

ACCOUNTABILITY AND GOVERNANCE BOARD

28th January 2024

West Midlands Police Change Strategy

Presented by: ACC Welsted

Police and Crime Plan

1. To provide the Commissioner with a report on progress towards the objectives in the West Midlands Police and Crime Plan 2021-2025 relating to Organisational Change.
2. The Police and Crime Plan 2021- 2025 includes the following relevant commitments:
 - Exploiting the efficiency and operational gains arising from previous technology investments
 - Improved technology and working practices to support interaction with the public
 - Improved use of data to increase the efficiency of WMP and officer and staff decision making
 - Increased use of mobile technologies to enable officers and staff to increase productivity, visibility and operational effectiveness
 - Improved digital forensics

Overview of Approach

3. Organisational change and innovation are cross cutting themes requiring coordination of all force departments, functions and strategic approaches including the Information, Technology and Digital, Synergy Strategy, Data and Analytics Strategy, the strategic approach to Change, and a variety of policies but most notably the People Change policy.
4. This cross-cutting nature highlights that change in policing is inevitable, we cannot expect to police tomorrow in the way we police today. West Midlands Police (WMP) is committed to the creation of an environment where change and transformation is delivered in the right way and to the right standards to enable the provision of an outstanding service to the communities we serve.

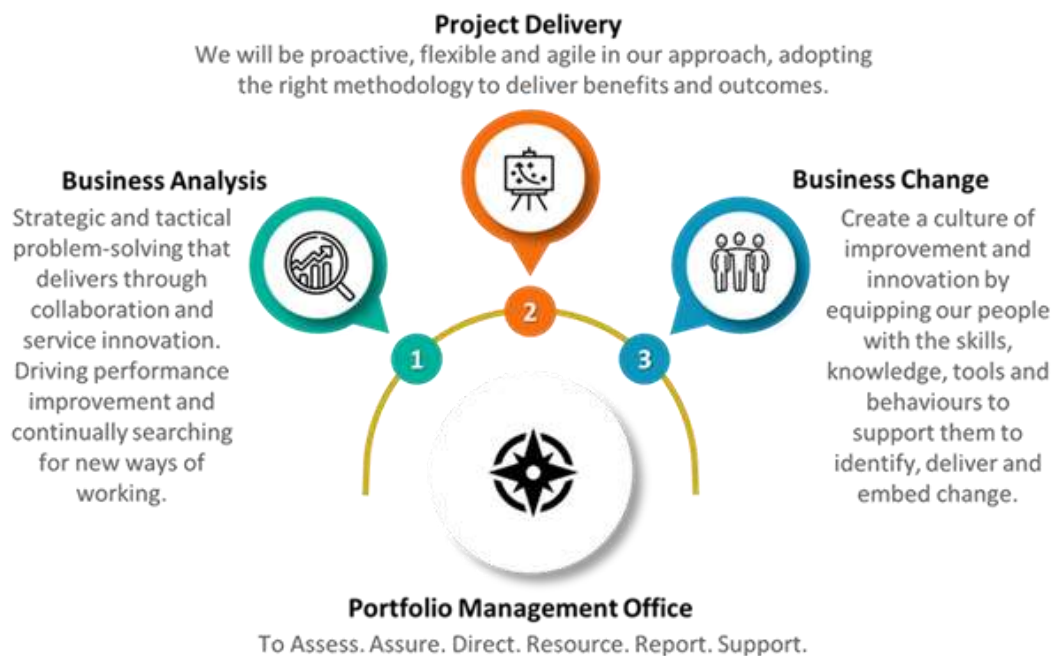
5. This report provides an overview of how WMP delivers organisational change and remains focused on achieving the commitments set out in the Police and Crime plan. WMP have designed and adopted an approach to ensure there is effective decision making that considers the current and future challenges facing the force as well as notable practice from elsewhere in policing, both in the UK and abroad.
6. Commissioned projects are governed, designed, and delivered ensuring benefits such as performance improvements, cost savings and capability enhancements are documented, evidence and are sustainably embedded. The strategic approach of WMP incorporates close connections to the national and regional science and innovation programmes to ensure that funding opportunities, learning and experiences are considered, adopted and amplified to the betterment of the communities of the West Midlands.
7. Organisational Change, particularly innovative change can only be successful if the implications and risks are documented, understood, and effectively mitigated. WMP take these responsibilities seriously and invest in and prioritise the processes that draw out the ethical and legal considerations ensuring decision making is based on accurate and insightful information.
8. All change has the potential to impact People highlighting the importance of WMP's approach to 'People Change' ensuring that those impacted by change are consulted, involved, and supported to enable the organisational benefits of change to be achieved whilst minimising the impact on those impacted. WMP ensure equality impact assessments are thoroughly completed and used in decision making, taking every opportunity to ensure we are and remain an employer of choice.
9. West Midlands Police has reviewed and implemented governance built of three layers of accountability: -
 - **Change Board** - Chaired by the Deputy Chief Constable. This board is the start and finish of all significant change initiatives with specific responsibility to commission projects, track delivery and ensure benefits are realised and evidenced.
 - **Design and Delivery Board** – Chaired by ACC Change. This Board is the main change coordinating group for the force, ensuring that all change initiatives, from projects, pilots, application and process changes and funding bids from across the whole force are understood, tracked, coordinated and delivered.
 - **Project or Change Initiative Boards** – These Boards are chaired by the Senior Responsibility Officer and ensure the individual project or change initiative is defined, owned and delivered in the right way and to the right standards.
10. Each project or change initiative is owned and lead by a Senior Responsible Officer, this ensures that change is always part of the planned operational delivery. Change expertise is made available to ensure effective change methodology is adhered to including clearly defined objectives and milestones, a measurable benefit realisation plan, thorough risk, impact, interdependency and equality assessments and financial, legal and ethical considerations are identified and addressed.
11. This approach to governance has proved effective at ensuring we have a clear understanding of all the change that is happening across WMP, and that all changes are documented, and delivered effectively.

