

**Police and Crime Panel
31 July 2017**

**REPORT OF THE POLICE AND CRIME COMMISSIONER FOR THE
WEST MIDLANDS ON WMP2020 CHANGE PROGRAMME**

1. PURPOSE OF REPORT

The purpose of this report is to provide the Police and Crime Panel with an update on the WMP2020 change programme.

2. BACKGROUND

The WMP2020 Change Programme was set up in 2014 to deliver the WMP2020 vision of Policing in the West Midlands by 2020. A Blueprint for the new Operating Model was designed by West Midlands Police (WMP) alongside its innovation partner, Accenture (UK) Limited, and the first phase of the change programme was designed to take the Force a big step forward in achieving that end state vision.

The WMP2020 programme went through a substantial and intense period of implementation activity in 2016. This saw the delivery of a significant number of the WMP2020 change projects, including the delivery of the new WMP functional operating model known as Transition State 1 (TS1). During the same time a number of other strategic and enabling projects like Modernising Custody, New Ways of Working and Body Worn Video also came to fruition which helped drive crucial changes impacting our people, processes and technology.

There are a significant number of 'live' projects which remain in delivery within the WMP2020 Portfolio of Work. At the same time as these are being implemented, the next phase of the programme is also being planned to continue the drive towards our end state 2020 vision.

3. WMP2020 – THE FIRST PHASE AND TRANSITION STATE 1 (TS1)

In the last year, twelve WMP2020 change projects were fully delivered and are now in closure. These projects delivered the changes that were the first steps towards achieving the WMP2020 vision. TS1 was the aggregation of a number of projects: Redesigning Response; Redesigning Investigations; Integrated Offender Management; Next Generation Local Policing; Redesigning Intelligence; Force Contact, Thrive + and Mission Support.

TS1 delivered a new functional operating model for WMP including new and enhanced functions, capabilities, systems and a whole new way of operating, (see table 1 on page 3), which resulted in the implementation of a series of strategic and operationally interdependent changes.

More specifically TS1 provided the force with:

- A sophisticated THRIVE+ risk assessment tool to inform decision making including a new Grading Framework to send the appropriate resource to calls for service
- A Force wide, borderless Response function
- A transformed, centralised and specialised Intelligence function with Centralised Tasking and Co-ordination Team and a 24/7 capability in support of calls for service
- A completely new Neighbourhood Policing Model with Neighbourhood Teams whose core function is to focus on prevention and the reduction of crime and harm and PCSO's to connect and build relationships within communities
- A new Force Support Team to support Response officers and ensure they remain focussed on responding to the urgent and priority calls for services
- A new Mission Support function to ensure WMP resources remain aligned to Force Priorities and the greatest threat and risk across the Force
- Three rationalised call centres with staff trained to answer both 101 and 999 calls
- A clustered approach to Investigations within Birmingham for greater resilience & efficiency, new Prisoner PIPT teams and new ways of handling Initial Investigations
- A successful pilot to assess if having a team dedicated to locating vulnerable missing people was an effective model for the future
- A consistent and more effective way of managing offenders across the force, through best practice driven by a central Integrated Offender Management function leading to improved health, social outcomes and reoffending pathway support services

Other changes delivered in parallel to TS1 include:

- The roll-out of over 3,500 mobile devices with a custom-built incident reporting application giving access to timely and accurate information on the move combined with the ability to stay in the field – further applications are in development.

- There has also been 1,500 Body Worn Video units (BWV) handed out to response and firearm officers. Evidence shows that BWV encourages suspects to be more compliant, reduces reports of assaults by officers and provides evidence to support prosecutions. Notably there has been a reduction of 118 complaints against officers compared to the previous year following the rollout; this equates to a saving in excess of 5,000 officer and police staff hours.
- New Ways of Working has enabled expensive estate to be released in Birmingham by increasing the capacity of Lloyd House by 60% along with improved utilisation of other estate through the provision of agile working, technology, behavioural changes to the use of office space, this has saved the Force in excess of £2.5m per annum in lease cost.
- Two state of the art custody suites (each with 60 cells) has enabled us to reduce maintenance costs, improve effectiveness and utilisation of staff, and improve safety and security of the custody environment for staff and occupants.
- WMNow engagement tool allow citizens to access local information and support the Neighbourhood Policing Units to inform and 'Activate Citizens'. Since going live it has already managed to attract 21,000 subscribers.
- Digital interview recording uses technology to improve the quality of our evidence thereby improving the investigative process, and reducing unnecessary storage of tapes and other associated costs.

