STRATEGIC POLICING AND CRIME BOARD
5th December 2017

WEST MIDLANDS POLICE CHANGE PORTFOLIO

PURPOSE OF REPORT

1. The purpose of this report is to provide Members of the Strategic Police and Crime Board (SPCB) with an update on the WMP2020 change programme.

BACKGROUND

2. The WMP2020 Change Programme was set up in 2014 to deliver the WMP2020 vision of Policing in the West Midlands by 2020. A Blueprint for the new Operating Model was designed by West Midlands Police (WMP), alongside its innovation partner, Accenture (UK) Limited.

3. The WMP2020 programme went through a substantial and intense period of implementation activity in 2016, which saw the delivery of a significant number of the WMP2020 change projects, including the delivery of the new WMP functional operating model, known as Transition State 1 (TS1). During this time, a number of other strategic and enabling projects like Modernising Custody, New Ways of Working, Mobility and Body Worn Video were also implemented, which helped drive crucial changes, impacting our people, processes and technology.

4. The last quarter for WMP2020 has seen the approval and sign-off of two large transformation projects, Connect (formally Operational Policing Solution) and Data Driven Insight (DDI) that will form the bedrock of delivery through 2018, alongside The Emergency Services Mobile Communication Programme (ESMCP) and Command and Control programme (C&C). The NGES programme also continues rollout, together with the mobilisation of three the new programmes, commissioned as part of the Programme of Work refresh, conducted earlier this year.

WMP2020 PORTFOLIO UPDATE - DELIVERY

5. The WMP2020 portfolio continues to see significant implementation activity, with a number of projects being successfully delivered over the last reporting period:

Redesigning Investigation (2nd Phase)

6. Following the successful implementation at TS1, the second phase of the investigation project was delivered in July 2017. This saw the eastern and western investigations teams become a single centralised investigations function. In addition, the new Prisoner Intervention & Prevention Teams were created, to work with suspects at the earliest opportunity, to prevent re-offending.

7. The force has also re-invested an additional 80 staff in a dedicated 'Locate' function, which is responsible for locating and reducing the level of risk and harm for those who go missing. The average time vulnerable individuals have been missing since this team have been in place has reduced by 63%.

Digital Evidence Citizens (DEC)

8. The DEC project, which provides the public and partners with access to new online services, greater channel choices and features to enhance their experience in Communicating with WMP, is now live. Since its launch, the Force has seen over 150 incidents already reported online, 96% of which are actioned with the citizen being updated at first point of contact.

9. This is a significant step change to WMP's online presence and is critical in helping to reduce demand in WMP's contact centres, to drive efficiencies in front line policing and most importantly to connect with vulnerable citizens, who may not otherwise contact the police through traditional methods. More than twice as many members of the public are now visiting the new web site compared to previously.

10. Public feedback has been very positive and the New Ways of Contact Programme is now looking at building further functionality and services. This next phase will see a continuing enhancement of digital channels for the public to connect with and be kept updated by West Midlands Police, as well as exploring the use of automation to transform the service we provide to the public.

11. August also saw the launch of a new interactive voice response (IVR) system, as part of the DEC project. This technology will make it easier for WMP colleagues and members of the public to be transferred directly to individual officers or other services, rather than waiting to speak to a 101 contact officer. Typically around 500 people are using this option daily.

Next Generation Enabling Services

12. The Next Generation Enabling Services Programme (NGES) will transform the Force's non-operational, support functions, to be increasingly effective and efficient.

13. **The Oracle Fusion HR, procurement and finance** system went live across the Force in July 2017, being a first for Policing globally and one of the first implementations of Oracle Cloud within UK public services. The system has modernised the force's HR and Finance systems, as well as delivering a new recruitment tool and a one stop shop 'My Services Portal', which is the gateway to enabling services.

14. The My Service Portal has seen over 114,000 requests dealt with since go-live in April, with 55% of those raised via self-service, achieving significant time savings for the Force.

15. Feedback has been positive with 80% of customers rating the service they have received as good or excellent.

16. The new internal Web Chat facility has proved very popular, in particular the speed of response (under 2 minutes) and how quickly the queries were resolved (68% being resolved by Shared Services the same day).

17. WMP will continue to develop its self-serve functionality, including the introduction of a new Learning Platform, which will transform how staff can access learning opportunities.

18. **Force Contact workforce management system** replacement - A new workforce management system 'Verint WFM' was implemented in October within our Contact Centres at Lloyd House & West Bromwich and will be rolled out to Dispatch/999 and Crime Service Teams early next year. This system will enable the team to forecast, schedule and manage agents in real time across all existing and future communication channels, including managing leave and availability to meet demands.