Achievements and Challenges

Corporate Change Function

12. WMP has relaunched its Corporate Change function, made up of proactive professionals committed to delivering sustainable change, using proven methodologies to improve service delivery, operational performance and maximise investment opportunities.
13. Corporate Change consists of Project Management, Business Analysts, Change Practitioners and a Portfolio Management Office, the combination of which is essential to support effective change delivery across the business. A brief explanation of the functions is included below.

Diagram 1 – Outlining high level capabilities of Corporate Change department



Building on Good Foundations

14. During 2023 WMP introduced a new operating model to ensure we had Local Police Areas aligned to Local Authority Areas which proved to be a key foundation for our improved performance across all aspects of policing.

Public Contact

15. Throughout 2023-2024 the Next Generation Force Contact (NGFC) project completely redesigned Public Contact from the recruitment of staff, the departmental structure the way staff were trained, the move to a single modern site, a new demand led shift pattern and changes to the supervision model based on recommendations from the Manchester Arena terror attack. This has resulted in significant and sustained improved performance across both emergency and non-emergency call handling making WMP the best performing Force when it comes to combined 999 and 101 performance (Dec 2024).
16. Innovations and continued improvements in Public Contact are extensive and continuous setting new standards for UK Policing include: -
- The fastest ever implementation of the Single Online Home
 - The design and implementation of Andi-Esra, the first artificial Intelligence (AI) to be used by UK Policing to directly serve the public. Andi-Esra will triage all 101 calls in WMP from December 2024.
 - Changes to the dispatch model resulting in month-on-month reductions in officer attendance times as Emergency and Priority incidents.

Investigations

17. The delivery of Operation Vanguard, WMP's work to improve the way we investigate crime and address the causes of concern identified by the HMICFRS. This included may aspects of change from training, process redesign and improving the use of our data in the 'Investigations Dashboard'. This change effort saw WMP's investigative and safeguarding performance improve significantly across the board and resulted in WMP achieving the fastest ever exit from 'engage status'.

