



west midlands
police and crime
commissioner

STRATEGIC POLICING AND CRIME BOARD

30 April 2013

WEST MIDLANDS POLICE CURRENT CHANGE PROGRAMMES AND PROGRESS

PURPOSE OF REPORT

1. This paper seeks to provide the Board with an update on the delivery of the West Midlands Police change portfolio, as governed by the Organisational Change Programme Board (OCPB), and progress towards delivering the West Midlands Police Operating Model as detailed within the Police and Crime Plan.

BACKGROUND

2. In April 2010 West Midlands Police restructured through Programme Paragon, a significant structural change that brought Local Policing Units in line with partners geographical areas, increased corporacy and equitability and improved service delivery whilst making some pre-emptive financial savings prior to the Comprehensive Spending Review.

Programme Paragon placed the Force in a stronger position to begin to challenge the structures, processes, cultures and behaviours that were needed in order to meet the £126 million budget reduction set by the CSR. A number of change projects and areas of work were applied in order to meet this reduction:

- Continuous Improvement Programme – A lean systems programme to increase efficiency through process changes
- Priority Based Budgeting Programme to understand all of our service levels and challenge how we deliver these services in the future
- Major Programmes of work on Contact Management, Business Services and Criminal Justice to improve service and reduce cost
- Examining our infrastructure to make improvements whilst achieving better value

Significant financial savings have been realised across West Midlands Police and have largely been managed through the formation of Business Transformation, a department that professionalises change management, ensures change is evidence based and monitors benefits realisation.

3. West Midlands Police is now delivering a change portfolio of programmes and projects in order to deliver invest to save programmes and force transition / transformation projects.
4. The force change portfolio is owned and governed by the OCPB which is Chaired by the Deputy Chief Constable and attended by Command Team members.

THE STATUS OF CURRENT CHANGE PROGRAMMES

Strategic Programme	Status
Business Support (Shared Services)	This programme has successfully delivered a centralised Shared Service to Lloyd House reducing Shared Service staff numbers from 790 to 267. The Shared Service self service portal will be delivered in April 2013. Shared Service phase 3 will be implemented to review the current service provision levels throughout 2013 to ensure they meet the needs of the force.
5Ci	<p>This programme remains on target to deliver two Contact Hubs in September 2013.</p> <p>The Programme Team continue to be actively engaged with the Unions and Federation in relation to ensuring the workforce are appropriately supported and represented in managing the Human Resource issues associated with this programme.</p>
Criminal Justice Services (CJS) and Custody	<p>A portfolio of activity is being delivered for CJS, the major programme within this is Custody New Build. Two sites have been selected to deliver centralised custody facilities in Perry Bar (Central) and Oldbury (Western). Projected completion date for this programme is April 2015.</p> <p>Digital Interview Recording (DIR) is in the final stages of procurement and the DIR solution is on target to be delivered within this financial year.</p>
Priority Based Budgets (PBB)	<p>PBB 3 is now complete and the £7 million financial benefits from this programme have been realised and this has been closed down as a formal project. Residual issues from PBB 3 are being managed through the Corporate Portfolio Management Office with the oversight of the Director of Finance David Wilkin.</p> <p>The financial benefits realised from PBB1, PBB2 and PBB3 totals £48 million. The PBB programme has delivered wider significant benefits in relation to efficiencies within business processes and baselined service levels.</p>
New Ways of Working	NWoW will draw together the benefits from a number of areas of work such as the Estates Strategy and agile working. Early planning has commenced and recruitment of an NWoW team will be complete in early May.

DELIVERY OF WEST MIDLANDS POLICE OPERATING MODEL

5. Significant engagement has taken place across the force in order to ensure the developing portfolio to deliver the Operating Models is driven by professional innovation and ideas for development providing legitimacy to the portfolio and encouraging practitioner led development to the services we provide.
6. The Business Transformation function, situated within the Organisation and Service Development Department (OSD), has commenced work to identify the portfolio of work required to deliver the Operating Model.

FINANCIAL IMPLICATIONS

7. All benefits delivered by the current change programme and all future activity are closely tracked within Business Transformation to ensure they are delivered.

LEGAL IMPLICATIONS

8. None

RECOMMENDATIONS

9. The Board is asked to note the contents of the report

Deputy Chief Constable David Thompson

