23 Agreement – A formal agreement for collaboration
2. A Memorandum of Understanding – A key document that outlines the partnership arrangement and can include a number of other key documents e.g. Service Level Agreements, Data Sharing agreements etc
3. Service Level Agreements, Financial agreement and budget arrangements, service catalogue etc

Diagram D shows how the key documents to support the partnership arrangement would work together to support the legal requirements of the agreement.

Diagram D



ICT Merger South Yorkshire Police and Humberside Police - Benefits Realisation Strategy

Objectives of Benefits Management

Benefits Management is the activity of identifying, planning and tracking the expected benefits from any proposed change or investment to ensure that they are achieved.

Benefits are the reasons behind initiation and execution of any programme or project and the management of benefits will greatly assist in demonstrating to stakeholders that the programme of change will deliver value for money and improve service delivery.

Purpose of Document

This Benefits Management Strategy will set out the delivery framework for achieving the business benefits identified in the separate business case for the South Yorkshire and Humberside ICT Merger Programme.

This document defines how the benefits will be quantified and measured, what the combined set of benefits looks like, what systems and processes will be used to track progress and how benefits realisation will be achieved.

This document provides a high-level description of the benefits that have been identified to date and describes the approach the South Yorkshire and Humberside ICT Merger Programme intends to take to realise the benefits. This document includes:

- Outline description of the benefits identified to date including a high level schedule showing when the benefits are expected to be realised
- The approach to be taken to realise the benefits
- Roles and responsibilities – detail major roles and responsibilities for effective benefits management of the South Yorkshire and Humberside ICT Merger Programme.
- Communication Plan – detailing which stakeholders need to receive regular information on benefit management issues and business change

This is a working document, which will be updated as and when necessary as the South Yorkshire and Humberside ICT Merger Programme proceeds through its lifecycle.

South Yorkshire and Humberside ICT Merger Programme is a collection of initiatives (work streams) which aim to provide a new joint service for ICT shared between two Forces, it will create a new service design and management structure to support this, thus improving both the quality and service delivery provided to both customers and the business.

The programme seeks to both build on existing IT initiatives and collaboration initiatives already in place.

In addition, the programme will seek ways in which to improve efficiency and enhance partnership and collaborative working between the two Forces and the Yorkshire and Humber region, connecting together shared knowledge as well as continue to work with other partners across the region in collaboration work streams .

The aim is to provide a service that is fit for purpose for the future and improves capacity and resilience in ICT, while maintaining or improving service standards.

The programme has a number of key **objectives**, which aim to help improve and enhance ICT service delivery:

- Provide improved reliance and robustness in ICT to support both Forces
- Improved capability
- Position each Force to reap the benefits for service redesign while still positioning the shared department for any future outsourcing – if required to do so at a national level.
- Will provide both Forces with a key platform for further change, and support regional and national agenda for collaboration.
- Is practical and achievable -.consideration was given to a wider regional joint ICT merger. Although this should not be ruled out for the future, the timescales to achieve this and risks associated with it as an option were high. Therefore, the benefit from the recommended approach is that it could be achieved in a much quicker timescale and with lower risks to both Forces.
- Opportunity to redesign a service that better fits the needs of two changing organisations in challenging economic times
- Opportunity to maximise potential recurring savings
- Aligns to the ISIS strategy and principles
- Opportunities to utilise economies of scale by combining service areas, systems and harmonising processes

Introduction

The ICT Merger proposal between South Yorkshire Police and Humberside Police has been developed to deliver a number of changes to the service that will, in turn, deliver a range of outcomes and benefits. This document will outline the background to the proposal, the vision and outcomes expected the benefits these outcomes will deliver and how the realisation of those benefits will be managed and reported on.

Background

The Chief Constables of the South Yorkshire Police (SYP) and Humberside Police (HP) articulated their vision for collaboration between the two forces in line with the Principles of the ISIS Programme. This business case looks at the proposal to create a single ICT department serving both Forces. It will look at the work required To achieve this and define the objectives of such a change and to identify options o achieve it.

A high -level business case outlined the approach to be taken and highlight the schedule of work required if this approach is endorsed. The proposal is to move to a single ICT department serving both Forces based on a “Host” Force model.

“Hosted” is simply defined as:

- All staff and supplier contracts are with the “host” Force;
- The “hosted” ICT department receives HR, Procurement, Finance and Legal support from departments of the “host” Force. If Section 23 is applied then support will be required from both Forces.

The Heads of IS for both Forces with advice from the Regional ISIS Delivery Manager has developed an outline structure and proposal, which will identify:

- Cost, savings, timeline and investment requirements of an ICT department merge;
- An appropriate governance model;

Further work will be required to develop the financial model and agree on the “host” Force arrangements. This initial work still requires discussions with the Force Finance and HR departments and, if approval for the outline proposal is given, then a full consultation programme will begin with key subject matter experts.

As a merger of the departments will affect staff, a communication and consultation exercise will also be required to inform staff and UNISON of the intentions, keep them updated with progress and allow them to raise questions. A Consultation Board will be created with UNISON and HR to agree consultation if we move to the implementation stage.

The Project has a clear Vision with a number of associated outcomes.

Vision and Outcomes

The Vision for the new Joint ICT Service is to:

- To become a centre of excellence for ICT Delivery, with a service structure that is fit for purpose for the future and provides a platform for any future change.

To implement this Vision, the new joint service will need to implement a number of changes both in policies, procedures, work practices, and have a more flexible workforce with the skills necessary to deliver the specialist services in a more cost effective manner supported by effective business processes.

