AGENDA ITEM   5

west midlands
police and crime
commissioner

Strategic Policing and Crime Board

Tuesday 23rd May 2023

Police and Crime Plan Priority:
Title: WMP Change Programme
Presented by: ACC Claire Bell

Purpose of paper

1.   The purpose of this report is to provide the Police and Crime Commissioner (PCC) and the Strategic Policing and Crime Board (SPCB) with assurance on matters pertaining to the planning, implementation and impact of the West Midlands Police Change Programme.

Background

2.   On 3rd April 2023 West Midlands Police (WMP) moved to a new operating model, introducing 7 Local Policing Areas (LPAs) each under the command of a Chief Superintendent. This is Phase 1 of the planned changes, with Phase 2 due to be completed by July 2023.

3.   Each LPA Commander now has authority and control of resources to meet local needs more effectively. This means that investigations, response, offender management and neighbourhood policing come together under one local command enabling WMP to meet the needs of the public better through improved engagement, enhanced understanding of local priorities and flexing our resources accordingly.

Benefits Realisation

4.   WMP is in the process of quantifying the full benefits of the change programme and these will be developed further in the coming months, as the changes are implemented, and phase 2 deliverables are also defined.

5.   However, the key performance benefits expected as a result of changes to the operating model include increasing arrests as well as improving response times and positive investigative outcomes. Table 1 overleaf shows the averages for the 22/23 performance year, and the 23/24 YTD position (up until 21/4/23).

Measure	22/23	23/24 YTD (until 21/4/23)
Daily Arrests	116	130
P1 median response time	16:30	15:57
P2 median response time	1:53:07	1:39:28
Domestic Abuse outcomes	3.2%	6.2%
Burglary outcomes	8.3%	8.6%
Vehicle crime outcomes	1.2%	1.6%
Robbery outcomes	10.8%	10.2%

Table 1 – Performance averages for 22/23 and 23/34 YTD

6. There are also broader measures that will be used to track organisational health and service delivery through existing force governance structures. These will be tracked both against the 22/23 baseline and where possible, the position against our Most Similar Group forces (MSG's).

7. In terms of the costs associated with the delivery of phase 1 of the change programme, these have been minimal and limited to either the movement of officers' work locations or additional overtime worked during the weekend preceding the phase 1 launch date in some LPAs. The costs of these items are still in part being collected and validated, but based on amounts agreed within the Design and Delivery Governance Board, the expected costs are presented in Table 2 below.

Design Area	Description	Expected Cost (£)
Local Policing Areas	Movement of officer locations for go-live	18,000
Local Policing Areas	Overtime to manage P6 and P3 logs	3,600
Local Investigations	Overtime to clear backlogs	5,000
Total for phase 1		**26,600**

Table 2 – Expected costs of Phase 1

8. The cost impacts of phase 2 and any additional work that will continue beyond this phase are in the early stages of development. Finance colleagues are working through the potential impact on a wide range of functions across the force. At this stage the nature of the likely costs can be categorised as follows:

- Modest growth in FTE in some areas to deliver an effective service to LPAs;
- Additional fleet, IT hardware and software and other equipment. Such requests will be reviewed in line with the overall strategy for fleet and IT; and
- Movement of work locations (physical move costs plus costs of excess travel).

Organisational Health

9. WMP recognises that with any change comes a risk during implementation of adverse impacts. In order to counter this, a new dashboard was developed within Business Insight that gives an overview in terms of the health of the organisation. This tool is in addition to broader dashboards already available which report on volumes of external contacts received and performance within Force Contact. The dashboard was developed to focus on areas that would come under new ownership on 3rd April, to support LPA leadership teams to understand if there were areas of the business that were making any step changes in terms of performance.

10. The dashboards have been well received by LPA leadership teams and work will continue with the LPA's to ensure they have sufficient performance information available to them in order to drive forward daily business and make effective resourcing decisions.

11. A key performance measure at go live was the volume of un-resourced incidents which were averaging approximately 1500. Since go live, these numbers have been continually reducing and now average around 1400 (as of 26/4/23).

12. Response times for P1 and P2 graded incidents were also tracked and as described in Table 1 above, both are showing positive reductions so far. Since the new operating model has gone live, Total Recorded Crime (TRC) has also remained stable. These measures indicate that the key processes and services that saw a change in ownership have not been impacted during transition to the new operating model. These as well as much broader measures will continue to be monitored, but early indications are that performance across key areas is improving.