<p>✓</p> <p>TS1</p> <p>Force Contact- 101 and 999 call handling functions merged to form an Omni-competent resilience workforce in 3 rationalised contact centres</p>	<p>✓</p> <p>TS1</p> <p>Next Generation Neighbourhood Policing - A completely new Neighbourhood Policing model with significant uplift in Connect and Build capabilities with local Communities</p>	<p>✓</p> <p>TS1</p> <p>Re-designing Response -the merger of multiple local teams into a single, more efficient and dedicated borderless Response function</p>	<p>✓</p> <p>TS1</p> <p>Mission and Force Support: New Centre for Tasking & Coordination, and a Central Force Support function to support force priorities & free up Response officers for Responding</p>
<p>✓</p> <p>TS1</p> <p>Investigations- a new model with a clustered approach for greater resilience & efficiency, delivering new ways of handling Initial Investigations, prisoner handling & locating vulnerable missing people</p>	<p>✓</p> <p>TS1</p> <p>Intelligence- A completely reshaped Intelligence structure with an uplift in functionality and a 24/7 real time intelligence capability & Force Intelligence Bureau</p>	<p>✓</p> <p>TS1</p> <p>THRIVE+ - All officers and staff are now using the sophisticated THRIVE+ risk assessment tool to inform decision making including a new Grading Framework to send the appropriate resource to calls for service.</p>	<p>✓</p> <p>TS1</p> <p>Integrated Offender Management - creation of a dedicated corporate approach to further improve on our proven ability to prevent re-offending & transform peoples lives</p>
<p>✓</p> <p>Body Worn Video - selection, testing and roll-out of body worn video improving safety, securing more convictions and reducing community complaints</p>	<p>□</p> <p>Mobility- the selection, testing & roll-out of mobile devices and custom built applications to give our officers the data and intelligence needed to become more effective & also out on the streets attending priority incidents</p>	<p>✓</p> <p>Active Citizens - develop new ways of building stronger & more informed communities to share information and prevent crime together. WM Now engagement tool designed, built & implemented ~10000 signed-up</p>	<p>✓</p> <p>New Ways of Working - The delivery of a refurbished HQ and new Police station. The introduction of new agility tools to increase building capacity & staff efficiency with big cost savings</p>
<p>✓</p> <p>Digital interview recording - implementation of new equipment allowing for the digital recording & storage of interviews with suspects replacing storage of obsolete tapes.</p>	<p>□</p> <p>Digital Experience for Citizens - The design and build of a new set of digital services for the public meeting the growing demand to access a range of services online</p>	<p>□</p> <p>Next Generation of Enabling Services - will change the way force departments like Finance and HR operate. The adoption of new technology and smarter systems will be more efficient and cost-effective.</p>	<p>✓</p> <p>Modernising Custody- Two state of the art custody blocks and police buildings improving the safety and security of Custody, reducing running costs and providing capital receipts</p>
<p>□</p> <p>Driver Behaviour- Telematics capability and driver ID has been installed into the cars to monitor driver behaviour. Benefits include fewer driver related incidents and fuel savings.</p>			

Table 1: Projects Delivered/in Implementation – First Phase of WMP2020

One of the key benefits to be achieved by this initial phase of the programme was to deliver an affordable and sustainable model by 2019/2020. One of the main objectives in the first round of programmes was to achieve cashable savings to later invest in other areas and ultimately pave the way for a sustainable model moving forward.

By the end of the financial year 16/17 due in great part to natural attrition, the Force achieved Police Staff savings of 277 FTE, and Police Officer time savings equivalent to 330 FTE resulting in the Force realising significant cashable and non-cashable benefits whilst protecting over 452 PCSO posts.

- Excellent BREEM Rating (2016) – the two new Custody Suites were assessed in the areas of Management, Health & Wellbeing, Energy, Transport, Water, Materials, Waste, Land Use & Ecology, Pollution and Innovation. WMP received BREEM certificates for high ratings, which helps further the 2020 objective to create modern, safe and environmentally friendly working and custodial practices.
- Integrated Offender Management (IOM) – the creation of a dedicated corporate approach has positively impacted and substantially increased the number of interventions to prevent re-offending year on year. This year has already seen 142 more interventions than the records show for the same period last year (summer 2016), which can ultimately transform lives.
- Next Generation Local Policing – The creation of a connect and build capability through the reinvestment of 452 PCSO's along with improved officer efficiency enabled by sharper service scope and the introduction of professional training. Over two days 1,500 Police Officers and PCSOs received training with the aim of introducing a new local policing model to reduce demand (crime and non-crime) by increasing focus on preventative activities, offender management, early intervention, and problem solving activities.

