

STRATEGIC POLICING AND CRIME BOARD
4th November 2014

**REPORT OF THE CHIEF CONSTABLE ON THE INNOVATION AND
INTEGRATION PARTNERSHIP WITH ACCENTURE (UK) LIMITED AND
WMP2020.**

PURPOSE OF REPORT

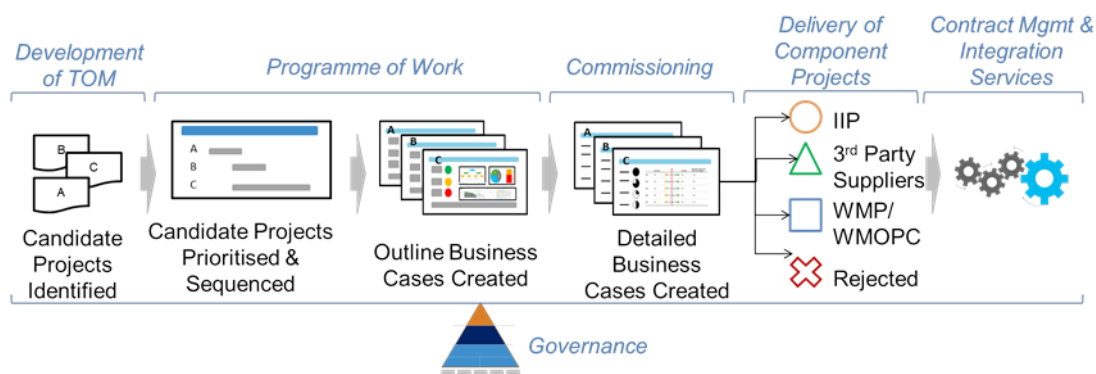
1. To outline to the Strategic Policing and Crime Board the nature of and progress within the contract between the Police and Crime Commissioner for West Midlands (WMPCC) and Accenture (UK) Limited to transform West Midlands Police (WMP) through the WMP2020 programme.

BACKGROUND

2. WMP is continuing to go through an unprecedented period of challenge, with austerity, the drive for reform, changing demographics and citizen expectations, increases in data and information use and public service changes. Over the last five years of austerity, WMP have been successful in their endeavour to drive over £126 million of savings in its operations whilst improving policing services. This response has been recognised by one of the few national “outstanding” grades in the recent HMIC Inspection Valuing the Police 4.
3. The challenge ahead is now even steeper as austerity is likely to continue until at least 2020. With an increase in ring fenced areas within government, cuts are likely to continue at least at the same pace as the last five years. The need for more radical change to meet the fiscal context, and in particular technological change, will be more demanding on the force.
4. In order to implement the required scale of change over the next five years, WMP and the WMPCC have entered into an advanced and innovative partnership approach in order to meet these challenges with Accenture (UK) Limited (Accenture). The contract with Accenture aims to drive and deliver the future vision for WMP and an achievable plan to deliver it, all based upon a rigorous assessment of value for money and through shared outcomes and risk.

THE CONTRACT.

5. The contract with Accenture was signed by the WMPCC in July 2014 and is a multifaceted commercial relationship. It was procured following European directives on procurement using a method called competitive dialogue. This approach allows the procuring authority to sift potential bidders on objective criteria to a small number, (in this case eventually two) who are then allowed structured access to the procuring authority to refine their proposed solution against the procurement requirements. Final bids are selected on an objective evaluation. The Deputy Chief Constable (DCC), Director of Resources (DOR), The Office of the Police and Crime Commissioner West Midlands (WMOPCC) Chief Executive and Chief Supt. Richard Moore formed the competitive dialogue team with support from Price Waterhouse Cooper and Pinsent Masons Solicitors. The then PCC, Bob Jones CBE, and the Chief Constable were fully engaged in key stages to agree terms for the dialogue process and understand its progress.
6. The contract will see Accenture bring expertise and manage the process to:-
 - a. develop the WMP2020 Blueprint or future operating model for the force;
 - b. develop a Programme of Work (WMP2020 change programme) to deliver the WMP2020 Blueprint and provide end-to-end support to manage, implement and oversee its delivery;
 - c. provide flexibility - the projects which make up the WMP2020 programme may be sourced from Accenture, another provider or developed by the force itself dependent upon which provides best value for the public.
 - d. develop and apply a robust process for approving and commissioning all new projects and any associated spend. After the future operating model and programme of change is set individual projects are managed as part of the programme as illustrated by the following:-



