



OPFCC (PCC & PFCC FRA) Transition to Mayoralty

High Level Costed Implementation Plan

February 2023



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Scope: Key Principles



Scope: Key Principles

OPFCC (& PFCC FRA) Transition Programme - currently working on the basis of:

- Goal = 'As Is' / 'Plug & Play' transfer to ensure the Mayor has the resilient professional & executive support required to succeed in the Policing, Fire & Crime arena straight away
- Objective = Continuity approach for the initial Mayoral term i.e. all existing governance architecture / mechanisms for Police, Fire & Crime remain 'As Is' and transfer – as per Scheme for public consultation
- Objective = Retaining our collegiate governance ethos – aligned to CC NYP and NYFRS CFO appetite
- Objective = Four existing P(F)CC & PFCC FRA statutory officer roles and responsibilities transfer (MO and CFO) – to minimise any issues / uncertainties re. overall MCA organisational design work (via bespoke provision in transfer SIs or voluntary Protocols adoption)



'As Is' Statutory Officer Framework



Statutory Officer Framework

- PCC as Local Policing Body
 - Must make senior appointments as follows:
 - Chief Executive (Chief Executive & Monitoring Officer)
 - Head of Paid Service (Chief Executive & Monitoring Officer)
 - Monitoring Officer (Chief Executive & Monitoring Officer)
 - Chief Finance Officer (PCC's Chief Finance Officer)
 - Must appoint a Chief Constable (statutory leader of the Police Service – the CC also must have a Chief Finance Officer)
- PFCC as Fire & Rescue Authority
 - Must have
 - Head of Paid Service (Chief Fire Officer)
 - Chief Finance Officer (PCC's Chief Finance Officer)
 - Monitoring Officer (Chief Executive & Monitoring Officer)



Governance



Decision Makers & Senior Responsible Officers

Decision Makers:

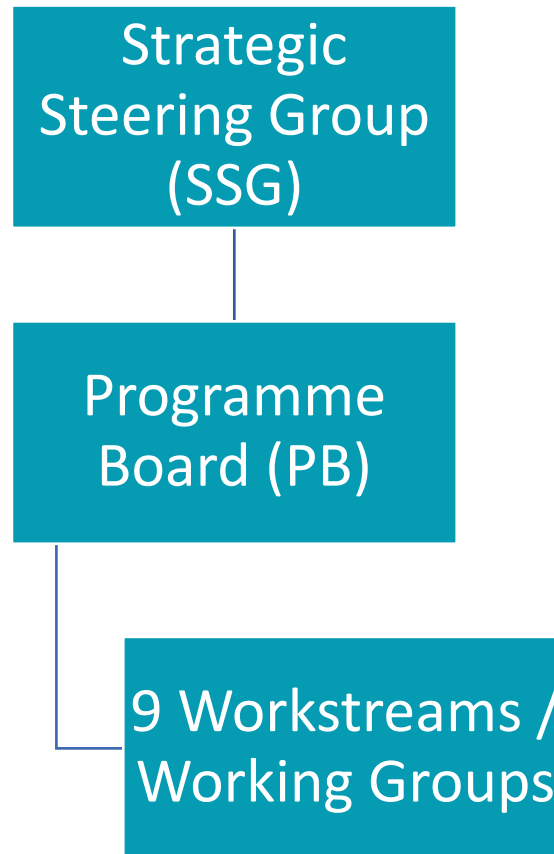
- Commissioner (PFCC)
- PFCCs CE (OPFCC Head of Paid Service) & Monitoring Officer for Policing & Fire (2 x Statutory Roles)
- PFCCs CFO for Policing & Fire (2 x Statutory Roles)
- NYFRS Chief Fire Officer re. Head of Paid Service (as transfer relates directly to all Fire staff)

Senior Responsible Officers:

- NYP = Chief Constable
- NYFRS = Chief Fire Officer
- Enable NY (collaboration) = ACO for Corporate Services



Governance Structure: Strategic Meeting Structure



Strategic Steering Group (SSG)

