West Midlands police and crime commissioner

Strategic Policing and Crime Board

Date of meeting: 18th December 2018

Police and Crime Plan Priority: Developing a modern police service

Title: *WMP2020 Change Programme*

Presented by: *DCC Rolfe*

Purpose of paper

1. 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.
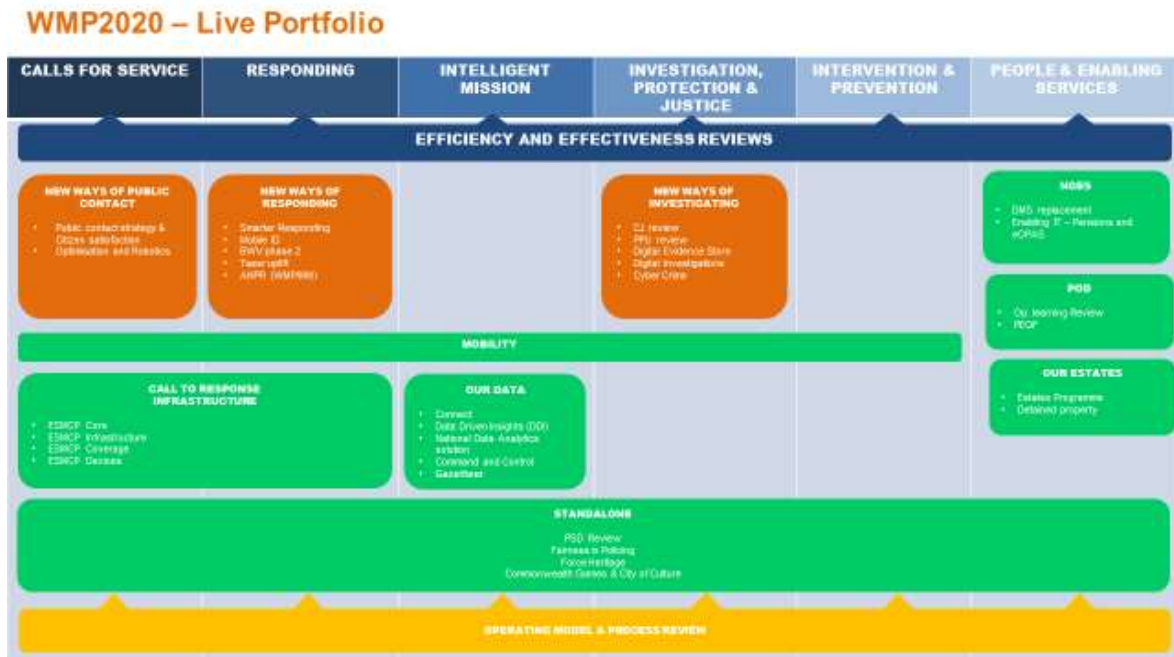
Background

2. 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.

3. The WMP2020 programme went through a substantial and intense period of implementation activity in 2016, which 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).

4. The third year of the WMP2020 programme continued to build on embedding and optimising the changes to the operating model made during TS1, focussing on the way WMP operates; increasing levels of mobility; transforming our enabling services/systems/processes; as well as a heavy focus on the mobilisation of significant strategic technical change projects, namely Connect, DDI, Command and Control and the redesign of the Duty Management system (DMS).

5. This year has also seen the initial approval and mobilisation of the Estates Rationalisation Programme, which includes the development of a new Emergency Control Suite, in readiness for the Commonwealth Games (CWG) in 2022.

WMP2020 PORTFOLIO UPDATE

6. The WMP2020 portfolio continues to deliver a number of 'live' projects (see figure 1 overleaf), continuing the drive towards the end state 2020 vision and continues to see significant implementation activity, with capabilities being successfully delivered over 2018.