19. **Legal Case Management** – October saw the successful implementation of a new case management system within the Joint Legal Services Department with Staffordshire Police. The new system enables case files to be managed digitally, paving the way to paper-light agile working and improved efficiencies through enhanced reporting and management information. All new files are already being opened on the system. The next period will focus on further configuration of the system to enable increased consistency & standardisation of processes across the department.

20. **New Duty Management System -** This project with a focus on providing enhanced self-service capability, including automation of the overtime process & improved real-time reporting, continues in implementation phase. The contract for the replacement system was signed in November, with and planning underway for launch by the end of 2018.

21. **Estates Rationalisation -** In 2015 the PCC approved the closure and disposal of 28 non-core (leasehold and freehold) police buildings by 31st March 2018, to reduce the running and maintenance costs of its estate. Out of the buildings, 20 have now closed, with the 8 buildings sold, generating a total capital receipt of £4.4 million (over £2.5 million more than anticipated).

22. **Transition to National Uniform Managed Service (NUMS) -** In September we introduced a simpler and faster way for ordering, issuing and returning uniform and kit. This is a managed service through 'DHL', which will deliver savings through greater economies of scale. The next phase of the project will see the introduction of a new tailoring and badging service for the Force.

23. **Energy Management System -** In July Shared Services implemented a new energy management system 'Systems Link' to replace the aging STARK energy system.

Systems Link will allow WMP to monitor all utility use and billing across its estate and enable the Force to automatically calculate and report to the government on its annual carbon reduction achievements.

People and Leadership

24. The aim of this project was to create a new People and Organisational Development (POD) function that will deliver the WMP People Deal, transforming and modernising our existing HR function, including the introduction of a new wellbeing service. The work includes:

25. **The creation of a POD organisational structure** has now been delivered and is set to provide the right sized, specialist capability and capacity for the WMP workforce.

26. **A new Employee Assistance Programme (EAP)** has also been implemented, which provides all WMP employees with access to BeWell, a 24/7 counselling service as part of a wider 'People Deal' and Wellbeing offer.

27. **A new Leadership, Talent and Performance (LTP)** approach has commenced. Delivery to date has included:

    i. The delivery of 'stepping up' and technical workshops to support new and existing leaders

    ii. A pilot to train coaches which is now complete with further recruitment of coaches underway

    iii. A series of continuous professional development events have taken place

28. Work is also progressing to deliver enhanced performance management and talent frameworks; improve the induction process; and deliver the leadership promise to ensure that talent is retained.

29. **An Operational Learning Review** has now been completed. Recommendations are under consideration, with a view to ensuring that the function has the capacity, capability and sustainability to deliver an efficient service in the future.

WMP2020 PORTFOLIO UPDATE – OPERATIONAL CHANGE PROGRAMMES

30. The three major operational change programmes, New Ways of Contact, New Ways of Responding and New Ways of Investigating have now been mobilised and will build on the foundations of TS1, looking at modern ways of operating; working practices; and how we can make best use of digital tools. These are currently working through the design phase, considering the end-to-end core business processes, ensuring we are efficient, effective and better prepared for the future.

The New Ways of Contact (NWoC)

The Programme's current delivery activity is focussed on:

31. **A refresh of the 2015 Channel Strategy**, i.e. how citizens access WMP services. This was originally developed as part of the WMP2020 Blueprint, but expanded beyond the 101 service to include 999 and Public Contact Offices. This has work has just concluded.

32. **Developing and implementing a WMP Contact Strategy**, i.e. the end to end citizens' experience in their interactions with WMP, with a focus on such elements as keeping citizens updated, setting expectations and consistency of messaging. These strategies will inform digital channel management opportunities going forward.

33. **DEC Online Portal -** Work continues with colleagues, partners and citizens to enhance the WMP online portal developed as part of the DEC project, whilst continuing to embed Interactive Voice Response (IVR) telephony capabilities. The ongoing development and promotion of digital channels for the public to connect with us, aims to enhance the citizen experience and reduce demand across 101, 9s and Public Contact Offices. Scoping work is currently underway with a business proposal due for consideration early in the New Year.

34. **A proof of concept for the use of automation (robotics)** - Robotics is the use of technology to reduce repetitive/manual data transfer/processing across multiple WMP systems. The Proof of Concept has been developed, focussing on automating duplicate keying of information, for 101 calls and reduction of preparation time for creating log reports. Following this phase, a business proposal will be developed looking at the approach to embedding this capability within WMP.

The New Ways of Responding (NWoR) programme

The current delivery activity is focussed around:

35. **Smarter Responding -** 'Smarter Responding' will deliver an improved way of working for Responding Officers, becoming truly mobile, technology enabled and untethered to a fixed location, driving significant efficiency of service at the front line. Scoping and design work is now being finalised with options being developed for consideration at the end of the year.