Contact performance

13. Contact performance has improved during April 2023 for both emergency and non-emergency calls for service, when compared to April 2022 and the previous month.

999 PERFORMANCE

	Apr-22	Feb-23	Mar-23	Apr-23 (1st – 10th)
Demand	68,909	64,358	72,327	23,309
SLA Met	57%	87%	83%	91%
% Abandoned	7.2%	0.9%	1.2%	0.5%
% Abandoned After 10 Seconds	6.8%	0.6%	0.9%	0.2%
Average Time to Answer	00:00:29	00:00:12	00:00:14	00:00:07
Average Time to Abandon	00:01:48	00:01:05	00:01:13	00:00:36
Average Talk Time	00:03:51	00:04:11	00:04:10	00:04:07

- There has been a **10% increase in the SLA** compared to last month (a 60% increase from April 2022).
- The proportion of **abandoned calls** had **reduced by 58%** from last month (a 93% reduction from April 2022).
- The **average time to answer** has **halved compared to last month** (a reduction of 00:00:07).
- The **average time to abandon has reduced by 00:00:37** compared to last month.
- **Average talk time has reduced by 00:00:03** compared to last month.

Figure 1 - 999 Performance (1-10th April 2023)

101 PERFORMANCE

	Apr-22	Feb-23	Mar-23	Apr-23 (1st – 10th)
Demand	55,240	54,837	59,662	15,518
SLA Met	33%	27%	40%	65%
% Abandoned	47%	58%	37%	17%
% Abandoned After 10 Seconds	34%	43%	25%	10%
Average Time to Answer	00:12:56	00:22:33	00:10:20	00:03:24
Average Time to Abandon	00:11:52	00:14:17	00:09:06	00:05:08
Average Talk Time	00:07:17	00:07:24	00:07:02	00:06:48

- There has been a **63% increase in the SLA** compared to last month (a 97% increase from April 2022).
- The proportion of **abandoned calls has reduced by 54%** from last month (a 64% reduction from April 2022).
- The **average time to answer and abandon calls have decreased by 00:06:56 and 00:03:58 respectively** compared to last month.
- **Average talk time has reduced by 00:00:14** compared to last month.

Figure 2 - 101 performance 1-10th April 2023

LIVE CHAT PERFORMANCE

	Apr-22	Feb-23	Mar-23	Apr-23 (1st – 5th)
Requested Chats	14,490	16,974	14,336	1,821
Interactive Chats	9,693	6,145	6,840	1206
SLA Met	35%	13%	17%	53%
SLA Met (Inc. BOB-E)	68%	77%	75%	87%
Abandoned Chats	29%	61%	52%	29%
First Response Time	00:01:35	00:39:22	00:26:57	00:00:25
Resolution Time	00:11:00	00:18:06	00:17:32	00:13:58
Chat Concurrency	1.6	1.59	1.61	2.08

- The **SLA** has **increased by 213%** compared to last month (51% increase from April 2022).
- The proportion of **abandoned chats reduced by 44%** from last month (consistent with April 2022).
- The median **first response time has reduced by 00:26:32** from last month.
- The median **resolution time has reduced by 00:03:34** from last month.
- **Chat concurrency has increased by 29%** compared to last month.