Figure 1. Current Live WMP2020 Portfolio

WMP2020 – Live Portfolio

■ *Strategic Change Programmes*

■ *Operational Change Programmes*

WMP2020 PORTFOLIO UPDATE – OPERATIONAL CHANGE PROGRAMMES

7. The three main operational change programmes, New Ways of Public Contact, New Ways of Responding and New Ways of Investigating are building on the foundations of TS1, looking at modern ways of operating; reviewing working practices to drive up productivity; and assessing how we can make best use of digital tools. These have delivered across a number of projects during 2018, with updates as follow:

New Ways of Investigating (NWoI):

8. This programme was set up to explore digital capabilities and opportunities within the Investigations and Criminal Justice (CJ) environment, to deliver Digital Forensics; CJ modernisation; Cybercrime; and the collection, processing and submission of digital evidence. Delivery this year has focussed upon:

A) Criminal Justice Service (CJS) Review – An operational review has been completed, to ensure that WMP have a CJS that is fit for the future and delivers positive outcomes at court. This involved:

- The launch of a new custody shift pattern, which went live in October;

- A detailed prosecutions flexible working review and the development of a new CJS Operating Model;

- The completion of a four site custody suite model pilot. A comprehensive future options paper is now under development;

- The design and launch of a new CJS Business Charter, which articulates a new way of operating within the department.

B) Digital Investigations (Including CCTV) – Following successful approval of a business case, an operational process review is underway, which will explore opportunities to manage a growing level of demand, as well as increasing the use of data, to enable an improved response to advances in technology and digital crime. Delivery to date has included:

- CCTV - New CCTV software has been validated and launched in 60 dedicated CCTV hubs across the Force, This enables staff and officers to convert retrieved footage into a playable format; print off stills; and download footage to DVD for CPS/court, aiming to speed up investigations and provide a much better quality of evidence;

- Operational process review is underway, to manage a growing level of demand;

- A digital forensics and digital media investigators review is now complete and the 'To Be' model is being designed.

C) Public Protection Unit (PPU) Review – The PPU was consciously not included in TS1, to allow the significant changes brought about under Service Transformation (ST) to embed and bring a period of stability to the department.

- A business case was approved in March 18, to begin a full operating model review, to ensure alignment with the WMP2020 ambition. A comprehensive and robust operating model has been designed and consultation and preferencing for the new model has concluded. Detailed implementation activity is underway and the new model is due to go live in Q1 2019.

D) Digital Evidence Store (DES) – The aim of this project is to improve the experience for officers and staff, driving efficiencies in time spent harvesting, analysing and sharing digital media with colleagues and partners, for investigative and evidential purposes. An accelerated 6 week market assessment has been carried out and a detailed business case is being prepared for submission in Feb 2019.

E) Automatic Number Plate Recognition (ANPR) – 2018 saw the approval of the business cases to update all of the ANPR Cameras:

- Across CMPG's motorways; 137 cameras across WMP, Staffordshire, Warwickshire & West Mercia Police and;
- Enhance coverage across WMP from 35 to 61 sites
- The new technology aims to reduce camera breakdown/ downtime and maintenance costs whilst, improving reliability, capture accuracy, read accuracy; and the read rates.
- Procurement activity has concluded and implementation has begun.

New Ways of Public Contact (NWoPC):

9. A year after the Force's new external website went online, August 2018 saw the launch of WMP Live Chat. This is a new digital service, offering citizens access to the full 101 service online,

which continues the programmes drive towards further digital channel shift and increased citizen satisfaction.

10. With 28,000 live chats to date, and the service now averaging approximately 600 per day, this channel offers citizens a further choice in how to contact WMP and offers Force Contact an additional tool to service the public. The channel also provides real time language translation, enabling visitors to communicated in their preferred language.

11. The Public Contact Strategy and high-level plan have now been finalised and implementation progressing.

12. A new complementary Citizen Satisfaction project has also been initiated, that aims to understand citizen satisfaction, and improve service to the public, through better feedback loops.

13. Further improvements are being built for the website, to enhance the online incident reporting capabilities; 'contact us' options; and the statement generator; in response to feedback given by colleagues and the public.

New Ways of Responding (NWoR):

14. A number of projects have been successfully delivered in 2018:

   A) **Smarter Responding** – The aim of the Smarter Responding Project was to untether officers from the station, through the delivery of a mobile office and enhanced mobile capabilities. A pilot has been completed and an assessment of the technology required has been made. A refreshed business case has been prepared for a decision before the end of the year. To support the ambition to untether officers, the project has also delivered:

   - **MG11 Witness Statement -** An electronic version of the witness statement, allowing officers to update information at the scene and enable the witness to apply an electronic signature, so that the statement can be submitted, with no requirement to return to the station, or further inconvenience the member of the public concerned;

   - **Mobile Police National Computer (PNC) app -** A mobile application for operational officers has been tested and delivered to carry out legitimate checks against PNC, to establish identity, or check Driving Licences and Vehicles. Over 100, 000 checks have now been completed on this application and this speeds up the process for the Public and reduces internal demand on WMP's service desk;

   - **Banded Shift Pattern -** A new shift pattern for Force Response has been implemented, which aligns resource capacity to demand, ensuring that there are the maximum number of officers available during peak times for calls for service;

   - **Mobile ID -** The implementation of a new mobile fingerprint device, available on an officer's mobile phone, is now underway. This will provide a mechanism for fingerprint identification, removing the need for officers to transport an individual to a custody suite. This will replace the previous, significantly more expensive, outdated technology, which has been withdrawn at a national level and will allow more officers access to this time saving piece of equipment.

