

## Concerto Action Plan

04/10/2017 CONFIDENTIAL

Recommendation No	Owner	Update	Delivery Date
<b>What is BCH Collaboration</b>			
<b>1.1:</b> BCH needs to consider how it will migrate the projects as they realise their projected benefits into a Business as Usual role and how it will ensure that the hard won benefits will be delivered and secured on a long term basis.	Karen Georgiou Portfolio Office	Awaits agreement of new governance framework	September 2017
<b>Governance</b>			
<b>3.4:</b> BCH should implement a clear audit trail of decisions and actions. These should include responses to external reports.	Karen Georgiou Portfolio Office	Decision and Actions for Assurance Review Groups and Programme Boards. To be introduced to SAS and JCOB from June 2017 <b>14.06.17 COMPLETE – SAS and JCOB Decision Logs developed and will be circulated with future papers</b>	June 2017 Complete
<b>3.6:</b> BCH should separate the Change Governance from Business as Usual and should implement a formal process to hand over projects to Business as Usual once the	Karen Georgiou Portfolio Office	Awaits agreement of new governance framework	September 2017

## Concerto Action Plan

04/10/2017 CONFIDENTIAL

benefits have been realised			
<b>Delivering Projects and Realising Benefits</b>			
<b>4.0.1:</b> A Business Case and its enabling programme should only be considered to have been completed once the benefits identified with the Business Case have been achieved or changed following agreement with the SAS. At this stage a programme should be closed.	Karen Georgiou Portfolio Office	Awaits agreement of new governance framework	September 2017
<b>4.0.2:</b> The full cost of each project and any changes against the baseline should be identified and accounted for, including costs falling to ICT and HR in supporting a project.	Karen Georgiou Portfolio Office	Templates for business cases to be amended to reflect this requirement – consideration to be given to the mechanism for securing these costs. <b>08/08/17 Complete – Templates stored on share point</b>	September 2017
<b>HR</b>			
<b>4.1.1:</b> Re-evaluate the current HR Target Operating Model as part	Rachel Wilkinson	On-going – Interim report to SAS Sept 2017	November 2017

## Concerto Action Plan

04/10/2017 CONFIDENTIAL

of the HR Impact Assessment and gain stakeholder commitment to the proposition.			
<b>4.1.2:</b> Confirm overall benefits & develop a comprehensive strategic and tactical project plans, including stakeholder engagement, to deliver these benefits.	Rachel Wilkinson	On-going - Interim report to SAS Sept 2017	November 2017
<b>4.1.3:</b> Develop the Impact Assessment to accelerate changes ahead of the ERP delivery.	Rachel Wilkinson	On-going - Interim report to SAS Sept 2017	November 2017
<b>4.1.4:</b> Review resourcing of the project team and ensure it has the right skills and capabilities to deliver.	Rachel Wilkinson	CPO have provided the following support to HR; Specialist HR consultant advisor, Specialist Analytical support Full time programme manager Continuous Improvement Analysts	Completed
<b>ICT</b>			
<b>4.2.1:</b> A mechanism for capturing and prioritising all current demands (in advance of a	N. Shackleton	On the 21st June 2017 an ICT workshop was held for the 7 Chief Constables and PCCs from the Eastern Region. The outcome from this meeting was the requirement to produce a prioritised ICT plan, which is due at the next	

## Concerto Action Plan

04/10/2017 CONFIDENTIAL

<p>comprehensive strategy) on ICT is essential and urgently required and should be owned by the Digital Capabilities Board</p>		<p>CC/PCC meeting (October 2017). The PCCs and CCs gave direction surrounding the competing priorities e.g. national vs local vs. 7 Force etc.</p> <p>BCH has reviewed its prioritisation list and is approximately 2 weeks away from the finalisation of this product (currently being circulated with the Senior Leadership team for ICT for quality assurance and comment). Once this is complete, there will be a need to discuss the impact of this technical plan with: all of the relevant DCCs/CFOs from each force; the BCH Change Programme; and the 7 Force Change Programme, as the cumulative effective of this technical change is significant for the organisations.</p> <p>It will also be important that we are aware of what is under the direct control of each Force/Constabulary and what is subject to national guidance and timeframes e.g. ERP work is completely under the control of BCH; Airwave replacement is subject to national decision making and action. N. Shackleton 20.07.17</p> <p>Update to be provided to SAS Sept 2017</p>	
<p><b>4.2.2:</b> Once the mechanism is in place, a strategy and comprehensive delivery plan for ICT should be produced and maintained. This needs to ensure that the original strategic imperative for forming a</p>	<p>N. Shackleton</p>	<p>An ICT strategy is already in place (currently dated 2016-2020). Once the above exercise is complete, the Strategy will be revised to reflect any changes, and will cover the period 2017- 2021.</p> <p>The delivery plan will also be revised, which will operate under the usual programme and project governance. Detailed delivery plans will be available, should people wish to view the technical plans. N. Shackleton 20.07.17</p>	