Figure 3 - Live Chat Performance 1-5th April 2023
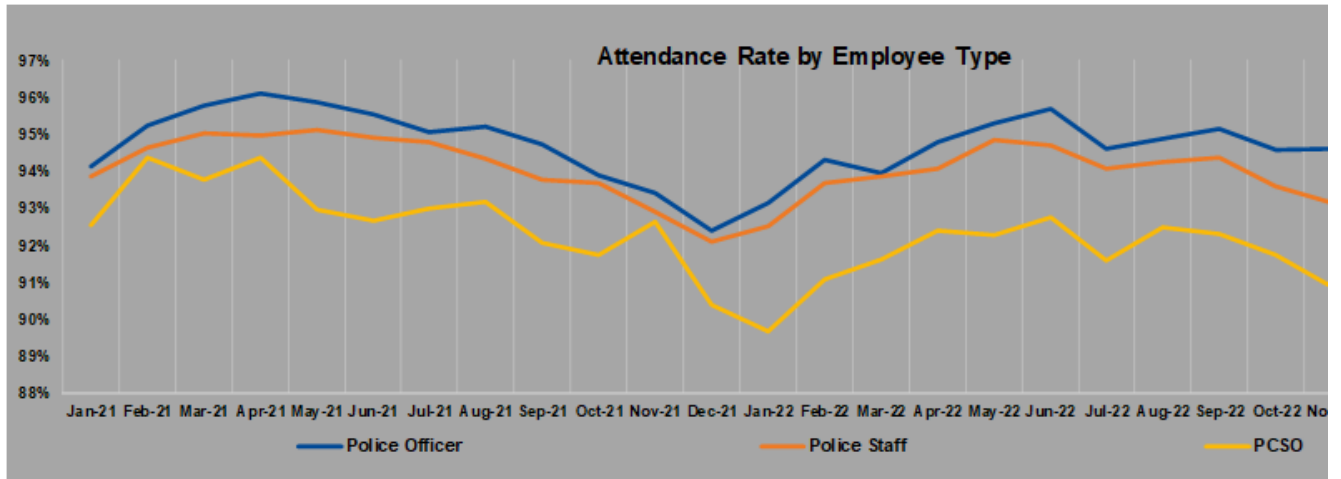
Sickness Absence

Figure 4 - Summary of attendance rate by employee type (police officer, police staff and PCSO)

14. Last year's force performance target for attendance was 97%. The graph above illustrates that overall, attendance increased slightly by 0.02% during March 2023, compared to February 2023. Attendance increased for police staff (0.2%) and decreased for PCSO's (-1.6%). Police officer attendance remained the same 94.9%.

15. In comparison to 12 months ago, attendance is higher overall by 0.5%. Attendance is higher for police officers (0.9%) but lower for police staff (0.02%) and PCSO's (2.5%).

16. When reviewing attendance since the beginning of 2023, the overall monthly attendance rates in January, February and March 2023 were above the respective

monthly rates in 2022. This holds true for police officers, whilst the rates for February 2023 and March 2023 were very slightly lower for police staff and PCSOs when compared to the respective monthly rates in 2022.

17. The Local Policing portfolio specifically reported a combined attendance rate of 93.5%, down slightly from 93.7% in March.

18. Looking at the reasons for absence, we have not seen any significant changes in the proportions of each absence reason over the last few months, when compared to the previous year.

Resignations and external transfers

19. Since implementation of the new operating model, there is no indication of an increased or decreased level of attrition across officers or staff. Attrition will continue to be monitored through the monthly Executive People report.

Appeals against postings and outcomes

20. In total, 49 appeals against postings were received, which represented an appeal rate of 1% against all postings.

21. Of these 49 appeals, 5 were withdrawn before the posting panel and therefore the Appeals Panel heard 44 appeals. Of these 44 appeals, 31 were upheld (70.5%) and a change of posting agreed. The majority of these were based upon location or personal circumstances that made a change of location difficult.

22. A summary of the outcomes are detailed below:

Appeal Reason	Total Number of Appeals	Upheld/change of posting	Not upheld	Percentage upheld
Location/Travel	15	7	8	46.7%
Medical Reasons/Restriction	7	7		100%
Personal Circumstances	10	9	1	90%
Systems Outdated	6	6		100%
Other e.g. skillset or future leaver	6	2	4	33.3%
Total	**44**	**31**	**13**	**70.5%**

Table 3 – Outcomes of appeals

23. Location appeals that were not upheld all came from officers where there had been no significant change to base/commute. The majority lived off the force area and were seeking a posting to a new LPA closer to home. However, it was agreed at the Posting Appeals Panel to look to facilitate these moves over the next 6-9 months using a combination of student officer postings, newly substantive officer postings and requested lateral moves to ensure resilience is maintained in each of the 7 LPAs.

24.   Equally where posting appeals were upheld and the posting required a change of LPA, the Appeals Panel attempted to swap officers in order to ensure that resources remain as equitable as possible across the 7 LPAs.

VIVUP and Occupational Health referrals;

25.   The number of employees using Vivup (the external employee assistance provider) for counselling support has decreased in 2023 (158) compared to the same period in 2022 (164). Table 4 below shows the number of employees accessing Vivup counselling support by employee group and compares 2023 data to 2022.