Information Technology and Digital

18. WMP's approach to change includes designing and realising the benefits of IT which plays a crucial role in supporting the Police and Crime Plan by enhancing operational efficiency, improving public safety, and fostering better community engagement. The list of innovations and application development through IT is extensive and reported separately to the OPCC, however the key capability underpinning the successes includes:-
- Application development
 - Robotic process automation and integration
 - Advanced data analytics and analysis
 - Flexible infrastructure with a balance range of in house, cloud based and agile capabilities
 - Powerful partnership and effective contact management with an extensive range of suppliers

Data and Analytics

19. WMP have in 2024 launched a Data and Analytics Strategy confirming WMP understands and values its data and describe how WMP will effectively, efficiently, legally and safely, collect, store, use, understand, share and dispose of its data. This strategy is delivered through a Data and Analytics Assurance Board Chaired by ACC Change. Key achievements of this work include: -
- The development of an information asset register with owners.
 - The creation of a Record of Processing Activities
 - The establishment of Operation Stemson, a change project charged with modernising our approach to physical data and detained property and completing an RRD process on all physical storage.

National and Regional Science and Innovation

20. WMP have successful secured funding from the National Science and Innovation Board (NSIB) in the form of Science, Technology, Analysis and Research (STAR) funding, (Andi-Esra) with three successful expressions of interest still being considered for 2025. Additionally, WMP have secured funding from the Test and Learn fund for the 'Vape testing' project.
21. WMP's ACC Change is the regional Science and Innovation Coordinator and has successfully appointed a regional Science and Innovation Manager to supercharge efforts to capture and implement innovations that work in WMP having secured the funding for this role from the NSIB for 3 years.
22. Showcasing WMP's capabilities, sharing knowledge and influencing best practice are a key focus for this role and part of the approach WMP uses to inspire public confidence. WMP is represented at all major national boards and are actively using routes such as the College of Policing Practice Bank to demonstrate the evidenced benefits realise by our change portfolio.

Digital Forensics

23. Investment into WMP's Digital Forensics Unit (DFU) is realising benefits in that prior to 2021 phone and computer exhibits submitted for forensic examination were dealt with in isolation resulting in duplication of effort and excessive timeliness. The DFU has redesigned the approach to deal robustly with data, not physical exhibits, and meet the challenges of integrated cloud-based ecosystems where the same data can be found on multiple devices, (e.g iPhone, iPad, iMac etc).

24. West Midlands Police is the first territorial force to harness the power of cloud-based digital forensics solutions with industry partners. These includes powerful new password decryption capability and analytical tools which in their first six months saved WMP 140 days of working time in DFU which equated to £148,000 in outsourcing costs.
25. The creation of new Scene Attendance and Digital Crime Scene Coordinator roles provide the best quality advice directly to officers early, triaging devices to determine the best course digital investigation. In their first year this approach reduced wasteful submissions by 70% releasing around 4900 days of work.
26. WMP is well placed to deliver the National Digital Forensic Strategy and a standout performing force in the UK. This is essential as around 90% of investigations have a digital footprint require ever more digital forensic capability and capacity.

Key Challenges

27. Although WMP has designed its approach to Change to maximise its ability to ability to design and deliver change effectively the following key challenges are ever present: -
 - Capacity of change and enabling functions to meet our ambition and requirements.
 - Change Fatigue, the impact of successive and overlapping change.
 - Increasing complexity and the rapidly changing landscape of technology.
 - The propensity of criminals and hostile actors to exploit changing technology.
 - The ability of WMP to recruit and retain the skills needed to maintain pace with innovations and technology.
 - The increasing reliance on technology and the associated costs of buying and maintain it.
 - Releasing the capacity to unlock and embed new capability from our existing product set, such as the M365 suite.
28. A specific challenge for WMP over the next 12 months will be the prioritisation and delivery of the existing change portfolio whilst procuring and implementing a new RMS contract and overseeing the upgrades to our TASER fleet.

