



STRATEGIC POLICING AND CRIME BOARD
2nd December 2014

WEST MIDLANDS POLICE CHANGE PORTFOLIO

PURPOSE OF REPORT

1. The purpose of this report is to provide Members of the Strategic Police and Crime Board (SPCB) with an update on the Force Change Programme, which lies within the portfolio of the Deputy Chief Constable of West Midlands Police.

BACKGROUND

2. There are a number of live projects and programmes being delivered within the current West Midlands Police (WMP) Change portfolio. This portfolio is currently under review by Accenture as part of the WMP2020 partnership, with a view to determine which of the projects continue to be aligned with the anticipated direction for the force and the WMP2020 Blueprint.
3. This assessment will be done in conjunction with the Commissioner's requirements for the partnership and the projects and those, which continue to meet the delivery objectives, will be refreshed and ultimately moved into the WMP2020 change programme for 2014-2015.

PROJECT UPDATES

WMP2020 Programme (previously the Innovation and Integration Partnership)

4. A full update on the WMP2020 Programme can be found in the report submitted to the SPCB in November 2014 (Agenda item 5). The following summarises the current status of this programme of work.

The current activities within the programme include:

- The designing of the future WMP2020 Blueprint for how policing in the West Midlands will operate in 2020. This design work is being carried out in consultation with citizens, customers, other key partners and police officers and police staff within WMP and the West Midlands Office Police and Crime Commissioner.

- The designing of the building blocks to prepare WMP to deliver such a significant and complex programme of work. These Governance arrangements include how projects will be assessed and prioritised for inclusion into the new programme; the methods to be used to manage them; and the mechanisms for ensuring value is delivered.
 - A review of the WMP technical IT set-up. This is to establish what capabilities and infrastructure will be needed to support any new technologies in the future, in order to support more innovative and efficient operational practices.
 - The delivery of the In-flight review of current Change Portfolio, to determine which of the current projects will transfer into the WMP2020 Change programme. This will also identify any modifications to be made to ensure they are aligned with the future blueprint of the organisation.
 - The establishment and integration of a full suite of projects into an affordable and achievable programme of work for 2015/2016, which will deliver real benefits year on year.
5. The current schedule of work will deliver a first version of the WMP2020 Blueprint by February/March 2015, followed sequentially by the collation of a programme of work, to support delivery of this WMP2020 vision. The WMP2020 programme will start delivering formally in 2015-2016 and will be refreshed and reviewed every year to ensure the right capabilities are being delivered and real value is being achieved.

New Ways of Working

6. The New Ways of Working Programme was established in 2013 in order to drive more efficient use of the Central Birmingham estate, as part of the Police and Crime plan drive to create better value for money services. The objectives were to deliver this through the introduction of new and agile ways of working, increasing the capacity within Lloyd House and subsequently allowing the release of expensive city centre lease and freehold properties.

The main benefits to be realised from the refurbishment are:

- Intensification and modernisation of office space to enable more flexible, fit for purpose and cost effective working environments.
 - Revenue budget savings arising from ending leases for central Birmingham office accommodation including Civic House and Aqua House.
 - Creation of a modern, public-facing police station into Lloyd House, allowing the sale of the Steelhouse Lane building.
 - Addressing the current and future backlog of maintenance within Lloyd House, currently at over £10m.
7. In order to deliver the refurbishment of Lloyd House, the building has now been successfully emptied of all operational and support functions, allowing the building works to progress in the most efficient and cost effective manner. The final costings for the Lloyd House build were approved by the SPCB in November, with the subsequent contract awarded to Wilmot Dixon.