Table 4: Job role top 3

Role	2022	2023
Police Officer	93	95
Police Staff	62	46
PCSO	3	8

Table 4 – Job role top 3

26.   The above table illustrates that the number of police officers who have accessed the service has increased by just 2, compared to last year. The number of police staff who have accessed the service has decreased by 16, from 62 in 2022, to 46 in the year to date. The number of PCSO's who have accessed the service has increased by 5, from 3 in 2022 to 8 in the current year to date.

27.   The number of staff who have downloaded the CBT self-help workbook has increased by 59 in 2023 (276) compared to 2022 (208).

28.   Table 5 shows the top 5 causes for accessing Vivup support.

Theme	2022	2023
Anxiety	44	54
Depression and low mood	33	40
Stress	15	30
Health Anxiety	15	-
Bereavement	15	21
Sleep	-	21

Table 5 - Top 5 causes for accessing Vivup support

29.   Anxiety is the highest recorded reason why staff have accessed Vivup support, representing a slight increase of 10 when compared to 2022. Inability to sleep did not feature as a cause in 2022 but does appear as a trigger requiring support in 2023.

30.   It is important to note that in addition to the support provided by Vivup, additional wellbeing support has been put in place to help colleagues throughout the recent period of organisational change. In particular, stress resilience workshops have been commissioned for both senior leaders and staff.

Grievances and other HR processes

31. For the period 1 January 2023 to 31 March 2023 there have been 24 grievance submissions, none of which have arisen from the change programme. By comparison, 25 grievance submissions were received during the same period last year (2022). This will continue to be monitored over the coming months with the usual focus on informal resolution.

Evidence of changes to public satisfaction with service

32. Significant engagement has taken place with partners and communities in terms of explaining the new operating model and the associated benefits and feedback has been overwhelmingly positive to date. Force Contact currently operate a Contact Survey which highlights there are good levels of satisfaction with calls for service. In March 2023, there was a 7% increasing the proportion of individuals who would contact us again compared to the previous month. The longer-term impact of the new operating model on levels of public satisfaction will continue to be monitored.

Programme Plan

33. The Operating Model changes will take place in two phases, supported by an overarching programme structure. As described previously, significant work was undertaken as part of phase 1 in order to create 7 LPAs (incorporating functions of Responding, Investigation, Neighbourhood policing and Domestic Abuse offences) each under the command of a Chief Superintendent.

34. The programme plan incorporated a number of workstreams, supported by sprint plans for each area which were co-ordinated centrally to ensure any interdependencies were met.

35. Phase 1 has been received positively across the organisation and was supported by a Transition Team and Gold Group scheduled daily to ensure we were able to respond to any early issues as the changes were implemented. There were no major issues during the transition phase, but it was recognised that having this structure in place supported the smooth transition that had been aspired to during the design phase.

36. Phase 2 is anticipated to be complete by July 2023 and includes the below elements
    - Changes to investigation pathways as described later in this report
    - Growing the Guardian Task Force – Focussed on reducing Serious Youth Violence
    - Embedding Local Intelligence Teams within LPAs
    - Opening of new Custody Blocks
    - LPA Boundary Alignment to Local Authority wards following changes
    - Resource uplift to Operational Support Group (OSU), Drones capability & Cannabis Disposal Team
    - Review of shared services capability including H&S provision

37. Workstream leads are in place for all of the above and they are supported where required with central project support. The exact timeline for delivery of the above

projects is still being finalised, but it is anticipated that the projects will finalise at different points during the coming months.

38. Risks and Issues have been monitored, considered, accepted or mitigated during the change programme through the Governance Structure at both the Design & Delivery and Strategic Boards.

Key Updates

Changes to Custody provision

39. As of 2nd May 2023 Bloxwich and Stechford custody were re-opened. The addition of two custody facilities is in support of the new local policing model.

40. The sites were selected following geo-spatial analysis of response incidents and consultation with LPA commanders. As existing 'standby sites', Bloxwich and Stechford offered additional custody provision at minimal cost and time to launch. It is expected that the two additional custody suites will have a positive impact by reducing travel times for LPA officers relating to prisoner transportation, thus improving the responsiveness of WMP to local need.

41. The new estate model will be accompanied by a new staffing model, with the 68 Custody Officer Assistant roles being phased out to make way for an increase in Detention Escort Officer roles from 123 to 150. The broader skill-set of the DEO role, combined with a reduction in cell-capacity at Perry Barr and Oldbury, will enable the opening of the additional sites at the same time as securing a budget saving of £1m. Overall cell capacity will remain the same.