A number of key outcomes that the Vision will achieve are -

- ***New shared service*** - to help champion the transformation of the joint service.
- ***Agreed and documented processes and procedures***, which reflect the newly transformed service.
- ***A Management Structure*** to enable the transformed service to be accountable and well governed.
- ***Cost Efficiencies***.
- ***Improved capacity and capability*** – with greater buying power

Benefits

One of the first steps during the definition phase of the Programme was to identify the key Benefits that the Work streams were expected to deliver. To facilitate this initial discussion was held with key stakeholders and Programme Sponsors. A range of benefits was identified developed from the outcomes the programme is expected to generate. These benefits have been grouped into primary benefits with a number of secondary benefits falling underneath. They are identified as follows:

Benefit No.	Primary Benefit	Secondary Benefit
1.0	Improved quality and reliability	
1.1		More responsive workforce
1.2		Better understanding of services and procedures
1.3		Better access to service using customer service professionals
2.0	Improved customer satisfaction	
2.1		Improved more reliable access
2.2		Competent and appropriately qualified staff
3.0	Financial savings	
3.1		Efficiencies in resources
3.2		Efficiencies with better coordination of expertise/knowledge
4.0	Better value for money	
4.1		Better management information to facilitate efficient use of resources
4.2		Improved partnership working

5.0	Rationalisation/system convergence	
		Meeting required external accreditation requirements ITIL
6.0	Improved resilience and capacity	

Work is undertaken to identify ownership, performance measures, targets, risks and assumptions.

Benefit Management Approach

Benefits will be further refined with key stakeholders at an early stage and throughout and beyond the life of the programme. This will be achieved through the use of Benefit Identification workshops, facilitated by the Joint Programme Team and will ensure that from the very beginning, stakeholders are 'brought into' the Benefits Management process.

The identification of the Business Benefits for the programme will ensure that the benefits data to be collected can be used to demonstrate the success of the business change. The business change actions needed to assist in the realisation of each benefit will also be considered and documented in the Benefit Profile

The quantification of the degree to which a benefit is realised will be determined through assessing the performance measures contained within each Benefit Profile.

Each Benefit will be tracked on a periodic basis to compare actual performance versus the target to assess whether the programme remains on track to fully realise the benefits in line with the Project objectives and timescales. This will be in the form of formal review sessions, headed by the Programme Manager with relevant individuals. Areas to be covered within these sessions will include:-

- Which planned Benefits have been achieved?
- Which planned Benefits have not been achieved and why? Is there any remedial action? Is the Benefit still relevant? What are the constraints to achievement?
- Are the Benefit assumptions correct?
- Are there any unexpected benefits/dis-benefits?
- Are there any future potential benefits?
- Is the measurement process correct to clearly demonstrate the performance of the identified Benefit?

All stakeholders will be kept informed as to progress concerning Benefits Realisation, at the frequency and via the mechanisms identified in the Communication Plan for the programme.

Benefits Profiles

A Benefit Profile is a document that is used to define each benefit/dis-benefit i.e. the what, when and how much and will be used to track its realisation. The information for the Benefit Profiles will be built up during Benefit Identification Workshops and will allow the Benefit Owner (individual responsible for delivery of the benefit) to record and monitor progress against each benefit.

The collation of this information will ease the final evaluation process once the programme is completed and will provide the mechanism against which the programme success will be measured.

Work on the full set of benefits profiles is still to be completed.

Benefits Realisation Plan

The Benefits Realisation Plan is a complete view of all the Benefit Profiles in the form of a schedule defining when each benefit or group of benefits will be realised. This plan will be scheduled to coincide with the activities in the overall programme plan.

The identification of benefits is likely to be an ongoing process. As these are identified throughout the project, the Benefits Realisation Plan will be revised accordingly.

Roles and Responsibilities

The table below describes the major role and responsibilities for the effective benefits management of the programme.

Benefits Management Process	Role Responsible	Responsibilities
Developing the Benefits Management Strategy	Senior Responsible Owner (SRO)	Developed on behalf of the SRO by the Programme Manager with support from both Forces Business Change Units
Identifying and quantifying benefits	Programme Manager	Programme Manager along with relevant stakeholders, and members of the project delivery teams.
Planning for benefits realisation	Programme Manager/Business	In conjunction with the BCMs relevant

	Change Units	stakeholders and members of the project delivery teams. Business Change Unit 'owns' the Benefits Realisation Plan
Benefits realisation/review	Programme Manager	Business Change Units monitor progress against plan via formal reviews undertaken with Benefit Owners