36. **Resourcing and Dispatch -** A 'Resourcing and Dispatching Review' is in progress to complete an assessment of the post TS1 operating model, which defined how Force resources should be resourced and dispatched to calls to service. It will assess the people, processes, technology and locations that are integral to this function, in order to provide a series of recommendations. These will identify short term and long term opportunities, while remaining aligned to the overall ambition of the WMP2020 Blueprint.

37. **Leadership/Performance Reviews -** Engagement with People and Organisational Development has commenced, exploring opportunities for Force Response to be 'Early Adopters' of the new Leadership and Performance tools, techniques and frameworks.

38. **Driver Behaviour -** A new 'telematics' data recorder system has now been installed in Force vehicles and will provide valuable management information. The full roll-out across all vehicles is due to be switched on early in 2018. In line with predictions, early indicators from the initial rollout show a reduction in fuel costs, maintenance costs and number of accidents.

39. **Body Worn Cameras- Body** Worn Cameras have been rolled out to our Responding and Firearms Officers. The next phase aims to roll-out these devices to all front line officers in 2018.

The New Ways of Investigating Programme (NWoI)

40. This programme is exploring some of the digital capabilities and opportunities to deliver digital forensics, criminal justice modernisation, cybercrime and the collection, processing and submission of digital evidence.

41. An end-to-end Criminal Justice (CJ) review is underway, which delivers proportionate resolutions to crime and responds to the needs of the victim, whilst making the best use of new and emerging digital technologies, to support WMP's long-term intervention and preventative approach.

42. NWoI will focus on how to drive efficiencies, achieve enhanced safeguarding outcomes for our most vulnerable victims and respond to the emerging areas of demand in cyber-crime and forensics.

The current projects within this programme are:

43. **Criminal Justice Service (CJS) End to End Review -** This project has now mobilised and involves is a 6 month review of CJS and supporting/integrated services. The review will look at all CJS functions including: Case Management Unit (CMU), Custody, Evidential Text Unit, File Building, Force Identifications Bureau, Identification Bureau, Language Services, Out of Court Disposals, Service Improvement, Traffic Process Office and Witness Care. As part of the review the central and administrative functions of Integrated Offender management (IOM) will be reviewed, as will the end to end investigation process, from first call for service in Force Contact, through to Investigation departments and Custody. The business case is scheduled for delivery early 2018.

44. **Public Protection Unit (PPU) Review -** This project has mobilised and involves a 6 month review of the PPU, with a view to developing recommendations on service offer, capacity uplifts and structural changes to be implemented, following a detailed business case. The review is due to conclude early December and will deliver a business case early 2018.

45. **Digital Evidence Service -** This project involves a review of a WMP corporate solution for storing digital evidence and its alignment with the Digital First National solution (Digital Evidence Transfer Service). Recommendations will be put forward in a business case, early in 2018.

46. **Digital Forensics (Including CCTV) -** This project is seeking to deliver an enhanced digital forensics service. This will seek to introduce tools, technology and processes that better enable officers and staff to acquire and manage digital media assets and evidence. This will help reduce the time spent acquiring and analysing digital media from source systems. The business case is scheduled for delivery early 2018.

47. **Cyber-Crime -** This project will focus on local cyber dependent crime, such as fraudulent activities undertaken online, and aims to provide staff and officers with the skills and confidence to prevent and respond appropriately. It seeks to establish the right processes, tools and technology to allow the Force to prevent and respond to cybercrime. It will also establish links between local WMP, regional and national Cyber-Crime capabilities and protect the Force itself from the threat of cyber-crime. This project will provide options within a business case early in 2018.

WMP2020 PORTFOLIO UPDATE – STRATEGIC PROJECTS/ PROGRAMMES

48. There are also a number of other strategic projects and programmes within the WMP2020 Portfolio, which are also in delivery phase. These are:

Data Driven Insights (DDI)

49. This will deliver a significant uplift in our ability to store, cross reference, and search and visualise data in a seamless way. Following formal approval in October, this project is now entering into Phase 3, looking at an enterprise search capability for WMP. The cloud infrastructure and software platform required to support this large piece of work is in the process of being procured by WMP.

Connect (formally known as Operational Policing Solution*)*

50. This will provide a new technological platform to replace existing and end of life Force systems with a single, modern, integrated system. This project has now received approval to proceed and the contract was signed at the end of October. The project team is finalising its mobilisation phase and planning is concluding for implementation. The first go live is scheduled for quarter one 2019.

The Emergency Services Mobile Communication Programme (ESMCP)

51. This Home Office led national programme, will see all emergency services transition from Airwave (Tetra) radio technology to the new Emergency Services Network (ESN). The programme is in early stages with the aim for the Force to have an ESN Ready Integrated Communication Control System (ICCS) early in 2018 to facilitate transition to ESN in 2019 in line with Home Office's, nationally-driven timelines.