TOM – Target Operating Model or the future operating model

7. A critical feature of the contract is that Accenture are responsible for the integration of all the projects that are commissioned, irrespective of supplier, to ensure they deliver an effective solution to enable the WMP2020 operating model. Accenture are held accountable for this by a requirement that:
 - a. the programme is affordable and ensures the Commissioner can balance his budget each year.

- b. agreed levels of skills are transferred between Accenture and WMP and WMOPCC each year to ensure the ability to stand alone at the conclusion of the contract.
 - c. a series of performance measures are achieved to ensure policing is maintained through change and then enhanced. Attached at Annex A to this paper is a diagram which demonstrates the operation of the basket of measures which underpin the contract which includes both 'a' and 'b' above.
8. The contract restricts Accenture's fee if these measures are not met and if they are exceeded allows additional incentivisation payments which are at a fixed level for the five year term of the contract. These performance elements are an innovative feature of this procurement. A series of termination points are set within the contract relating to key milestones as would be expected in any public contract. The contract is an extensive document and a public version with redacted terms relating to matters of commercial sensitivity is available. . A briefing has also been provided to all local councillors, MPs and MEPs from the West Midlands. The link to this document is <http://eepurl.com/3uZP9>.
 9. Accenture have embedded resource within WMP. They bring technology capability, strategy development, business analysis and change management skills to complement and enhance those that exist within the organisation. They also have a considerable supply chain to help bring real expertise to programmes. The process of delivering a future operating model and the programmes that flow from it are a genuine partnership with WMP bringing policing expertise and insight and WMOPCC its outlook on public issues, commissioning and partnership insight.
 10. Each year the operating costs for Accenture operating the WMP2020 programme will be reviewed and reset to reflect skills transfer to WMP and the content of the change portfolio to be delivered.

COMMENCEMENT.

11. Accenture formally joined WMP as the Innovation and Integration Partner in August 2014 and their team has been co-located with West Midlands Police's own Business Transformation team to fully mobilise Accenture within the West Midlands. Initial activities focussed upon providing Accenture an induction to WMP, building some of the key relationships between the organisations and ensuring all the practical and housekeeping arrangements are in place to enable Accenture to operate within the WMP environment.
12. Following induction a series of contractual deliverables were set to ensure clear terms were set for important areas in the contract such as change management, communication and stakeholder management plans. Achievement of these contract deliverables is being managed through the governance structures associated with the partnership which are covered later in this paper.

WMP2020.

13. The WMP2020 brand has been adopted as the vehicle to describe the future shape and change programme for WMP as it was felt that it is hard to relate to terms such as Target Operating Model. The brand has been launched internally through the Chief Constable's Road Shows which are taking place across the Force during October and November.
14. The WMP2020 Blueprint will detail the changes to be made in police operations, support services, citizen interaction and partnership working, enabled by new technologies and capabilities which will deliver the improvements to policing outcomes against a backdrop of reducing budgets and changing citizen expectations.