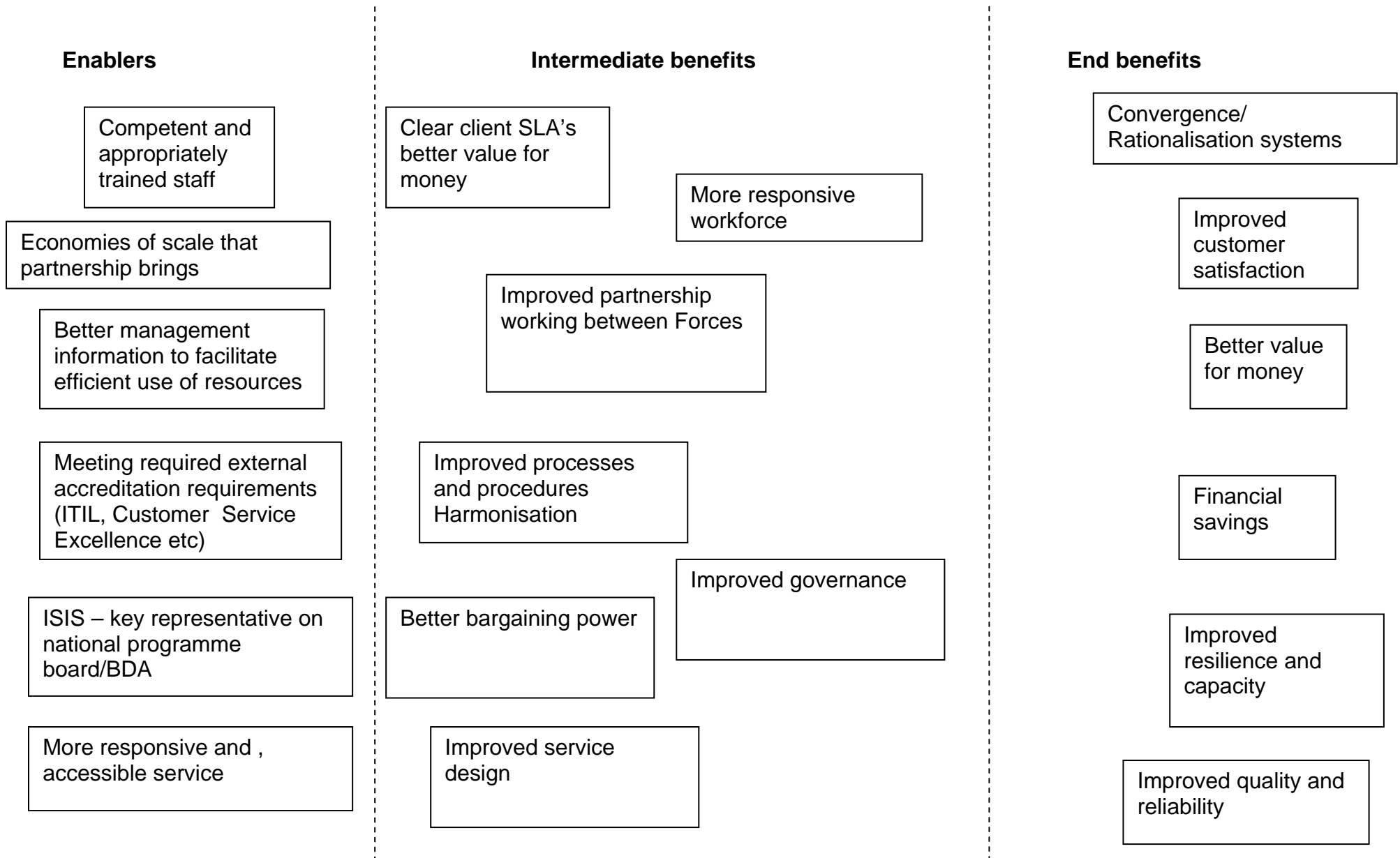
Communications Plan

The purpose of this plan is to define all the parties with an interest in the realisation of the business benefits and the means, method and frequency of communication. The Plan contains:-

- Interested parties/stakeholders
- Information required
- Information provider
- Frequency of communication
- Method of communication

Full communications plan still to be developed.

ICT Merger SYP/HP Benefit Modelling



Risk Management – key points for ICT Collaboration Humberside and South Yorkshire Police

- Risk management key part of the programme of change
- Risk management approach- will be development of a risk register/issues log to record and track risks identified
- These would be managed and reported to the joint programme board and any issues escalated to the Joint Collaboration Board
- A draft example copy of a risk register are shown below to give an indication of how this would be developed
- Further work on risks would be undertaken as part of the programme and mitigation developed to address areas identified

Risk No.	Description of risk, including cause	Risk category	Probability (1-5)	Impact (1-5)	Hazard rating (P+I+P)	Response to risk	Countermeasure(s)
1	Merger Collaboration Programme requirements / timescales / resource demands may impact resource on Business as usual	Strategic	3	5	15	Prevent	<p>Advise Business Project of risk and limited IT resource availability. Gain Exec prioritisation. Use designated resources from joint programme team to support changes and minimise impact of BAU</p> <p>Plan resourcing implication carefully for the programme of change and current programmes of activity for the 2 Forces.</p> <p>Manage resourcing through programme board and escalate any issues to the Joint Collaboration Board</p>
2	Recruitment of new Head of Service –	Operational	1	4	4	Reduce	Review advert and job specification to ensure it attracts the right

	inability to recruit suitable candidate						candidate – revise if necessary and test out with recruitment agencies appetite for this type of position.
3	Staff retention – period of change which could unsettle some staff	Operational	2	3	6	Reduce	<p>Keep dialogue and communications with staff active and keep them fully informed of developments with the programme.</p> <p>Work with HR to address and specific issues and concerns and reiterate key vision, which is to improve capability and capacity.</p> <p>Key will be development of a communications plan to minimise concerns and address questions raised.</p>
4	Harmonisation processes – difficulties in gaining agreement	Operational	3	4	12	Reduce	<p>Work with business areas and within ICT to harmonise processes and support system rationalisation. Identify and engage key stakeholders within processes. Engage buy in from both senior command teams for changes planned.</p> <p>Escalate via governance route if required.</p>



HR IS CHANGING



Update Brief for the HR and Training Teams of South Yorkshire and Humberside Police

Ian Watson
ACO (Human Resources)

May 2011

1. Introduction

As joint ACO for Human Resources I am pleased to present an update on the HR transition programme across both SYP and HP. This briefing paper will also clarify the arrangements already in place and others that the senior HR management team believe are necessary to implement the changes to exploit future cost saving opportunities, by greater convergence in the delivery and management of core HR and Training services.

Significant progress has already been made, in summary our current position is as follows: -

- We have set up one joint HR Change Project and Programme across SYP/ HP – this involves operational command and Police Authority representation from both forces
- We have fully integrated work streams regarding the development of common HR systems, processes and the simplified policy framework
- We have already appointed lead senior managers across both forces in regard to delivering the common change agenda as follows: -
 - i. **Chief Superintendent Bill Hotchkiss (SYP)** – Act as Deputy to the ACO (HR)
 - ii. **Lorraine Booth (SYP)** - HR Change programme & HR Strategy, Response to Winsor and other national workforce changes, Equality & Fairness at work, HR business development and police staff misconduct
 - iii. **Sarah Wilson (HP)** - HR Operations and HR Shared Services
 - iv. **Aleks Stojkovic** – Employee Assistance & Support (OHWS)
- We are working with both IS departments to agree common solutions for the HR Information System and workflows, the development of an IT knowledge base to support Self-service, and the HR service desk

With the support of both Chief Constables we have now made formal the line management responsibilities across both forces in regard to the above. These is an interim position, aligned to the joint ACO (HR) agreement or until recommendations are presented to both command teams and Police Authorities, to formally join up the HR and Training functions for HP and SYP.

