

Devon and Cornwall Police Authority HR Committee  
27 January 2009  
Open for the purposes of FOI  
Report of Director of Human Resources

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## Corporate Services Transformation Project

### Recommendation(s):

- (i) For members to note the current position and consider any further action required at this time.

### Introduction

1. The Corporate Services Transformation (CST) project evolved from the earlier Resource Management project, which was subject of a 'gateway' review conducted by the Office for Government Commerce. One recommendation of the review was to separate elements of the Resource Management project into separate projects to improve the prospects of successful delivery. This resulted in the duty management component being divorced from the Human Resources and Finance and Resources facets, and these elements being reshaped to form the CST project. The scope of the project was subsequently enlarged to incorporate Information and Communication Technology (ICT). This report provides an update on the current position of the CST project.

### Background information

2. The CST project forms a critical part of the 2012 strategy for becoming a top performing force. The project comprises one of the four components of the core programme, with the core programme itself sitting alongside cultural change, non-core programme strategic change, estates programme and normal business delivery to form the total organisational management package.
3. The precise scope of the CST project is to be confirmed. The overall aim of the project is to create and put in place efficient and effective HR, Finance and Resources (F&R) and ICT corporate services to support and enable operational policing, including the achievement of the 2012 vision. It is also essential that corporate services as a whole, including those services currently falling outside the project, are as economic as possible so as to enable maximum resources for operational policing.
4. Phase 1 of the project is the delivery of more economic HR, F&R and ICT services. This will include improved processes. Subsequent phases as currently envisaged are:
  - Phase 2 - Improved efficiency and effectiveness, mainly through fundamental process review and improvement
  - Phase 3 - Increased joint working across the corporate services, with greater centralisation, professionalism and amalgamated processes
  - Phase 4 - Shared services – internal or external, with consideration of collaboration and outsourcing.

### **Phase 1**

5. To date, the delivery requirements of phase 1 have been agreed with the economic savings required of HR, F&R and ICT being established. This has drawn on in-house work coupled with consultancy support from PricewaterhouseCoopers. These are to be delivered in stages to 30 September 2009. These will in the main be delivered through basic process improvements and degrees of restructuring. During this time, project planning will take place for the subsequent phases. Further information on this will be available in due course and an update will be provided at the meeting.

### **Phase 2 and beyond**

6. As part of moving into phase 2 and beyond, full consideration will be made as to the technology required to support the direction of the project, including an upgrade of the current Agresso-supplied Force Information Management System (FIMS) or an alternative system.

### **Governance**

7. The force programme board has recently agreed the high-level governance structure for the project. In line with the principles of programme and project management, which separates the user and supplier roles, Assistant Chief Constable (Crime and Operations) will be the project executive, leading the project on behalf of the users of the corporate services. The HR, F&R and ICT functions constitute the supplier side. The CST project board reports to the core programme and onwards to the Chief Officer Group and the 2012 strategy board.
8. The details of the project in its reshaped form are currently being developed. In due course a full confirmed scope of the project beyond phase 1 will be established together with a full project plan.

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