



**STRATEGIC POLICING AND CRIME BOARD
5th November 2013**

Deputy Chief Constable’s Portfolio Update.

PURPOSE OF REPORT

1. The purpose of this report is to provide members of the Strategic Police and Crime Board with an overview of the portfolio of the Deputy Chief Constable of West Midlands Police. The Deputy Chief Constable’s portfolio includes change, strategic partnerships, performance, Legal Services, Organisational Service Development and Corporate Communications.

WEST MIDLANDS POLICE CHANGE PROGRAMME.

2. West Midlands Police is continuing to deliver portfolio of change consisting of programmes and projects in order to improve service and reduce costs.
3. The force change portfolio is owned and governed by the Organisation Change Programme Board which is chaired by the Deputy Chief Constable and attended by command team members with representation from the Office of the PCC. The current programme positions are:

Strategic Programme	Status
5Ci	This programme remains on target to deliver the non emergency locations at Lloyd House and West Bromwich on 20 th November. This is a major change in how the force will handle non 999 calls with call takers being based at two sites as opposed to ten LPUs. The new sites are modern working environments. A comprehensive training programme and a revised telephony system give high confidence this will be a

	<p>smooth transition</p> <p>Work is underway regarding the initial stages of the Front Office project. A procurement exercise is underway to gain support to help assess current demand and future options on public access.</p> <p>The scheduled benefits of £3.9million savings are on target to be achieved for the non emergency hubs.</p> <p>There are no significant risks or issues to report.</p>
<p>Criminal Justice Services</p>	<p>There are currently 5 projects within the programme which been formally approved:</p> <ul style="list-style-type: none"> • Stop and Search - underway and planned to be delivered April 2013. This programme is being revised with learning from the PCC summit and from trials with Airwave telephony. It is expected a new process will remove officer recording and lift policing skills. • Pentip - on target to deliver as per the Home Office roll out plan. • Custody New Build (Western and Central) - Planning and consultation has been undertaken for the proposed new build sites with projected completion still on target for April 2015. The ACC Operations Portfolio update will explore this in more detail at a future meeting. • Digital Interview Recording – A SRO has been appointed and a contract has now been approved through PCC which will ensure implementation in 2014. • Custody Estate Rationalisation – Is progressing in line with the above new build project. <p>There are no significant risks or issues to report.</p>
<p>Innovation & Integration Partner</p>	<p>The I.I.P programme is progressing well. The ISOP was issued on the 7th October and initial presentations from suppliers were carried out the week of the 28th October under the agreed process.</p> <p>The project is now in the ISOP evaluation stage with a report due to the next board outlining the next stage of the process which will move the programme into more detailed dialogue</p>

	<p>with a smaller number of bidders.</p> <p>The Project Team are maintaining regular contact with Staff Associations and Trade Unions.</p> <p>There are no significant risks or issues to report.</p>
<p>Service Transformation Team</p>	<p>The team are engaged on the review of Investigations and Public Protection.</p> <p>The team have completed a detailed option for future shape of Investigation and Public Protection resources. The Programme Board now has a Director Of Children’s Services from Walsall to help with decisions relating to the partnership and it is expected the next stage of the work will be signed off on the 11 November 2013.</p> <p>The future model will involve an increase in PPU resources with dedicated capabilities at LPU level for children and domestic abuse. There will be a regional approach within the force to sexual offences and violence. Major and Serious Crime capabilities will be organised to help match the new NCA structures and there will be a combined review capability. A tier of investigation of acquisitive and volume crime will remain LPU based. This latter point is not the preferred option but it is felt that the I.I.P programme will be needed to support the final transition to an optimal investigation structure in the force. Development of a model that supports Multi-Agency Safeguarding hubs starting at Sandwell is a feature of the programme.</p> <p>The programme will finalise savings after the project board but the overall model will see a resource reduction.</p> <p>There are no significant risks or issues to report.</p>
<p>New Ways of Working (NWoW)</p>	<p>This programme is still developing its structure and shape. In summary:</p> <p>The NWoW Programme Brief, Terms of Reference and structure have been agreed and at the last Programme Board.</p>