As a senior HR team, we have no doubt that further significant savings and other benefits are feasible with the fusing of both HR and Training functions. Our saving programme is as follows: -

South Yorkshire:	£2.9m (main implementation 2011/12)
Humberside:	£2.1m (50 % implemented - remaining 2011/12)
Combined Function:	A further £2-3m (from 2012/13)
Wider Regional Opportunities:	Unknown at this time and subject to a future business case

The track we are set on is in line with the regional and national intent. Nationally, the steer is for Forces to work together to save money, improve resilience and to collaborate with each other and with other partners to drive out savings and improve their operational effectiveness. The synergy and commitment already obvious across both HR teams of SYP and HP has already influenced the

dynamics around change. A momentum now prevails, underpinned by an enthusiastic determination, which will act as a meaningful stepping stone to fuller regional-plus solutions.

Both Chief Constables have now agreed to develop our Hr and Training work programme as follows:

- Formalise interim management arrangements
- Continue to implement the new HR model in-force changes jointly
- As part of the joint change project initiate the following 4 month work streams to present combined solutions for: -
 - Creating a single Training & Leadership Function – [Bill Hotchkiss \(SYP\)](#)
 - Creating a single HR Shared Service – [Sarah Wilson \(HP\)](#)
 - Creating joined solutions for equality/ fairness, police staff discipline and HR strategy – [Lorraine Booth \(SYP\)](#)
 - Creating joined up solutions for Career Development & Services, Health & Well being (OHWS), and Workforce Planning – [Aleks Stojkovic \(HP\)](#)

At this stage none of the proposed arrangements are permanent or undoable, should both Chief Constables not wish to proceed with a full joining up of the functions. However, as a senior HR team we firmly believe that such a development is highly desirable and there is a genuine synergy and willingness to be exploited for the mutual benefit of both Forces.

The rest of this briefing paper will update staff from both forces on the wider regional track for HR and Training change, and explain how the plans for SYP and HP fit with these. It will also highlight the governance and work stream arrangements for the change programme,

2. The Regional Driver

There is significant potential and opportunity for additional cost savings and collaboration across the region in HR and Training. There is consensus that the changes should be phased as follows: -

- **Phase 1 – Focus on in-force cost savings**, with all forces adopting a common/ best practice HR and Training model. The changes that have been agreed in both SYP and HP represent this model and are therefore, in line with the regionally agreed position.
Years 1 & 2 of CSR
- **Phase 2 – Exploit Sub-regional Partnership Opportunities** - recognise that although there will continue to be a strong long-term commitment from all four forces to converge and harmonise; there are opportunities within this to be exploited on a 2 force basis. Progress and momentum around mutually beneficial changes are often hampered by always trying to find a 4 force solution. Rather than having an opt-out model or approach, we have advocated the adoption of an opt-in model. This will allow a significant acceleration of change and progress in those areas where partnership solutions are possible. Explicit in the terms of reference for the joint appointment of an ACO (HR) for both Humberside Police and South Yorkshire Police, is the intent to identify further collaborative and convergence opportunities between the two forces to make a significant contribution to the CSR programme. ***Years 2 & 3 of CSR***

- **Phase 3 – Move to a formal regional solution** that may be within service, outsourced, or more likely, a blend of the two.
Years 4 + of CSR

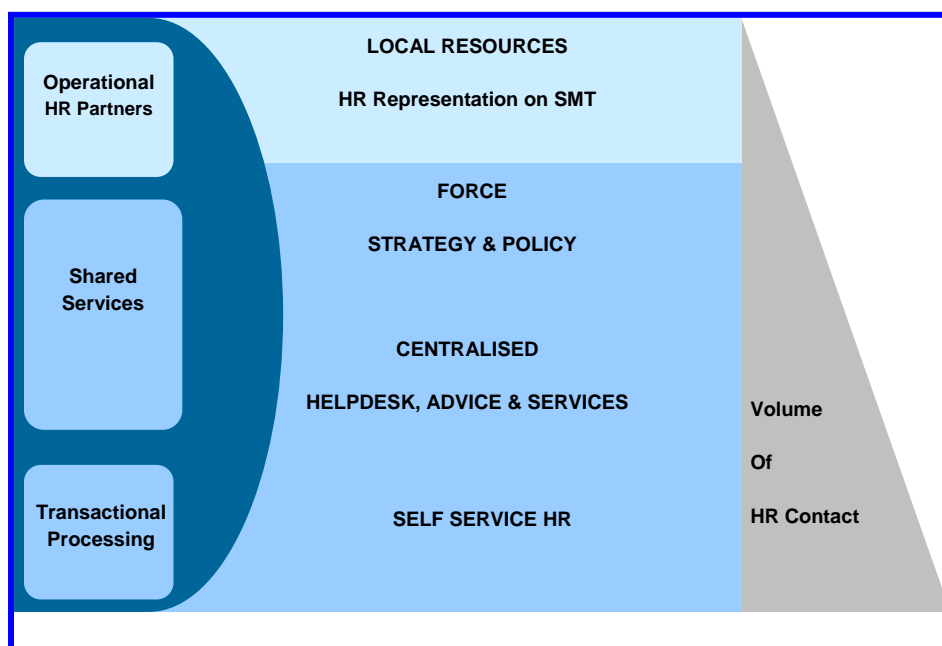
3. Phase 1 - The Best Practice Model

Both forces are working together, under one project board, to implement within each force the best practice model. This model of HR and Training is represented as follows: -

