west midlands
police and crime
commissioner

AGENDA ITEM   9

**STRATEGIC POLICING AND CRIME
BOARD
3ʳᵈ June 2014**

| Report from the Deputy Chief Constable.
Service Transformation Board - Portfolio of the
Deputy Chief Constable |

PURPOSE OF REPORT

1. The purpose of this report is to provide Members of the Strategic Police and Crime Board
    with an overview of the Service Transformation work stream within the portfolio of the Deputy
    Chief Constable of West Midlands Police.

EXECUTIVE SUMMARY

2. The Service Transformation work stream commenced in 2013 with a remit to review and
    improve service delivery for the Public Protection Unit, Force CID and local Investigation
    Teams on LPU.

3. The new operating models for the functions commence roll out on 2 June 2014. The last
    areas to go live commence on 3 November 2014. A final benefits report will be commenced
    in December 2014 and published in January 2015.

SERVICE TRANSFORMATION

4. The Service Transformation Team (STT) was set up in March 2013 at the conclusion of the
    Force's Continuous Improvement (CI) work across all ten Local Policing Units (LPUs). It is
    made up of Police Staff Consultants experienced in the CI methodology, led by senior police
    officers, supported by officers from the departments in force subject to review.

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5. The STT was initially tasked by the Deputy Chief Constable (DCC) to carry out a review of the Public Protection Unit (PPU). This review was to look at the current operating model for the PPU; to identify any issues or risks to service delivery; to identify any potential best practice across the country; and to develop a new operating model for the future of the Department.

6. Shortly after this initial instruction, the DCC identified that he also wished for the STT to review elements of the Force CID Department (FCID). This review would follow a similar structure to that of the PPU, above.

7. This instruction was then further expanded to include the Local CID and Investigation Teams on the ten LPUs. As such, the STT work now encompasses the PPU, FCID and LPU Investigation and the work therein of over 2000 officers.

8. The STT was directed by the DCC to identify a new operating model which would provide better quality service to the public. A Strategic Project Board was created, Chaired by the DCC and with representation from all key internal stakeholders, as well as a Director of Children's Services from one of the Local Authorities to provide external reference and challenge to the decision making process.

9. Over the course of the last twelve months the team has carried out extensive work in force, and with partner agencies across the force area, to identify what works well, and what could be changed to work better. In addition the team has carried out thousands of dip samples of current work in order that an accurate record of current activity could be identified.

10. Members of the STT have visited and spoken to almost every police force in the country, as well as a significant number of Local Authorities across England and Wales to identify any current best practice.

11. At the conclusion of this work the team were able to produce several options for future delivery. These options were presented to the Project Board in November 2013 and an option was selected for the force.

OPERATING MODEL

12. An organogram of the option which was selected for delivery is attached at **Appendix A**.

   The main changes are summarised as follows:

- New PPU Domestic Abuse (DA) Teams, investigating the totality of domestic-related crimes, based locally on LPUs
- New PPU Child Abuse (CA) Teams, investigating all sexual offences against children, based locally on LPUs
- New PPU Sexual Offences Teams, based at three hubs (Western, Central, Eastern) investigating any incidents of sexual offences with "stranger" offenders, working alongside Sex Offender Manager teams
- New PPU Child Sexual Exploitation Team (CSE), covering the whole force area
- New PPU Online Child Sexual Exploitation Team (OCSET), covering the whole force area
- New PPU Vulnerable Adult Abuse Team, covering the whole force area
- New PPU Central Referral Unit (CRU), including Police Staff Case Conference attendees, to support the force in its commitment to "Working Together"
- New Force Review Team, carrying out reviews of: homicide investigations (in line with MIRSAP[1]) as well as "cold case" incidents; "cold case" rape and serious sexual offences; long term missing persons; Serious Case Reviews (SCR); Domestic Homicide Reviews (DHR); and Independent Management Reports (IMR)
- New FCID Homicide Team, investigating all incidents of homicide in the force, including child homicide
- New FCID Emerging Trends/Force Priority Team, investigating incidents of linked-series offences and complex incidents identified through the Force Tasking Process
- New FCID Violent Crime Teams, investigating all incidents of violent crime across the force area, based on clusters of two LPUs per team
- New LPU Acquisitive Crime Teams, based at each LPU
- New LPU Volume Crime Teams, based at each LPU

13. These new teams have been created to align crime types more closely and to provide greater clarity for the force on the investigation of crime. It is intended that this greater clarity will enable increased service delivery to victims and witnesses moving forwards.