15. A set of 'Design Principles' have been determined which all proposed changes to how WMP operates will be considered. These have involved input from the Command Team, Commissioner and Deputy Commissioner, WMOPCC, including discussion with the Strategic Policing and Crime Board (the Board), and staff of the force.
16. Accenture are finalising an initial review of the current WMP Operating Model which details by function how WMP is organised and the opportunities to migrate to a more advanced and cost effective operation. This work will also include an assessment of the staff views on the organisation which includes a survey on the 27th November as well as a series of staff workshops. An assessment of how effectively resources are currently being used will also be produced making use of one of Accenture's proprietary tools. Accenture are also carrying out an ICT capability assessment and an assessment of current applications in use. These areas form defined deliverable areas in the contract and are on track to deliver on time and on quality.
17. Having almost delivered the "As is" assessment WMP, WMOPCC and Accenture are moving on to develop the future shape of the organisation. Starting in November the focus will be on engaging with key customers, citizens and partners across the West Midlands region to ensure the relevant parties can contribute and influence the future of policing in the West Midlands and options for innovative ways to deliver key services to the public can be provided. The following are a selection of activities taking place from November onwards.
18. A series of transformation workshops will be run in 2014 across the Force to look at key change areas. Accenture will facilitate these events and they are providing subject matter expertise to challenge the thinking within WMP. There will also be a series of opportunities for staff to contribute their ideas for change. Members of the Commissioner's Board have been invited to attend these workshops.
19. Three strategic partner events are being run to engage public sector Chief Executives in shaping the WMP202 blueprint and exploring programmes where we can collaborate together. Partnership engagement events will also operate at LPU level.
20. There will be a social media campaigns to seek the views, ideas, concerns and appetite of citizens for change in policing. Local Neighbourhood Teams are also being given material to discuss the programme at their local face to face meetings. The public, staff and partners are also being engaged in a series of customer journey workshops to test their experience of some services and seek views on how they can be more effective. The hand of our staff, partners and critically the public will be seen on how the new operating model is forged through this work.

THE CURRENT CHANGE PROGRAMMES IN WMP.

21. The WMP 2020 programme will be the single change programme for WMP. In November Accenture will begin a review of all existing "inflight programmes" to ensure that these remain valid and should be incorporated in the future programmes. A clear procedure has been set for the review. The major capital programmes related to Lloyd House and Walsall and both new custody sites will be retained, though Accenture will review the options to secure more value from these investments; if possible.
22. Accenture has also been tasked with the development of Project Opera; a multi-agency programme to examine more effective prediction and management of children at risk. The project is funded by WMP and the Home Secretary's Innovation Fund up until Outline Business Case. All local authorities are involved in reviewing this business case and those adopting to participate will support a final business case.

GOVERNANCE.

23. The contractual arrangements underpinning the partnership are robust. They are however dependent upon effective governance to ensure they operate. The governance arrangements, which include both WMP and WMPCC and their representatives, are as follows:
- a. A quarterly relationship management meeting is held between Accenture, the WMPCC and nominated representatives, the Chief Constable and Force representatives to ensure a strategic focus is kept upon the relationships performance.
 - b. The Command Team and Strategic Policing and Crime Board will be asked to consider the final WMP2020 Blueprint and change programme in quarter 4 of 2014-15. WMPCC and Chief Constable will need to agree the final version.
 - c. The Organisational Change Board chaired by the DCC will control the execution of the programme and the commissioning of projects within the scheme of governance of the force and WMPCC. The WMPCC Chief Executive and a Board member are core members of this meeting.
 - d. The DOR with the WMPCC's Chief Financial Officer and a Board member carry out a monthly Organisational Review Forum to ensure the contract performance is appropriate to warrant payment of the IIP.
 - e. A Design Authority controls the detailed operation of the programmes in force. The WMP and WMPCC interests are managed by the WMP Head of Change.

NEXT STEPS.

24. The programme plan for WMP2020 will progress through the established governance structures and will be reported on through the quarterly change report provided to the Board by the DCC. Nominated Board members will be regularly updated through fortnightly updates by WMP and Accenture. The Board will be provided with a detailed report on the final WMP2020 Blueprint and programme in quarter 4 2014-15. The WMP2020 programme will be connected into the Police and Crime Commissioner's Police and Crime Plan for 2015-16.