Terms of Reference

- Membership
 - Chair = OPFCC Chief Executive / Deputy Chair = Director of Commissioning & Partnerships
 - Members
 - OPFCC = Commissioner / Chief Finance Officer
 - NYP = Chief Constable / Deputy CC
 - NYFRS = Chief Fire Officer / Deputy CFO
 - Enable = Assistant Chief Officer / Head of Business Design & Assurance
- Purpose
 - To provide strategic level steer for the OPFCC (PFCC FRA) transition to Mayoral Combined Authority (MCA) planning and delivery work and any organisational specific decision making required
 - To make any decisions escalated to the Strategic Steering Group (SSG) from the Programme Board
 - The Programme Board are responsible for overall direction and management of the OPFCC (PFCC FRA) Transition, reporting to the SSG, and escalating risks/issues and decisions to SSG



Strategic Steering Group (SSG)

Terms of Reference

- Frequency
 - One-two hours, bi-monthly moving to monthly – first meeting held August 2022
- Agenda
 - National update – Chair
 - Local update – Chair
 - Timeline update – Chair
 - OPFCC (PFCC FRA) Transition
 - Programme Board (PB) progress against Key Actions & Milestones – Deputy Chair
 - PB Risks, Issues & Opportunities – Deputy Chair
 - PB Strategic Communications – Deputy Chair
 - PB Escalated SSG / Organisational Decisions – Deputy Chair

Executive Assistant for OPFCC
EMT maintains Action, Decision
& Risk Logs



Programme Board (PB)

Terms of Reference

- Membership

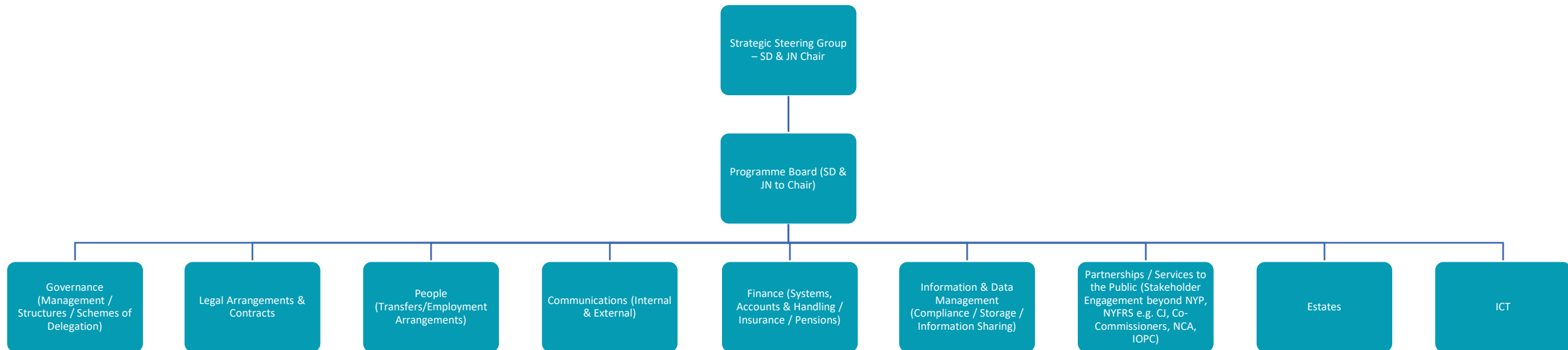
- Chair = OPFCC CE / Deputy Chair = Director of C&P
- Members
 - OPFCC = Workstream leads (OPCC EMT/SMT member) / Transition Programme Team
 - NYP = Chief Officer Team rep
 - NYFRS = Chief Officer team rep
 - Enable = ACO & Heads of Function for corporate services

- Purpose

- The Programme Board are responsible for overall direction and management of the OPFCC Transition, reporting to the SSG, and escalating risks/issues and decisions to SSG
- Set transition actions & milestones in line with MCA timeline & monitor progress against delivery



Programme Board (PB): 9 Workstreams / Working Groups



Programme Board (PB)

Terms of Reference

- Frequency
 - One-two hours, bi-monthly moving to monthly – ahead of the SSG, first meeting held Jan. '23
- Agenda
 - National / Local / Timeline updates – Chair
 - OPFCC Transition
 - Workstream Scope, Dependencies, Actions – Deputy Chair
 - Milestone Setting & Progress against Delivery – Deputy Chair
 - Risks, Issues & Opportunities – Deputy Chair
 - Strategic Communications – Deputy Chair
 - Escalated SSG / Organisational Decisions – Deputy Chair

