

Report of the Assistant Chief Officer: Director of Prevention

Change Function Support

Purpose of report

1. This report summarises steps that have been taken to review options to support the Authority's significant change portfolio and propose a collaboration arrangement with West Mercia Police.
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Recommendation

It is recommended that the Authority enter into a collaboration arrangement with West Mercia Police to support the delivery of change management within the Service.

Introduction and Background

2. The Community Risk Management Plan 2021-2025 (CRMP) and the Medium-Term Financial Plan (MTFP) guide and direct the overall strategic aims of the Service. These drive everything we do and underpin our mission of delivering high quality and sustainable services to our communities.
3. To complement and focus our strategic aims, the Authority has a high level of ambition to change and transform key elements of its business, which was funded in June 2021 and has been referred to as the 'invest to improve' programme. There are currently 2 programmes and 15 projects of different scales and levels of complexity at different stages of development. These programmes and projects are being delivered predominantly by uniformed and corporate staff, either as part of their role, or on secondment. It is envisaged that further projects will be identified and commissioned over the next three years.

Collaboration

4. To support the delivery of these projects it has been identified that there is now a need for a higher level of support and oversight than can be delivered within the current internal staffing resources and skill levels. It is anticipated that there is not a long term requirement for the support, therefore a short term option to collaborate with a partner to provide the staffing and skills has been identified as the most efficient way forward.

5. Having considered options to further enhance the significant change ambitions West Mercia Police (WMP) has been identified as a preferred partner to deliver support, where it is identified as good value to do so, particularly where specialist change management skills are required.
6. WMP have stated they are willing to collaborate, subject to an acceptable contract, allowing for the Authority to “buy in” just the right level of strategic advice, project management office support, project manager / business analyst capability for the change programme at reasonable cost.
7. This proposal compliments the existing wider collaboration with WMP that is varied and longstanding, and is based on a hosted services model, accommodated by WMP.

Benefits

8. Potential benefits of this collaboration are:
 - Economies of scale
 - Ability to draw down only the resource required, and end the support when it is no longer needed.
 - Sharing of expertise
 - Enhanced resilience
 - Two-way knowledge-sharing
 - Increased effectiveness of project governance, management and delivery.
9. An important distinction between this arrangement and a traditional supplier/provider relationship is the nature of the collaboration. Although there will be a legal framework, the two organisations would be collaborating and influencing each other on approach and developing the maturity and capability of the function in partnership.
10. As a public body, collaboration partners are not able to make a profit from providing a service. However, they can legitimately charge for management overheads and for system licences and usage, thereby reducing their overall cost-base. The service would be provided by the host partner’s employees (or potentially contractors for very specialist roles).
11. This allows the Authority to optimise the level and capability of outsourced resource and to make the best use of its inhouse change capability. There is also a duty to collaborate enshrined in legislation and the pending HMICFRS inspection will also be seeking to identify how the Authority has collaborated with partners.

Costs and Framework

12. It is proposed that level of spend is capped £120k, and resources are drawn down on a needs basis up to that cap. All costs will be met from the existing collective programme and project budgets. An initial contract for 12-months service provision is envisaged, leaving a clear exit opportunity or either Authority if desirable. It should be noted the expenditure of the projects being managed under this support proposal will be in the region of £3m.
13. The proposal aligns with the Public Contracts Regulations 2015, Regulation 12(7).

Conclusion

14. To further enhance the Authority's significant change ambitions, West Mercia Police (WMP) has been identified as a preferred provider to deliver strategic advice, project management office support, project manager / business analyst capability for the change programme at reasonable cost.
15. It is recommended that the Authority approve the proposed change management function collaboration.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Costs will be met from the collective programme and project budgets.
Strategic Policy Links & Core Code of Ethics (Identify how proposals link with current priorities & policy framework and align to the Core Code of Ethics)	<p>The areas included directly link to achieving the strategic objectives of the Service as outlined in the CRMP, MTFP, the three Core Strategies and the People Strategy.</p> <p>This aligns with the ethical principles of acting with integrity and putting our communities first by ensuring adequate support for our change agenda.</p>
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Relevant data is fed into the Health & Safety Committee as appropriate.

<p>Consultation (identify any public or other consultation that has been carried out on this matter)</p>	<p>None.</p>
<p>Equalities (has an Equalities Impact Assessment been completed? If not, why not?)</p>	<p>No, the report concerns an overall proposal. Equality Impact Assessments will be carried out as required for projects, and programmes linked to delivering the relevant strategy.</p>
<p>Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)</p>	<p>Relevant data sharing agreements will be put in place.</p>