   B) **Driver Behaviour** – The delivery of a new 'telematics' data recorder system, which was installed in Force vehicles in 2017, has now been switched on and will provide valuable

management information. Early indicators show a reduction in fuel costs, maintenance costs and number of accidents.

C) **Mobility –** The rollout of mobile devices to all front-line officers as part of phase 2 of this project, is now in final stages and will be completed by the end of 2018. An internal mobile app development capability has also been established in IT&D (The "App Factory") and continues to create and procure apps for the mobile devices, to allow officers to access information and systems on-the-go. A number of notable apps have been launched this year including:

- **The new Corvus app** – This has allowed officers, for the first time, to have access to briefing information and intelligence on the go;

- **A new stop and search app,** introduced in August, has been rolled out to more than 3,700 hand held devices. This reduces delays in officers registering street stop checks and has already seen a reduction in internal demand on Force Contact staff;

- **An electronic version of the MK24** (crime scene log) went live in January and means the MK24 book can now be completed electronically, replacing the paper version; and

- A new **Use of Force** electronic form was launched this year, which has allowed officers to record the tactics used; information about the subject; and details about the impact factors, which led to the incident, all on their mobile devices.

D) **Taser –** The rollout of an upgraded Taser device, alongside an uplift of authorised Taser trained officers, by circa 800 officers, is being implemented. This will provide an increased protective presence on the streets of the West Midlands, to continue to protect the public, in line with current threat levels. The Tasers have been procured and training of officers started in October this year.

E) **Resource and Deployment review –** A review of how resourcing and dispatching of officers was functioning in the new Operating Model was completed in May 2018. The review was commissioned to assess the people, processes, technology and locations, that are integral to this function. This has led to a series of findings and recommendations, to continue to optimise the operating model and maximise service to the Public.

F) **Body Worn Video – Phase 2 (BWV)** - Phase 1 saw BWV issued to officers in Response and Firearms. Phase 2 aimed to extend the use of BWV, to all frontline officers. More than 1,700 further body worn video cameras have been delivered to officers in 2018, working on neighbourhood teams and a range of other specialist teams across the force.

WMP2020 PORTFOLIO UPDATE STRATEGIC PROJECTS/ PROGRAMMES

15. There are also a number of other strategic projects and programmes within the WMP2020 Portfolio, which are also in delivery phase. These are:

Our Data Programme:

A) **Data Driven Insights (DDI)** - Over the course of 2018, the DDI programme has focussed delivery upon the development of:

- **An Enterprise Search** capability for mobile and web applications - This functionality will transform the experience of users across the Force, enabling them to draw information from multiple systems, through a single search, driving efficiencies and resulting in a higher quality intelligence and information. The system build has now completed and is undergoing full testing. The first release (three systems – ICIS, Crimes and IMS) is due to go live by the end of the year, with full functionality released in quarter 1, 2019.

- **Advanced data visualisation dashboards -** This will increase the ease with which business users can identify trends and patterns, in specific business areas, in an easily digestible form.

- **The analytics platform -** This will support WMP's key law enforcement objectives for preventative crime, using advanced analytical tools and methods, which will enable WMP to develop and answer specific business questions. It will be led by Data Scientists, who will generate analytical outputs such as predictive analytics models. Focus will be on key tactical or strategic areas.

B) **Connect** – This project will provide the force with a single, modern, integrated technological platform to replace numerous stand-alone and end of life force systems. It will also provide new modules, to support intervention and prevention opportunities, as well as enhanced capability to drive efficiency and performance.

- Following approval of the business case in Q4 2017, WMP entered in to detailed planning work with Northgate Public services (NPS), early in 2018. During this period, enhanced functionality was released by NPS, which afforded a number of additional benefits, over and above the original Connect Office solution.