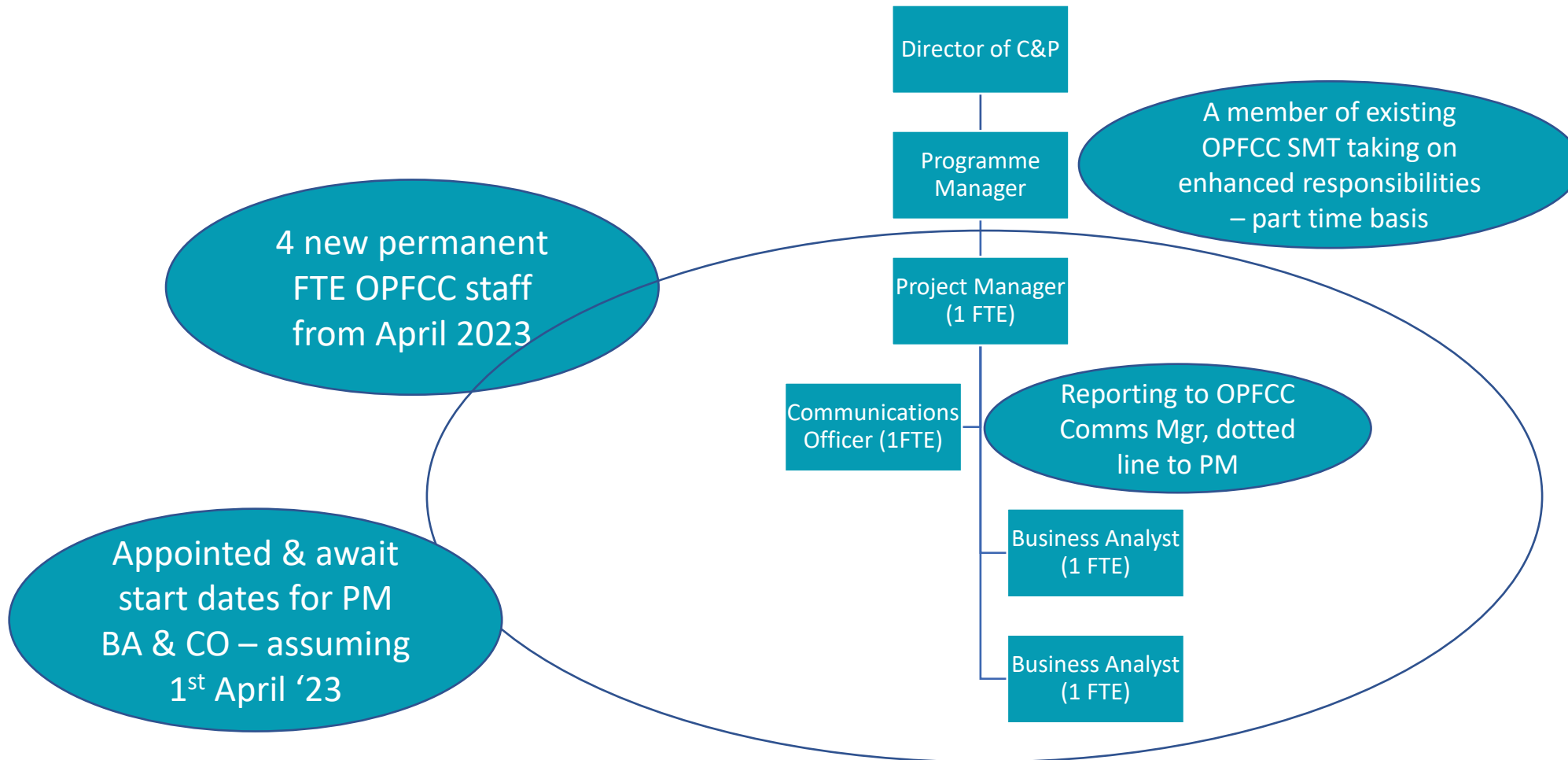
EA for OPFCC EMT takes
maintains Action, Decision &
Risk Logs



Costs: Resourcing Requirements



Transition Programme Team: Dedicated Resources



Transition Programme Team: New Costs

- Transition Programme timeframe = Oct. '22 to Sept. '24 – new resources recruited Jan. '23, assumed start date April '23

Assumed start date 1st April 2023 = 18 months actual costs

4 FTE – dedicated Transition Programme Team	Annual Cost (£,000s)	Costs October 2022 to September 2024 (2 years)
Project Manager	54	81
Business Analyst	50	76
Business Analyst	50	76
Communications Officer	44	66
Total	199	299



