STRATEGIC POLICING AND CRIME BOARD
7th June 2016

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WMP2020 Programme of Work

1. Introduction

The West Midlands Police and Crime Commissioner alongside their Strategic Innovation and Integration Partner Accenture Limited, have overseen development of a single integrated Portfolio of Change known as WMP2020 to deliver the future operating model for West Midlands Police.

2. The current programme position

The WMP2020 Change Programme currently has 28 live projects managed as a single integrated portfolio. These are organised into 5 programmes, each with an assigned Programme Sponsor from the West Midlands Police (WMP) Executive Team and Programme Manager and each project has a Senior Responsible Owner (SRO) and a Project Manager to ensure clear lines of accountability and communication.

Six projects have been formally closed and are delivering benefits as forecast and two other projects are due to close in the next couple of months.

A number of other projects such as an integrated Operational Policing Solution system and a revised Intelligence design are currently within the formal Commissioning process.

The WMP2020 programme is within its first phase of delivery with the first operational transition phase planned to be implemented by the end of 2016.

3. **Portfolio Updates**

WMP2020 project highlights in this last quarter:

 Programme 1

Next Generation Local Policing (NGLP)	The ambition of Next Generation Local Policing (NGLP) is to: • Prevent harm at the earliest possible opportunity • Reduce repeat demand through preventative problem solving • Prevent reoffending through consistent and effective Offender Management • Build community resilience and capacity to resolve problems • Deliver with partners to reduce harm through early intervention • Increase public confidence by understanding needs and building trust To achieve this, the NGLP project will introduce a new model of local policing, creating Neighbourhood Policing Units (NPUs) made of teams focused on prevention and intervention activities at the local level. These NPUs will seek to maximise impact in areas with the greatest levels of harm and need through the development of the new teams, better analytical tools to identify and target where interventions and problem solving approaches are needed. The four Birmingham Local Police Units will also merge to create a better alignment with Partners and create more efficient NPU's. New roles and job descriptions have been created and training packages in development to support the move to the new Structure by the end of the year.
Integrated Offender Management (IOM)	West Midlands Police have a strong proven track record for working alongside our partners in reducing reoffending across the West midlands. Of all 171 local authorities in the UK, some of the lowest re-offending rates can be found in WMP, with Sandwell rated as top, Dudley second and Wolverhampton in eighth place. The success of the Integrated Offender Management (IOM) approach is that it manages offenders alongside partners involving a team of 250 officers co-located locally with key partners delivering a bespoke case management approach. Each offender receives a blend of 'control' and 'change' interventions to reduce offending and keep them out of further trouble. The IOM project is looking to build on this best practice and create a flexible corporate IOM team by the end of 2016, delivering through Local offender management units (LOMUs). These will

	continue to deliver offender management on NPUs, managing core offenders, vulnerable offenders, violent and high risk offenders and sexual offenders A Central Breach Team will also be created alongside a central Resettlement Team in order to make more informed, proportionate and consistent decisions or licence arrangements for every released prisoner.
Active Citizens	Active citizenship is a project intending to support people getting involved in their local communities at all levels, from street level all the way through to national activity. It can be as small as a campaign to clean up a street or as big as supporting young people in a neighbourhood. Research shows people power like this can transform neighbourhoods and change lives. Communities are becoming more diverse and digitally equipped and WMP is looking to transform the way it listens and involves the public in policing, not limited to the introduction of new tools but also to make the most of partnerships, relationships and connections that the force holds across the West Midlands. The three key elements of the Active Citizens work currently in development are: • Informing the public and understanding their needs. • Getting and harnessing customer feedback, and, • Agitating and facilitating more active citizenship. The first deliverable of the project is to implement a Multi-Channel Campaign Management Tool planned for delivery late Summer.
Digital Experience for Citizens	The aim of the Digital Experience for Citizen's project is to design services where the public can interact, engage and seek information and updates from the Police in a more digital manner. Public expectations around digital channels and growing use of technology are the key driver for transforming our policing services and providing more on-line and on demand services through which citizens can routinely connect. An initial 8 week Service Design phase has been completed bringing members of the public together with WMP officers, staff and partners including Victim's Commissions to co-create which services would add real public value. Four potential services were assessed as having significant value and the next phase to develop these services has now started for delivery this year. The first phase will also involve the set-up of a new service portal with clear signposting for services.

Programme 2

Risk Framework	The Force is introducing a new way of working for responding to public need. THRIVE + is a risk based approach which reviews demand and supports decision making for assessing and responding to force demands.
	THRIVE+ is a framework which helps assess Threat, Risk and Harm, to Investigate an incident or call for service supporting the right service delivery at the earliest opportunity, protecting the public, helping those in need and ensuring we respond effectively.
	THRIVE+ provides a consistency in approach and understanding decision making at every level in the organisation and training has already been completed within the Force Contact function, with roll-out of 9 different, more effective types of service from Autumn this year.
Force Contact	The Force Contact project is looking at how we receive and provide a first line response to calls in a new and efficient manner. The current plan is to merge 999 and 101 call functions with contact handlers trained to deal with both types of call increasing skill levels and resilience.
	A further reduction in dispatch centres to create more efficiencies in purpose designed accommodation alongside real time intelligence centres are also planned for the Autumn.
Redesigning Response	This project is looking at reorganising our response function to increase the effectiveness and impact of responding to calls for service.
	An enhanced shift pattern will provide better resilience across times of peak demand and Response will focus on higher priority incidents in line with the THRIVE + model all supported by the roll-out of mobile capability and Body Worn Camera's.