- After careful consideration and assessment, the enhanced features of the Connect 'Express' and 'Go' applications were added to the scope of the project, providing the force with a better user experience; intelligent linking of the data; and the ability to use the Connect product on a mobile device. These new features will also allow all officers to provide a member of the public with a crime reference number, at the crime scene, or location.

- The availability of these new capabilities and the clear benefits they would offer WMP, meant that a subsequent business case was submitted and approved in April this year. This hugely complex project is now in full design and delivery phase and is due to go live in Q4 2019.

C) **Command & Control (C&C)** - This project will deliver a replacement of WMP's current C&C systems: OASIS, and XC Mapping. The replacement system will allow the force to work smarter using a "right-first-time" approach to service delivery, minimise rework and hand-offs and therefore provide a better service to the public. The contract with Capita was signed in May 18 and the project is in the delivery phase. Planning and integration design work is underway, with go live scheduled for September 2019.

D) **Gazetteer** – This project was commissioned in 2018 and will deliver a corporate gazetteer database. This provides a master list of locations for use when recording any location based information, such as an incident or crime. A three part, robust appraisal of possible suppliers has been conducted and an assessment recommendation made, The aligned sssets corporate gazetteer will be fully integrated with local gazetteers from within both Connect and Control Works, to ensure that the Force has a single source of the truth, when it comes to location information. This is due to go live in August 2019.

E) **Duty Management System (DMS)** – This project will redesign duty management including planning of duties, shift-patterns, recording of overtime, sickness and absence, booking and recording of annual leave. The new DMS will provide enhanced self-service capability, so that employees can manage their own balances, automation of the overtime process and improved real-time reporting. The business case has been approved and the contract awarded to Crown Computing Ltd. Design and Implementation planning is underway, with go-live planned for June 2019.

Next Generation Enabling Services (NGES):

16. The next generation enabling services programme (NGES), was established to transform the Force's back office, support functions, to be increasingly more effective and efficient and has delivered a number of projects in year:

A) **ORACLE** – Implementation of the new Oracle Fusion and Cloud software, has now concluded across Finance, HR, Learning and Customer Services, which has improved capability, increased automation of back office activity and increased self-service for employees, line managers and suppliers.

- This project has redesigned the way locally delivered services are offered and created a first point of contact 'One-Stop-Shop', which enables customers to access all 'business as usual' services, through a single phone number and online portal via webchat, delivering a first contact resolution provision.

- The recruitment and on-boarding process has transitioned from a paper to a digital driven process, which has improved the candidate's experience of a more professional recruitment and on-boarding process, with greater visibility and control for hiring managers.

- It has also redesigned the way finance services are delivered, enabling the function to be more strategic and proactive, with improved financial reporting and workforce planning.

- A new IT&D Portal with webchat facility was also launched in the summer, providing a more efficient way of managing internal calls for IT support and self-help information.

B) **National uniform management service (NUMS)** - WMP has adopted NUMs, which has enabled officers to order the majority of their uniform and equipment through an online self-service system, with an improved customer experience, including faster delivery; ability to track orders; and real time information, about stock availability.

C) **Enabling IT (eOPAS)** – April 2018 saw the launch of an advanced Occupational Health system, which will allow better reporting, integration with the force's Outlook system and a consistent way of managing occupational health related issues, to keep officers available for Public Service.

D) Redesigning Detained Property – This project aims to create a more efficient and consistent approach to the management of Detained Property, Crime Filing and Tape Libraries, which also meets statutory requirements. This has seen the launch of two pilots in quarter 3 2018, along with the set-up of a centralised detained property store at a single location.

E) Enabling IT (Altair) - Implementation continues, with the new Pension system scheduled for delivery early in 2019.

People and Organisation Development (POD):

17. The aim of this project was to create a new People and Organisational Development (POD) function that delivers the WMP People Deal; transforming and modernising the existing HR function; introduction of a number of key capabilities, including the introduction of a new wellbeing service and a focus on Diversity and Inclusion. Delivery this year has focussed on:

A) Finalisation of the POD organisational structure - including the creation and recruitment to a new structure, which now addresses critical resourcing gaps, e.g. Resourcing, Workforce Planning, Employee Relations, Reward and Diversity & Inclusion.

B) A new Employee Assistance Programme (EAP) - has been implemented this year and provides all WMP employees with access to 'Be-Well', a 24/7 counselling service, as part of a wider 'People Deal' and Wellbeing offer.