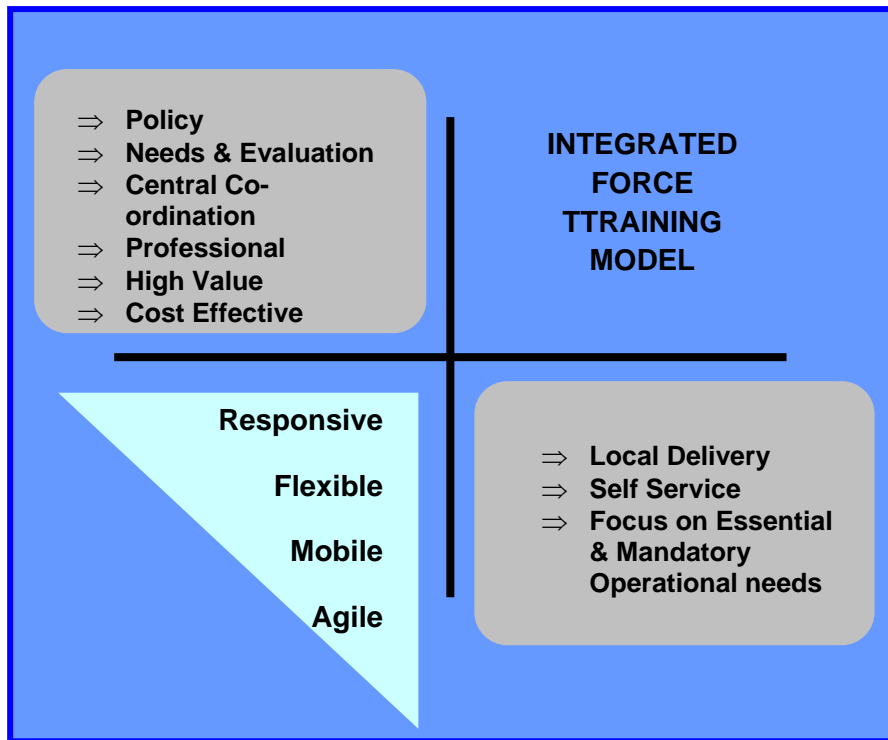
- Changing the relationship of HR to the business so that it is enabling not paternalistic, risk averse or policy driven.
- Reduce overheads and costs by the centralisation of HR into a Shared Service centre.
- More day to day queries and support delivered through self service and use of technology – empowering managers.
- Linking HR to the business need by strengthening the problem solving and strategic input into local senior management teams through the presence of professionally qualified Operational HR Partners.
- Simplification of HR Policy & Procedure, so that these are user friendly and accessible for managers and supervisors. Move away from the rigid mechanistic approach to one of discretion and risk management.
- Remove waste and duplication by standardisation & lean management of processes.
- Through the enhanced training of managers & supervisors raise the level of capability and confidence for them to deal effectively with people and workforce related issues.
- Define clearly the levels of customer service and the desired outcomes of such activity.

The high level models for HR and Training are replicated below.

HR Model



Training Model



4. The CSR Cost Saving Contribution

As already indicated as a support function there is an expectation that the new HR model will make a significant contribution to the CSR challenge facing both Forces. In terms of the high-level position, they are as follows: -

South Yorkshire Police (Original Budget – HR & Training: £9,116,620)	Budget
5% saving for 2011/12 budget	£467,739
HR Review additional Pay / Headcount Savings	£1,964,951
HR Review Additional Non Pay Savings	450,000
Total Cost Savings This will represent a total headcount reduction of 60.72 FTE (across both local and central HR/ Trg staff) and a 31.6% budget reduction over the first two years of the CSR period. We will endeavour to implement as much of the cost saving as possible in the first year due to the frontloading of the CSR requirement.	£2,882,690

Humberside Police (Original Budget – HR & Training: £6,063,208)	Budget
Choices	£962,000
CSR Savings	£1,100,000
Total Cost Savings This will represent a total headcount reduction of 56 FTE (across both Training & HR) and a 34% budget reduction over the first two years of the CSR period. We will endeavour to implement as much of the cost saving as possible in the first year due to the frontloading of the CSR requirement.	£2,062,000

