



**STRATEGIC POLICING AND CRIME BOARD**  
**2 July 2013**

**Deputy Chief Constable Portfolio Update**

**PURPOSE OF REPORT**

1. This report provides members of the Strategic Police and Crime Board with an overview of the Deputy Chief Constable's portfolio, which has been in place in its current format since May 2013.

**SCOPE OF THE PORTFOLIO**

2. The Deputy Chief Constable's portfolio consists of the following areas:
  - Organisational Change
  - Organisation and Service Development
  - Corporate Communications
  - Legal Services
  - Development of Strategic Partnerships

The role of the Deputy Chief Constable is to ensure the effective coordination of force efforts, that force performance is delivered and reputational risks are managed.

**Organisational Change**

3. West Midlands Police is now delivering a series 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 Organisational Change Programme Board (OCPB) which is chaired by the Deputy Chief Constable and attended by Command Team members. They oversee major change and commissioning ensuring that resources are used effectively.

## Status of Current & Proposed Programmes

Strategic Programme	Status
5Ci	This programme remains on target to deliver the non emergency hubs as scheduled with associated benefits. Scoping work is underway on further areas of business to realise future benefits for the force.
Shared Service Centre	The Shared Service Portal was delivered in April 2013 as scheduled. Residual ICT elements remain on target for completion. Scoping work is underway on further areas of business to realise future benefits for the force.
Criminal Justice Services	The portfolio of activity being delivered for CJS includes the custody new build and dependant custody decommissioning work and DIR. Projected completion is still on target for April 2015.
Innovation & Integration Partner	<ol style="list-style-type: none"> <li>1. Following the election of the West Midlands Police and Crime Commissioner (PCC) on 22nd November 2012, the decision was taken to terminate the Business Partnering for Police (BPP) programme.</li> <li>2. The PCC subsequently asked the Chief Constable (CC) to establish a "Task Force" to conduct a short exercise to explore ways in which the Force can innovate and offer a better service to the public; on the basis that core services involving the exercise of police powers and staff supporting such services are carried out by officers and staff under the direction and control of the CC.</li> <li>3. Between December 2012 and March 2013, the Task Force assisted by KPMG, conducted a capability and capacity assessment of our business change and ICT functions. The conclusion was that in order to meet the Force's operational and financial challenges, it should look to procure an Innovation and Integration Partner (IIP) who would assist the Force with: the design of a new operating model, the development of a new change programme including a roadmap for new technology, and where appropriate, the procurement, implementation and management of solutions to deliver long-term radical change.</li> <li>4. The Task Force is currently developing a procurement strategy including a specification for the supplier market and evaluation criteria, which is expected to be available to the PCC and Chief Constable during July.</li> </ol>
Service Transformation Team	<ul style="list-style-type: none"> <li>• Commenced programmes of work focusing on PPU and Investigation in May 2013</li> <li>• Two teams established to lead these work streams</li> <li>• Work scheduled to establish new ways of working by the</li> </ul>

	<p>23rd December 2013</p> <ul style="list-style-type: none"> <li>• Focus on service delivery</li> <li>• Extensive stakeholder engagement taking place</li> <li>• The PPU programme will embed a partner into the Business Case Process and beyond</li> </ul>
New Ways of Working	Recruitment of a team of individuals to document the business benefits to include the Estates strategy and agile working is completed. Work is now underway to document these for approval.
Target Operating Model	<p>Work is being developed around ‘what works’ and predictive opportunities to better manage demand focussed around the critical elements of crime prevention theory; victim, location and offender; vulnerability is added as an additional ingredient.</p> <p>Customer Journey – Considerable work has been done to understand the customers perspective, where the customer is seen as the victim, the witness and the information seeker to improve their experience. It is likely that this work will be incorporated into the victim element of the operating model.</p> <p>Information Programme – Work is being developed to improve the collection and subsequent exploitation of information.</p> <p>People and Skills – This work stream is being reviewed as the delivery model emerges to ensure skills match our needs</p>

## Organisation and Service Development

### *Performance Management*

5. This business area is split into three distinct functions: *Performance Analysis & Reporting, Audit & Compliance* and *Performance Improvement* with an establishment of 4 police officers (3 are restricted) and 12.6 Full Time Equivalent (FTE) police staff, who are overseen by the Force Crime Registrar.
6. *Performance Analysis & Reporting* – identifies performance risk for the organisation and maintains both Signals from Noise (SFN) and the Performance Portal, producing strategic performance documents for the PCC’s Office and associated strategic boards. OSD manages the business of the Force Leadership Conference (FLC) agenda and provides performance inputs to Strategic and Tactical Tasking, the Investigation to Justice Board and the Crime Managers meeting plus a number of the Force Task and Finish Groups.
7. *Audit & Compliance* – checks risk and ensures the organisation is compliant with Home Office Counting Rules (HOCR) and National Standards of Incident Recording (NSIR). There is a 12 month audit plan in place, which has been signed off by the Deputy Chief Constable, supported through the production of a monthly report, offering each LPU an

audit health check. There is a focus on specific thematic crime types including No Crimes and Community Resolutions.

8. *Performance Improvement* – delivers the quarterly performance reviews (QPR), which previously looked at LPU service delivery and performance against milestones, however there has been a change of emphasis to look at thematic areas such as; Public Protection, Guns & Gangs, Integrated Offender Management (IOM) and Neighbourhood Policing (NHP). There is a 12 month work plan, which has been agreed by Command Team. This section is also looking to develop a *Peer Review* methodology for the wider organisation to assist with deeper dive reviews.

