



STRATEGIC POLICING AND CRIME BOARD
1st April 2014

**Report from the Deputy Chief Constable.
Specific Reference is made to the
Organisation and Service Development
(OSD) Department, Corporate
Communications Department and the
Organisational Change Portfolio.**

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 outline request specifically required an overview of changes to Organisation and Service Development Department (OSD), Corporate Communications Department and Organisational Change all of which are key aspects of the Deputy Chief Constables portfolio.

EXECUTIVE SUMMARY

2. Organisation and Service Development Department (OSD).

An internal review of the work of OSD has recommended that Intelligence and Performance should be an integrated function which drives strategic planning and operational activity. Those functions have been integrated and this paper outlines that process.

3. Corporate Communications Department.

The current departmental structure, the status of current performance metrics and the growth of social media are outlined in this paper.

4. Organisational Change Programmes

Organisational Change Programmes continue to be conceived, designed and implemented (**See Figure 1 – Organisational Change Process**) against a backdrop of change in the public sector and against a backdrop of a strong desire by West Midlands Police to operate efficiently whilst delivering cost savings outlined in the Comprehensive Spending Review.

West Midlands Police has a mature and well embedded change programme that is overseen by the Organisation Change Board and the Project Managers Office. The key facets of the change programmes, the design and aims of those programmes and the governance of those change programmes were outlined in a paper submitted in January 2014. This paper will outline the Service Transformation Team (STT) work stream which is part of the force's commitment to continually improve service delivery. Service Transformation will review how West Midlands Police conducts all investigations. The aim is to find alternative ways of working to better utilise resources and to ensure a consistent approach to all investigations across the force.

ORGANISATION AND SERVICE DEVELOPMENT (OSD) DEPARTMENT

5. Chief Superintendent Surjeet Manku is the head of the Organisation and Service Development (OSD) Department. An internal review of the work of the Organisation and Service Development (OSD) Department has recommended that Intelligence and Performance should be an integrated function which drives strategic planning and activity. A decision was therefore taken by the West Midlands Police Command Team that a number of functions currently carried out by OSD should instead come under the Intelligence Department and other functions should be realigned to the Organisational Change function.
6. This is a step towards brigading information assets under a single umbrella department. The OSD Department began to operate under the restructured and realigned model in March 2014. Services were not reduced in any way but realigned as stated. OSD and Intelligence operate internally accessed intranet sites as part of their communication and messaging strategies. The OSD website will continue to operate as a standalone site pending integration into the Intelligence site. The realignment of OSD and Intelligence functions has been communicated to West Midlands Police staff through the 'Message of the Day' website.
7. The functions which will move to Intelligence and fall under the remit of a Senior Intelligence Manager are:
 - Performance Assessment (which includes the performance analysis team, the Contact Counts team and the research team)
 - Strategic Products (which includes environmental scanning)
 - The Force Crime Registrar¹ will also move to Intelligence and will be responsible for:
 - The Audit and Compliance team
 - The Risk Register
 - Her Majesty's Inspectorate of Constabulary (HMIC) visits²
 - Thematic reviews

¹ The role of the Force Crime Register is crucial in maintaining standards regarding the recording of crime and to ensure that the National Crime Recording Standard (NCRS) is maintained. To augment that role the Force Crime Register also ensures a consistent interpretation and application of the Home Office Counting Rules which provide guidance to the police service on the recording of crime.

² OSD has recently coordinated HMIC inspections of West Midlands Police in respect of; Valuing the Police 4, HMIC's National Child Protection Programme, Domestic Abuse and Making Best Use of Police Time. That coordination role is broad and includes arranging meetings with HMIC teams and key stakeholders, preparing documents and completing pre-visit information templates. HMIC is independent of Government and the police.