42. Key partners such as Mountain Healthcare have already made the necessary changes to support the new operating model and other custody partners are in the process of redesigning services in support of the new model.

Change to Contact

43. The Force Contact Optimisation Project was established in Q3 2022/23 to improve performance related to 999 call handling. A review was undertaken by Accenture which led to a detailed improvement plan focussed on 5 strategic themes;

- Improving the User Experience
- Resourcing
- Technical Enhancements
- Performance Management and
- Policy

44. A project structure is in place with Gold oversight at Chief Officer level and led by a Chief Superintendent. In Q4 2022/23 101 service development was also included within the improvement plan.

45. The outcomes from the project have contributed to an improvement in 999 and 100 service and performance including significant progress against most similar forces.

Rank	Police Force	999 Calls Answered in Under 10s	Total Calls
1	Greater Manchester Police	89.5%	43292
2	Avon and Somerset Constabulary	88.7%	23402
3	Lincolnshire Police	88.4%	7642
4	Nottinghamshire Police	87.6%	15673
5	Cumbria Constabulary	87.5%	4971
6	Cheshire Constabulary	86.7%	11226
7	Norfolk Constabulary	86.6%	9060
8	Cleveland Police	86.2%	8590
9	West Yorkshire Police	85.8%	36998
10	Leicestershire Police	84.1%	15860
11	Northamptonshire Police	83.8%	10707
12	Thames Valley Police	83.5%	26965
13	Dyfed-Powys Police	83.4%	4438
14	West Midlands police	82.8%	60289
15	South Yorkshire Police	82.8%	20865
16	Hampshire Constabulary	82.2%	21316
17	Staffordshire Police	82.1%	17163
18	North Wales Police	81.2%	7961
19	West Mercia Police	81.1%	12488
20	South Wales Police	80.9%	17540
21	Police Service of Northern Ireland	80.7%	16124
22	Essex Police	80.4%	22853
23	Cambridgeshire Constabulary	80.4%	10770
24	Lancashire Constabulary	80.3%	21794
25	Police Scotland	80.2%	57597
26	Humberside Police	80.0%	12046
27	Hertfordshire Constabulary	79.4%	13237
28	Devon & Cornwall Police	78.7%	21340
29	Suffolk Constabulary	78.0%	8758
30	Sussex Police	77.4%	20520
31	Derbyshire Constabulary	77.4%	13286
32	Gwent Police	76.9%	7068
33	Warwickshire Police	76.8%	7236
34	Kent Police	76.3%	22771
35	Dorset Police	74.4%	10162
36	Merseyside Police	72.1%	20691
37	Northumbria Police	71.4%	21858
38	Wiltshire Police	71.4%	7016
39	Metropolitan Police Service	71.0%	164072
40	Surrey Police	69.5%	12015
41	Durham Constabulary	67.9%	7643
42	Gloucestershire Constabulary	65.0%	6835
43	North Yorkshire Police	64.4%	7953
44	Bedfordshire Police	56.6%	9320

Feb-23 MSG Comparison (999 Call Volume and % Answered within 10s for GMP, WYP, WMP, PS, MP)

Ranking Over Time (Feb-22, May-22, Aug-22, Nov-22, Feb-23 for WMP, GMP, WYP, MP, PS)

- In February 2023, WMP **ranked 14th in the national 999 league table**, with 83% of emergency calls answered within 10 seconds.
- During this period, WMP **received the second highest volume of calls** (60,289) and answered a greater volume of 999 calls in 10 seconds (49,928) than 41 other forces received in totality.
- In order **to have ranked in the top quartile** in February, WMP would have **needed to answer an additional 1.1%** of 999 calls within 10 seconds (**around 660 calls**).
- In order **to have ranked highest in the MSG** in February, WMP would have **needed to answer an additional 6.8%** of 999 calls within 10 seconds (**around 4,100 calls**).

Figure 5 – 999 National comparison data

46. Highlights of delivery include

- Establishment of the Force Contact Bank Scheme to support call handling at peak times with 531 staff signed up and 260 staff trained and able to take calls.

