



## REPORT TO THE WARWICKSHIRE POLICE AND CRIME PANEL

### Implementation of the Blueprint Model

#### 1.0 Purpose

- 1.1 This report provides an overview of the progress of the Alliance between Warwickshire Police and West Mercia Police.

#### 2.0 Introduction

- 2.1 The cuts to central government policing budgets led Warwickshire Police into discussion with West Mercia Police about working in alliance to ensure that the largest proportion of budget possible was spent on 'protecting people from harm'.
- 2.2 Working in alliance with another force was considered to be the best way of protecting visible local policing whilst continuing to provide good service in those aspects of policing that are rarely seen by the public, but often involve the most serious of crimes and offenders.
- 2.3 An alliance would also streamline the way in which business support services are provided by doing things once across both forces in services such as Human Resources, Information Communications Technology (ICT), estate, fleet, procurement, etc. thus allowing for more of the available budget to be focussed on direct public services. Indeed before any changes to staffing levels were necessary, this alignment of common services between the two forces delivered a £4m cost reduction across the alliance.
- 2.4 In June 2012 a collaboration agreement between the two forces was signed and in September the same year a leadership team was appointed to implement the strategies of the two chief constables and their deputies.
- 2.5 In November 2012, both Police and Crime Commissioners committed to the alliance as the best way of protecting people from harm. In July 2013, Her Majesty's Inspector of Constabulary described our approach in response to the funding challenge as "...an ambitious and ground-breaking alliance...", "...the alliance places it in a better position to face future challenges..." and "This is one of the most extensive and ground-breaking collaborations in the country...."

- 2.6 In September 2013 all police officers were posted to roles across the areas of both forces, and operational police staff in the same teams, likewise. Therefore the operational Policing Model 'went live', supported by a single ICT platform and common policies and procedures for both forces.
- 2.7 Whilst there is still work to complete, the programme of change will deliver the necessary cost reduction and maintain policing performance.
- 2.8 The Medium Term Financial Plan of each force identifies a further financial challenge and at the conclusion of the current Alliance Change Programme, the cost of delivering policing services in Warwickshire must reduce further by £9m, from April 2018.
- 2.9 To deliver further change to maximise the use of our resources to best 'protect people from harm', a new organisational change programme has been launched to 'Strengthen and Deepen the Alliance' between the two forces, branded the 'StraDA Programme'.

### **3.0 The new policing model**

- 3.1 The new single consistent policing model for both forces in alliance brings consistency of approach where services are generic, such as response to Incidents, armed response, major investigation team, serious & organised crime unit, finance, HR, ICT, fleet, estates, and procurement etc. These are good quality services that can be applied consistently across both forces, based upon their standard operating procedures under single leadership, direction and tasking, even though some still retain a local operational base from where to deploy (northern, southern and eastern 'hubs').
- 3.2 Where services are tasked based upon local policing geography, crime and policing problems, resources are locally based and benefit from local leadership, direction and tasking, usually within one of the Local Policing Areas (LPA) led by a superintendent.
- 3.3 Chief Superintendent Martin McNevin leads Warwickshire Territorial Policing, containing two LPAs, one North and one South, led by Supt Martin Samuel and Supt Debbie Tedds (respectively). The main bases for deployment of our resources are the Northern Justice Centre at Nuneaton, the Southern Justice Centre at Leamington Spa and local police stations at Bedworth, Rugby and Stratford-on-Avon. There are a number of other public contact centres and SNT bases across the county.
- 3.4 Each LPA has a number of Safer Neighbourhood Policing Teams and ten of these where demand is higher, benefit from additional officers, PCSOs, Special Constables and other volunteers. This area of local policing saw minimal change, and those that happened were all beneficial, especially in respect of staff numbers and shift pattern. SNTs continue to deliver 100% of the priority tasks they agree with Local Community Forums.

3.5 Each LPA also has its own Criminal Investigation Department (CID) where local ownership of crime investigation is maintained in an identifiable and consistent manner, improving service standards and accountability. All police officers in the new local policing model undertake crime investigation thereby maximising the opportunity to catch criminals and reduce crime as a result.

#### **4.0 Reducing Crime**

4.1 Since the new model went live in September 2013, crime has continued to fall compared to previous years.

4.2 Since April this year we are achieving a 9% reduction of crime in Warwickshire. It is particularly pleasing to note large reductions in the 'higher harm' crime classifications of:

- Violence with Injury (-)7%;
- Violence without Injury (-)12%;
- Robbery (personal) (-)12%
- Burglary dwelling (-)38%.