## Concerto Action Plan

04/10/2017 CONFIDENTIAL

single ICT department remains aligned with PCC assumptions.			
<b>4.2.3:</b> The level of resourcing applied to ICT should be considered in the light of the prioritised list of demands, the strategy and the delivery plan.	SRO – Organisational Support	The Target Operating Model for ICT was agreed at JCOB at the end of June 2017. The Senior Leadership Team are the only staff who are currently confirmed in their roles, as per the new model. HR have raised concerns about their ability to resource the volume of consultations across BCH and this is being discussed at JCOB on 21/07/17. Hopefully this can be resolved and progress can be made towards implementing the ToM. Significant concern has been raised regarding the desire to retain staff, and in particular those who have technical specialism which will be required for the ICT Transformation Programme. N. Shackleton 20.07.17	31 March 2018
<b>Athena</b>			
<b>4.3.1:</b> The lack of full commitment to Athena and confusion over its implementation need to be addressed. Consideration needs to cover alternatives, its flexibility, implementation and consistent communications.	BCH Chief Constables	Sequencing and timelines for Athena and ERP discussed and decision made by extraordinary JCOB on 4 May 2017	Completed
<b>4.3.2:</b> Agreement is required on the extent to which there is a common BCH model for	Alison Roome-Gifford Portfolio Office	Completed see above	Completed

## Concerto Action Plan

04/10/2017 CONFIDENTIAL

Athena implementation and the areas where variation between forces is permitted.			
<b>4.3.3:</b> Clarity on all aspects of a comprehensive implementation plan is required, including ownership of benefits delivery, costs, risks and the source of resources to deliver.	Alison Roome-Gifford Portfolio Office	Athena Implementation Governance paper agreed at May JCOB Athena Delivery Board will monitor and report into Athena Programme Board	Completed
<b>Portfolio Office</b>			
<b>5.1:</b> Consider repositioning the Portfolio Office so that it provides a Secretarial Service to JCOB. There are three distinct elements to this role: <ul style="list-style-type: none"> <li>• Providing a Programme Management Office to support all programmes within the portfolios;</li> </ul>	Karen Georgiou Portfolio Office	Completed - CPO responsibilities moving forward are detailed within the CPO review paper agreed at JCOB September 2017. The CPO will; <ul style="list-style-type: none"> <li>• Support BCH Change programmes through portfolio oversight, programme and project resources,</li> <li>• Support the Portfolio Delivery Boards, Deputy Chief Constables meeting and JCOB,</li> <li>• Ensure that Local Corporate Development and Performance Units are kept informed, consulted and considered key partners in the delivery of the above.</li> </ul> Actual ways of working will be defined as the new governance and performance reporting framework develops and matures.	September 2017

## Concerto Action Plan

04/10/2017 CONFIDENTIAL

<ul style="list-style-type: none"> <li>• Providing support to JCOB in leading collaborated Business as Usual services; and</li> <li>• Supports JCOB in considering strategic issues by bringing together the local Corporate development roles within each of the Forces.</li> </ul>			
<p><b>5.2:</b> Use the Portfolio Office to provide papers to OPCCs to allow them to hold Chief Officers to account at SAS. Explore how OPCCs can work together to co-ordinate their requests for papers to the SASs.</p>	Karen Georgiou Portfolio Office	CPO review agreed at September JCOB allows for continued secretariat support for JCOB and SAS until December 2018 when a further review will be undertaken. Cambridgeshire OPCC is in discussion with Beds and Herts OPCCs re a longer term resource dedicated to SAS support.	September 2017
<p><b>5.3:</b> The Portfolio Office should limit its activities to being a Programme Management Office providing Cross Cutting services for Risk</p>	Karen Georgiou Portfolio Office	<p>Completed - CPO responsibilities defined within the CPO review; The primary focus of the CPO is;</p> <ul style="list-style-type: none"> <li>• To support BCH functions to maximise opportunities to deliver benefits as quickly and consistently as possible</li> <li>• To Develop and embed the new BCH Governance and Performance reporting Framework</li> </ul>	September 2017

## Concerto Action Plan

04/10/2017 CONFIDENTIAL

Management, Dependencies and Stakeholders, Programme Reporting and a Centre of Excellence for Programme Delivery.		<ul style="list-style-type: none"> <li>To provide secretariat support to JCOB and SAS</li> <li>To support BCH outstanding change programmes through Programme Management, CI analysis and business change manager development.</li> <li>To identify and monitor compliance programmes of change ensuring appropriate visibility at delivery board level.</li> <li>To undertake discrete BCH cross cutting work packages as requested by the DCCs.</li> </ul>	
<b>Managing Business as Usual</b>			
6.1: Consider the creation of an employment and leadership model to deliver services to its three customers B, C & H that charges for a suite of services, with clear SLAs and Performance management objectives.	Six Corporation Soles & Chief Executives	At the current time this recommendation is not being implemented until other recommendations are implemented and imbedded.	
6.2: Assess if the creation of the model above provides broader expansion opportunities with partners, 7 Forces and Local Authorities.	Six Corporation Soles & Chief Executives	At the current time this recommendation is not being implemented until other recommendations are implemented and imbedded.	