8. Work is currently underway to finalise the interior design and layout of the floors, linked to the other key areas of the programme such as agile working, cultural change and ICT improvements. Over the coming months staff will be consulted and engaged in the design process and it is planned to hold a showcase event in March 2015, with the final designs being confirmed by June 2015.
9. The main refurbishment work will commence around January 2015 and repopulation is due to recommence in autumn 2015. Phase three of the project will include the delivery of the police station within Lloyd House, which is due for completion in autumn 2016 and will see the release of Steelhouse Lane Police station for sale / disposal.
10. Agility and the intensification of Lloyd House is scheduled to deliver a potential occupancy rise from around 800 individuals, to a target of around 1300 colleagues (in excess of 50% increase). A similar project has also been set-up within the programme to extend the opportunities of agile working into Walsall Local Policing Unit and also into co-located premises within the Walsall Civic centre.
11. Other project deliverables which will support the increased capacity of the estate is an IT solution and an upgraded 'follow-me' telephony solution, which allows colleagues to operate flexibly across multiple workspaces. Access to better communication and collaborative tools will also be released, to enhance connectivity and collaboration across the organisation.
12. A significant piece of work has also been carried out looking at 'paper-light' working practices. The current analysis has highlighted the opportunity of reducing paper storage from around 2.35 kilometres to somewhere in the region of 400 metres for teams re-occupying Lloyd House.

Front Office Review/Contact

13. The Front Office project is subject to a separate report to this board to be heard in December 2014.

Service Transformation

14. The Service Transformation (STT) project commenced in 2013 with the remit of reviewing and improving service delivery across Public Protection Units, Force Criminal Investigation Units and Local Investigation teams, across the Force. Throughout this project, extensive work has taken place within the force, including the design and delivery of a preferencing process for over 2000 officers affected within the project. The project has engaged with internal and external stakeholders and has delivered numerous briefing sessions with partner agencies.
15. The new operating model began a phased rollout across the Force from June this year. The Project has seen the delivery of a centralised child sexual exploitation team (CSE), the success of which has recently been highlighted with the local media due to some significant arrests. The focus of the Public Protection Unit has also been expanded, with the creation of Local Child Teams, the creation of a dedicated Domestic Abuse Teams and a Vulnerable Adult Team. The project is now in its final phase of delivery within the Coventry and Solihull Local Policing Units and final closure work is underway, which will publish a final benefits report for delivery in January 2015.

Operational Policing

16. The Operational Policing Programme was a wide ranging scoping exercise, with the aim of transforming and reshaping the force's operating practices, to help achieve the Police and Crime Commissioner's and Chief Constable's shared vision around 'Pride in Our Police'. The Programme was intended to be the mechanism to inform the development of future work rather than being a long term delivery programme.
17. A review of this programme was carried out in line with Project management best practice in May 2014, when a number of the early scoping activities had been delivered and there was clear recognition of potential overlap with the emerging Integration and Innovation Partnership.
18. The Organisational Change Board therefore agreed with the recommendations of the review and endorsed that any new initiatives would either be commissioned as individual projects in their own right, supported with the relevant business case, or were transferred to business as usual operational policing, if appropriate.

The Operational Policing scoping programme deliverables included:

- Securing the Community Sports activation funding of over £245K
 - Mental Health Street Triage Pilot which is embedded within Solihull. Future roll-out will be considered as part of the WMP2020 vision.
 - The implementation of Location Profiles
 - Demand Reduction Model
19. The outstanding activities were handed over to business as usual, within the Operational Policing Programme and the programme was formally closed in June 2014. A full closure document was written and all information established within the scoping activities captured for use by the future WMP2020 Programme.

Strategic Recruitment

20. During 2013, the late Police and Crime Commissioner Bob Jones announced the decision to recruit 450 front line officers to West Midlands over the coming years. This recruitment presented a real opportunity to aim for the new recruits to reflect the diversity and demographics of communities across the West Midlands and thereby change the composition of the workforce within West Midlands Police.
21. The police officer recruitment strategy successfully demonstrated complex cross department cooperation, which delivered the first phase of 84 recruited into the organisation, within a challenging timescale.
22. The recruitment process has been developed to be more technology driven and includes new efficient recruitment processes, including on-line assessment and telephone interviews, providing a more streamlined process to best reflect WMP requirements.
23. Greater community involvement in the process was also achieved through introduction of Community members on Interview Panels, prior to final appointments being made. In addition, a network of Ambassadors, based at Local Policing Units, has worked with local communities around a programme of positive action, to support the objective of achieving a more representative workforce.

