



## STRATEGIC POLICING AND CRIME BOARD 3<sup>rd</sup> January 2017

### Transition State One Implementation Update

#### PURPOSE OF REPORT

1. The purpose of this report is update the Board on the implementation of Transition State One (TS1) as part the WMP2020 programme.

The report is structured as follows:

- Brief overview on the purpose of TS1.
- Summary of the key milestones reached on November 28<sup>th</sup> 2016.
- Overview of how “go-live” and post implementation support has gone to date.
- Concluding comments.

#### OVERVIEW OF TS1

2. The WMP2020 Programme vision is to prevent crime, protect the public and to help those in need. TS1 is the first step towards achieving the WMP2020 vision. TS1 sees changes in how we are organised as a Force. It sees improvements in how we respond, investigate and prevent harm, protect the public and help those in need. It also places an emphasis on trusting our people and investing in new technology.
3. The ambition of TS1 will be achieved by investing in local policing, preventative intervention, Integrated Offender Management and new capabilities to help protect the most vulnerable people from harm. Further investment in new intelligence processes enables the Force to make better decisions in the field and to adapt to the changing nature of crime. Responsive functions are re-gearred to ensure flexibility between borders to respond at pace as required. Engagement with the public begins to shift onto alternative channels including phone and digital, ensuring that WMP can still listen and reassure the public whilst also being cost effective.

4. It is important to remember that TS1 is a phase and not a single date in time. While November 28<sup>th</sup> 2016 was a significant milestone on the WMP2020 journey, work is still ongoing to ensure that the new model is successfully embedded. At every stage we will continue to evaluate, and if need be adapt, our structures and processes to ensure we continue to deliver an effective service to the public. TS1 is about laying foundations and thinking differently and is the base on which future changes and enhancements will be built.

## **IMPLEMENTATION UPDATE – MILESTONES REACHED ON NOVEMBER 28<sup>th</sup> 2016**

5. November 28<sup>th</sup> 2016 saw the new operating model for the Force “go-live” with a series of strategic and operationally interdependent changes being implemented. The key milestones delivered are summarised below.

*Please note that this is not an exhaustive list, but rather an attempt to summarise the most prominent Organisational, Process, People and Technology changes that were successfully implemented by November 28<sup>th</sup>.*

### **A. ORGANISATIONAL**

6. November 28<sup>th</sup> saw significant changes implemented in how we are organised as a Force. This can be summarised by TS1 representing a definite shift to a more corporate delivery model. A model which is positioned more strongly towards an intervention and prevention agenda, improves resilience, and drives efficiencies and productivity. A model that maximises the impact of early technological change, and is more flexible and agile against competing demands. Some of these key organisational changes are listed below.

- **Mission Support:** new function established, incorporating the Centre for Tasking & Coordination (CTAC); Real-Time Intelligence Centre (RTIC), Force Intelligence Bureau (FIB) and Operations Planning into a central 24/7 function supervised by Mission Support Superintendents.
- **Force Contact:** 101 and 999 call handling functions amalgamated to create an Omni-competent call handling capability. 5 contact centres consolidated into 3 sites across the region (Western, Central, and Eastern).
- **Operations and Response:** the foundations are set for a corporate, borderless Force Response and a 24/7 Force Support function is established to better manage reactive demand and provide resilience to the force. Response remain in their current physical locations but are deployable across a larger geographical area working towards our aspiration to become borderless.
- **Local Policing:** the previous 10 Local Policing Units (LPUs) are consolidated into 8 Neighbourhood Policing Units (NPU's). These NPU's will deliver the new model for neighbourhood policing and better align with the Local Authorities.
- **Integrated Offender Management (IOM):** a new corporate IOM function is established, based on WMP's successful approach to offender management.

This will support delivery of an enhanced, consistent and professional Offender Management service across 8 new Local Offender Management Units (LOMUs) of the force.