OPFCC Existing Staff: Contributory Costs

- Transition Programme timeframe = Oct. '22 to Sept. '24

Estimated at
20% FTE from
1st Oct '22 = 24
months

OPFCC Existing Staff – dedicated time	Annual Cost (£,000s)	Costs October 2022 to September 2024 (2 years)
OPFCC CEO & MO	22.5	45
OPFCC CFO	22.5	45
Director C&P	20	40
Programme Manager	12	24
OPFCC SMT Workstream Leads x 9	100 (11)	200 (22)
Total	177	354



Overall Estimated OPFCC Costs: Dedicated Resources & Time

- Transition Programme timeframe = Oct. '22 to Sept. '24

Dedicated Resources	Annual Cost (£,000s)	Costs October 2022 to September 2024 (2 years)
Transition Programme Team – 4 FTE	199	299
OPFCC Existing Staff – dedicated time (20%)	177	354
Total	376	653



Implementation Plan: Key Milestones & Target Dates



Implementation Plan: Key Milestones & Target Dates

Key Milestone	Target Date	Status
Strategic Steering Group – 1 st meeting	August 2022	Complete
Programme Board – 1 st meeting	January 2023	Complete
Workstreams & respective Working Groups – 1 st meetings	February 2023	Complete
Transition Programme Team – Recruitment	February 2023	Complete
High Level Costed Implementation Plan - developed	February 2023	Complete
NYCC & CYC meet to consider consultation feedback & Councillors asked whether to progress the devolution deal	February 2023	
High Level Costed Implementation Plan – presented at Joint Devolution Committee	March 2023	On Target
Statutory Instrument(s) (if progressed)	Spring 2023	



Implementation Plan: Key Milestones & Target Dates

Key Milestone	Target Date	Status
Sign off individual Workstream Scope, Key Actions & Timeframes at PB and SSG	March 2023	On Target
Transition Programme Team – New resources in place	April 2023	On Target
First formal communication with all staff (internal), public & partners (external)	April 2023	
Detailed Transition Programme (Implementation) Plan	April 2023	
Detailed Communication & Engagement Plan – Internal & External	April 2023	
Workstream activity to ensure ‘As Is’ model can be transitioned across all systems, processes, procedures – Identify all exceptions & agree ‘To Be’ model	Autumn 2023	
New Combined Authority is formed	Autumn 2023	
Workstream activity to ensure opportunities offered by the MCA model are identified and their potential maximised to ensure options available for new Mayor	Spring 2024	
Mayoral Elections (if progressed)	Spring 2024	
OPFCC & Fire Staff Transfer to MCA	Spring 2024	



Key Risks & Mitigations; and Opportunities



Key Risks & Mitigations

Key Risks	Mitigation
Poor internal &/or external communication – staff disengage	Prioritise comms & engage resource & plan
Programme goals / objectives unclear / disconnected from other priorities	Invest time to ensure strong definition signed off at strategic level
Unrealistic expectations, failure despite meeting goal / objectives	Prioritise stakeholder management
Leadership failure to accept responsibility, do not give support / commitment	Gain clear committed sponsorship
Resistance to change or participating in the process	Plan time to engage positively
Project, change, stakeholder & risk management skills gaps	Secure experienced project manager / provide training & support
Programme planning inaccurate re. schedule & resources = unrealistic deadlines or budget	Stress-test plans & undertake full risk mitigation & contingency planning
Key elements not controlled effectively e.g. changes to scope	Robust change control process
Too much focus on cost / time spent – balance cost / time & risk / value – value for money = understanding risks & benefits	Communicate the risks & value/benefits
Project overload – trying to do too much with the resources available	Prioritise & reduce where feasible

Key Opportunities

Key Opportunities	Description
Public	Adding value for the public re. joining up police, fire & crime agendas with large scale economic development
Staff	Increased chances to support staff to meet professional / personal goals across: knowledge, skills, health, attitude, motivation, focus, behaviours
Relationships	Increased network of people who play a part in our future success – co-workers, team members, sponsors
Services	Increased ability to improve existing services &/or develop new services
Resources	Change re. materials, time, money, technology, assets and knowledge at our disposal – create new / different value – enhanced scale of impact re. positive outcomes for the public
Processes & Procedures	Increased options to refine or upgrade ways we perform tasks, activities, routines
Stakeholders	Increased prospects to enhance current stakeholder relationships & develop new ones