	<p>Inaugural Project Boards have been held for Birmingham Infrastructure and EWoW (Electronic Ways of Working) Projects with good levels of team engagement.</p> <p>A high level roadmap and finances are under development by each of the individual workstreams. The outcome of this exercise will be the formal overarching Programme Plan, interdependencies and full understanding of the critical path.</p> <p>A stakeholder engagement strategy has been drafted for approval by the Programme Board.</p> <p>Statement of requirements has been drafted by the designers for review alongside the Agility proposals and Stage C concept work.</p> <p>Work styles and occupancy analysis have been completed for departments returning to Lloyd House to feed into the force agility ratio recommendations.</p> <p>This programme requires careful scrutiny at the next OCPB to evaluate risks.</p>
<p>Operational Policing Programme</p>	<p>This programme is in the very early stages of initiation with the business leads developing their individual work streams. The strands of this programme are:</p> <ul style="list-style-type: none"> • Victim • Offender • Location <p>With the cross cutting themes of Information, Customer Journey and Evidence Based Policing running throughout all. The programme is very likely to provide lots of the thinking to support the early part of the I.I.P. engagement.</p> <p>There are no significant risks or issues to report.</p>

A series of standalone projects and pilots are also being delivered:

4. Stand Alone Projects

- Recruitment: Addressing current year and future year demands.
- Regional Organised Crime Unit: Building the regional capabilities under the new model.
- Location Profiles: A new Corvus Model which will improve geographic information available to local teams on crimes, victims and local offenders.
- Shared Services: This programme is finalising work on expenses and inventories.
- GRS/RMU/Gateway: The programme is finalising modules on provisioning and visitors/contractors access.
- Detained Property: Examining how to review our current property holding services.
- Winsor2: This is heavily focused upon the new fitness test.
- Driver & Vehicle Data Management System: This work is looking at black box technology to improve fleet utilisation and reduce accidents and poor driver standards.

LEGAL SERVICES.

5. The Force continues its legal services collaboration with Staffordshire Police. At the next portfolio update there will be a summary of civil litigation activity for the fiscal year. High profile areas for note at this time are:

6. **Hillsborough:** The Force is represented as an interested party in the Coroner's Inquest listed in 2014. The Force has a gold group working to the Deputy Chief Constable to ensure the force is able to support the inquest and the criminal and misconduct enquiries around the tragedy. Operation Garland is the search the force is carrying out to assure itself it holds no Hillsborough material that has not been disclosed to the Coroner, IPCC or John Stoddard's enquiry. A number of items have been identified and provided to the IPCC. At this stage we are awaiting indications if these items are copies of material held. At this point our belief is no new material has been located, but this is not confirmed.

7. **A19:** Final submissions will be made in November in the case to the Industrial Tribunal. West Midlands Police is subject to an age discrimination hearing brought by the Superintendents Association.

CORPORATE COMMUNICATIONS

8. The Force has recently launched its “Dark Nights” winter campaign. The programme has had an innovative launch through social media and uses a comic book style medium. Work is still continuing on the progression of the new Force Website which will improve public access. The new site will offer improved functionality for mobile phone and tablet users who make up the bulk of users of the Force Website.

ORGANISATIONAL SERVICE DEVELOPMENT

9. Work is progressing in order to hold a 1000 volt debrief of the Pavlo Lapshyn attacks. This interactive debrief will be operated by the College of Policing at the Force’s request and will be run in two stages: operational delivery and community impact. The incident is being represented as a major piece of national learning
10. The Force has begun a secondment to Public Health England (West Midlands) of an Inspector and an Analyst. The secondment will explore how both the Force and Public Health can improve strategic information and analysis to help support Local Health and Well Being Boards and Public Health Directors to tackle the crime related outcomes in the new Health Outcomes Framework.
11. The Force has started work on information to update the Police and Crime Plan. A major community survey has been carried out and work is ongoing on reshaping the Force performance management strategy.
12. The Force recently carried out a programme of work called “ Week in the Life” to look at how response, custody and contact resources are being used. The work identified considerable areas where efficiency could be improved and a task and finish group is addressing this work.

FINANCIAL IMPLICATIONS

13. There are no specific issues to report in this paper.

RECOMMENDATIONS

14. The Board are asked to note this report.

David Thompson
Deputy Chief Constable.