24. To develop this new talent, the Learning and Development (L&D) department have designed and implemented a new course structure, to take the recruits on a challenging and varied training experience, from classroom to operational duties, over a two year period. The recruits will be continually assessed and supported throughout the complete cycle of training and probation.
25. The recruitment process is due for completion in August 2016 and is expected to result in a workforce that reflects our wider communities, whilst supporting a quality talent, that will further enhance our policing capabilities for future generations.
26. As the project draws to a conclusion, handover activities have commenced, which include embedding an overarching governance process to ensure the maintenance of quality standards and timescales, are being transferred to business as usual operations. In addition, the closure will also review resource levels, to ensure adequate resources will be available throughout the recruitment phases to secure the future delivery.

Criminal Justice (Custody)

27. A programme is currently being delivered within the Criminal Justice Services Department, the main project of which is the new Custody builds. This has been reported to previous Strategic Police and Crime Boards in 2014.
28. In line with the approved capital programme, the two new sixty cell custody suites, located in Oldbury and Perry Barr are now under construction. The Oldbury Custody Site building works are progressing well and is due for completion in spring 2015 as planned, to become operational during the summer of 2015. The memorandum of agreement for Perry Barr was signed in July 2014, and work began on the site in August and continues to progress well, against completion timescales of summer 2016.
29. In addition to the two new Custody facilities, a phased rationalisation of the other Custody sites is under development. This phased approach will complete summer 2016.
30. A further work stream has been established under the custody new build governance, to establish how the use of the two super custody blocks will work alongside other areas of operational policing.
31. Across the wider programme of work, one of the key technological improvement projects is Digital Interview Recording. This project will replace WMP current obsolete tape technology, with a more efficient digital networked system in the recording, movement and management of both video and audio interviews, ensuring that we 'Achieve Best Evidence' at all times. The project has just entered its User Acceptance Testing phase and once approved WMP will be piloting the new technology in early 2015, at the Bournville custody facility.
32. The Stop and Search project also falls under the wider programme of work and was setup to introduce a new in-house electronic recording system (eSearch), as well as refresher training for all front line officers. eSearch was introduced at Sandwell LPU in April 2014 and the whole Force is now live, following a phased roll out, which concluded in September. This project is now moving into closure phase and the final benefits review is currently underway.

GOVERNANCE – ORGANISATIONAL CHANGE BOARD

33. The OCB, chaired by the Deputy Chief Constable is the key Governance Board for managing the current change portfolio. The terms of reference for this meeting has recently been refreshed, to continue to provide key decision making capability for the commissioning of all new projects through the WMP2020 partnership. In addition the terms of reference has been updated to reflect the transition and governance of the aligned current projects, into a single WMP2020 Change Programme of Work (PoW).

34. Once the WMP2020 Blueprint has been approved, the OCB supported commissioning process will ensure that all new projects are commissioned in line with the strategic direction of the force.

The key objectives of this board are:

- To set and agree WMPs change strategy and direction;
- Ensure effective leadership, sponsorship and communication of change throughout the organisation;
- To provide the governance framework to deliver the WMP2020 vision; and to
- Review the performance of programmes and projects to ensure they are aligned to the change strategy and remain focused on organisational goals.

35. An additional body known as the Organisational Review Forum, chaired but the WMP Director of resources, is responsible for ensuring that the commercial contract entered into with Accenture, is met in relation to spend, contractual obligations and management of risk. The current plan is that all change projects within WMP will be under the auspices of a single, integrate programme of work by December 2014.

1. FINANCIAL IMPLICATIONS

There are no financial implications of note.

2. EQUALITIES IMPLICATIONS

There are no equality implications on note.

3. LEGAL IMPLICATIONS

There are no legal implications of note.

4. RECCOMENDATIONS

The Board are asked to note the above updates.

Deputy Chief Constable Thompson