4.3 Vehicle offences however, have increased by (+)5%, so plans are in place to address this.

4.4 However, 'we' police according to threat, risk and harm and the current picture provides reassurance that our staff understand our policing agenda and respond to tasks accordingly.

4.5 All of this promotes a 'Safer Warwickshire'.

#### **5.0 Public Satisfaction**

5.1 Over the past six months, 87.3% of the people who received service from us describe their experience as 'good' or even better, and this can be compared to 84.1% during the same period last year under the previous policing model.

5.2 Organisational change usually has a negative impact upon performance, yet despite Warwickshire Police introducing a new crime investigation management IT system ('CRIMES'), which has seen a major step change in the way we record and manage crime investigations, it is reassuring to note that this change does not appear to have had a negative impact to delivering protection.

## **6.0 Crown Prosecution Service (CPS) 'Charge : No Further Action (NFA)' ratios**

- 6.1 Warwickshire Police is currently ranked first (best performer) of all 43 Forces with a Charge : NFA ratio in excess of 8 : 1, against a national average of 3 : 1. We have held this position for 3 of the last 6 months, and have been one of the 'top ten' performing Forces over the last 12 months.
- 6.2 Considering the organisational changes that have been experienced in the last 6 months and the fact that ALL officers now undertake criminal investigations this is exceptional performance. This demonstrates a high standard of investigation work; quality in preparation of files for courts and effective working with CPS.

## **7.0 Staffing levels**

- 7.1 Since the introduction of the policing model, Warwickshire Territorial Policing has carried a number of vacant posts or abstractions of people to higher priority duties, and despite this, officers have continued to deliver high levels of protection.
- 7.2 In particular, Integrated Offender Management and Force Tasking remain at the forefront of 'our' policing approach, with proactive operational policing being maintained. The proactive approach to managing offenders is benefitting from the current use of Force budget under-spend to resource 'Operation Devonport' to catch criminals, thus reducing crime further.
- 7.3 Over the next few months, officer numbers will be bolstered by new recruits and transferees, in support of the officer numbers identified in the new policing model (blueprint). This is excellent news for communities and will enhance policing services even more.
- 7.4 There is a recruitment drive to increase the numbers of Special Constables within Warwickshire from 280 to 410 by March 2017. Meanwhile the recent recruitment drive for regular police officers will deliver 140 student officers across both Warwickshire and West Mercia areas to maintain officer numbers at an appropriate level.

## **8.0 Ongoing Implementation**

- 8.1 All the functions within our Enabling Services Directorate and Protective Services Directorate now operate as a single team for the benefit of both forces and a single Finance Directorate is at an advanced stage of implementation.
- 8.2 From a Local Policing perspective, the Warwickshire Territorial Policing structure is fully implemented.

- 8.3 There are other areas within the Local Policing Directorate that are yet to be implemented. The main aspects of these are the proposed organisational changes to the Operations Command Centre (OCC) and the services provided within the Criminal Justice business area. These are not scheduled for implementation until 2016 and are subject to a degree of redesign from the original blueprint to maximise further opportunities for partner agency effectiveness and efficiency along with ourselves.
- 8.4 The alliance has been successful in securing funding from a Home Office Innovation Fund to support the delivery of the OCC Programme enabling us to conduct a process and practice review to ensure the public benefit from good quality services by making best use of innovative technologies.
- 8.5 The redesign of Criminal Justice services will encompass new ways of working for all agencies together in bringing offenders to justice. Early engagement with those partners is proving useful and helping each to understand all partners' future needs. The Victim and Witness Care service we offer as two forces in alliance is being implemented currently.

## **9.0 What Next?**

- 9.1 Warwickshire Police need to reduce the cost of their services by a further £9m before April 2018. This will be achieved by Strengthening and Deepening the Alliance with West Mercia Police, and this programme will be branded StraDA.
- 9.2 The StraDA Programme Vision:

Develop and Strengthen the alliance between Warwickshire Police and West Mercia Police to “protect people from harm”, using our resources to maximise protection by:

- Developing and embedding a joint culture and shared leadership;
- Reviewing and refining a single consistent policing model to include all services;
- Exploring opportunities for innovative collaboration with
  - Other police/law enforcement bodies
  - Other blue light services
  - Other public sector organisations
  - The private sector
  - Third sector organisations
- Innovative use of technologies.