- Development of a Repeat Callers Policy to better manage calls for service where additional intervention or partnership referrals are required

- Creation of a dedicated line for West Midlands Ambulance Service to contact WMP as our most frequent caller

- Increased establishment in Contact Handling by 66 FTE supported by accelerated recruitment

- Temporary secondment of trained police officers in Contact Handling to bridge the gap whilst new recruits are trained

- Inclusion of Contact Handling training for new police recruits through the IPOC programme

- Removal of unused internal voicemail accounts and updates of the internal phone directory to allow easier access to the relevant officer/member of staff

- Redesign of Interactive Voice Response when contacting 101 to provide a better customer experience

- Triage and prioritisation of 101 calls

- Creation of a dedicated Domestic Abuse Desk within PPU

47. The future redesign of the department is co-ordinated through the Next Generation Force Contact project. The proposals are subject to formal consultation with affected police staff and the recognised trade unions (see HR and legal implications further below for more detail) but the scope of the project is aimed at continued service

improvement to contact handling and enhancing the capability of WMP to respond to major and critical incidents. Force Contact are planning to introduce a Vulnerability Hub to provide an enhanced service to those with greatest need. This will include an enhanced focus on hate crime, mental health and missing persons embedding the regional approach to 'Right Care, Right Person'.

48. As from 03 April 2023 WMP has introduced the role of Force Duty Manager to provide senior leadership on a 24-hour basis in support of Gold command. The role is based within Force Contact and the post holders will provide daily leadership to operational staff and command and control in response to major or critical incidents. The Force Duty Managers are supported by a team of Inspectors and Sergeants who are trained Tactical Firearms Commanders and are experienced with multi agency command and pursuit management.

The creation of a single Birmingham Neighbourhood Policing Area

49. The creation of a single Birmingham LPA is a significant step forward in the history of the WMP. This merging of the Birmingham Neighbourhood Policing Units for West and East of the City, along with most of the CID and all Response units, brings together the core elements of policing under one command for the first time. Previously, neighbourhood policing was divided into two large units across two halves of the city and CID and Response were corporate departments working across the Force geography. The restructure will allow the police service to work more effectively for the people of Birmingham, with a greater focus on what matters to local people.

50. The new Birmingham Senior Leadership Team (SLT) is made up of one Chief Superintendent, four Superintendents and eight Chief Inspectors. There are four broad portfolios, each headed up by one of the Superintendents, namely Local Policing, Proactive Crime, Investigation, and Response. All the SLT are committed to ensuring that each of the elements of policing described work together to make our policing service work for the people of Birmingham.

51. One of the key aspects of the new policing area is the movement towards greater omni-competence. This means that Response officers and Neighbourhood teams will develop their investigation and case handling skills. This will enable officers to be more flexible and dynamic in their approach to local issues, and help to build a more consistently located resource.

52. The initial transition has been positive, with stability being seen in the management of meeting demand without calling on wider force support. This is a positive sign for the future, and shows that the changes are being managed effectively.

53. Another significant advantage of having one Birmingham command is that the structure of the policing function across the city will be coterminous with our partners. This is a critical advantage for when we work on a range of issues, including significant areas such as "Community Safety" and also for protecting children and vulnerable people. It is hoped that the new arrangements will help us maximise our joint endeavour with local partners, and make Birmingham a safer place to live in and visit.

Impact on the WMP Estates Programme

54. The Estates Programme of work continues to be influenced by the force's operating model, following the overarching strategic principles to provide a fit-for-purpose estate to meet operational demand, integrating more effectively with partners.

55. Specific changes to the operating model have been accommodated within the existing buildings portfolio, and detailed work continues to achieve cost-effective solutions for future planned Change Programme milestones.

Crime Pathways

56. During Phase 1 of the new operating model design, some proposals were made in relation to how the force would reconfigure crime pathways. This will include some Domestic Abuse (DA) offences being investigated by Local CID teams on LPAs. The detail of this work is subject to ongoing design and consultation towards an anticipated implementation date of June/July 2023.

Domestic Abuse

57. All DA Crimes will still be reviewed by the PPU Review and Allocation function ensuring that risk gradings are reviewed and checked for compliance and accuracy.

58. It is proposed to use a set remit for allocation of DA related crimes as part of the new operating model design. The PPU Review and Allocation Team will allocate the investigations to be progressed by either the LPA crime teams (or prisoner handling team where appropriate), or to the PPU investigation team for secondary investigation.