### *Strategic Planning and Research*

9. The business area consists of 5 police officers and 12.9 full time equivalent (FTE) police staff totalling 17.9 FTE and deals with force governance support, research and the ongoing development of local service delivery. The area is overseen by the Strategic Planning Manager.
10. *Planning and Policy* – covers governance support which includes the management of the strategic planning process, horizon scanning, liaison with Her Majesty's Inspectorate of Constabulary, managing the policy development process and providing information to the Police and Crime Commissioners Office.
11. *Projects and Research* - covers managing the gathering of data and information from internal and external research such as Feeling the Difference, Contact Counts and projects with universities which are then evaluated to deliver organisational improvements
12. *Service Delivery Support* - covers providing Local Policing Units and Departments with evidence based learning from national and local innovation such as the results of HMIC inspections and Quarterly Performance Reviews (QPRs) to improve the delivery of policing services.

### **Corporate Communications**

13. Corporate Communications Department (CCD) aim is to support the force in serving our communities and protecting them from harm. We do this through effective communications and engagement to enhance the reputation of the force and help build pride in our police.
14. CCD was part of the first PBB process which led to a reduction in staffing and costs and centralisation of the service at Lloyd House. Four teams were created – Operational (Press Office), Territorial, Organisational and Digital Services. PBB also led to the appointment of the first non-police officer professional head.
15. The department contributes to the overall sense of satisfaction with the police service, and can show increasing success through areas such as social media and the website which have grown strongly. Marketing campaigns are evaluated through, in a recent domestic abuse campaign for example, by recording significant increases in reports from the public.
16. CCD works across the LPUs providing local communications support; through the press office for the media both reactively and increasingly pro-actively often via our

own networks and across the force and corporate departments on internal communications on important areas like New Ways of Working and the future of our estates. The digital team support this work.

17. Since the introduction of the PCC, CCD has helped to support the office on a number of areas and has worked closely on many external messages and potentially controversial issues. We meet formally every week but often have contact daily where appropriate.
18. CCD has overseen a massive rise in social media usage. In the last year, for example, the main WMP Twitter feed has risen some 66% to more than 75,000 followers. We've encouraged officers and staff to tweet good news and updates from across the force to engage our communities. We now have over 170 accounts with 300,000 followers in total.
19. The police website is undergoing a fundamental makeover and will be re-launched later in the summer with the aim of being the best police website in the UK. Already successful, often reaching a million viewers a month, the new site will be fit for the future and will be adaptable for perfect viewing on tablets and mobiles which accounts for more than 70% of our traffic.

## **Legal Services**

20. The Staffordshire and West Midlands Joint Legal Services Department was the first of the collaborative arrangements between the two forces to come into being. The collaboration has now been in existence for 18 months having been approved by the respective Police Authorities and Chief Constables in December 2011.
21. The department has an approved establishment of 25 members of staff (although currently carrying some vacancies). The majority of the function is based in the Birmingham office where specialist expertise in terms of employment, commercial and civil litigation resides. The department continues to ensure a presence in Staffordshire where 2 members of staff are based. Lawyers based in Staffordshire focus more on the operational advice required by the force.
22. The Legal Services Department provides a wide range of legal support and is broadly divided into three sections:
23. *Civil litigation* which includes malfeasance claims against the Chief Constable. This work is currently undertaken externally in respect of Staffordshire claims and consideration is being given as to whether this work should be brought in house particularly if there are financial benefits to do so.
24. *Employment* advice this work includes representation at Employment Tribunal and advice to Human Resources Departments, as expected the percentage split of work between to the forces see West Midlands with 90% and 10% Staffordshire. The Department also provides misconduct/disciplinary advice in respect of officers and staff to both forces.
25. *Commercial including property work*, most significantly this has involved advice in respect of the procurement concerning the Innovation and Integration Partner Programme and the new Custody Sites acquisition. The percentage split in terms of

work load between the two forces for this area would be in the region of 95% West Midlands Police and 5 % Staffordshire work.

26. *Operational* - this area of work is primarily focussed on the pro active work in our communities and provides expertise to support neighbourhood and frontline policing. Lawyers involved in this area of work will obtain a variety of civil interventions including Sexual Offences Prevention Orders, Licensing, and Injunctions to Prevent Gang Related Violence as well as Proceeds of Crime Applications. The percentage split in respect of this work is closer to 75 % West Midlands and 25% Staffordshire.
27. The next paper submitted to the board will include an update on civil cases and settlements.

### **Development of Strategic Partnerships**

28. Strategic partnership development currently sits with the Deputy Chief Constable. The aim of this work is to enhance the relationships at a strategic level across the West Midlands to benefit and complement the way we provide a service to the public. At this time engagement is taking place with Health at a local and regional level. The introduction of Health and Wellbeing Boards has presented an opportunity to ensure that the health agenda is linked to policing issues.
29. Engagement has also begun with Local Enterprise Partnerships (LEP's), that cover the West Midlands area. Chief Superintendent Sally Bourner is supporting this development.

### **FINANCIAL IMPLICATIONS**

30. There are not financial implications.

### **LEGAL IMPLICATIONS**

31. There are no legal implications.

### **RECOMMENDATIONS**

32. The Board is asked to note this report.

**David Thompson**  
**Deputy Chief Constable**