- **Birmingham Investigations:** a new strategic approach to investigations has been established. Investigative functions have been clustered initially in the Birmingham area (Volume, Violence and Acquisitive teams) to enable greater resilience, efficiency and flexibility. We have extended the Locate Unit pilot in Birmingham to find missing and vulnerable people safer, sooner. The creation of a centralised Initial Investigations function for the Force should enable us to better handle investigative enquiries through different channels, creating significant efficiencies to enable Investigations to take place quicker. We have also implemented Prisoner Intervention and Handling Teams (PIPT) to work closely with partners and focus on the prevention of re-offending.

## B. PROCESS

7. TS1 saw the culmination of a significant amount of process mapping and design work to develop a detailed operating model over the past 18 months and to help make some of our key processes, roles and structures more efficient, skilled, consistent and flexible. Some of the key process changes are listed below.

- **New Grading Framework live** all demand is now managed under the 9 new grades, allowing the force to ensure service levels are proportionate and that we send the right resource at the right time.
- **THRIVE+ live:** all WMP officers and staff are now using the Threat, Harm, Risk, Investigation, Vulnerability, Engagement and Prevention risk assessment as part of their daily decision making. Force Contact staff are recording their decisions in the force systems using this risk assessment. Officers can view these decisions on mobile devices.
- **3 daily Thrive+ Review Meetings (TRM) and 24/7 Intelligence & Tasking** introduced via Mission Support. These changes allow the force to more dynamically assess Threat, Risk & Harm, provide greater resilience, a better view of Force priorities and intelligence, flexibility and a proactive grip on demand.
- **New operational processes introduced** key examples include: end to end management of demand under the new Grading Framework, Commissioning and provision of Intelligence, Delivery of Real-Time Intelligence, Commissioning of Force Support, Initial Investigations, Silent Dispatch, Trigger for Intervention & Prevention (TIPT) Intelligence packages for NPU's, Delivery of Scheduled Appointments.
- **Changes made to existing operational processes** key examples include: Tactical Tasking, Missing Persons, Firearms, Threats to life, PACE extensions, Night-Time Economy, Domestic Abuse Offenders.

## PEOPLE

8. As with any organisational change of this scale a huge amount of people activity was required in the lead up to November 28<sup>th</sup> in order to support a smooth transition to the new model. Keeping staff focused and supported is key to the success of our

organisation, and this is something that will continue to be a priority for the force beyond TS1.

- Chief's Roadshow (WMP2020 Live) engagement event attended by c.2700 officers and staff to build early awareness of TS1 changes.
- 5,000+ Human Resource transactions processed to establish new teams, including new roles and shift patterns.
- Face to face TS1 briefings delivered by supervisors and new team leaders to 3000+ officers and staff impacted by TS1.
- Briefing packs and welcome communications created for 5,000+ officers and staff.
- TS1 interactive operating model and bitesize videos developed to build understanding of the core features of the new model.
- New training courses delivered to Neighbourhood teams, Force Contact and new Mission Support teams.
- Proactive network of approx. 85 Change Agents from across the force supported TS1 business readiness assessments, reporting against key success criteria ahead of launch and supporting the cascade of key information to officers and staff.
- 12 x #Webchat Wednesday sessions hosted to provide live, interactive forums for staff and officers to ask questions of the change team and learn more about TS1.
- 4,000+ annual leave requests were processed by Shared Services in the month ahead of TS1.
- 1,200 lockers; 2,500 crates; 1,000 desks; 850 chairs moved to new locations.
- 116 vehicles moved to support new teams.

## TECHNOLOGY

9. The WMP2020 Roadmap labelled TS1 as "Getting Set – laying foundations, thinking differently". This was predicated on the understanding that much of the technological change that underpins the WMP2020 Blueprint are longer term changes that are currently in development however deliver benefits in later years of the Programme. Perhaps the most notable exceptions are that by TS1 the Management Information dashboard "MI Patch", the vulnerability TIPT tool, a brand new version of our core logging and briefing system and a proportion of the Mobile Platform, Devices and Application Roadmap are now in place. Additionally a momentous amount of capacity testing, system preparation, upgrade and implementation work was delivered by our Enabling Function colleagues to allow for a smooth "Day One" on November 28<sup>th</sup>.