Appendix One

Key Outcomes of First Workstream Working Groups



Workstreams – Initial Working Group Scoping Exercise

9 Working Groups now established – 7 of 9 Initial Scoping Exercises undertaken

- Initial scoping exercise undertaken for 7 workstreams in February 2023 included:
 - a. 'AS IS' model and ways of working which need to be available on Day 1 of MCA transfer
 - b. Any Dependencies to other workstreams
 - i. e.g. Payroll within scope of 'People' Workstream but linked to 'Finance' Workstream
 - c. Key Milestones & Activities to be undertaken to ensure smooth transition / transfer
 - i. e.g. - Up to date staff list
 - d. Identification of Risks / Issues / Opportunities



Communications & Engagement Workstream

Scope – ‘As Is’	Other Workstream Dependencies	Key Milestones & Activities to support	Risks, Issues & Opportunities Identified
<ul style="list-style-type: none"> • Internal & External communications • Dedicated Media-line & email account for media enquiries • Dedicated Social Media accounts • Dedicated website, Google account & general enquires email accounts • Corporate Branding & guidelines • Photo/videography capabilities • Print & Design capabilities • Newsletters & b/vlogs • Public Accountability Meetings • Advice surgeries • Marketing & Campaigns • Public Perception Monitoring, Surveys & Consultations 	<ul style="list-style-type: none"> • Information & Data Management • Legal Arrangements & Contracts • Partnerships / Stakeholder Engagement & Service Delivery • People 	<ul style="list-style-type: none"> • Communications & Engagement Plan, including internal / staff communication and stakeholder engagement • New GDPR statement to be prepared & sent to all existing stakeholder lists to invite them to receive MCA updates in future • Asset register of all comms equipment • Agree new branding & guidelines - how police/fire will be represented in branding 	<ul style="list-style-type: none"> !! Limited understanding & acceptance of the transition to MCA – need to highlight the benefits !! Statutory / transparency information may not be as visible without clear branding & guidelines !! If new / re-branded communications channels are not as easily available / accessible to the public, potential impact on public confidence & trust



Facilities and Support Services (Estates / ICT / Assets / Vehicles) Workstreams

Scope – ‘As Is’	Other Workstream Dependencies	Key Milestones & Activities to support	Risks, Issues & Opportunities Identified
<ul style="list-style-type: none"> • OPFCC ICT infrastructure / platform • ICT portable hardware (laptop, desktop, phones & ancillary) • ICT Software systems • ICT hardware and software support • ICT Premise Infrastructure • Fire Fleet (including servicing) & Operators licence • Fire PPE & Operational Equipment (including issue, cleaning / maintenance) • Compliance inspections regime (PAT / LOLER) • Asset List & related strategy / policy • Building maintenance & responsibilities (H&S, Asbestos, Legionnaires, Fire Safety) • Estate, Furniture & Furnishings • Estates related strategy / policy 	<ul style="list-style-type: none"> ➤ Finance ➤ Governance ➤ Information & Data Management ➤ Legal Arrangements & Contracts ➤ People 	<ul style="list-style-type: none"> ❖ Assets will remain / transfer with respective organisation - separate asset registers to be collated ❖ Discussions with Legal Services to determine impact of organisational governance change on contractual arrangements & agreements 	<ul style="list-style-type: none"> ✓ Opportunity to align all assets and systems ✓ Efficiency in use of shared estates ✓ Joined up working improving overall effectiveness of support services

Information & Data Management Workstream

Scope – 'As Is'	Other Workstream Dependencies	Key Milestones & Activities to support	Risks, Issues & Opportunities Identified
<ul style="list-style-type: none"> Information Sharing Agreements & Data Processing Contracts Confidentiality Agreements Privacy Notices Data Retention Schedules Security Incident Reporting & links to Information Commissioner's Office Freedom of Information and Subject Access Requests Information & Data Policies, Procedures, guidance & templates Information Asset Register & Owners Data Protection Officer(s) & associated responsibilities Information Security Officer(s) & associated responsibilities Records Compliance Manager(s) & associated responsibilities Data Controller & SIRO responsibilities Compliance with Home Office requirement for Code of Connections 	<ul style="list-style-type: none"> Facilities & Support Services (Estates / ICT / Assets / Vehicles) Governance Legal Arrangements & Contracts Partnerships / Stakeholder Engagement & Service Delivery People 	<ul style="list-style-type: none"> Map & document terms / expiry / extension periods of all current arrangements, including Information Sharing Agreements & Data Processing Contracts in place Discussions with Legal Services and Civil Disclosure to determine which agreements will be transferred over, and any which will require new agreements to be put into place Development of new agreements where required to reflect new arrangements 	<ul style="list-style-type: none"> Potential increased length of time taken for sign off of any new agreements resulting in operating with out of date policies Statutory / transparency information may not be as visible/lost without clear guidelines Standardised processes, policies and forms where feasible

