

**STRATEGIC POLICING AND CRIME BOARD
17 March 2015**

WMP2020 Blueprint

PURPOSE OF REPORT

1. To outline to the Strategic Policing and Crime Board the nature of and progress within the contract between the Police and Crime Commissioner for West Midlands (WMPCC) and Accenture (UK) Limited to deliver a target operating model, known as the WMP 2020 Blueprint. The acceptance or otherwise of the target operating model is a key deliverable within the contract requiring a formal decision by the Commissioner. This paper gives information to the Board and the public on the context for that decision.

BACKGROUND

2. In July 2014 the then Acting Commissioner entered into a contract with Accenture Ltd to transform the operation of West Midlands Police through the period of the next Comprehensive Spending Review. The early phases of this work were to baseline West Midlands Police's current operating model, including culture, services and information technology. The second phase of this work was to complete a future operating model for the force, (the WMP2020 Blueprint), and a high level 'roadmap' to indicate how this can be achieved within the financial constraints for the force.

WHY WE NEED A FUTURE BLUEPRINT

3. West Midlands Police has undergone substantial organisational change since the start of Programme Paragon in 2009 which saw a move from 21 largely autonomous operational command units to 10 local policing units focused on locality and supported by a range of more centralised specialised policing services. These changes, which have been substantially influenced by austerity, have made use of a range of business improvement methodologies, including priority based budgeting and continuous improvement. This has delivered improved

policing delivery at a lower cost. Austerity is anticipated to extend across the next Parliament. Continuing further efficiency programmes akin to those already employed are thought unlikely to meet the expected financial challenge. The Commissioner is working on an assumed budget reduction between 2015 and 2020 of £130m; a sum more or less equivalent to the reductions which have already been made as a result of recent comprehensive spending reviews.

4. While the need to meet the financial challenge is key, of equal importance is the need for policing to ensure that the changing demands from society are met. This consideration has been core to the development of the WMP Blueprint. These drivers include:
 - the public looking for different delivery methods for public services that the force cannot currently meet, principally through the use of technology and digital services.
 - a shift in demand on policing from traditional street and acquisitive crime to a greater focus on protecting the vulnerable, cyber-enabled crime and hidden crimes such as domestic violence and child sexual exploitation.
 - opportunities for public service reform with a focus on the need for greater and more effective partnership working. The potential establishment of a Combined Authority to include the local authorities in the Force area to offer different models of service with other bodies.
 - the growth of evidence based practice providing a much clearer basis for which police interventions actually reduce crime making it possible to provide a more efficient and effective service and achieving better value for money from the public purse.
 - the need for improved use of technology to make more effective use of the data and information held by the police and others. This would allow for improved use of analytical techniques leading to front line officers being better informed, more mobile and more effective in addressing issues of threat, risk and harm. An uplift in technology would be accompanied by reductions in unnecessary bureaucracy.
 - a different workforce culture more focused on prevention and protection thereby reducing the number of those who may become victims of crime.
 - ensuring West Midlands Police remains capable of delivering the core public expectation that it provides a reliable emergency service, continuing to protect the public as staff numbers reduce.
5. These drivers mean that the approach requires the need to set a clear future state for the organisation. This will require a longer range programme of change than has been seen to date both in the Force and is normal in the public sector. The ambition set out in the WMP Blueprint will require changes that are complex and harder to execute than the previous programme. This is because, rather than taking an incremental approach or one that focuses on only part of the organisation, a fundamental review has been undertaken to provide a view of the future shape of policing and how this might be achieved.

THE STRATEGIC SHIFT.

6. The WMP Blueprint has at its heart a strategic shift for the Force based upon four pillars of delivery shown at **Annex A**. These are:
 - designed to listen and reassure

- geared to prevent harm
- prepared to respond at pace
- ready to learn and adapt

7. Taking each of these:

- **Designed to listen and reassure**

This shift is intended to reshape how the Force works with the public to allow greater transparency and participation in its services. To offer choice in how the public access services, how communities are developed to be more self-sustaining and greater alignment with other public services in how we jointly deliver to people and places. It signals an expansion of digital services. The changes also offer the choice of an increasing level of self service for simple activities by the public and staff, aligning policing with the experience found in many other sectors. These changes reflect the need to improve the quality of engagement with the public whilst reflecting the diminishing numbers of personnel in the force. It reflects our need to be better at engaging our own people in change.

- **Geared to prevent harm**

The West Midlands Integrated Offender Management programme has now secured the highest level of performance in reducing adult re-offending in the country. There is an intention to expand its ethos to broader cohorts including early offenders and troubled families. This shift will reflect an increased focus on high demand people but is also about cementing a prevention ethos in all our work with the intention of reducing the number of people who become victims of crime. Our shared work on safeguarding with local authority partners will be continued. Analytics will be used to drive more pre-emptive action to reduce crime. Within this context neighbourhood policing will need to evolve for the 21st century and to reflect reduced numbers. We will need to strengthen how we involve the public in problem solving and create new mission focused teams with partners that can work across boundaries. Our support services will be similarly preventative and predict service needs.