8. To support the wide range of ongoing initiatives linked to Organisational Change West Midlands Police recently recruited (from existing staff) a Head of Change Portfolio and Relationships. Alexandra Shariff took up her post in March 2014. A key facet of the role is to co-ordinate West Midlands Police Organisational Change programmes and projects.
9. The role of Head of Change Portfolio and Relationships and the restructuring of OSD and Intelligence functions are policy decisions in their infancy. It is too early in the implementation phase to assess or comment upon the efficacy or success of these new ventures. This paper recommends to the Strategic Police and Crime Board that an outline request is made in time for the July 2014 meeting. That paper can be prescriptive in asking for an update and evaluation report on the role of the Head of Change Portfolio and Relationships and how the restructuring of OSD functions and Intelligence functions has developed in the first three months of operating.

CORPORATE COMMUNICATIONS DEPARTMENT

10. The Corporate Communications Department support Local Policing Units (LPUs) and central departments by handling media enquiries and by publicising initiatives and examples of good police work. The department is staffed by thirty-one full time posts which includes the Freedom of Information Act Team. The department is structured to cater for the demands of several strands of the West Midlands Police Media strategy.
11. The 'Reactive Desk' deals with the whole range of media enquiries generated by live time or dynamic incidents. Those responses will be generated by real time police incidents, crimes in action, court reporting and dealing with media enquiries generated by the publication of papers /reports regarding policing operations or the publication of case review material or HMIC data.
12. The 'Proactive Desk' is a team within the Corporate Communications Department that deals with long term and pre planned multimedia messaging regarding a broad range of subjects. That planning process is currently forecasting a media strategy up to twelve months in advance. An example of that planning process is projecting a time line of events to mark the 40th anniversary of West Midlands Police in 2014. The commemoration of that anniversary will be marked with events such as profiling the history of West Midlands Police, profiling the Chief Constables of West Midlands Police, profiling the role of women police officers and commemorating those who lost their lives in the cause of policing over the forty years of the West Midlands Police. The balance between celebration and commemoration has been carefully considered and a broad range of events will mark this anniversary year. The Corporate Communications Department is creating a blog to mark this event and that blog will have strong external focus.
13. The 'Territorial' arm of the Corporate Communications Department maintains a strong and recognisable presence in the ten Local Policing Units that form West Midlands Police. The media coverage across the force has different needs, different demographics and is covered by a myriad of different media providers. Those media providers include geographically based newspapers and radio stations. The territorially aligned Corporate Communications Department team provides a local and bespoke media strategy.
14. The 'Campaign Desk' is a team within the Corporate Communications Department that similar to the 'Proactive Desk' deals with long term and pre planned multimedia messaging regarding a broad range of subjects. The 'Campaign Desk' planning process differs from the 'Proactive Desk' as forward planning and pre-emptive messaging is focused upon campaigns being launched by West Midlands Police to deal with seasonality issues. Those seasonality issues are recognised through analytical work that can plot times throughout the

calendar year when certain crime types or offending patterns are more prevalent. Examples of the campaigns conceived and managed by this team include the drink drive campaign launched over Christmas and New year 2013-2014, crime prevention and crime awareness messaging when the seasonality analytical profile predicts risk around certain crime type³³ and campaigns that publicise initiatives and awareness regarding things such as Anti-Social Behaviour, Darker Nights and Christmas Be Safe.

15. The 'Social Media Hub' of the Corporate Communications Department manages the plethora of social media sites available. The team is at the forefront of embracing the dynamic and instantaneous power of such sites and they recognise the fact that a high number of people access the media through the first choice medium of smart phones and tablets such as I pads. The 'Social Media Hub' is embracing the power of social media communications by adopting a 'public first' release policy when appropriate. West Midlands Police has 250 active twitter accounts which circulate a broad range of messaging from the activity of staff through to crime prevention and appeal messaging. The 'Social Media Hub' uses a wide range of social media sites on a daily basis including:

- Facebook
- Twitter
- Flickr
- Youtube
- Instagram

The 'Social Media Hub' of the Corporate Communications Department has the aim of breaking West Midlands Police own news and being at the forefront of the proactive stance referenced earlier in this paper. A major benefit to this approach is the ability to a directly influence and impact upon community engagement.