The cashable, non-cashable and non-financial benefits have only just begun to be realised and will accumulate over the lifetime of the WMP2020 programme.

4. WMP2020 – CURRENT POSITION

A number of projects/programmes are still in the delivery phase, a few of which are at a significant stage of implementation.

A) Redesigning Investigations

As a result of the successful implementation at TS1 (whereby investigations are now consistently being dealt with within the agreed service level of 2.5 days), the second phase of the investigation project delivered on July 3rd. This will see the eastern and western investigations

teams become a single investigations team as part of a centralized investigations function. In addition, new Prisoner Intervention & Prevention Teams will be created to work with suspects at the earliest opportunity to look for ways to prevent re-offending.

The force has also invested an additional 80 staff in a dedicated function which is responsible for locating and reducing the level of risk of harm for those who go missing across the whole of the West Midlands area.

B) Digital Experience for Citizens

The Digital Experience for Citizen's project will provide the public and partners with access to new online services, and greater channel choices and features to enhance their experience in Communicating with WMP. These services will be made available from the summer. This portal will allow citizens to engage on their own terms from their own computers or mobile devices where they will have a choice to report some low risk crime types online, allow citizens to upload evidence, submit statements and also track progress of their report electronically. The portal will also provide detailed and easy accessible advice as to where to go, to get their problem resolved at first point of contact. At a time of such huge demand, these new service choices will also free up call handlers time to focus on dealing with calls for service from the public.

C) Next Generation Enabling Services Programme (NGES)

The Next Generation Enabling Services Programme is a large programme of work aimed at fundamentally transforming WMP back office capabilities and services to ensure a more efficient streamlined service to WMP officers and staff and make significant savings. There are a number of different projects and work streams which are in delivery including:

- A single self-service portal 'My Service' where all officers and staff can go for support was delivered in April 2017.
- A new 'flagship' Enterprise Resource Planning system (ORACLE FUSION) which will modernise the Force's way of working for HR, Finance, Procurement and learning systems, as well as delivering an enhanced recruitment tool and a new approach to working with suppliers. This will allow for better communications, processes and data to run the Force and remove inefficient paper based processes and aims to go live this month.
- A replacement resource management system for the emergency (999), non-emergency (101) contact centres and the Crime Service Team and Service Desk.
- A new Duty Management System with a focus on providing enhanced self-service capability including automation of the overtime process & improved real-time reporting.

- A new system (CORE-VET) to allow vetting applications to be completed more efficiently online.
- A new Occupational Health IT system which will provide better information on employee health.
- A new Pension system (ALTAIRE) with forecasting functionality and where Officers will have access to their annual benefit statements and enable direct upload of pensionable pay data.
- National Uniform Management System (NUMS) which will provide a more effective way to procure, store and distribute uniforms and equipment through a new online portal.
- Redesign and centralisation of detained property, crime filing and tape libraries to create a modern approach that reduces administration effort.
- A joint project with Staffordshire Police for a new digital legal case management system which will allow instant access to cases and supporting management information.

D) People and Leadership

The aim of this project was to create a new People and Organisational Development (POD) function that will deliver the WMP People Deal and transform and modernise our existing HR function, including the introduction of a new wellbeing service. This involved:

- The creation of a POD organisational structure which has been completed and is set to provide a right sized and specialist capability and capacity for the WMP workforce.
- A new Employee Assistance Programme (EAP) has also been delivered which provides all WMP employees with access to BeWell, a 24/7 counselling service as part of a wider 'People Deal' and Wellbeing offer.
- A new Leadership, Talent and Performance (LTP) programme is also in the process of being designed including a series of initiatives ranging from coaching and mentoring through to executive development. This work stream will also design, build and implement an enhanced performance management framework and will introduce a talent management framework which will better enable future talent across the force to be identified and supported.
- An Operational Learning Review is also underway to ensure the crucial role of training and equipping our officers and staff with the relevant skills and knowledge to do their jobs in a streamlined, safe and effective way.

E) Driver Behaviour

A new 'telematics' data recorder system has been installed in Force vehicles and will provide valuable management information as well as a reduction in both fuel costs and repair bills. The full roll-out across all vehicles is due to be switched on in late summer. In line with predictions,

early indicators from the initial rollout show a reduction in fuel costs, maintenance costs and number of accidents.