To deliver the Vision described above, and having conducted a structural review and design of the two forces in the Alliance Programme there is now a requirement to deliver the following four work-streams in the StraDA Programme:

design and implement a new policing model to address the required cost reductions within the Medium Term Financial Plans

The foundation of the StraDA Programme will be to understand the need for services the public require from the police and our partners, assess the demand for them and the internal procedures we follow and thereby allocate resource to maximise the use of our budget to reduce crime and disorder, and secure the confidence of the public who reside, work and travel through Warwickshire.

The review work that will be undertaken to achieve this will be thematic in its nature as oppose to structural within the force. This is a different approach to the Alliance Programme that was essentially about aligning two organisations structurally so they could operate together. A thematic review will follow the experience of the public in securing service from the police and ensure we provide a quality service that best protects them from the 'harm' suffered through death/injury, loss and distress. Therefore this will be cross-cutting in its nature within the force's various professional disciplines and business areas, and capture where there is a need to work closer with partners for the public good.

The StraDA Programme has been launched by the Chief Constable with his counterpart in West Mercia, and the Deputy Chief Constable of each force will lead a central programme management team as the Senior Responsible Owners (SRO) to ensure that the policing model is based upon whole service review.

A central Design Team will develop the corporate single policing model by conducting the review, structured upon the College of Policing 'Police Activities Glossary' (headings below). There will be five key works streams, each led by a senior leader:

Public Engagement	(C/Supt Territorial Policing, West Mercia);
Deal with Incidents	(C/Supt Territorial Policing, Warwickshire);
Protect the Public & Support Operations	(Det/C/Supt Crime Management);
Bring Offenders to Justice	(C/Supt Operational Support);
Manage the Organisation & Manage Resources	(Head of Business Support).

### 9.3 Complete the implementation of the previous Alliance Programme design

The existing Alliance blueprint design is being implemented until end of March 2016 and this will continue to ensure we achieve what we set out to achieve in compliance with the Medium term Financial Plan.

There will be aspects that are no longer appropriate in the context of the StraDA Programme work and in such cases the SROs of the Programme will direct a new approach and mitigate any consequential risks associated.

#### 9.4 Deliver new subject specific programmes (e.g. OCC)

There are some subject specific programmes/projects that are progressing that were not part of the original blueprint but clearly need to be incorporated into the StraDA Programme to manage their interdependencies. Such examples include the new OCC programme and the intended introduction of the 'Athena' ICT system that will lead to changes in 35% of policing business processes and consequently anticipated efficiencies.

#### 9.5 Undertake ongoing continuous improvement to make best use of resources

The Alliance programme thus far has aligned all business areas within the two forces into a single operating model. Now that our two teams have joined into a single team model, there are clear opportunities being identified by Heads of Business Areas of where costs can be reduced further now their single team understands how they can operate more efficiently, without undertaking significant redesign.

This is an indication of our readiness to adopt a new 'continuous improvement' culture to ensure that this approach becomes the managerial norm, and to support this managers will be provided with guidance of appropriate methodology for them to use to assist in continuously looking to improve their operating procedures.

### **10.0 Governance**

- 10.1 The inaugural meeting of the new Design Authority Group (DAG) of 3<sup>rd</sup> June, agreed it's purpose to *"generate, review and test all change proposals, ensure strategic alignment and compliance with the design parameters, authorise the production of business cases and approve business cases"* reporting up to the Executive Board (EB) and the Alliance Governance Group (AGG).
- 10.2 The DAG will then direct the Change Management Board (CMB) to prioritise the programme plan schedule and ensure that resources are aligned to design and implement changes accordingly, whilst mitigating and risks and issues that arise.
- 10.3 The StraDA Programme will focus upon understanding demand analysis and identify intended benefits from organisational change, monitoring the achievement of benefits plans in terms of operational benefits of quality service, productivity and cost.

#### 10.4 Cultural Change

The College of Policing launched the Code of Ethics 2014 to forces and hosted a conference to provide guidance to forces on the action required to embed the Code.

The Chief Constable committed to the Code by circulating it to the workforce, marking his intent to deliver it at every level of policing, ensuring it's ethos is adopted by all staff and stating that the application of the Code of Ethics in day-to-day policing is crucial to maintaining and enhancing public confidence in the service we provide.

The Chief Constable emphasised that the Code supports our Vision of '*protecting people from harm*' and details the way in which we can all deliver the best and most professional service possible to protect our communities and that the Code will also underpin the work we will be progressing in the coming months as we build a new shared culture across the alliance.

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