



STRATEGIC POLICING AND CRIME BOARD
3rd February 2015

WEST MIDLANDS POLICE CHANGE PORTFOLIO

1. PURPOSE OF REPORT

The purpose of this report is to provide Members of the Strategic Police and Crime Board (SPCB) with an update on the WMP2020 change programme, which lies within the portfolio of the Deputy Chief Constable (DCC) of West Midlands Police.

2. BACKGROUND

In August 2014, West Midlands Police (WMP) and West Midlands Office of the Police and Crime Commissioner (WMPCC) entered into an innovative partnership with Accenture (UK) Limited (Accenture) to form the WMP2020 Change Programme.

The WMP2020 Programme aims to drive significant changes to how the force operates in order to meet the unprecedented challenges WMP face over the next 5 years. These include on-going austerity, changing demographics and citizen expectations and also the need to make better use of data and technology, to drive a better and more efficient Police Force.

The programme has undergone an intense period of activity over the past few months to create the vision for WMP2020 and work continues to design the future Blueprint and the associated programme of work, in order to deliver the necessary changes, by the end of March 2015.

3. REVIEW OF CURRENT/EXISTING PROJECTS IN THE DCC'S CHANGE PORTFOLIO

3.1 OVERVIEW

The overall WMP2020 change programme will be a single integrated portfolio made up of current WMP projects, which increase performance and reduce costs, as well as the new and innovative projects, which will be defined from the WMP2020 Blueprint.

In November 2014, Accenture began a review of all existing or 'in-flight' projects to ensure the business case for change remains valid and to determine how they would integrate within the anticipated WMP2020 Programme of Work (PoW).

Sixteen projects and programmes including the rationalisation of Front offices, the two new Custody blocks and the introduction of 'New Ways of Working' within the Birmingham Central estate, are currently being migrated into a single integrated suite of projects, to form the foundations of the WMP2020 programme.

3.2 NEW WAYS OF WORKING

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 to drive 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 refurbishment of Lloyd House is underway and still on schedule to complete by September 2016. This phase will see the relinquishment of the lease on Civic House by the end of spring 2015.

Work 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, and has now concluded. Over the coming months, staff and other stakeholders will be consulted and engaged in the design process culminating in a showcase event in spring 2015, with the final designs being confirmed by June.

Other project deliverables which enable the increased capacity of the estate, include upgraded IT and 'follow-me' telephony solutions, which allows colleagues to operate flexibly across multiple workspaces. Over 50% of force phones have now been transferred to the new system with final completion on track to deliver by spring 2015. A new, faster, secure laptop solution has also been developed and is scheduled for pilot in February 2015. This phase will also see the rollout of Microsoft Lync, a new collaborative application, which will support the agile working approach.

3.3 CRIMINAL JUSTICE (CUSTODY)

The Modernising Custody programme is currently being delivered within the Criminal Justice Services Department with the main project being the delivery of the new Custody suites.

In line with the approved capital programme, both custody suites, located in Oldbury and Perry Barr are under construction. The Oldbury Custody site building works are progressing well against plan, and is due to be ready for operational use in June 2015. Work began on the Perry Barr site in August and again continues to progress well, and due to be opened in spring 2016.

In addition to the two new Custody facilities, a phased rationalisation of the existing Custody estate is also under development. This phased approach will complete in summer 2016.

Across the wider programme of work, one of the key technical improvement projects is Digital Interview Recording. This project will replace the current obsolete tape technology with a more efficient digital networked system for the recording, movement and management of both video and audio interviews. This will ensure that WMP 'Achieve Best Evidence' at all times. The project has just entered its final testing phase and once approved, this will move into pilot phase in summer 2015.

The Stop & Search Project was launched in order to ensure West Midlands Police are using the power legally and that the enabling process is as efficient as possible. This involved a force wide training programme to warranted Officers, the introduction of a more efficient recording process and the development of software to capture and report upon the data. The project has been a success and West Midlands Police are in a very strong position nationally with Stop & Search to the point that other Forces are looking to adopt the new process and supporting software.

3.4 FRONT OFFICES

The Front Office project was initially commissioned to understand the current operation and activity of front offices. The vision was to design a cost effective model that redefines the way West Midlands Police (WMP) interact with the public and provide services using face to face interaction, partnership collaboration and innovative use of technology. Independent data was integral to understanding the use and demands placed on front offices and the way they operate has been reviewed to understand all aspects of current service delivery.

The force has reviewed how people currently engage with the police and how they want to do so in the future. This could be either 'face to face' in police stations, in non-police buildings, such as partner agency premises, or by using technology as another means of contact. In total over 7,000 people were interviewed and the use of 41 front offices monitored against the running costs in staffing front offices, many of which are open 24/7. Another 320 people shared their views via an online survey. The research, conducted by independent research company BMG Research on behalf of West Midlands Police, showed 92 per cent of people would prefer to contact the police by telephone.

