



WEST YORKSHIRE POLICE AND CRIME PANEL

14 December 2018

PCC Oversight of Transformation / Change Programmes

1. Purpose

- 1.1 West Yorkshire Police has been undergoing significant change programmes for a number of years. In line with Precept Commitment four, this paper seeks to set out the governance arrangement for the oversight of the programmes by the PCC, with an accompanying briefing from West Yorkshire Police on current progress at Appendix A.

2. Background

- 2.1 Since 2010 there has been a reduction of central government funding to West Yorkshire Police and Crime Commissioner of over £140m. This has required significant change to deliver.
- 2.2 The changing nature of crime and the demands on policing have also required a significant amount of organisational change.
- 2.3 Technological advancement have also created the opportunities for significant organisational change and efficiencies.
- 2.4 The aforementioned drivers for change and the ambition of the PCC to ensure West Yorkshire Police is striving to continually improve, have led to significant change since 2010.
- 2.5 Panel members have had regular updates on the transformational activities that were funded through the Internal Transformation Fund set up by the PCC and this briefing seeks to provide a wider view of the change programmes and the oversight arrangements.
- 2.6 Appendix A provides an update from West Yorkshire Police of the governance arrangements within West Yorkshire Police for change programmes and a more quantitative summary of change programmes in recent years.

3. Police and Crime Commissioner Oversight Arrangements

- 3.1 The oversight arrangements for transformational activities of West Yorkshire Police are largely based on a number OPCC governance meetings and

attendance by OPCC officers at West Yorkshire Police governance meetings. The table below provides an overview. A diagram of the West Yorkshire Police governance arrangements is shown at Appendix B.

Meeting	Description of Oversight of Transformational Activities
<p>OPCC Community Outcomes Meetings (attended by the PCC, Chief Constable and their respective supporting officers)</p>	<p>Community Outcome Meetings (COM) provide the principal public facing forum for the Police and Crime Commissioner to hold the Chief Constable to account for policing activity acting on emerging trends, monitoring significant activity and ensuring the Chief Constable's delivery against the Commissioner's Community Outcomes Framework and priorities and commitments within the Police and Crime Plan, issues discussed at COM are areas of high public interest and offer greater transparency to communities. Many of the key projects within the change programme are covered within the COM meeting and clearly the impact feeds into the Performance Quarterly Meetings.</p>
<p>OPCC Joint Executive Group (attended by the PCC, Chief Executive, Treasurer, Chief Constable, Deputy Chief Constable and the WYP Chief Finance Officer)</p>	<p>The Joint Executive Group receive updates on the Programme of Change and of the Fusion Programme at every meeting. The meetings take place every six weeks. This provides the opportunity to provide oversight and challenge to the significant change programmes and to receive updates regarding the progress of the programmes in terms of delivery and savings.</p> <p>The Joint Executive Group is also the forum for approving business cases that require investment, many of which are part of change programmes.</p>
<p>Joint Independent Audit and Ethics Committee</p>	<p>The Joint Independent Audit and Ethics Committee provide external challenge to the governance arrangements that support all areas of business, including change programmes with a key focus on risk.</p>
<p>Budget Setting Workshops (attended by the PCC, Chief Executive, Treasurer, Chief Constable, Deputy Chief Constable and the WYP Chief Finance Officer and supporting Finance Officers)</p>	<p>The budget setting workshops provide a forum for looking at the financial specifics of the Fusion Programme and the financial impact of the programme both in terms of costs and savings. As the programme moves into delivery phase the financial picture is maturing. The shift from the consultants advising on the programme to the West Yorkshire Police in-house delivery of the programme and the</p>

	finances being led by the in-house West Yorkshire Police team has required a transition period to be clear on the financials for such a large programme.
West Yorkshire Police Executive Change Board (ECB) (attended the Chief Officer Team and OPCC Treasurer)	The ECB look at all recommendations and either endorse/approve the recommendation by the Strategic Delivery Group, request further detail, defer or refuse. This Board comprises the Chief Officer Team, chaired by the Chief Constable and is attended by the OPCC Treasurer.
West Yorkshire Police Strategic Delivery Group (SDG) (attended by strategic leads within West Yorkshire Police)	The Strategic Delivery Group comprises Directors and Commanders, chaired by the Deputy Chief Constable. New work, having already been quality assured by the Project Management Office, is presented by the author and scrutinised by the group. A decision is made as to the work's viability and whether it would be given portfolio resources (e.g. Project Manager) and tracked by the governance boards. This is then sent to the Executive Change Board (ECB) in the form of a recommendation. The OPCC Treasurer receives the papers for this board and attends wherever possible.
West Yorkshire Police Fusion Board (attended by the Senior Responsible Officer for the Programme (WYP Chief Finance Officer) and senior managers within West Yorkshire Police)	This board is the lead programme board for the Fusion Programme and covers all areas expected as part of a programme board. The OPCC Treasurer has recently joined this board now that the programme has moved into delivery phase and significant investment is anticipated.

4. Summary

- 4.1 The oversight of the Fusion Programme and the wider Change Programme is covered through a wide range of governance meetings which seek to cover at a strategic level, all elements of change including public perception, performance outcomes, financial and human resources.