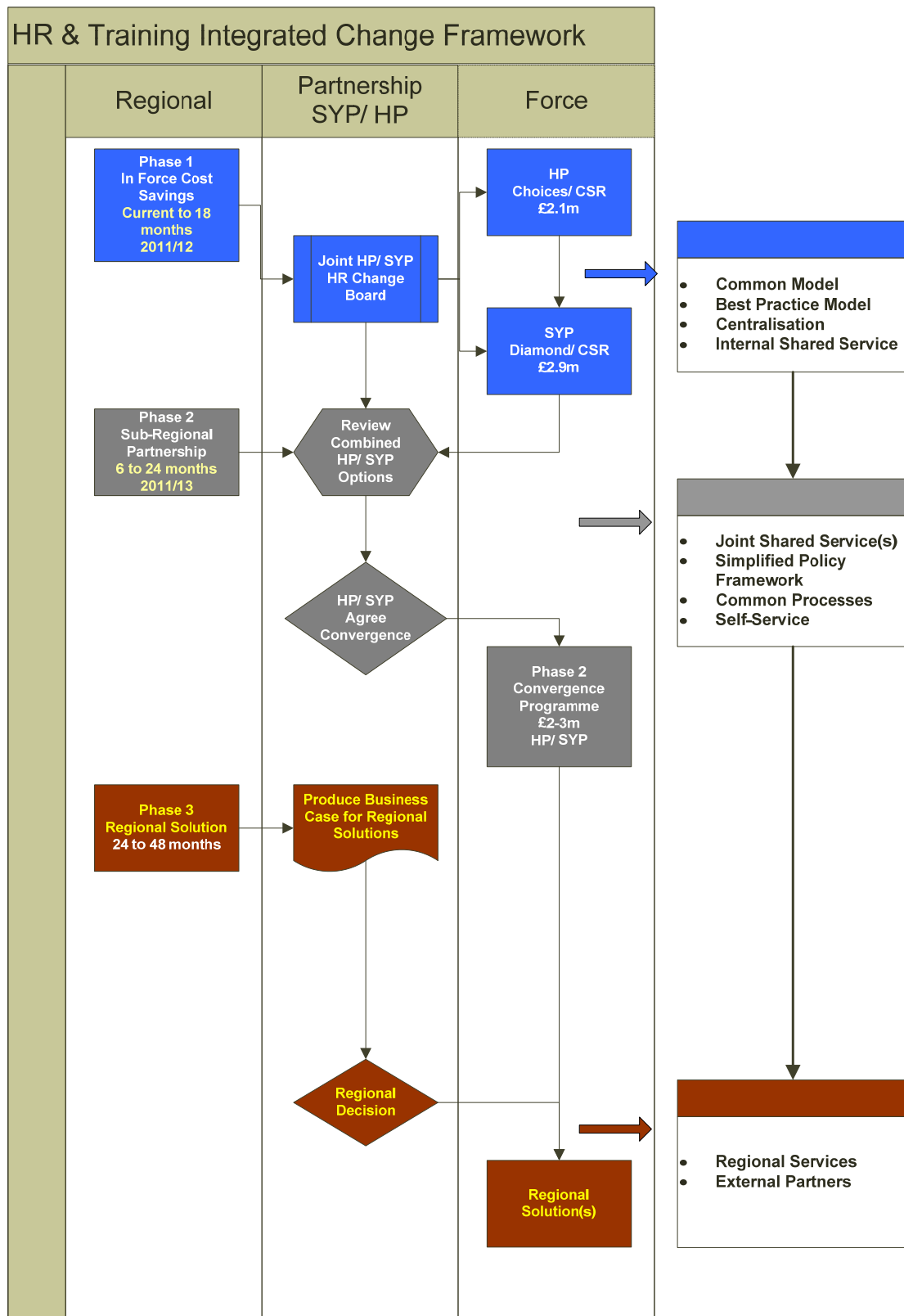
5. Future Intent

As part of the intent around the creation of the joint ACO (HR) role with Humberside Police, there are a number of other opportunities to be exploited that could be mutually beneficial to both Forces. The senior HR teams from both forces are enthusiastically committed to deliver formal options to further collaborate and join up HR and Training services across both organisations. In order to do this we will have one change programme across both organisations. Details of the proposed programme and relevant work streams with timescales are included later, but the commitment is to work together and drive out further efficiencies to offer better value for money and greater long term cost savings. It is the view of the HR Senior Management Team that in order to make further cost savings, but still provide viable and resilient HR and Training services, the only real option is to work in partnership across traditional organisational boundaries – a sentiment in line with the national and regional agenda.

In regard to the cost saving potential, the HR and Training leads across both forces believe that the following could be achieved associated with the 3 phases of implementation agreed at a regional level: -

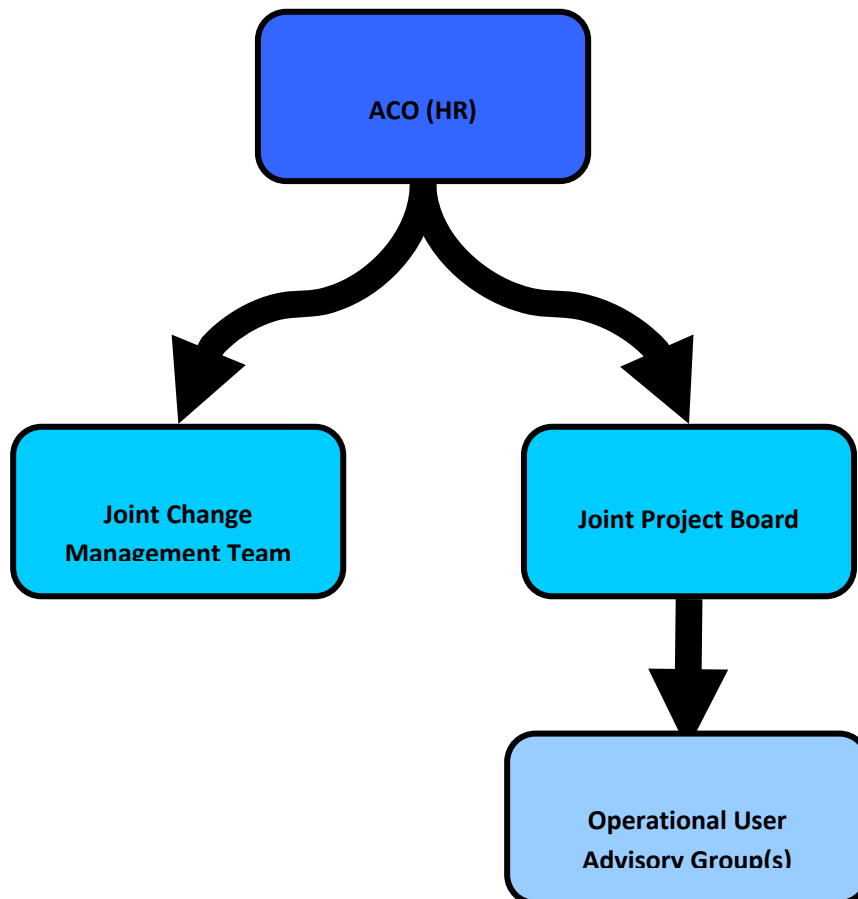
- Phase 1 – **In-force changes** – as in the above tables
- Phase 2 – **SYP/ HP joint service(s) - Further Partnership opportunities** – In total across both Forces we would anticipate further costs savings of between £2-3m.
- Phase 3 – **Regional and/ or outsourcing solution** – It is difficult to assess the potential cost saving here at this time, as this would need to be identified through the development of a specific business case, and such work is not scheduled to being until the end of 2012.

The following chart outlines the linkage between the 3 phases of change.



6. The Governance and Programme Arrangements

The governance arrangements are designed to support our ability to exploit sub-regional partnership opportunities within a clearly defined programme framework.



Joint Change Management Team – We have established a joint team that will direct and support the governance arrangements and support the various elements of the programme – the key work streams are shown in Appendix 1.

Project Board – We have established a joint Project Board that will provide overall direction to the various work streams and ensure accountability within given corporate parameters. The Board is made up of members of the Joint Change Management Team supported by a project manager with Operational and Police Authority representation.

Operational User Advisory Group - The purpose of this group is to bring an operational perspective to the development of new HR processes and policies. At present there is already a group formed within HP that meets monthly and is chaired by a Chief Superintendent with representation from frontline supervisors (Inspectors/Sergeants) from each BCU and Staff Associations - a similar arrangement has been made for SYP.

Joint SYP/ HP Project Board

We have appointed a Board to provide overall direction and management of this project. The Project Board will be accountable for the success of the joint work streams and have accountability within given corporate parameters.

The Project Board will consist of a number of key individuals, to include an Executive (ACO Ian Watson), Senior User(s) and Senior Supplier(s). The Senior Users are appointed from both forces. They will be accountable for ensuring that user needs are specified correctly and that the agreed solution meets those demands. Likewise senior suppliers will be appointed from both forces. They will be responsible for the quality of products delivered and providing supplier resources.