This post TS1 phase focuses upon using our new operating model to its greatest effect, maximising our new skills, technology and ways of working to deliver our vision across West Midlands Police.

5. WMP2020 - THE NEXT PHASE OF THE PROGRAMME

The next phase of the Programme remains highly ambitious and is underpinned by the People Deal to deliver a wide range of benefits aimed at getting the very best out of our people and new technologies and to drive further operational effectiveness and new ways of operating whilst continuing to deliver new systems and capabilities.

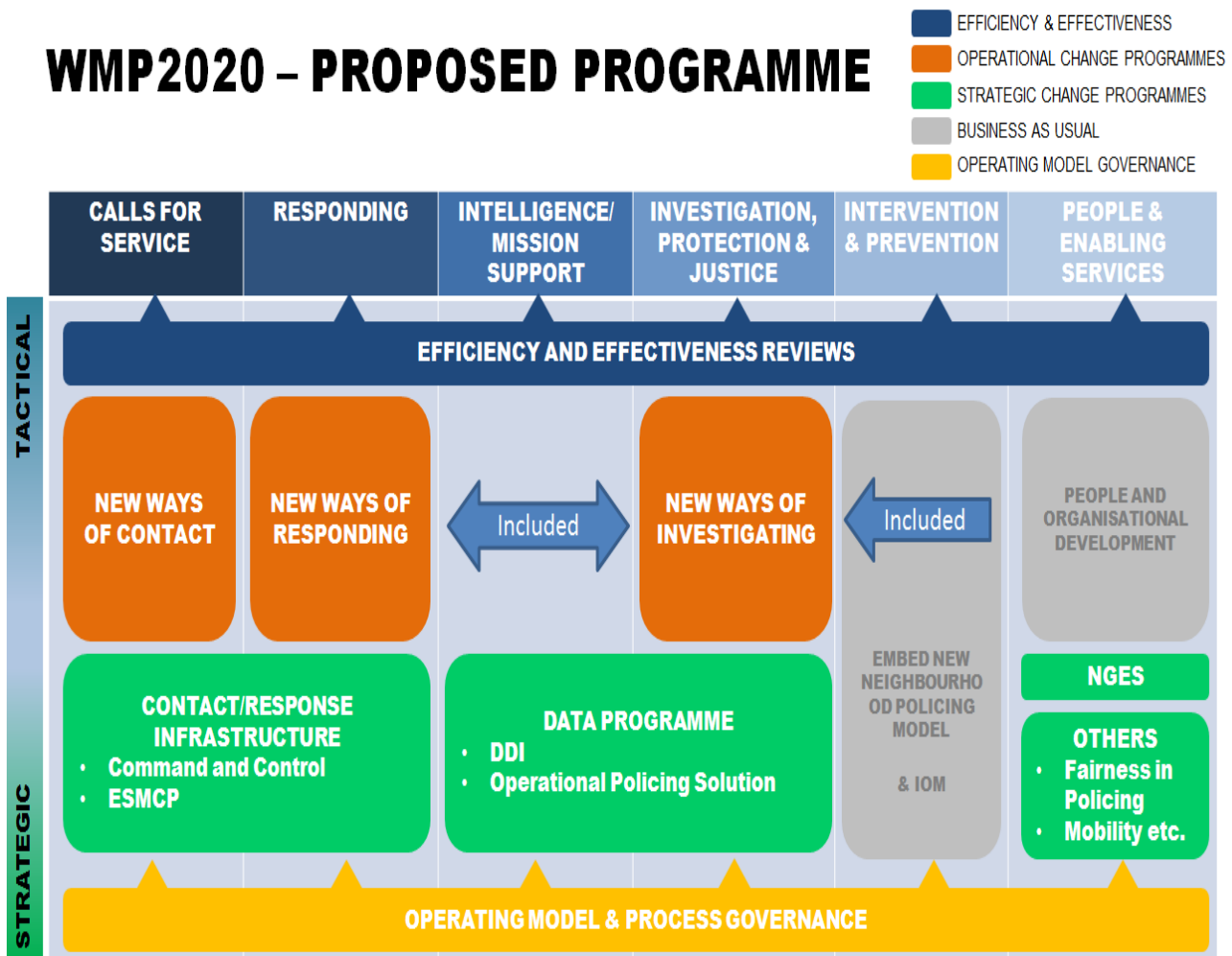


Figure 2: Graphic of the next phase of the WMP2020 Programme

TS1 was focussed on the operational “lift and shift” we needed to restructure WMP into a new functional based way of operating, provide new ways of engaging with the public and delivering the significant new capabilities needed to achieve that. TS1 laid the foundations upon which the next phase of the programme will be built.