## Concerto Action Plan

04/10/2017 CONFIDENTIAL

<p><b>6.3:</b> Look to accelerate the introduction of a BCH terms and conditions of employment and ring-fence those on existing terms.</p>	<p>Six Corporation Soles &amp; Chief Executives</p>	<p>At the current time this recommendation is not being implemented until other recommendations are implemented and imbedded.</p>	
<p><b>Knowledge Skills and Experience</b></p>			
<p><b>7.1:</b> Develop and strengthen the skills and experience base to meet the challenges, including the provision of experienced practitioners in the fields of project and change management with broader business knowledge, where needed.</p>	<p>Karen Georgiou Portfolio Office</p>	<p>Completed – Extensive training delivered across all forces and BCH functions. Detailed within the CPO review approved at Sept JCOB.</p>	<p>September 2017</p>
<p><b>Governance and Accountability</b></p>			
<p><b>9.1 Business as Usual:</b> <b>9.1.1</b> BaU functions should develop business plans underpinned by clearly defined services, and where appropriate, service level</p>	<p>Lead CC's/ BAU Heads of Service</p>	<p>New Governance and Performance Framework responds to Actions 9.1.1, 9.1.3 9.2.1 – 9.2.4 JCOB considered the following;  <ol style="list-style-type: none"> <li>1. Consider and agree the Governance structure for referral to SAS</li> <li>2. Consider and agree the draft ToR for referral to SAS</li> </ol> </p>	<p>By end 2017</p>

## Concerto Action Plan

04/10/2017 CONFIDENTIAL

<p>agreements, key performance indicators and cost models as they transition from projects. These business plans should be challenged and supported by CFOs. The business plans and underpinning measures should be approved by JCOB and (where these exceed delegated decision making powers in the BCH scheme of governance) SAS.</p> <p><b>9.1.2</b> The CFOs should identify and continually refine and develop appropriate costing mechanisms for each service that will allow demand to be managed and a fair and proportionate financing model to be agreed from time to time.</p>	<p style="text-align: center;">Force CFO's</p>	<p>3. Consider and agree the introduction of a scorecard approach to performance management and transparency for referral to SAS</p> <p>4. Subject to the agreement of the above, consider and agree that CPO resources, working in partnership with local Head of Performance, will support implementation.</p> <p>5. To review engagement and effectiveness of structure six months posts implementation</p> <p>JCOB reached agreement on point 3.</p> <p>Points 1,2and 5 are referred for discussion at Sept SAS. Point 4 is dependent on the above discussion but agreed in principal via the agreement of the CPO review. The longer term resourcing will need to be agreed in the 2018 review of CPO.</p> <p>Completed - Discussion at the CFO Financial Planning meeting have explored whether there are parts of the business that should be charging due to a service imbalance, and whether Forces are putting in specific resources for their own benefit in certain areas. ERSOU being charged for ICT services – Stuart Goodwin is looking at this Phil Wells is looking at charging for training HR and specials – all doing things slightly differently and putting own resources in (e.g. Herts WFP) Earlier this year, the shared view across CFOs was that they had minimal appetite for user pays costing mechanism.</p>	<p style="text-align: center;">By end 2017</p>
---	--	---	--

## Concerto Action Plan

04/10/2017 CONFIDENTIAL

<p><b>9.1.3</b> Performance (including demand management) should be managed and controlled by the delivery/performance boards and reported via the lead chief constable to JCOB and PCCs to enable holding to account.</p>	<p>SRO's for each management Board</p>	<p>The new performance reporting mechanism should identify misbalances and if necessary the current position can be reviewed then.</p> <p>See 9.1.1 Above</p>	<p>With immediate effect</p>
<p><b>9.2 Governance:</b></p>		<p>See 9.1.1 Above</p>	

## Concerto Action Plan

04/10/2017 CONFIDENTIAL

<p><b>9.2.1</b> SAS should simplify the governance structure. PCC governance boards should be deleted so that there are single delivery boards chaired as determined by the lead CC.</p> <p><b>9.2.2</b> SAS should re-focus its attention on to a more strategic governance and horizon-scanning role, to include ensuring collaboration is in accordance with the Section 22 agreements (or they are amended as required), changes to business cases and resources (where these exceed delegated decision making powers in the BCH scheme of governance) and strategic direction of</p>	PCC's	See 9.1.1 Above	September 2017  September 2017
---	-------	-----------------	--------------------------------------



## Concerto Action Plan

04/10/2017 CONFIDENTIAL

<p>SRO, refine the SRO's accountability and JCOB approve this. SROs may need additional resources (capacity and/or capability) to achieve this. The Change Portfolio Office is to be the change programme management office until Business As Usual when the collaborated service will become responsible for reporting to JCOB and SAS.</p>			
--	--	--	--