The key tasks for the Board will be as follows:-

- Being accountable for the success of the Joint Work stream Process
- Providing a unified, unambiguous direction of travel with regard to Joint Working
- Delegate effectively in line with organisational controls and structures
- Providing the necessary resources and authorising funding necessary for the completion of the Project
- Providing guidance to the Project Manager and ensuring effective communication within the team and to external stakeholders
- Ensuring that risks are being tracked and mitigated as effectively as possible
- Approve the Project closure on completion

In a project of this size there will be a need for a dedicated project manager and project support with the ability to access both from either Force. It is proposed that the Joint Project meet every six weeks and be juxtaposed to the combined senior Hr change management team in order to benefit from time and cost savings. Documentation in support of the Project will be based on the PRINCE 2 methodology and include a task schedule, minutes and actions (work packages). These papers should be made available to the wider function and organisation(s) as appropriate. The detailed tailoring of the Project will be undertaken by the executive and project manager. The goal is to apply a level of project management that does not overburden the Project but provides an appropriate level of control given external and project factors.

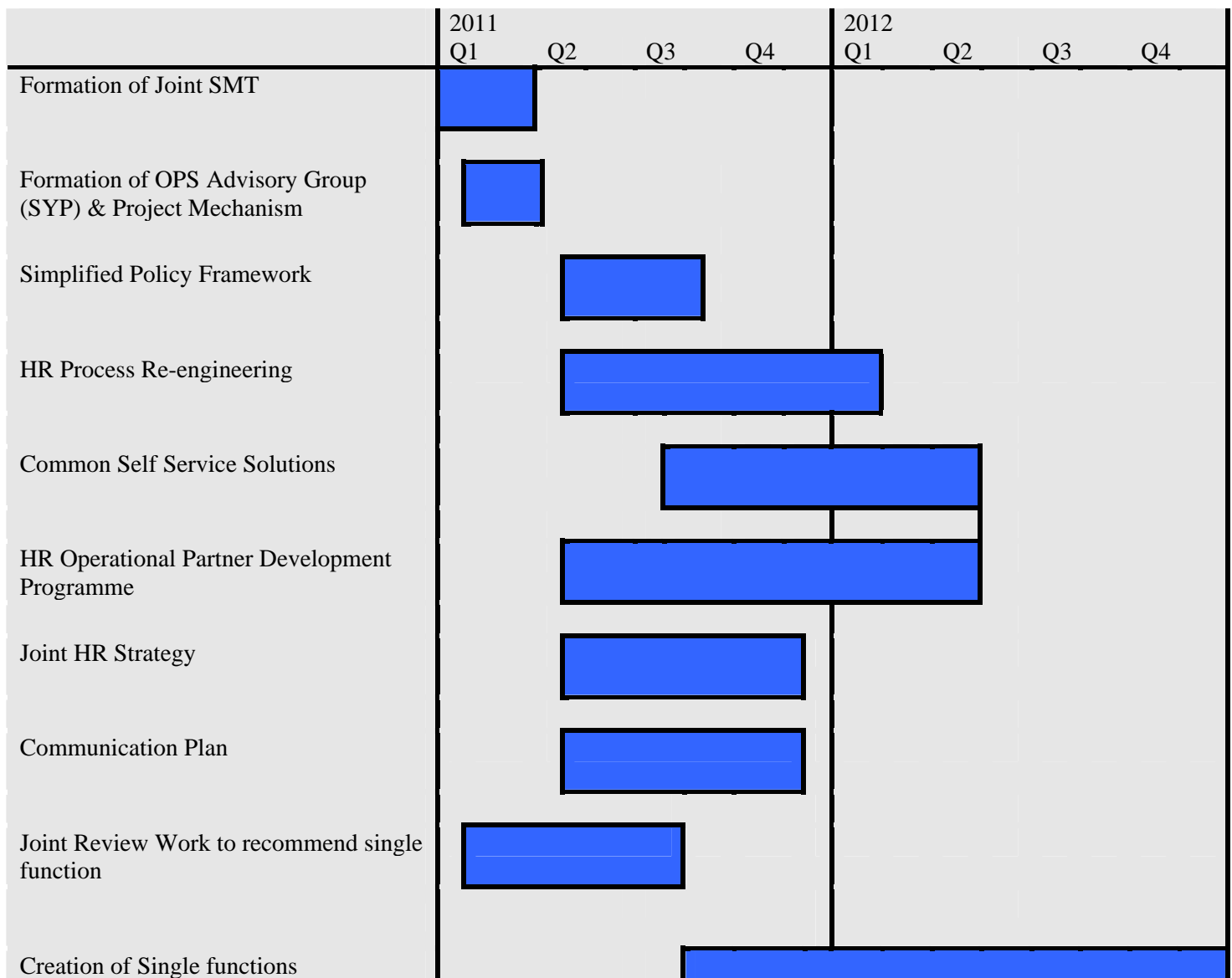
Operational User Advisory Group

The purpose of this Group is to bring an operational perspective to the development of new key HR processes and policies. Initially there are two advisory groups, one per force, chaired by a Chief Superintendent. There will be frontline supervisor representation (Inspector / Sergeant) from each BCU together with Staff Association Membership and suitable project support (full details at Appendix 2). The meetings will be minuted and supported by a comprehensive action plan. Administrative support will be provided as appropriate per the agreed terms of reference.

Supplier Group

As the Project develops there will need to be an appropriate forum for those designing, developing, procuring and implementing the Project's products. At present there is a range of groups that represent the senior suppliers, it will be beneficial in the next few months to formalise this area of the Project in the same way as that of the User Group.

Key Timescales



7. Summary

In summary, significant progress has been made in bringing together the HR and Training functions from across both forces. Work is currently ongoing with both IS Departments to agree a common IT solution for HR services. The establishment of a model to manage the governance arrangements across Humberside and South Yorkshire has been developed - this will support sub-regional partnership opportunities. The Senior Management Team now has the support of both command Teams as to the direction of travel in potentially creating a single support function serving both Forces.