16. The revised West Midlands Police website was launched on January 17th 2014 following a redesign by the Corporate Communications Department. The rationale behind the redesign was to reflect the changing habits of how society accesses information and media services. It was recognised that media access by service users is increasingly through mobile devices such as smart phones and tablets. As a consequence the front face of the new website was designed to operate more effectively when accessed through those devices. The website uses Google Analytics™ to track visitor numbers. That tracking analysis will show between 300,000 and 500,000 visits are made to the West Midlands Police website each month.

17. Real time analysis is available in the Corporate Communications Department that records how many people are logged onto the website at any given time. The pages that attracted the most hits in recent weeks were:

- The News Pages
- Neighbourhood Pages
- The Recruitment Pages

The Corporate Communications Department also record data regarding calls for service received on a monthly basis. The average number of calls for service per month is circa

³ Seasonality profiling is an analytical function that projects months of risk for certain crime types such as Burglary Dwelling, Robbery and Violent Crime. The analytical inference regarding risk is drawn from several years of recorded crime data and operational experience.

1500. In January 2014 the monthly total was 1552 and in February 2014 the monthly total was 1318.

ORGANISATIONAL CHANGE

18. A number of organisational change programmes are being undertaken, which will result in significant change for West Midlands Police, affecting all aspects of its structure and organisation. Organisational Change represents the end to end process for delivering strategic change and the realisation of associated benefits (**See Figure 1 below**). It consists of a series of stages, or sub processes, supported by a single governance structure operating under a set of 'business rules'. Its basic aim is to ensure that change is driven by, and aligned to, the strategic goals of West Midlands Police and is delivered effectively and consistently through a range of programmes and projects – thereby optimising the use of resources while maximising the return on investment.

Figure 1



19. To satisfy the request criteria of this paper the following pages will outline the broad themes of Organisational Change in the context of West Midlands Police at a strategic and local level and give an overview of how the Organisational Change Board (OCB) oversees the change process by outlining its strategic aims and terms of Reference. The paper will then précis the status of current change programmes and concludes with a more in depth summary of one major component of organisational change for West Midlands Police

namely the Service Transformation Team (STT) work stream. The rationale being, that work stream has moved beyond the registration, evaluation and commissioning phase and is moving quickly towards its implementation phase. West Midlands Police is continuing to deliver portfolio of change consisting of programmes and projects in order to deliver invest to save programmes and force transition / transformation projects. Programmes and projects are managed to exacting standards and through the adoption of best practice from other public service and private sector providers.

20. Strategic Change Definition

- It meets a strategic objective set at Command Team level
- It delivers significant cost and/or service quality benefits and/or risk mitigation force-wide
- It defines priorities for all contributing/enabling functions (including Information Technology (IT), Human Resources (HR), and Finance)
- It changes the forces service delivery model including resource allocation or usage.

Opportunity Change (Local) Definition

- It is limited to a single function or Local Policing Units (LPUs)
- It provides a local tactical benefit or risk reduction
- Resource (Finance, IT, HR or local staff) are readily available to deliver it
- It is deliverable in a short timeframe
- It enhances current service delivery while reducing (or does not increase) costs
- It does not cut across know strategic change plans
- It does not increase service risk.
- It is usually owned locally.

21. Organisational Change Board (OCB) - Terms of Reference

OCB at the highest level will provide leadership and governance to ensure the Force change portfolio is in line with the strategic direction of the Force, and is supported by culture and behaviour. Decisions made at OCB will set the direction of the change strategy and include the initiation of major change programmes.