- 4,000+ IT&D hours worked to support the smooth implementation of TS1.
- 47 IT systems and applications updated (including Corvus, Oasis, IMS, SFN, Compact and eNotes).
- Provision of mobile devices to front line officers to enable them to access data, information and intelligence out in the field to be better informed when attending calls for service. Mobility progress as at 15<sup>th</sup> December 2016:
  - 281 devices rolled out to Force Support (94% of FSU officers now equipped). The remaining officers have so far been away or on sick leave and will be included in the next few weeks.

- 680 devices rolled out to Response (55% of Response officers now equipped).
- Rollout to Neighbourhood has been initiated and 115 NHT officers have received devices. There are limited slots available at all four training hubs across the force (Aston, Wednesbury, Solihull, Coventry), with the majority aiming to be completed in January.
- The device rollout sessions have been very well received by officers. The average user experience rating from 908 responses is 4.3 out of 5 stars.
- Management Information (MI) Patch live – providing a new performance dashboard for the force.
- Lloyd House re-populated and new custody suites opened with state of the art facilities.

## **HOW IT WENT – “DAY ONE” & POST-IMPLEMENTATION SUPPORT**

10. A “Transition Centre” (TC) was temporarily established to provide an additional layer of support to the force as a number of key changes came into effect as part of TS1 and headed by DCC Louisa Rolfe. The TC has been live since November 2016 and has acted as a central hub for the proactive monitoring, escalation and resolution of any critical go-live issues, as well as a communications hub for the WMP2020 projects.
11. The TC did not replace the BAU processes for the managing day-to-day issues. The Service Desk remained as the first port of call of IT&D issues, as did Supervisors for front-line operational issues, with the option of escalating any critical issues to the TC as they deemed appropriate. The IT&D Service Desk took on an additional 10% of calls on November 28th when compared against an average Monday.
12. “Day One” on November 28th went well. A number of minor challenges were experienced, however no critical operational issues or key service disruptions arose. For a change of this scale our view is that the changes were implemented very effectively and this is testament to the high level of planning that took place. Sentiment is generally positive, with some areas seeing some quick improvements. This is reflected in the operational performance levels remaining stable and the positive sentiment visible in the social media activity of WMP officers and staff during this implementation phase.
13. As would be expected for a change of this complexity some issues were raised during the transition. Many of these have already been addressed and closed by the Transition Centre. A small number remain open and are being addressed. Examples of the sort of issues raised include issues experienced related to operational resilience and ensuring data accurately reflects available resources; isolated issues related to demand management processes particularly impacting the Public Protection Unit; challenges with operational visibility for certain neighbourhood teams, and some minor technical issues which have since been resolved.

14. It should be recognised that there are some additional operational issues which are not referenced in the paragraph above. These are not related to TS1 changes but are nevertheless important for context. The specific challenges to mention are overall gaps in staffing versus planned establishment, and performance issues within Force Contact. These are being addressed through separate but aligned activities.

## **CONCLUDING COMMENTS**

15. November 28<sup>th</sup> saw a huge amount of change delivered cross the force – the implementation of new systems and processes for an organisation of over 10,000 people while also completing various geographical moves and building new teams. A number of challenges have been experienced, however no critical operational issues or service level disruptions were experienced. This is a testament to the detailed design, planning, testing, business readiness and implementation support work completed by colleagues across the organisation to enable a smooth implementation.
16. It is important to emphasize that TS1 is not a date in time but a phase. We now need to build on the foundational changes that have now been implemented and continue to ensure focus is on our people as we embed the new operating model and step closer toward achieving the WMP2020 ambition. Lessons Learned activity is underway through December and January to ensure that we learn from the TS1 experience and continue to improve how we design and deliver transformational change in WMP. Now is the right time to reflect as we begin look toward shaping the next phase of the WMP2020 Programme of Work, which will be agreed in March of next year.

## **RECOMMENDATION**

Members are requested to note the updates provided in this paper. No decisions are required.

## **FINANCIAL IMPLICATIONS**

None apparent

## **LEGAL IMPLICATIONS**

None apparent

## **EQUALITIES IMPLICATIONS**

None apparent

**Deputy Chief Constable Louisa Rolfe**