59. PPU will retain (subject to Phase 2 design work taking place between April and June 2023)

   - all DA Crimes that have been graded using the DARA toolkit as high risk
   - all DA Stalking cases
   - all DA crimes recorded as a Section 20 or above offences against the person (Act)
   - any offence where the victim has been recorded more than 3 times in the last 12 months in a DA crime
   - any offence where the suspect is a serial perpetrator of DA

60. The Safeguarding team will now be line managed by one of three geographical PPU DCIs as opposed to one central function. The Safeguarding team will continue to support all high risk graded cases. All outstanding suspects that are ready for arrest will be supported by the PPU Outstanding Suspect Locate teams and function.

61. The Civil Interventions team will remain as a PPU function but will support all investigations regardless of the team who are carrying out the investigation. This will include LPAs in the future.

Crime Allocation based on 2022 FCID owned Crime Reports

62. FCID investigated over 203,000 crime reports in 2022, across 401 offence types. With the creation of LPA investigations, a significant proportion of crime is now reallocated to LPA resources. Crime based on 2022 FCID total crime being reallocated to the new structure, would realign the investigation of crime as below:
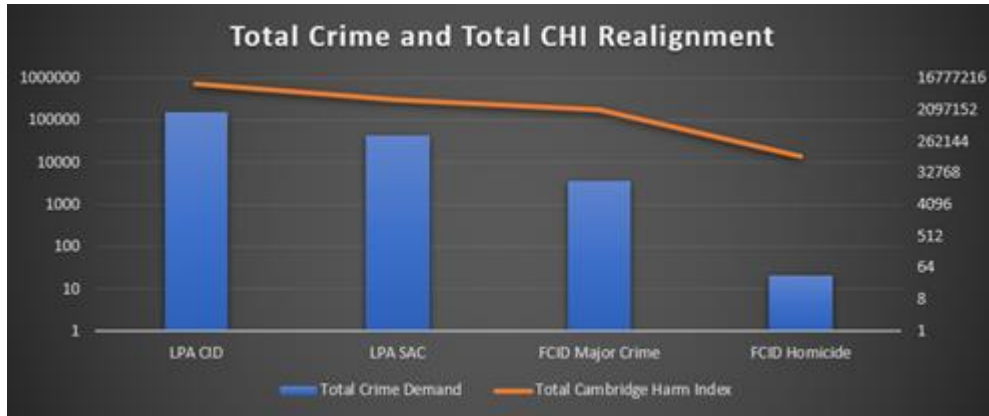

Figure 6 – FCID Total crime reallocation in new model

63. This aligns 98% of FCID total crime to Local Policing Areas and 87% of total harm as per the Cambridge Harm Index score (CHI).

64. Local NH teams will also own specific community-based crimes such as Criminal Damage, TFMV and Theft. This would reduce demand on LPA CID staff by 16% of total crime for just 1% CHI risk. (Subject to offences attributed to officers).

65. Initial analysis suggests that response ownership of reports would approximate to 30 reports per year for each response officer or less if split further between LPA NHT resource. LPA CID and neighbourhood crime would therefore own 82% Demand and 87% CHI risk.

66. Phase 2 of the change programme will see a proportion of Domestic Abuse cases allocated to LPAs.

To Be Crime Continuum

67. The below illustrates broad offence categories that were investigated by Force CID in the whole of 2022 and where in the new operating model they will be allocated to.
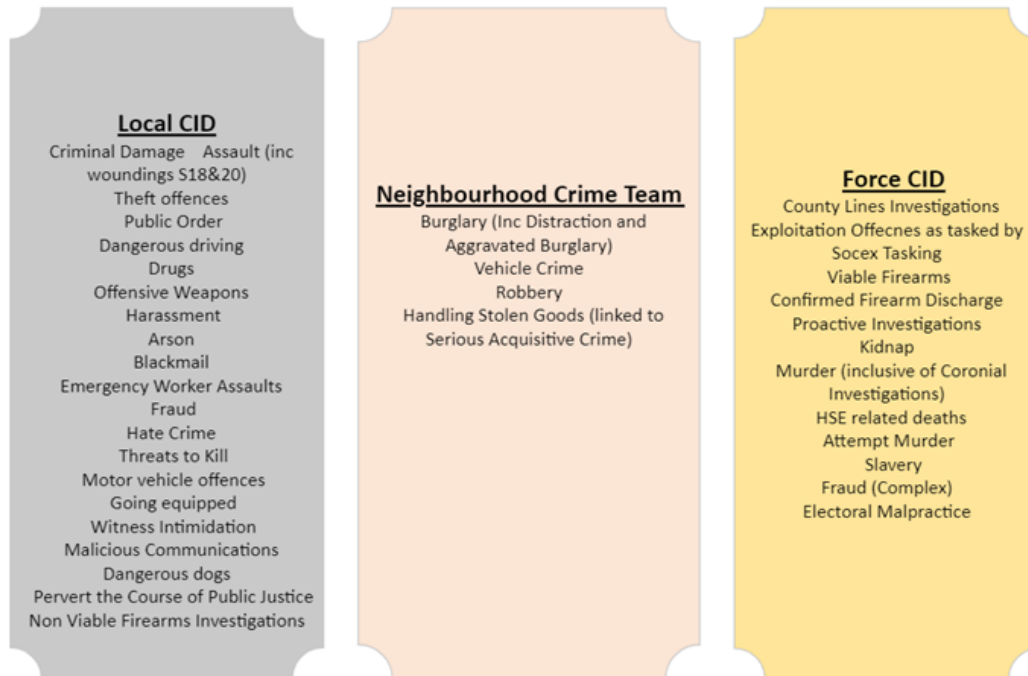