C) A new Leadership, Talent and Performance (LTP) approach has also commenced, with the introduction of:

- Workshops to support new and existing leaders;

- A pilot to train coaches, which is now complete, with further recruitment of coaches underway;

- A series of continuous professional development events have taken place; and

- Work is also progressing to deliver enhanced performance management and talent frameworks; improve the induction process; and deliver the leadership promise, to ensure that talent is retained within the Force.

D) WMP conversations - A new approach to managing people and addressing/tracking performance across the force, began a phased roll out in April this year, commencing with the Senior Leaders cadre.

- WMP Conversations aims to bring the vision for WMP to life, in an open and transparent way, supporting career development; embedding equality, diversity & inclusion; and helping WMP to manage and retain its talent. Roll-out will continue in a phased manner, eventually reaching the whole Force.

E) Policy review – A full policy review has delivered in 2018 and associated documents have been significantly reduced and are now easily accessible in the 'My Services Portal'.

F) Operational Learning Review – A strategic review is currently underway across this function, along with a training needs analysis. This work is due to conclude early 2019.

G) Professional Education Qualification Framework for Policing (PEQF) - POD are also developing a business case for the implementation of the national PEQF, which formally recognises the professional roles in policing. WMP is collaborating with other regional forces to deliver this project, alongside a selected identified Higher Education Institute partner. A tendering exercise is in train and shortlisting and award are in final phases. This new qualification framework is due to go live in April 2019.

The Emergency Services Mobile Communication Programme (ESMCP):

18. This Home Office (HO) led national programme, will see all emergency services transition from Airwave (Tetra) radio technology, to the new Emergency Services Network (ESN). Whilst this project has been live during 2018, significant delays to the national timeline have limited progress, due to ongoing discussions between the HO and the key suppliers, Motorola and EE. A revised schedule from the HO is not due until Q1 2019.

19. Readiness activity has continued during the year and the project have successfully delivered a new, ESN-ready Integrated Communication Control System (ICCS) in June 2018.

Estates programme:

20. This programme has been commissioned this year and will build on the foundations of the previous estates strategy. The programme will support the delivery of a flexible and responsive police service, integrate more effectively with partners and provide a modern, agile and more efficient estate. The end state solution meets these ambitions in a way that will secure a more sustainable and efficient future and supports the maintenance of strong links with the local community.

21. The current focus of the Programme is:

- The design of a new Event Control Suite (ECS) in readiness for the Commonwealth games;

- The development of a logistics centre to consolidate a number of force-wide logistical processes and enable the release of leased properties;

- Design of smaller scale refurbishments of existing buildings;

- Work with partners around wider co-location opportunities; and

- Planning of new build, re-designs and larger refurbishments

Professional Standards Department (PSD) review:

22. PSD have redesigned its processes and operating model during 2018, to ensure that complaints and misconduct allegations are proportionately manage and investigated. This will:

- Reduce the length of time to investigate complaints;
- Promote the highest levels of professional behavior and values, helping staff make the right decisions, by learning from complaints and investigations and;
- Improve the experience of staff subject of complaint, ensuring a proportionate, timely, fair, consistent and transparent approach is taken to investigation of complaints

23. Teams within PSD have been restructured and new posts are currently being recruited to.

24. The review also includes a review of digital capability and the requirements for these systems are currently being drafted.

General Data Protection Regulations (GDPR):

25. A GDPR project was set-up to ensure the force's Data Protection [DP] framework complies with the new Data Protection Act [DPA], which is based on the GDPR. The Project delivered in May this year when the EU GDPR law came into regulation.

Fairness in Policing (FiP):

26. The FiP project aims to bridge the legitimacy gap externally amongst the communities that WMP serves and also internally amongst staff. The ambition is to integrate the principles of procedural justice and organisational justice into its work, improving confidence by ensuring that fairness, dignity, respect and transparency of decision making, is fully integrated into its processes and behaviours of our people.

27. The project has influenced and embedded the Fairness principles across a spectrum of Force areas during 2018 and will transition this work into BAU into 2019, as part of the Diversity and Inclusion agenda.

Force Heritage:

28. Mobilised in 2017, the Heritage Project was set-up with the remit to identify the future service offer for a WMP museum, including how and where it could be delivered. Delivery this year has focussed on:

- Development of a centralised Museum provision at Steelhouse Lane;
- Submission of a Heritage Lottery funding bid (Nov 2017) and subsequent award of funding, to support the scoping and development of the new Police museum, with a view to submitting the final part of the bid in March 2019; and
- Consulting with volunteers, schools and the public to develop the future service provision.