A number of options were presented to WMP and the Police and Crime Commissioner and the decision on the future of front offices has been made. This includes 27 front office closures. Ten front offices will remain. Nine will be open between 8am and 10pm and Birmingham Central will remain open 24/7. There will also be 4 volunteer locations remaining as contact points which will be managed locally. All closures will take place in a phased approach over the next 12 months and every effort will be made to redeploy staff affected by the changes.

A piece of work is currently underway to define how resources can be best deployed across the remaining front offices and this will conclude at the end of February 2015. The new model is expected to save the force approximately £3 million per year.

All of the aforementioned projects will form part of the WMP2020 programme of work with full integration scheduled for the end of March 2015.

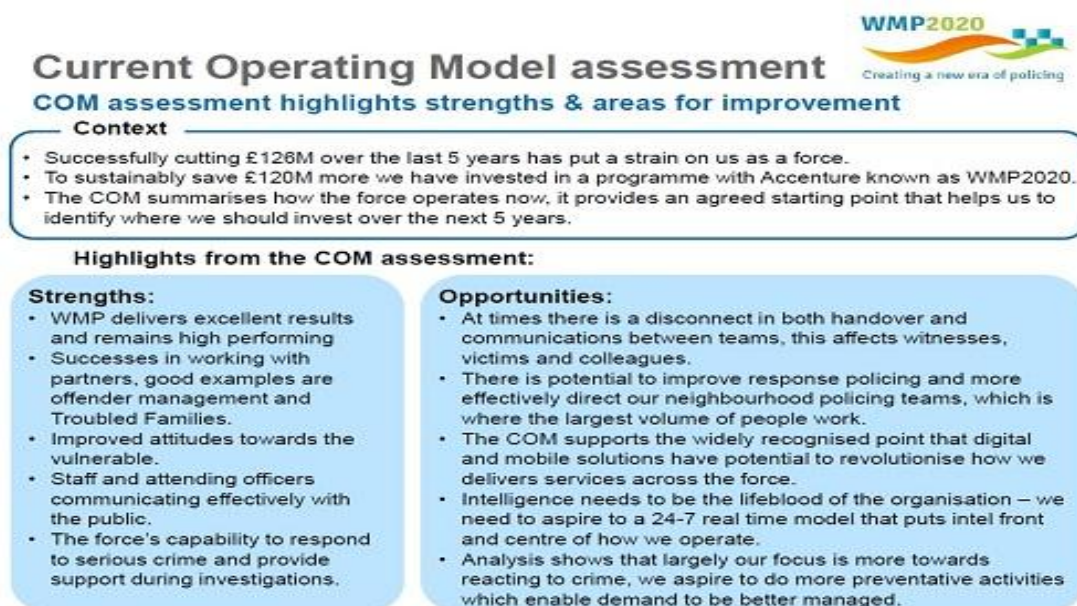
4. THE CURRENT "AS-IS" WMP OPERATING MODEL

A critical phase in the delivery of the WMP2020 Blueprint involved a wholesale review of how WMP currently operates. This extensive review has now been completed and has considered how WMP is currently organised in terms of the structure and functionality as well as the profile for how resources are routinely being utilised. The views of over 4500 officers and staff have also been incorporated, in order to understand how it feels to work within WMP. Over 2000 members of the public and key delivery partners were also consulted, to build a robust picture of the "as-is" state of the organisation.

The outcome of this review has been collated and built into a comprehensive Current Operating Model (COM). This view of the current state will form the baseline against which all future changes can be measured & managed and will help the force understand the likely impact any future changes will have on the force and its citizens and Partners. The COM also provided clear

insight as to where opportunities existed to transform WMP into a more effective and efficient organisation.

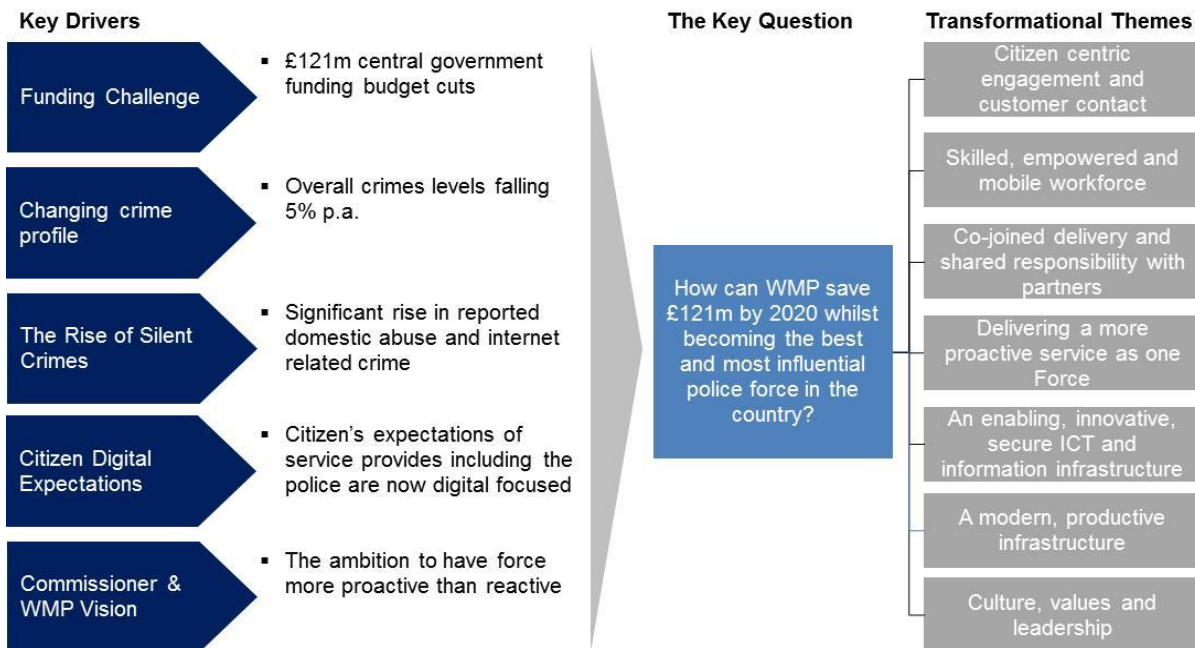
A high level overview of some of the opportunities highlighted by the current operating model is included in the following figure:



