



**Strategic Policing and Crime Board
1 November 2016**

Transition State One and Key Initiatives Update

PURPOSE

1. The purpose of this report is to offer the Board an update on the organisational changes occurring with Transition State One (TS1) and associated key initiatives leading up to the New Year.

BACKGROUND

2. The case for change within the West Midlands Police (WMP) Force continues with challenges including:
 - a) A change in crime profile moving from public place to private domains. There is an expectation that this trend will continue.
 - b) Citizens expecting service providers to have a digital core, with easy engagement and a high pace of delivery. Digital provides an opportunity to enable more "active" citizens - in understanding their area, influencing choices, participating in delivery, and on occasion self-serving.
 - c) The sharing of data and intelligence at high velocity remains a significant strategic challenge to integrated delivery.
 - d) An ongoing drive to eliminate waste and increase the speed with which the right resolution is found, which will not always be a Criminal Justice pathway.
 - e) WMP's long term ambition to deliver a more proactive service to the public to manage long term demand.
3. The WMP2020 Programme vision is to prevent crime, protect the public and to help those in need. This 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 will assist WMP to make better decisions in the field, and help them to adapt to the changing face of crime. Responsive functions are being re-gearred to ensure flexibility between borders to respond at pace as required. Engagement with the public will be shifted onto alternative channels including phone and digital ensuring that WMP can still listen and reassure the public whilst also being cost effective.
4. Transition State 1 is the first step towards achieving the WMP2020 vision. At each Transition State we will evaluate, and if need be adapt, our structures to ensure we continue on the right path. TS1 is about laying foundations and thinking differently, it is the base on which future transition states will be built on.

TS1 REVIEW

5. By 28th November we will have seen a significant reorganisation of WMP core policing functions. These moves are aimed to bolster resilience, enable more efficient ways of working and strengthen the Force's capability to prevent harm. These are, however, not the only changes occurring in the coming months. We will also see the full deployment of new mobility, body worn camera technology, key enablers for our 2020 ambition of better preventing crime, protecting the public and helping those in need. A new transactional website is also in development.
6. We have spent over 20 months setting the environment and preparing the workforce for these changes; from setting up and developing a change network, holding a Force wide change tracking survey, and delivering local change plans off the back of this. Other Force wide events such as WMP2020 Live and the follow on LITE activities that have been carried out locally have also contributed to WMP's readiness for change.
7. A core feature of the TS1 model is the management of both reactive and proactive demand. The areas undergoing change at TS1 include:
 - a. The introduction of a new risk framework and grading system for incoming demand. This should enable the Force to determine the most appropriate way to respond to calls for service. In addition we will be merging 999 and 101 training in Force Contact to enable staff to deal with both calls, as well as online contact. It is recognised that Force Contact is currently experiencing performance issues and this is therefore an area of significant focus for the 2020 Programme.
 - b. The Intelligence function has been reorganised to offer a more proactive service. It can provide information to colleagues 24/7 in the field using mobile technology as well as more effectively dealing with requests for intelligence products.
 - c. The creation of a centralised Force Response function aiming to utilise resources better and paving the way for enabling borderless response.
 - d. Force Support will be a new team within Operations to predominantly respond to lower priority demand, as well as primary mobilisation, Force mobilisation (e.g. football matches and protests) and support local operations and initiatives as part of the Force Operations Department.
 - e. Investigations will cluster resources in Birmingham to enable resilience and flexibility to effectively manage new teams and new ways of working. In addition the Investigations team is trialling new ways of finding missing people, making use of digital media and looking to extend capabilities beyond Birmingham in time.
 - f. Neighbourhood Policing will be focused on intervention and prevention. Teams will work closely with partner groups to deliver specialist, targeted services that are geared specifically to address local needs. The focus is on long term preventative work that improves people's quality of lives and reduces demand for the Force as a whole.

NEW DIGITAL WAYS OF WORKING

8. We have now rolled out 1,305 Body Worn Cameras (BWC) to Response officers across WMP. The cameras are part of an overall solution that includes a secure storage database. The recordings can then be accessed remotely via any police computer to review, cut, pixelate, share with supervisors and burn them onto a DVD for use in court. Body Worn equipment delivers a number of benefits for Policing including reductions in complaints against officers, reduction in harm and ability to progress cases more quickly.

9. During November and December we will also be deploying mobile devices to nearly 3000 officers in Response, Force Support and Neighbourhood policing on a new, secure, scalable, mobile platform. Mobile devices mean that officers can access 24/7 information in the palm of their hands. Officers can be silently dispatched to incidents and have all the information on their device, reducing Airwave traffic and ensuring that the airwaves are clear for officers to use in emergencies. The aim is to provide operational officers & police staff with mobile, easily accessible, timely, relevant and accurate information that helps them improve the service they provide to the public & their colleagues, freeing up time & saving money.
10. Additionally as part of the Digital Experience for Citizens project we are in the process of updating the WMP website. This will result in a website with a significantly different look and feel moving away from a mainly news focused website to a service oriented website. Working with partners and people within the West Midlands new services are being developed which will include better ways of providing advice on how to access Police services, and the ability to report and track crimes online. This is expected to go live in the first quarter of 2017.

New Ways of Working – Lloyd House

11. This month is a significant undertaking as people start to move back in to the refurbished Lloyd House building. The new building accommodates a larger number of staff, enabling the Force to exit a number of other buildings including Aqua House, Centro and Steelhouse Lane and represents a significantly more efficient, environmentally friendly and contemporary workplace. The Force is committed to providing the best quality work spaces for staff across the West Midlands and the building is a testament to this. In line with the new ways of working, laptops have Wi-Fi and 4G and there will be space allocated within all departments for flexi workers. Hot desk workers can work from any WMP desktop within the Force estate. In addition staff now have access to Skype and other important ICT tools such as 'OneNote' and Outlook tasking tools.

BENEFITS

12. The 2020 Programme includes a rigorous approach to tracking and monitoring benefits; these will continue to be monitored closely through the organisational changes for TS1. An external review of TS1 benefits will also be carried out in early 2017.
13. The benefits of TS1 are both financial and non-financial. They include efficiencies through streamlining processes, increased productivity through new technology, and improved access to information for officers.
14. Any changes to the original business case are managed through a formal change control process. The most significant change since the original business case relates to PCSOs. Government cuts to police funding announced in 2015 were smaller than expected, and the government is expecting low precepting Forces like the West Midlands to increase their precept by £5 per year for four years. As a result, the decision was taken to protect PCSOs from the threat of compulsory redundancy. PCSOs are an important component of the neighbourhood policing model, supporting problem solving and building public confidence.
15. The 2020 Programme delivery plan is underpinned by the Medium Term Financial Plan agreed in 2016. This is dependent on central government continuing with its announced plans for police funding and any changes to the police funding formula.

RECOMMENDATION

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

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