29. Over 10,000 people have been through the doors over the last 12 months, including 10 schools, allowing WMP to showcase its heritage and refine its offering to educate and engage young people with history and current policing messages such as online safety and road safety.

National Data Analytics Solution (NDAS):

30. Following confirmed approval from the Home Office in August, WMP, supported by Accenture, will act as the lead force to deliver the UK Law Enforcement National Analytics Solution (NAS). This aims to provide a shared national analytics capability for all 44 UK law enforcement agencies, to tackle the common issues that persist locally in each area, or those that occur across agency borders.

Commonwealth Games:

31. This Programme was mobilised following the successful award of the Commonwealth Games to Birmingham in 2022. Its focus is on the force's readiness to deliver the logistics around the event and ensure the right capabilities and functionalities are in place to deliver a successful games.

KNOWLEDGE TRANSFER (KT)

32. Skills augmentation and KT remain important elements of WMP's contractual arrangements with Accenture and a robust knowledge management plan has continued to be delivered during 2018, to complement the WMP 2020 transformation programme. Delivery this year has focussed on:

- **Project Specific knowledge** - which is transferred throughout the project, to support future delivery, integration, ongoing solution support and adoption. In 2018 this has included KT across the Oracle Fusion project and continues across DDI and Connect.

- **Portfolio knowledge transfer**- which has focussed this year around portfolio integration; Design thinking and Strategic planning.

33. Work continues to finalise the 2019 KT delivery plan.

ANNUAL BENEFITS REVIEW (ABR)

34. The ABR provided an assessment of the live benefit position as at the end of August. This was conducted in line with the Mid Term Financial Plan and provides a financial summary of the actual (and planned) cost and benefit position for the 'WMP2020 Programme'.

35. The financial summary (table 1) provides a breakdown of costs and benefits by individual programme. The 'WMP2020 Programme' includes a number of investment projects that enable benefit delivery across the wider portfolio for example Custody. Please note New Ways of Public Contact and the Estates Strategy are currently in development and have not come through formal governance, therefore the data does not relflect the anticipated costs and benefits for these

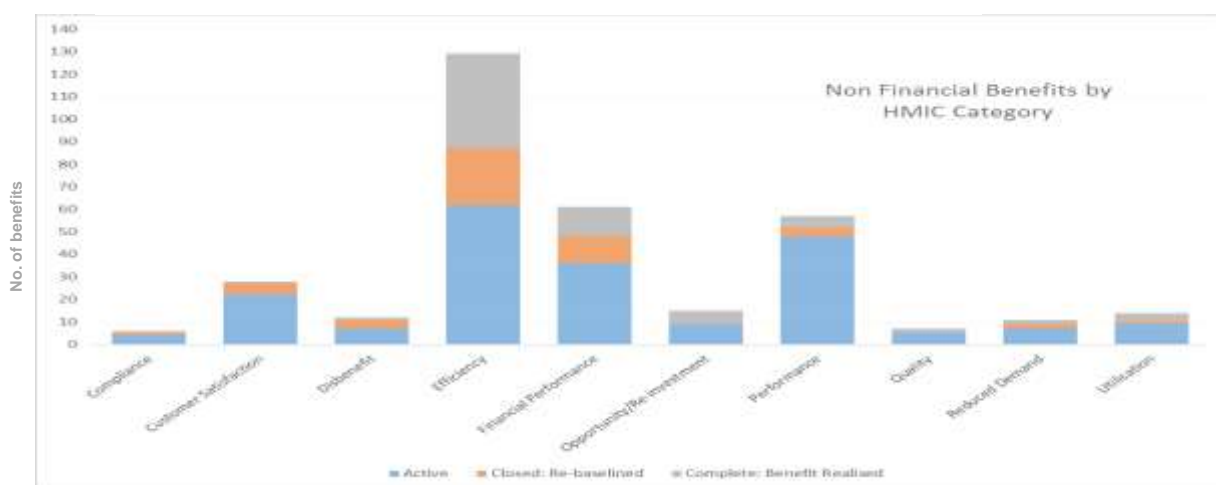| Programme	Capital £000	Total Revenue Cost £000	Total Cashable Benefits £000	Total Non-Cashable Benefits £000	Total Internal (WMP)Costs £000	Grand Total (Costs less Benefits) £000
Call to Response Infrastructure	5,446	20,271	(11,925)	0	2,132	15,923
NWo - Investigating	296	36,156	(32,477)	(7,258)	1,486	(1,796)
NWo - Responding	7,074	32,476	(4,271)	(29,847)	874	6,306
NGES	4,624	17,587	(93,927)	(37,856)	8,795	(100,777)
Our Data	8,766	59,947	(20,407)	(117,384)	6,782	(62,296)
Stand Alone	2,395	174,007	(134,780)	(12,164)	872	30,330
Closed - Other	1,913	83,777	(129,279)	(1,744)	3,148	(42,185)
Closed - TS1	911	5,736	(26,567)	(251,223)	2,051	(269,092)
Closed - NWoW	29,982	7,135	(13,320)	0	2	23,798
Closed - Custody	12,456	15,799				28,255
Totals	**73,863**	**452,891**	**(466,953)**	**(457,476)**	**26,142**	**(371,533)**