5. FUTURE WMP2020 BLUEPRINT

The WMP2020 Blueprint has been designed in conjunction with WMP Colleagues, Partners and the Public, using a set of design principles agreed by the WMPPCC.

The work on the WMP2020 Blueprint is now fully underway and is looking to describe what the future state of Policing for the West Midlands will look like by 2020 and will outline the size and shape of the Force's ambition for change. The Blueprint has been described as the 'jigsaw box lid' that gives everyone involved a clear view of how the end-state organisation will look. The key drivers and themes being considered as part of this work are depicted below:



The WMP2020 Blueprint is being designed to address the big question of how to make the necessary financial savings in line with cuts to funding, whilst delivering better Policing outcomes against a backdrop of changing citizen expectations and crime profiles.

The aim is to have this future vision by the end of March 2015, when the detailed planning will commence to define the changes, which need to take place to take WMP towards its strategic end goal, whilst ensuring successful outcomes year on year. The detailed cases for change will be made and documented before any funding is committed to any change project.

A number of assessments have also been carried out on the current and future technology needs and infrastructure, which will be necessary to underpin delivery of the WMP2020 Blueprint. These include new digital and mobile technology capabilities.

This WMP2020 Blueprint will be presented to the Police and Crime Commissioner's Strategic Policing and Crime Board in March.

6. ENHANCING WMP CHANGE CAPABILITY.

The effective management of business change is a key activity within the WMP2020 programme over and above best practice Project and Programme Management. It is essential to ensure that WMP colleagues, partner organisations and the broader public are prepared for the changes that the programme will bring and the impacts those changes will have on their day-to-day lives.

Change Management focuses on preparing and supporting all key stakeholders so that they are ready, willing and able to adopt the new tools, processes, technologies, ways of working, values

and behaviours that the programme will introduce. If change is not effectively adopted across all groups affected by the change, there is a real risk that the programme will not deliver the anticipated outcomes and achieve the necessary return on the investment.

The approach to best practice change management can be summarised by the following approach:



- **Plan & Manage Change** focuses on creating, delivering and managing the necessary structure to deliver successful, sustainable change throughout the programme.
- **Leadership & Ownership** focuses on generating and inspiring effective ownership and leadership of the Programme across the force to drive success. This has included the establishment of a Change Network to engage with our key colleagues and partners . Engagement with this network has enabled the programme team to generate a huge array of ideas that have been fed into the Blueprint design phase including from a public facing social media campaign. Continual engagement and interaction with all key players is to remain a priority throughout the delivery of the 5 year Programme.
- **Communications** are aimed at the timely distribution of information to all impacted groups who have an interest in the progress and outcomes of the change programme. The current focus is ensuring we have the right communications strategy and plan in place to deliver the key messages from the force's Blueprint and Programme of Work to all stakeholders in the coming months.
- **Learning** focuses on developing and delivering the uplift in knowledge and skills that will be required across the force in order to best adopt the new capabilities being delivered by WMP2020. This will include the use of Accenture's Change Academy to develop the necessary skills of the Change Network and programme team in addition to direct knowledge transfer from Accenture.
- **Change Measurement** involves monitoring the effectiveness and progress of change as the programme progresses. Accenture intend to use their proprietary Change Tracking Tool to provide a clear plan to ensure the force are prepared for the changes ahead. This

includes identification of any potential weaknesses or gaps that need to be addressed at a force-wide level.

7. FINANCIAL IMPLICATIONS

There are no financial implications of note.

8. EQUALITIES IMPLICATIONS

There are no equality implications on note.

9. LEGAL IMPLICATIONS

There are no legal implications of note.

10. RECOMMENDATIONS

The Board are asked to note the above updates.