52. Delays have recently been announced between Motorola, EE and the Home Office, which has led to the need for a more condensed national transition period. A revised National Transition plan is expected from the Home Office at the start of 2018.

Command & Control (C&C)

53. This project will deliver a replacement of WMP's current command & control systems of OASIS, E-notes and XC Mapping. The project are currently undertaking a tender exercise and evaluation is due to complete by the end of December. This will be followed by a refreshed business case with supplier selection expected by the end of February 2018.

Mobility

54. The Mobility project continues to deliver, with a Mobility Competency Centre (MCC) now in place and an application development roadmap agreed. A new Stop and Search (eSearch) application has been developed and implemented, which was used to create 189 records within its first week (80% of total records created).

55. The remainder of this year will see the release of an intelligence and briefing application (CORVUS), new digital forms, such as Scene attendance and Domestic Abuse assessments (DASH), as well as a language translation solution.

56. Further device roll-outs will continue in early 2018, subject to approval of an options paper and resolution of outstanding technical challenges.

Next Generation Enabling services

A number of projects continue in delivery phase, these are as follows:

57. **Redesign of Detained Property (DP), Crime Filing and Tape Libraries**. This project aims to deliver new DP and crime filing processes. The new processes are under consultation, alongside activity to redesign the Central DP and crime filing store.

58. A review of the crime filing and property from 14 buildings has reduced the volume of the crime files / exhibits stored by over 40% already.

59. **Enabling IT - Implementation** continues across this project, with solution design currently being delivered for a new system (CORE-VET), to allow vetting applications to be completed more efficiently online. The new Occupational Health IT system, which

will provide better information on employee health is on scheduled for delivery in quarter 2, 2018 and the new Pension system (ALTAIRE), is on schedule for delivery in quarter 1, 2018.

EFFICIENCY AND EFFECTIVENESS REVIEWS

60. The controlled Efficiency and Effectiveness reviews were launched successfully at the end of July 2017. Six departments were selected for phase 1 of the process, which will conclude in January 2018. Departments presented a range of changes to a panel in October and are working to develop robust future service options, to be considered at a final panel in December 2017, with recommendations presented in January 2018. To date over £3 million pounds worth of savings have been identified.

61. Phase 2 will commence following final approval of phase 1 in January.

ANNUAL BENEFITS REVIEW (ABR)

The WMP2020 ABR 16/17 also concluded in July, which included the outcomes of the following projects:

62. **Operational redesign** - TS1 (Redesigning Response, Redesigning Investigations, Next Generation Enabling Services (NGLP), IOM, Force Contact, THRIVE+ and Intelligence)

63. **Enabling Citizens** – Active Citizen & DEC

64. **Technology** – Mobility, NGES (CX and Oracle Fusion) & BWV

65. **Estates** – Modernising Custody, New Ways of Working (NWoW) Walsall and estate rationalisation

The highlights of the ABR include:

66. TS1 delivered overall cashable benefits of £24m and the delivery of the new WMP functional operating model, continuing the drive towards the end state 2020 vision. Of these benefits, the Force has reinvested in Neighbourhood Policing with PCSOs.

67. NGES delivered the first stage of extensive changes to enabling services, with the introduction to a new self-service portal and Oracle Fusion. This facilitated the release of in excess of 200 fte from Shared Services, managed through voluntary redundancy and natural attrition, minimising the impact on service delivery through this transition period. A decision was taken to reinvest in the HR function, to enable the force to achieve its ambition.

68. The estates rationalisation continues with the planned disposal of the approved 28 buildings; 14 buildings have been closed so far (at the time of the ABR) and from the 8 buildings sold at auction, £4.4m in capital receipts has been received, which is £2.5m higher than estimated.

69. As part of the NWoW programme, Lloyd House re-opened in November 2016, allowing the Force to rationalise its central Birmingham estate and exit expensive lease hold buildings, whilst increasing capacity of the building by 60%, through new ways of working and improved technology.

70. A number of audits have also been conducted across the WMP2020 portfolio during the last ABR period, which have focussed on benefit realisation. These include the Grant Thornton Value for money audit 2016, the PWC audit into TSI 2016 and the HMIC PEEL report 2017. The recommendations, along with the output from the ABR

and the Lessons Learnt from project closure reports, now form part of a continuous improvement plan, to ensure best practice in benefits realisation, across the WMP2020 portfolio.

FINANCIAL IMPLICATIONS

71. There are no financial implications of note.

LEGAL IMPLICATIONS

72. There are no equality implications of note.

RECOMMENDATIONS

73. The Board is asked to note the above updates.

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