Ian Watson ACO (Human Resources)

May 2011

JOINT SYP/ HP WORKSTREAMS

1. Simplified Policy Framework.
2. HR Process Re-engineering (including workflows).
3. Common self-service solutions, including knowledge base.
4. HR Operational Partner Development Programme.
5. Joint HR Strategy (incorporating Winsor, Hutton, Nerouyd etc).
6. New simplified PDR process
7. Common and Converging Communication Plan and Branding.
8. SYP/ HP partnership convergence opportunities to create a single function covering:
 - Management
 - Shared Services
 - Strategy, Fairness at Work, Police Staff Misconduct & Change
 - Workforce Planning & Career Services
 - Employee Assistance and Support (OHWS)
 - Training
 - Leadership
9. HR and Training YaTH Regional Opportunities.

TERMS OF REFERENCE

FOR THE OPERATIONAL USER ADVISORY GROUP

Aim

As part of the HRD efficiency and effectiveness work, to bring an operational perspective to the development of new key HR processes and policies.

Objectives

- To act as an advisory user group on reviewed and revised key HR processes and policies.
- To formally input operational views and enhance such changes.
- To act as facilitators for effective two way communication on wider HR change issues throughout the Force.
- To feedback concerns and issues to the HRD implementation team related to the HRD change programme.
- To feedback actions and measures to operational command.

Membership

- Chair – Operational Chief Superintendent ;
- Frontline Supervision (Sergeant from BCU and Branch) x 6;
- First line police staff supervision from Operational Support x 2;
- Federation Rep;
- Unison Rep;
- Superintendents Association Rep – open invitation;
- HRD Choices Change Manager ;
- Head of Operational HR Services;
- Learning and Development Lead.

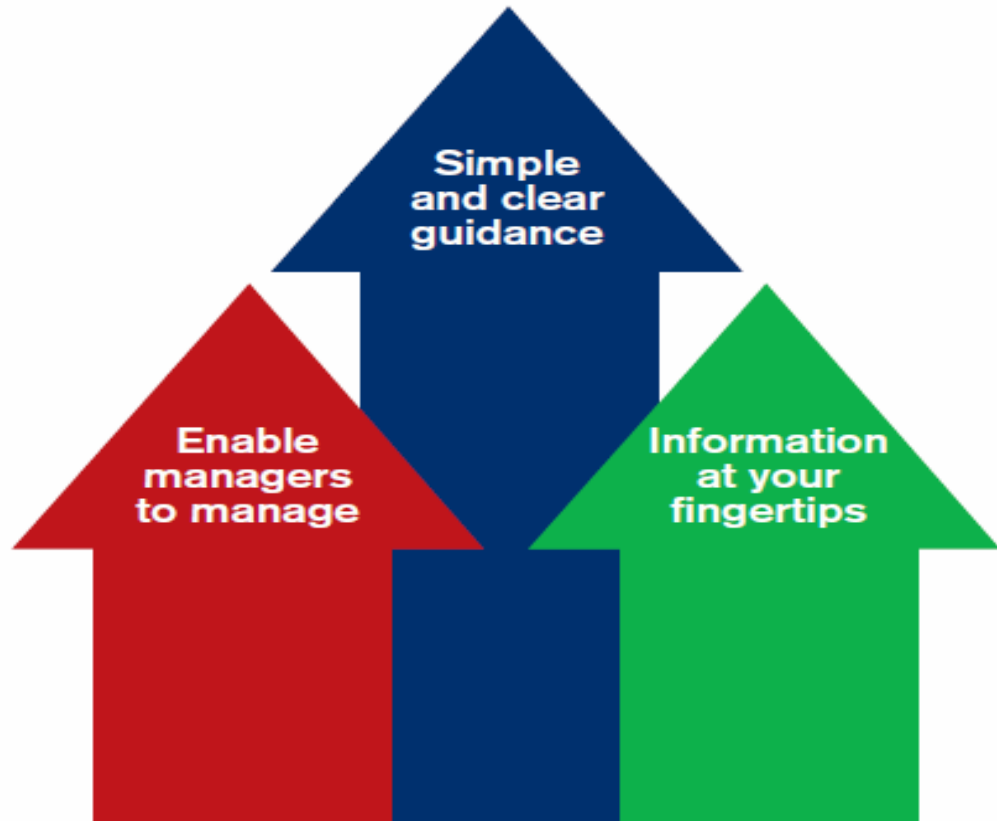
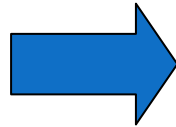
Authority

- The Group is an advisory group, providing advice, opinion, views and ensuring better communication and understanding between Operational Management and the Change Team. Issues can be escalated direct by the Chair of the Group to the ACO (HR).
- The Chair will be accountable to the ACO (HR) for the effective running and operation of the Advisory Group and will establish regular briefings to him on progress as well as key issues.

Support and Meeting Arrangements

- The Group will convene at the discretion of the Chair, but will meet as a minimum on a monthly basis.
- All administration and note taking will be supplied via the Change Manager.
- Notes of Actions will be maintained and an action log to be reviewed at each meeting.

HR is Changing



South Yorkshire & Humber Collaboration Group Terms of Reference

Purpose

To develop the vision and strategic direction for collaboration between South Yorkshire and Humberside Police and Police Authorities in line with both the Force efficiency plans and the JPAC Regional Efficiency and Productivity Strategy; and to monitor implementation of business cases approved by the Authorities/Forces.

Terms of Reference

1. To develop and continually review, in conjunction with the Chief Constables, the vision, strategic direction and formal agreements between the two Authorities / Forces, highlighting recommendations for Police Authorities / Command team where necessary.
2. To recommend for approval to the respective Command Teams / Police Authorities business cases and formal agreements, which enhance future collaboration between the two Forces / Police Authorities.
3. To monitor the performance and benefit realisation of agreed collaborative arrangements,
4. To consider and monitor any strategic risks and barriers, highlighting where appropriate exceptions for consideration by the respective Command Teams / Police Authorities.
5. To inform the Joint Police Authorities Committee of any developments, proposals, risks or barriers to collaboration.