14. A preferencing, posting and appeals process for the new structure was carried out, which involved in excess of 2000 officers. This figure is larger than over 50% of Forces in England and Wales.

15. As a result of the postings process 93.2% of Constables who indicated that their priority was "location" received their first choice location. 81.8% of Constables who indicated that their priority was "role" received their first choice role. 85.0% of Sergeants who indicated that their priority was "location" received their first choice location. 77.3% of Sergeants who indicated that their priority was "role" received their first choice role.

TIMELINE FOR DELIVERY

16. A timeline for roll out of the new operating model was agreed which involved a staggered roll out across the force area. This option was selected based upon several factors, including experience of the successful implementation of the CI work in force. A staggered roll out allows for any unanticipated issues and problems to be managed in a timely and "controlled" situation, rather than it creating a forcewide issue. In addition, a staggered roll out was required by the force from a logistical point of view, including estates, information technology and fleet services.

17. The new operating model will be rolled out according to the following timeline:

- Monday 2 June 2014: Forcewide teams commence (including Homicide, Emerging Trends, CSE and OCSET, Vulnerable Adult Team)
- Monday 16 June 2014: Teams with geographic responsibility for Walsall and Wolverhampton LPUs (including LPU investigation, FCID Violent Crime and PPU DA, CA and Sexual Offences teams)
- Monday 28 July 2014: Teams with geographic responsibility for Dudley and Sandwell LPUs (including LPU investigation, FCID Violent Crime and PPU DA, CA and Sexual Offences teams)
- Monday 1 September 2014: Teams with geographic responsibility for Birmingham South and Birmingham West and Central LPUs (including LPU investigation, FCID Violent Crime and PPU DA, CA and Sexual Offences teams)

- Monday 29 September 2014: Teams with geographic responsibility for Birmingham North and Birmingham East LPUs (including LPU investigation, FCID Violent Crime and PPU DA, CA and Sexual Offences teams)

- Monday 3 November 2014: Teams with geographic responsibility for Coventry and Solihull LPUs (including LPU investigation, FCID Violent Crime and PPU DA, CA and Sexual Offences teams)

RISK REGISTER

18. Throughout the course of the project, the STT have maintained a Risk Register, highlighting any risks to the project, along with any actions required to prevent, reduce, accept or transfer the risk concerned.

19. The risk register is a standing agenda item at the weekly joint LCT meeting between the STT, PPU, FCID and LPU Representative. Current risks are discussed, along with any new items in the previous week. Attendees at the meeting are invited to raise any new risks during the meeting.

20. In addition, the risk register is a standing item of discussion between the STT and SRO at their regular meetings and is also a standing agenda item for the Service Transformation Strategic Board. A copy of the risk register is also forwarded each month to the Organisational Change Board for corporate oversight.

21. As a consequence of moving the 2000+ officers according to the timeline detailed above, a risk was identified by the STT that detailed "pinch points" for resourcing both the "As Is" and the "To Be" operating models across the course of the summer roll out period.

22. The FCID department lose staff from their "As Is" state into the new Homicide and Emerging Trends teams in the "To Be" state. This will create some shortages in some areas for the management of crime. Some LPUs similarly face some movement of staff prior to their respective go live dates.

23. An extraordinary meeting between STT and FCID LCTs was arranged to identify a route through this risk, minimising the issue and ensuring service delivery was maintained throughout. Options were created to combat this risk and presented to the Strategic Board on 30 April 2014, a copy of the FCID report is attached at **Appendix B**.

24. The Strategic Board reviewed the report and discussed the options therein at length under the guidance of the Chair, T/ACC Nicholson. At the conclusion of the discussions the Board agreed that throughout the roll out period the Emerging Trends/Force Priority Team would be utilised to provide resilience to the "As Is" SAC and MIT teams.

25. This use will be managed by FCID LCT through their Daily Management Meeting (DMM) process, allowing oversight and governance by the senior management daily as well as ensuring that teams have sufficient resilience to investigate crime.

26. The STT are working with the force Learning and Development Department to ensure that planned training courses in force are allocated to officers that require the training for their new roles, and are prioritised according to the roll out plan (thereby ensuring that teams are fit for purpose).

FINANCIAL IMPLICATIONS

Not required as part of this submission as outlined above.

EQUALITIES IMPLICATIONS

None apparent for this report.

LEGAL IMPLICATIONS

None apparent for this report.

DCC Thompson