FINANCIAL IMPLICATIONS.

25. The financial issues for operation of the contract are extensively addressed in the contract and areas that are not commercially sensitive are addressed in the public redacted version. The operation is currently within line with the terms agreed at procurement. There will be financial implications for the WMP2020 operating model and supporting programmes and these will be addressed in the 2015 paper.
26. The total cost of the procurement was £1.4m, and the Joint Audit Committee has asked to review the costs at their next meeting in December 2014.

EQUALITIES IMPLICATIONS.

27. At the heart of the partnership is a commitment to ensure that the needs of the diverse population that live and work in the West Midlands are met. Each element of the work associated with the partnership will take into consideration equalities and diversity issues both in terms of internal and external considerations. .

LEGAL IMPLICATIONS.

28. Under the provisions of the Police Reform and Social Responsibility Act 2011 the Commissioner is able to enter into contracts. Contractual information relating to the contract

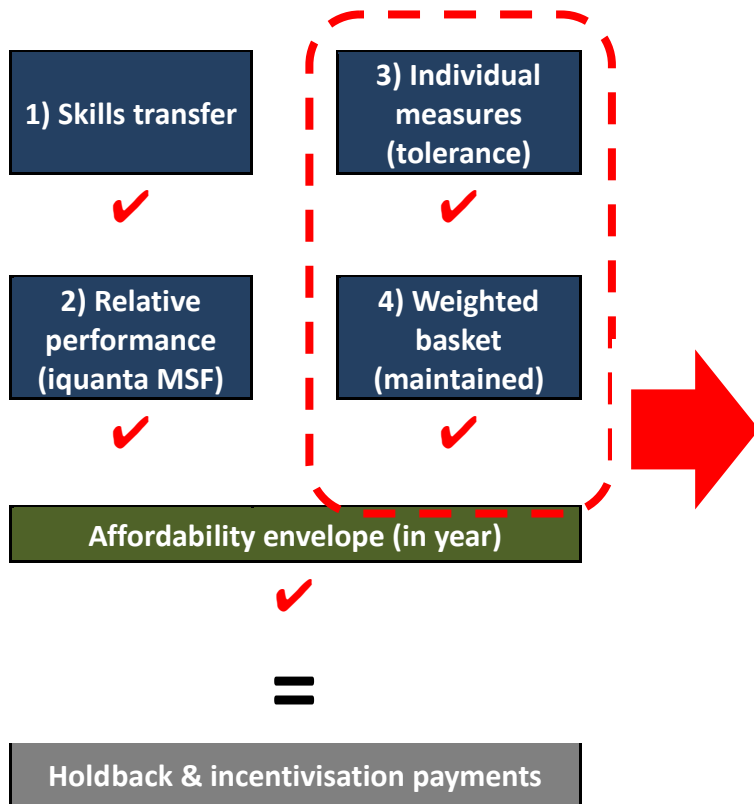
will be published to meet the requirements of the Local Policing Bodies (Specified Information) Order 2011. The contract was secured with extensive legal support from Pinsent Masons Solicitors. There are no legal implications in this paper.

RECOMMENDATIONS

29. This paper is provided by way of background to the request by the Commissioner for a discussion by the Board on the partnership with Accenture.

Chief Constable C. Sims OBE QPM.

Annex A



Measure	Tolerance	Weight in basket
Satisfaction with service on crime and anti-social behaviour issues improves	1%	15%
Standards for answering and responding to requests for service are improved	1%	15%
<i>Public participation increases in the identification of policing priorities and in support of community safety</i>	1%	15%
West Midlands as a region continues to see nationally low levels of re-offending	3%	10%
Demand for police services from the public reduces	3%	10%
Increase staff confidence in their own capabilities	3%	10%
Increase staff confidence in WMP	3%	10%
WMP continues to reduce crime overall	5%	5%
Confidence in policing in the West Midlands improves	5%	5%
Conduct complaints against the police reduce	5%	5%