Legal Arrangements / Contracts Workstream

Scope – 'As Is'	Other Workstream Dependencies	Key Milestones & Activities to support	Risks, Issues & Opportunities Identified
<ul style="list-style-type: none"> • Continuity of OPFCC Legal Services Provider • Continuity of Litigation Services for unresolved disputes • Continuity of Chief Finance Officer Collaboration • Continuity of Commissioned Service Contracts, Service Level Agreements & Collaborations • Management of Information Disclosures • Risk & Insurance Management 	<ul style="list-style-type: none"> ➤ Facilities & Support Services (Estates / ICT / Assets / Vehicles) ➤ Finance ➤ Governance ➤ Information & Data Management ➤ Partnerships / Stakeholder Engagement & Service Delivery 	<ul style="list-style-type: none"> ❖ Map & document terms / expiry / extension periods of all current contractual arrangements, including service level & collaborative agreements in place ❖ Determine which agreements will be transferred over, and any which will require new agreements to be put into place ❖ Development of new agreements where required to reflect new arrangements 	<ul style="list-style-type: none"> ✓ Most existing agreements should transfer over ✓ No outstanding legal disputes to be transferred at this time



Partnerships / Stakeholder Engagement & (Public) Service Delivery Workstream

Scope – ‘As Is’	Other Workstream Dependencies	Key Milestones & Activities to support	Risks, Issues & Opportunities Identified
<ul style="list-style-type: none"> • Memorandums of Understanding / Collaboration Arrangements • Terms of Reference for all OPFCC-led Partnerships / Boards / Scrutiny Panels • Maintain relationship with NYP & all associated access / use of systems & information / impact on service delivery • Administration of Grant Funding Allocations (grants given out) • Management of Grant Funding Income (grants received) • Procurement lead(s) & processes • Commissioning & Contract Management lead(s) & processes • Complaints & Recognition functions & systems access (Complaints Model 3) • Independent Adjudicator to review police complaints 	<ul style="list-style-type: none"> ➤ Communications & Engagement ➤ Finance ➤ Governance ➤ Information & Data Management ➤ Legal Arrangements & Contracts 	<ul style="list-style-type: none"> ❖ Map & document terms / expiry / extension periods of all current arrangements, including Terms of Reference ❖ MCA to be discussed regularly at OPFCC Commissioned Providers meeting to identify any other risk / issues / opportunities 	<ul style="list-style-type: none"> ✓ Clear distinction from ‘policing’ ✓ Opportunities for increased independent scrutiny ✓ Increased public trust & confidence through enhanced transparency & accountability

People (Transfers / Employment Arrangements) Workstream

Scope – 'As Is'	Other Workstream Dependencies	Key Milestones & Activities to support	Risks, Issues & Opportunities Identified
<ul style="list-style-type: none"> • HR Systems: Orgin - PDR / Leave / Sickness • Payroll • Pension arrangements • Employment Contracts • Access to a Union Representatives • Access to buildings / place of work • Vetting • People Policies & Procedures 	<ul style="list-style-type: none"> ➤ Communications & Engagement ➤ Facilities & Support Services (Estates / ICT / Assets / Vehicles) ➤ Finance ➤ Governance ➤ Information & Data Management ➤ Legal Arrangements & Contracts 	<ul style="list-style-type: none"> ❖ Creation of People Tracker to monitor staff in scope, recruitment, vacancies, resignations, etc ❖ Undertake a full Equalities Impact Assessment ❖ Identify 'in scope' People Policies & Procedures ❖ Identify any People Policies requiring updating 	<p>!! Ensuring appropriate staff engagement & consultation - staff need to remain engaged, and feel valued & informed</p>