There are 3 types/layers of change programmes associated with the next phase:

A) Efficiency and Effectiveness Reviews (EER)

The Efficiency and Effectiveness reviews involve an intensive and intrusive in-depth examination of particular areas of business to identify areas of improvement and opportunities to increase productivity. Each review is likely to take around three months and will operate under a tightly structured and controlled framework with a clear brief focusing on the need to demonstrate operational benefits. The reviews will focus primarily on areas which have not been recently impacted by either TS1 or the new operational Programmes of Work. The review phase is set to launch in the autumn.

B) Operational Change Programmes

New Ways of Contact, New Ways of Responding and New Ways of Investigating are three major operational change programmes within WMP2020 which will build on the foundations of TS1, looking at modern ways of operating, working practices and how we can make best use of digital tools to make this happen. By design, these programmes will consider our end-to-end core business processes, ensuring we are leaner and better prepared for the future.

- **‘New Ways of Contact’** looks at how we need to improve our online presence and embrace digital solutions in the way people contact us, building on the opportunities the new web portal the existing Digital Engagement of Citizens project will deliver in the Summer. Other efficiencies will also be looked at such as the exploration of automated robotics and new ways of working in Force Contact.
- **‘New Ways of Responding’** looks at how we can adopt improved ways of operating to make our officers who respond to calls for service truly agile, self-serving and untethered to a fixed location and hence more efficient out in the field. The aim is to provide responding officers with improved tools and processes to reduce the burden of administration and wasted effort and increase time on the front line doing what they do best; pursuing offenders, protecting the public and preventing crime alongside a demand led resourcing model.
- **‘New Ways of Investigating’** explores some of the digital capabilities we need to exploit and explore opportunities around areas such as digital forensics, criminal justice modernisation, cybercrime and the collection, processing and submission of digital evidence.

C) Strategic Projects/Programmes

There are a number of other strategic projects addressing both essential and aspirational technological developments.

- **Data Driven Insights (DDI)** - will deliver a significant uplift our ability to store, cross reference, and search and visualise data in a seamless way. It will deliver a computer system which automatically compiles intelligence to identify and predict future outcomes, patterns and trends, resulting in improved quality of intelligence, time savings and potential to prevent anticipated threats and harm.
- **Operational Policing Solution** - The project will provide a new technological platform to replace existing end of life Force systems with a single, modern, integrated system. This system will be intuitive, reduce duplication of data entry and automate lots of processes, providing significantly improved data quality. It is anticipated that this new system will provide substantial efficiencies to front line officers and staff.
- **The Emergency Services Mobile Communication Programme (ESMCP)** – This is a Home Office led national programme which will see all emergency services transition from Airwave (Tetra) radio technology to the new Emergency Services Network (ESN). The new network will utilise existing 4G technology and will provide cheaper, better and smarter communication services and provide a priority network for critical voice and data functionality. The West Midlands Region is due to transition in the autumn of 2018.
- **Command & Control (C&C)** will deliver a replacement of WMP current command & control systems of OASIS, E-notes and XC Mapping. OASIS will not be supported by the supplier from the end of 2019 and the project aims to replace the system with more modern technology and enhanced functionality aligned with the WMP 2020 vision in this time frame.

6. UPDATE ON EXTERNAL EVALUATION OF TRANSITIONAL STATE 1

An external evaluation of the benefits achieved through the implementation of Transition State 1 has been undertaken by PwC. Although the evaluation report is currently being finalised the main findings of the review include the definition of benefits needs to be improved and benefit realisation plans need to be completed more fully for all projects. These findings confirm the understanding of the Commissioner's office. As a result the programme is undertaking a rebasing exercise to identify the gains achieved and those to be delivered.

7. FINANCIAL IMPLICATIONS

The WMP2020 change programme is supported by a financial model that is used to assist in decision making around individual projects and assist in the financial monitoring of the programme.

The financial implications of the WMP2020 programme are included in the Medium Term Financial Plan of the Police and Crime Commissioner.

8. EQUALITIES IMPLICATIONS

There are no equality implications of note.

9. LEGAL IMPLICATIONS

There are no legal implications of note.

10. RECOMMENDATIONS

The Panel are asked to note the content of this report.