OCB's objectives are to:

- Set and agree the Force's change strategy
- Ensure the progress of change is communicated to the rest of the Force through an effective communication strategy
- Provide a governance framework, capacity and capability to deliver the strategy
- Review the performance of programmes and projects, making decisions to ensure the change strategy remains focussed on organisational goals. Reviews will consider:
- The achievement of benefits compared to the cost of programmes and projects
- Interdependencies, risks and issues at a strategic level within WMP as well as within policing nationally and among our partners
- Where appropriate, closure of programmes and projects
- Review Organisational Change Process decisions
- Assign, agreement and sign off of Senior Reviewing Officers (SRO) with clear responsibilities and agreed methodologies

Structure and governance

OCB will be chaired by the Deputy Chief Constable and attended by all Command Team members. Other attendees will be:

- Head of Change Portfolio and Relationships
- Head of Business Transformation
- PMO Lead and/or Business Design Authority Lead
- Head of Legal Services / HR / ICT / Procurement
- Corporate Communications
- Office of PCC
- Non-Command Team SROs as required
- Senior leader representation

Timeframes & Reporting

- OCB will meet on a monthly basis
- Decisions and actions only will be captured by the PMO and circulated within a week of the meeting occurring
- The agenda will be signed off 1 week prior to the meeting by the chair
- Any items requesting to be on the agenda need to be provided to the PMO before this time with supporting documentation, any items after this will be carried forward for the next meeting
- Meeting packs will be collated by the Project Manager Office and distributed no later than 3 days prior to the meeting
- Presentations that are to be given need to be provided to the Project Management Office 2 days prior to the meeting

22. **Status of Current Change Programmes** - the status of current Change programmes is coordinated through the Organisational Change Board (OCB). It is at this board the key strategic decisions are presented, discussed and decided upon. Those key decisions are articulated to West Midlands Police staff, the Police and Crime Commissioners Office and to external partners through a communications strategy with many strands. In January 2014 an OCB newsletter was launched which in March published its third edition. This is seen as a vital component of the communication strategy regarding change programmes.

23. **Central Justice Services** - The Custody rationalisation process across the force will coincide with the build of two new custody blocks. The Police and Crime Commissioner sanctioned the OCB decision to invest an additional £4.6m on planned new custody blocks. Those additional costs resulted from increase in building costs. The work at the Sandwell site is scheduled to begin in late March / April 2014 and the work at Perry Barr site is scheduled to begin in August 2014.

24. **Operational Policing Programme (OPP)** – The lead officer for OPP is Chief Superintendent Manku (Head of OSD). The OPP is currently working on the following programmes:

- OPP recently approved a business case to develop a Domestic Abuse Offender Management work-stream.
- Location and Place – to be launched March in 2014. This is a technology driven project that will see mapping technology linked to CORVUS & OASIS systems to manage demand. CORVUS is intelligence and tasking system that has covert and overt tasking functions. OASIS is the system used in Contact Centres to create, resource and manage police incidents.
- OPP oversees Research and Evidence Based Policing in partnership with Universities.

- Customer Perspectives & Mental Health. This work stream is ensuring Customer Perspective is at the heart of reshaping service provision. A Mental Health triage pilot scheme has been launched in the West Midlands Police area with Health Service Collaboration. This project has attracted significant interest nationally through other service provider enquiries and locally through media organisations wishing to report on the positive aspects of this pilot. (A Mental Health paper is listed to be presented to this board on April 1st which will contain further detail)
- Information – A researcher has been recruited into OPP to examine West Midlands Police systems and examine ways to ‘link’ them more effectively

25. **5Ci Project** – the 5Ci project was a detailed programme of works that analysed how West Midlands Police handle calls for service from the public and restructure the Contact Centre operating Model to best meet the demand regarding calls for service. 5Ci was made up of three projects: Emergency, Non Emergency and Front Offices. The Non Emergency project is now complete and culminated on 20th November 2013 with the opening of the two new contact centres based at Lloyd House and West Bromwich. The project is now formally closed and delivered its objective of delivering a £5.2M saving and is expected to deliver year on year savings of £3.9M. The Senior Reviewing Officer was DCC Rowe. The review of Front Office provision is a current piece of work that is being evaluated through a consultation and research programme