- **Prepared to respond at pace**

Our response services will need to be more efficient. Response policing and investigation will be centrally delivered services supported by mobile data, improved technology for cybercrime investigations and a more digital criminal justice system. A stronger mission command centre will have greater control of West Midlands Police services allowing for enhanced 24/7 use of intelligence to direct police activity. Support service efficiency and pace will be developed.

- **Ready to learn and adapt**

Finally the model will cement a stronger role for evidence based policing and learning in the organisation. This will include a stronger focus on designing services and working with the Police and Crime Commissioner's commissioning powers. It will also seek to deliver more innovation to meet a dynamic and changing environment.

8. This re-positioning of the force offers the best opportunity to meet changing public expectations and demand, integration opportunities with other services within significantly reduced budgets.

THE WMP 2020 BLUEPRINT

9. As previously stated, policing is complex and therefore it has been necessary to develop the Blueprint documentation, which has been shared with all members of the Board, making use of a series of interconnected component parts. These are:
- an Executive Summary providing a high level overview of the subsequent component parts which are outlined in the following bullet points
 - the Capabilities Blueprint describes the activities the Force and the Commissioner need to deliver now and into the future and what capabilities are required to deliver those activities
 - the Organisation Blueprint focuses on structural changes that are likely to be required
 - the Technology Blueprint comprises a suite of documents which set out how data will be captured; stored and used; the software that will be needed to enable the WMP 2020 vision to be delivered together with the underpinning its infrastructure; outlines the technical requirements to ensure the continuing security of data and how technology changes are smoothly introduced and integrated into the organisation
 - the Channel Strategy describes the channels that need to be in place to meet the public's expectations of how they connect with the Force and the Commissioner, including how the public demand for digital access is met
 - the Partnership Strategy sets out the aspirations for partnership working, seeking to secure alignment with other services in the West Midlands
 - the Culture and Leadership Model recognises the considerable expertise that already exists and how this is to be supported across the organisation as the operating model is delivered
 - the Customer Journey shows how the new model can enhance the experience of the public, partners and staff by making use of a series of examples. For example looking at the current experience of addressing domestic violence, burglary and neighbourhood ASB and setting how WMP Blueprint will help to close the gap between the current and desired state
 - the Process Impact shows the changes that are envisaged to key processes looking at how mobility, automation and process re-design will help deliver the desired outcome
 - the Service Catalogue highlights those areas where demand is expected to significantly increase or reduce; where the method of delivery may change due to improved delivery options being available; or changing public expectations
 - the 'Roadmap' for change and business case sets out the high level activities necessary to secure the future organisation over a five year period. The programme has to be credible and within the capability of Accenture, the Force and the Commissioner to execute within the financial constraints and deliver the non-financial benefits the programme seeks
10. These documents provide a navigation point for the programme. They will be refreshed each year and will be shaped by the change programmes needed to deliver them as well as

changes in the environment the force operates within. This agility is built into the contract in recognition of the fact that the Commissioner does not have financial certainty over the delivery period and to ensure that the service and public benefit from emerging technologies and potential partnership development. The contents have been prepared with substantial inputs from the public, West Midlands Police officers and police staff, the Office of the Police and Crime Commissioner and partner agencies as well as Accenture.

11. The documents have been reviewed by the Force, nominated members of the Strategic Policing and Crime Board and have been checked against the contract for compliance and quality by PriceWaterhouseCooper who were retained to provide client advice to the Force and Commissioner.

FUTURE WORK.

12. If the Commissioner accepts the target operating model and adopts it as the future high level shape for WMP 2020 then:

- the Office of Police and Crime Commissioner and West Midlands Police will work alongside Accenture to develop the first two years of the road map into Outline Business Cases (OBCs) in line with the contractual requirements. These OBCs will describe the projects in more detail and will be used to test and validate the proposed programme of work reflected in the 'roadmap'
- any changes resulting from the OBCs will be incorporated into a revised 'roadmap' which will be prepared for the Board. This will enable the appropriate governance arrangements to be put in place for each of the programmes in line with the contract and the Commissioner and Chief Constable's scheme of governance. Programmes will proceed to Detailed Business Cases and delivery through well-established commissioning processes in the contract that ensure value for money

13. Once the first two years Outline Business Cases are prepared the Commissioner retains termination rights if the programme does not remain suitable. A paper will be produced for May to allow the Commissioner to review the programme following the preparation of the OBCs.

FINANCIAL IMPLICATIONS.

14. Payment will be in line with the contractual arrangements. Details are included in the confidential decision paper which will be considered by the Commissioner. The contract provides that the Blueprint would be delivered to a fixed price. This fee will be paid with a 20% hold back with the hold back paid on an annual basis across the contract term subject to satisfactory performance of the contract with performance measures being met.

LEGAL IMPLICATIONS.

15. The options available under the contract at this stage of the work are:-

- approve and accept the target operating model deliverable and intend to adopt it.
- approve the deliverables but not intend to adopt it. In this instance, payment would be required for achieving the target operating milestone. However, as the deliverable was not accepted for adoption, the right to terminate the contract would be retained.

- do not approve and accept the deliverable. This would afford the ability to use the contractual right to terminate the agreement but the Commissioner would not be obliged to do so.
- Do not approve and accept the deliverable but develop a rectification plan.

5. RECOMMENDATIONS.

That the Board discusses the report, noting its content.

Chris Sims OBE QPM
Chief Constable