Actions undertaken.

29. The redesign of WMP's Change Governance, and the ongoing delivery of the Data and Analytics strategy and the Synergy strategy are all designed to mitigate the risks identified and help WMP prioritise change delivery.
30. The key design principle that all change is led by the business is essential to ensure that all change is directly linked to the department operational delivery plans.
31. A key part of WMP's approach to change is the use of Change Practitioners skilled in helping people understand, adapt to and embrace change. This effort is directly supported by the creation of a Change Agent Community of over 150 change agents, representing all areas of the organisation. These volunteers enthusiastically support the organisation in implementing and embedding change activity through active peer support, role modelling and constructive criticism in the design stages.

32. To ensure the workforce feel listened to and empowered to suggest change, WMP has a highly effective Innovation Portal which continues to provide the opportunity for anyone to get involved and submit ideas on how to improve the way we work. There have been nearly 600 ideas submitted through the portal since its launch in 2024 with nearly 10% of suggestions being approved for full implementation.

Future work

33. WMP completes a Strategic Assessment process overseen by the Strategic Tasking and Coordination Group (STCG) chaired by the Deputy Chief Constable. This extensive analysis of local, regional, national and international information and intelligence considers risks, issues, threats, opportunities, current and emerging to provide a deep understanding of future demands and enables WMP to prioritise effort and resources accordingly.

34. The latest Strategic Risk Assessment includes the priority area of 'Maintaining pace with technology'. This priority area overseen by ACC Change is charged with ensuring WMP is at the front of the latest thinking around meeting such threats as are described in the recent College of Policing report - Future Operating Environment 2040 which highlights the challenges and issues facing policing over the next 20 years, such as changes to criminality, demographic changes and emerging technologies.

35. WMP has an annual planning cycle that involves, Priority Based Budgeting (PBB) to set the budget and the development of the Force Management Statement (FMS) all of which informs WMP's understanding of future demand and prioritises changes to be commissioned.

Financial Implications

36. Financial oversight of the change portfolio is managed through the Change Board which is attended by the Director of Commercial Services to ensure commissioned activity is funded and aligned to budget planning. The remit of the Change Board is to approve financial requests supporting new change activity and assure the overall change portfolio budget.

37. Through the attendance at Design and Delivery Board, the Assistant Director for finance ensures that the monitoring of approved budgets is assured and reported correctly.

Legal Implications

38. The commissioning and oversight of the change portfolio is directed by the Change Board chaired by the DCC and the Design and Delivery Board chaired by ACC for Change.

39. Through this governance, both legal advice and ethical considerations are explicitly referenced and considered. Many project boards including the design and Delivery Board have legal representation to ensure advice is accurate fully used to inform the any decision making.

40. WMP, in partnership with the OPCC have an effective Ethics Panel that is highlighted as best practice nationally. Any change initiative involving advanced data analytics or emerging technology such as Artificial Intelligence is submitted for consideration by the Ethics Panel, the advice and insights of which are directly considered by WMP at the Change Board and by the Police and Crime Commissioner when holding the Chief Constable to account.

Equality Implications

41. As documented in the Equality Analysis Toolkit, WMP are required to show due regard to the Public Sector Equality Duty (The General Duty) (PSED).

42. All commissioned Change projects are supported with the inclusion of a live Equality Analysis to capture the analysis and impact of the change.

43. Change Portfolio activity is also shared with the wider organisation through regular comms and engagement as well as with the Change Agent Community to support the implementation and embedding of change initiatives.

44. As part of the delivery of the Change Portfolio, Project Managers have engaged with the Staff Associations Network to share live Equality Assessments for assurance and feedback.

45. The Corporate Change department also has an active Diversity, Equality and Inclusion committee, championing organisational and local activity within the department.

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