Programme 3

Redesigning Investigations	The Investigations project is looking to create a fast-paced end-to-end investigative service which delivers positive resolutions and make better use of technology to speed up the investigation process.
	The longer term aim is to develop a more preventative approach to better protect the victim from further harm and divert offenders from future crime including a more streamlined referral process to key partners.
	A four month pilot began in April of a dedicated 'Locate' team to locate missing people and to develop tailored action plans to reduce the likelihood of individuals going missing and/or maximise opportunities to find them quickly and reduce the threat to them if they do.
	This pilot is due to conclude in July 2016 with broader roll-out across the Force if successful.
Body worn Video (BWV)	240 body-worn cameras have been successfully rolled out to Response officers across Birmingham South and Solihull in order to provide evidence and support convictions as well as reduce complaints.
	The cameras are already being hailed as a resounding success by response officers and the force has recorded an increase in the number of charges and early guilty pleas, as well as reductions in the use of force, officer complaints and the length of case duration.
	Work is underway to develop a platform and create further bandwidth to support roll-out to all Response Officers Force wide by September 2016.

Programme 4

Mission Support and Intelligence	A ten week Mission Support Pilot was successfully completed to trial the better provisioning of real time intelligence to front line officers. 35 officers were involved across two Local Policing Units in new roles and with access to 240 mobile devices.
	The pilot has been well received and a comprehensive evaluation report will feed into the future Intelligence and Mission Support Model for WMP. This work is being merged with a further piece of design for what the future of Intelligence in the round with a view to provide support to the first phase of the revised operating model changes this year.

Data Driven Insight	Data Driven Insights will deliver a system which automatically compiles intelligence to identify and predict future outcomes, patterns and trends, resulting in improved quality of intelligence, time savings and potential to prevent anticipated threats and harm.

A growing number of law enforcement agencies, in the US and elsewhere, have been adopting software tools with predictive analytics, based on algorithms that aim to predict crimes before they happen.

The premise is simple: criminals follow patterns, and with the right software police can determine where the next crime will occur and sometimes prevent it.

The key to success in predictive policing is getting as much data as possible to determine patterns. This can be especially useful in crimes like theft and burglary, where patterns can be detected.

The DDI project is currently in an exploratory phase to assess what analytical capabilities can be delivered to WMP in the next phase. |

Programme 5

Next Generation Enabling Services	WMP has an aspiration to become more effective at providing service to citizens which does not just focus on typically front line duties and police officers, but also the services and functions that enable efficient service delivery.

Some of the elements the Next Generation Enabling Services programme is looking to deliver are:

• A rationalised estate to ensure this remains aligned to the new operational services of WMP and savings are made where buildings are no longer needed.

• A new integrated 'back office' system which will make supporting functions such as Finance and Human Resources more efficient.

• Revised, more efficient and effective department structures for WMP corporate supporting functions. |

Large Standalone Projects

Mobility Pilot.	300 mobile devices have been successfully delivered and piloted within two LPU's.
	This project has also built and provided three custom mobile applications including the ability to provide updates on crimes and incidents to Police Officers out in the field as well as the WMP telephone directory or "Blue pages" now accessible 'on-the-go'.
	The key objective of the pilot was to select the right mobile device, test the mobile platform from which the devices can be managed, setup a mobile applications development capability within WMP's IT and Digital Department and obtain valuable feedback to ensure reliability and functionality of the devises and applications before roll-out across the wider force.
	92% of Officers within the pilot group gave positive satisfaction ratings and the plan for wider roll-out is now being finalised.
	The ambition is to be able to provide a mobile device with enhanced capabilities to the most mobile Police Officers and staff within the year.
Modernising Custody	The new Oldbury Custody Suite went live on the 22nd March 2016 and the 3 existing Custody facilities at Smethwick, Brierley Hill and Walsall have all been fully moved in and subsequently closed. The opening marks the biggest and most exciting change in custody provision in a decade.
	The second new 60 cell custody suite at Perry Barr has also gone through a 'soft opening' on the 17th of May which allowed the Victorian Steelhouse Lane block to be closed. Perry Barr will be formally opened on the first of June.
	Modifications have also been made to WMP Custody systems to streamline prisoner processing and new roles have been implemented.
New Ways of Working (NWoW)	New Ways of Working is about providing WMP officers and staff with a modern work place, updated work systems and a culture that will support staff to provide the best and most efficient service possible to the people of the West Midlands.
	The refurbishment of Lloyd House is progressing well with an expected completion date of autumn 2016. The works will deliver a much improved working environment for officers and staff, whilst achieving more open and flexible floor plans that better meet modern ways of working. This will allow us to comfortably accommodate more staff within the building meaning savings can be achieved by ending city centre building leases.
	The use of more flexible workspaces is being supported by an update

	to the technology needed to enable us to use our workspace more effectively and improve and speed up communication between teams and individuals.