Key achievements of 5Ci include:

- Creation of Force Contact as an Headquarters Department
- Launch of two new non-emergency contact centres
- Load sharing technology resulting in reducing caller waiting times
- The creation of 100 new police staff posts
- 93 police officers back on the beat as part of the workforce evaluation programme

26. **Strategic Recruitment** – The recently announced recruitment process has seen huge levels of interest generated in those posts. At the time of writing (Early March 2014) 18,000+ registrations of interest have been recorded on the online recruitment database. That number is expected to rise. To reflect the communities West Midlands Police serve the force aims to increase the number of black and minority ethnic (BME) officers. As part of this process to recruit more BME officers a number of ‘Discovery Days’ are being held for BME applicants to get a greater insight into the role of a police officer.

27. **Service Transformation Team (STT)** - As part of the force's commitment to continually improve service delivery the genesis of the Service Transformation Team was to evaluate and critique how West Midlands Police carry out all investigations. The aim was to find alternative ways of working to better utilise resources and to ensure a consistent approach to all investigations across the force. This has been a complex and comprehensive piece of work that will see a significant restructure of Investigation, Public Protection and Intelligence functions through to January 2015. In keeping with the OCB communication strategy referenced earlier the STT also publish a newsletter to communicate the project aims and developments. The latest edition was published in February 2014 and accompanies a comprehensive communication strategy that has an internal and external strand. That strategy includes:

- Partner Awareness Briefings – planned for May 2014
- Briefings aimed at Operational Managers, supervisors and frontline practitioners from all agencies, to include:

- Social Services
- Health
- Education
- Third / voluntary sector providers.

28. PCC members form part of STT Board to provide oversight, advice and accountability to the process. The restructuring of Investigative Services involves over 2000 police officers and staff. As a consequence a preferencing process regarding role and location was commissioned. That process has concluded with 88% (1388 officers) posted to their first choice of role and location. The last STT Board meeting was held on Tuesday 25th February 2014 and the next one is scheduled for Wednesday April 30th 2014.

29. At the February STT Board meeting the STT Highlight Report was presented by the project lead. In addition to the aforementioned items the following items were discussed under the following themes:

- The Estates plan has been signed off by Property Board
- The New Operating Model and staffing structure agreed has been agreed by the Command Team & the OCB
- The Training Plan has been finalised with Learning and Development
- Metrics development continues to provide a viable and robust delivery plan that will key into the objectives of the Police and Crime Plan.
- PCC Strategic Police & Crime Board have been updated with current progress and future direction

30. Forensics and Service Transformation

A presentation was made to the February 2014 STT Board regarding Enhanced Digital Services in line with STT Operating Model and Recommendations. Those enhanced services would include:

- CCTV retrieval and viewing
- Mobile Phone Interrogation
- Research and Development Capability
- Digital Intelligence
- Digital Evidence

There is work ongoing under the Forensic Portfolio to deliver a restructured response to the above listed Enhanced Digital Services. The objectives of this work were to design and implement a fully integrated digital forensic service, aligned to business processes that meet future demand and complexity. The timescales for implementation were mid to late 2014 but that should be tempered with some realism as there is a lot of work to do to bring this project to fruition. It is anticipated some facets of this work stream will be in place for June 2014.

FINANCIAL IMPLICATIONS

31. The financial costs of the custody build are explained within paragraph 22 of this paper and the financial implications of the 5Ci Contact Centre Project are explained in paragraph 24 of this paper. The restructuring of Investigation functions to include multi-agency working and a rationalisation of the estates strategy (both West Midlands Police buildings and partner owned buildings) will have financial implications. Those financial implications will have elements of invest to save and will involve some capital expenditure. The projected costs for estate management have been estimated at £77,000.

EQUALITIES IMPLICATIONS

32. None apparent.

LEGAL IMPLICATIONS

33. None apparent.

RECOMMENDATIONS

34. The Board is asked to note the contents of this report.

DCC Rowe – March 2014