Local CID
Criminal Damage   Assault (inc woundings S18&20)
Theft offences
Public Order
Dangerous driving
Drugs
Offensive Weapons
Harassment
Arson
Blackmail
Emergency Worker Assaults
Fraud
Hate Crime
Threats to Kill
Motor vehicle offences
Going equipped
Witness Intimidation
Malicious Communications
Dangerous dogs
Pervert the Course of Public Justice
Non Viable Firearms Investigations

Neighbourhood Crime Team
Burglary (Inc Distraction and Aggravated Burglary)
Vehicle Crime
Robbery
Handling Stolen Goods (linked to Serious Acquisitive Crime)

Force CID
County Lines Investigations
Exploitation Offecnes as tasked by Socex Tasking
Viable Firearms
Confirmed Firearm Discharge
Proactive Investigations
Kidnap
Murder (inclusive of Coronial Investigations)
HSE related deaths
Attempt Murder
Slavery
Fraud (Complex)
Electoral Malpractice

Figure 7 – FCID Categorisation pre and post change

Financial Implications

68. The known implementation costs are described in the benefits realisation section and have been funded via in year underspends. It is too early to provide a net cost of the change programme; however, Finance colleagues are working through the costs and benefits of each element of the change programme with department heads. This work is expected to continue until at least the end of the first quarter after which a more complete view of costs and benefits will be established.

69. The 2023/24 budgets have been amended to reflect the new operating model and particularly the impacts on LPAs where Response and Force CID resources are now included in LPA resources. For the first phase all budgets have been moved either on a 'lift and shift' basis or based on intelligence and demand data. It is acknowledged that this will require iterative reviews as the model embeds.

70. The impacts for the Medium-Term Financial Plan (MTFP) are also being worked through as we meet with budget holders to determine the impacts of the new model. The MTFP impacts are expected to stem from a wider review of capital requirements in relation to the force estate, fleet and IT & D. These requirements will feed through the relevant Governance Boards before any decisions are made in relation to these strategic implications.

Legal Implications

71. The relevant internal processes and statutory provisions have been complied with for all proposals for change, particularly those impacting police staff. These include:

- Criminal Justice restructure
- Implementation of Local Policing operating model
- Proposed changes to Force Contact operating model

72. Appropriate consultation with the recognised trade unions and affected police staff has been carried out in accordance with S188 of The Trade Union Act 2016, Employments Rights Act 1996 and the Equality Act 2010.

73. Any change in Police Officer postings are governed by Regulations 22 the Police Regulations 2003 whereby Police Officers must be provided with 3 months' notice of rest days and the start and end times of their tour of duty.

74. Each change process is running to its own timetable with support and oversight from the relevant HR Business Partner.

75. All change processes are subject to the Equality Analysis process at proposal development stage.

76. Within Intelligence, Employee Relations (HR), IT & D and Corporate Comms, transitional arrangements were put in place to support the Local Policing Areas (LPA's) by introducing single points of contact (SPOCs) with permanent changes being subject to formal consultation.

77. The board is asked to note the contents of this report.

Author(s): **C/Supt Kim Madill**

Job Title: **Chief Superintendent - Change**