A new telephony system has been delivered and the use of laptops and Skype have been trialled and tested and are now being rolled out to the more 'agile' WMP users to ensure WMP staff and officers get the best out of the new working environment. |
| People Deal | One area that is now a significant priority for WMP is our revised Vision, Values, People Deal and the new Leadership Promise, creating a fair organisation and a leadership who focus on their people to deliver great policing and shape the force of the future.

The People Deal was agreed through an intense 10 day challenge which outlines what WMP expect from their people in terms of behaviours, what its people can expect in return from the organisation, and a leadership promise that sets out key enabling behaviours expected of leaders at all levels.

Implementation of this is now underway to bring the People Deal to life across WMP. |
| Digital Interview Recording | Digital Interview Recording has now been successfully used since 2015 and has now been established at 9 locations across the force including both of the new custody suites as well as Achieving Best Evidence (ABE) suites and voluntary interview rooms.

The system replaces the obsolete C90 cassette tape machines and has been extensively used by West Midlands Police users, solicitors and also other Police Forces with great success.

There are 8 further locations remaining to be fitted out by the end of June and all is on track for delivery within these timescales. |
| Operational Policing Solution | The Operational Policing Solution (OPS) is a core enabler to WMP2020, integrating and streamlining the core policing capabilities: case, custody, investigations, intelligence and criminal justice as well as supporting capabilities such as property. The project is central to WMP2020 Transition State 2 and is more than just a technology project: it will transform ways of working by providing a standardisation of process. At the heart of OPS is the People, Object, Location and Event (POLE) data structure which will enable greater effectiveness by providing a single view of entities, show underlying relationships between entities and facilitate greater data accuracy and management at source.

The project has been split into 3 distinct phases. Stage 1 which has now been approved by OCB, encompasses a 'Functional Product Analysis' to establish capability and the resultant degree of WMP business process change required. This will be undertaken through a series of workshops with operational users. Following this |

	there will be a stage gate decision on whether to proceed, considering the factors: 1. Fit to WMP2020 requirements and vision. 2. Product capability to deliver the core functional requirements. 3. Output of functional product analysis reveals an acceptable volume and severity of business process change. 4. Any custom development requirements are identified and assessed within the affordability envelope and risk appetite. 5. A view of timescales and deliverability of the functional requirements.

4. Financial Implications of the programme to date

When the IIP partnership was commenced in August 2014, the affordability envelope was £121 million. We are currently on track to meet / exceed that.

Where additional savings can be made, this will enable the force to innovate and improve further as well as potentially bringing forward plans to focus in Digital Forensics and Cyber Crime.

The continued focus on achieving benefits is critical in order to invest in the force's future.

5. Relationship Management Forum

The IIP partnership contract includes provision for Relationship Management Forum meetings attended by the Commissioner, Chief Constable and senior Accenture representatives. These cover "guidance, leadership and strategy," "effective delivery," "value for money" and "operational benefit". These meetings are supported by a progress report, programme of work forecast, information on emerging technology and delivery against expectations.

The most recent of these took place on 17 May 2016. The meeting took reports on:

- Programme Overview
- Contract measures
- Accenture public safety technology vision 2016
- Target Operating Model ("Blueprint") refresh

In reviewing the programme, the meeting considered performance against costs and contractual obligations, delivery against the agreed change programme, delivery of planned budgetary savings, internal and external communications, wider public sector reform and partnership working, and emerging technology and trends. Following this meeting, the Commissioner will make decisions after the 2015-16 accounts are agreed concerning contract payments.

6. WMP2020 – Programme oversight from the OPCC

The OPCC, in collaboration with WMP and Accenture, has implemented a governance and oversight model for WMP2020 that combines formal mechanisms and representation with proportionate embedded governance. SPCB members are paired with Command Team members who are programme leads. From this pairing, members negotiate appropriate oversight of individual projects, ideally based on a three part classification:

- Projects that require PCC approval and hence required close oversight
- Projects that are so novel or contentious that close oversight is appropriate
- All other projects

Members and staff also share responsibility for participation in key governance structures, such as Relationship Management Forum, Organisational Change Board, Design Authority, and the Partnership Operational Review Forum. Members and staff connected to WMP2020 meet every Tuesday to share information and receive collective briefings. The group (usually called "IIP Briefing") meets fortnightly with representatives of WMP and Accenture present, and once every four weeks with the Commissioner present. Member responsibilities will be agreed as part of the induction process.

7. Recommendation

Members of the board are requested to note the updates provided within this paper.

DCC Louisa Rolfe
Deputy Chief Cons