Table 1: Programme costs and benefits (financial period from 15/16 to 24/25).

36. A summary of programme financial benefits delivered since the commencement of the programme in 2015 to 31st March 2018, can be see in diagram 1 below.

Diagram 1: Programme financial benefits delivered to 31st March 2018.

Table 2. Summary of Non-financial benefits by HMIC category

37. Using a robust benefits process, the portfolio can monitor effectively the delivery of financial and non-financial benefits. A summary of non-financial benefits by HMIC category and by department can be seen in table 2 and table 3.

38. This year was predominantly aimed at embedding change and driving further benefits through the New Ways of Working Programmes, from the structural and technical changes provided earlier in the WMP 2020 Programme of Work.

39. Highlights of key deliverables for 2017/18 include:

NGES:

40. Following delivery of the final project deliverables and changes to enabling services, with the introduction to a new self-service portal and Oracle Fusion, as well as NUMs and other enabling IT projects (Occupational Health and Legal Case Management).

41. The programme facilitated the release of, in excess of 132 posts from across enabling services departments, managed through enhanced technology and process redesign. Alongside financial benefits this programme has delivered a number of non-financial benefits which include: improved staff satisfaction, service delivery improvements, through automated services for example: expenses, uniform and occupational health appointments. .
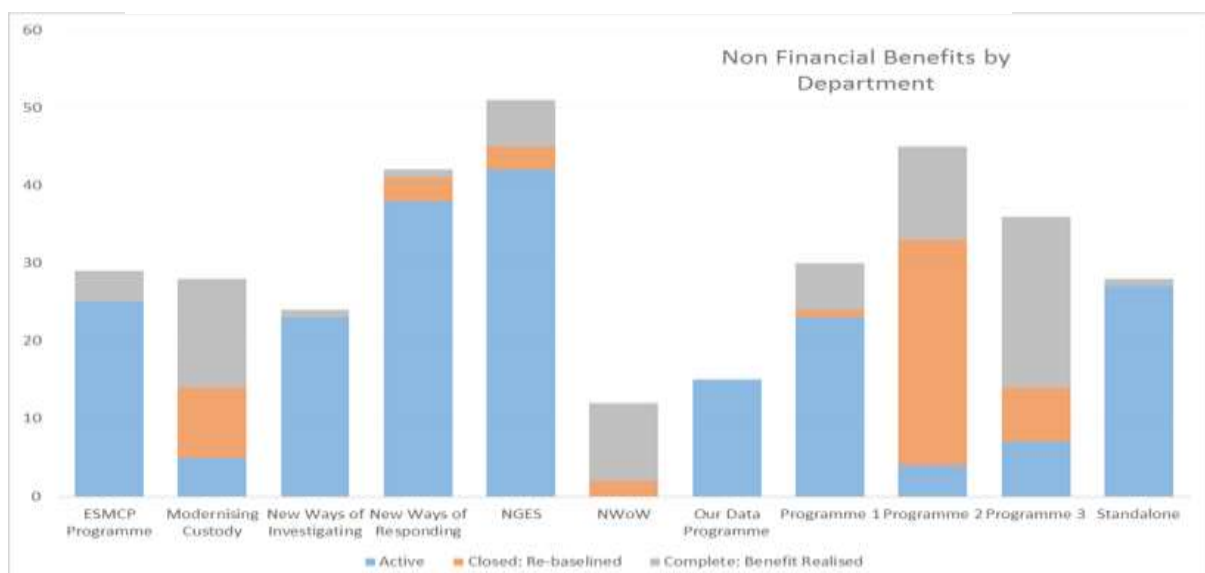
New Ways of Investigating (NWoI):

42. PPU Redesign – the business case for redesigning the way Public Protection operates was approved in May. The business redesign addressed the dual issues of increasing demand as well as complexity of investigations, which equated to an uplift in capacity equivalent to 100 police officers, whilst maintaining the current establishment.

43. CJS Redesign – now in implementation the end to end review of CJS internally within WMP; including a custody operating model refresh and an end to end case management redesign. Initial benefits have been identified and are planned for delivery in 2019.

New Ways of Responding (NWoR):

44. Mobile PNC, implemented in August, is currently being assessed to evidence the benefits identified in the business case. Data taken for September and October shows a considerable reduction in the number of calls to the service desk in Force Contact.

45. Banded Shift Pattern for Response, to align teams to demand went live in July and again is in a period of assessment to evidence the benefit the impact this new shift pattern has had on reducing time taken to respond to calls for service.

46. BWV Phase 2 has completed the role out of cameras to all neighbourhood officers the benefits are planned in to be delivered in the Autumn of 2019, however the performance measurement mechanisms are in place to assess realisation of benefits in line with CJS and Professional Standards.

Table 3. Summary of Non-financial Benefits by Programme.

Efficiency and effectiveness Reviews (EER)

47. Phase 1 was finalised in January and commenced implementation and is on track to deliver the agreed benefits of £3.5m by 31st March 2020. Areas in scope for phase 1 included Corporate Asset Management, Information Management Services and Operations as well as a thematic review of the forces Youth Crime Services.

48. Phase 2 outcomes were approved in September. Focus of phase 2 was predominantly on efficiency rather than cashable savings, however a further £1m of cashable savings were identified. Areas in scope for phase 2 included FCID, Intelligence and Forensics.

BEYOND 2020

49. WMP has seen eight years of rapid and significant change. The organisation is much smaller and financial resources have fallen by over 30%. The mission for Policing has expanded, at the same time as Police and partner capacity has fallen. The strain on Policing resources is becoming increasingly evident and the financial outlook for public services remains challenging.

50. The City of Culture and the Commonweath Games in 2022 are critical moments in the region's history. This will be being delivered against a backdrop of local, national and international uncertainties and challenges.

51. Global and digital changes are accelerating as WMP need to rise to these challenges and plan for the next 5 years, whilst building on the solid foundations of the forces vision, values and operating model. Completion of the 2020 vision will also have laid a solid technical infrastructure, enhanced critical operational capabilities and a more specialised workforce.

52. With the current phase of the WMP2020 transformation programme set to complete in 2020, work was initiated to highlight the trends that are most likely to impact policing during the next 5 years and consider the implications of these trends on WMP. The next phase of change could then be developed by identifying those 'building blocks,' which would best position the Force to thrive in the future and protect the people of the West Midlands, against emerging threats.

53. In considering these themes, the project sought to answer the following key questions:

   - What is the future of policing demand in 2025?

   - What capacity and capability will we need to deliver policing in 2025?

   - What future relationship do we want with partners?

   - What future relationship do we want with the communities of the West Midlands?

   - What are the key building blocks that could better position the force to adapt to the changing landscape?

54. Commencing in March 2018, Phase 1 involved an assessment of the political, economic, social, technological, legal, and environmental (PESTEL) trends that could affect the West Midlands by 2025 and consideration of the threats and opportunities that could arise if the trends intercept and collide. The project then considered which current capabilities, projects and partnerships will help WMP to adapt to these opportunities and threats. A hypothesis of 'building block' initiatives for WMP, that could further mitigate the threats and maximise the opportunities, was then identified.

55. Phase 2 focused on validating and prioritising the building blocks, via departmental workshops. This was then followed by prioritisation workshops, based on value to WMP and the citizens of the West Midlands and the deliverability of the building block.

56. Of the number of building blocks identified, 45 were determined to be of high-value and taken to Force Executive Team for the selection of their collective top ten priorities. These prioritised building blocks are now going through value assessment and will form part of the change and transformation programme throughout 2019 and beyond.

RECCOMMENDATION

The board is asked to note the above updates.

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