

## **Bronze Transition Plans** **(Without Prejudice)**

### Introduction

This document has been prepared as a strategic summary of the Bronze Delivery Transition Plans.

As Warwickshire Police (WP) & West Mercia Police (WMP) consider the transition of all business areas from their existing 'Shared Service' to an alternative arrangement, significant evaluation has taken place by both forces to determine their evidence based preferences for a future target operating model.

The detailed evaluations have allowed each force to give a preliminary recommendation as to whether each business area will be delivered as;

- A shared service
- Standalone
- One force hosting the service for the other

Both forces have independently agreed that the vast majority of business areas will be delivered in a 'Standalone' model, with a small number (8 business areas) continuing to be shared or hosted.

Even where there is a proposal to continue with a Shared Service, significant change of governance, financial arrangements and contractual obligations are required and as a consequence a detailed transition plan is necessary; and significant complexity may still exist within the change methodology.

Where the decision is made to transition to a Standalone model, the level of complexity will differ considerably between business areas— and consequently the time frame to achieve a transition will vary.

This variance will be impacted by many different factors and therefore a carefully considered Change Programme is necessary to protect the interests of both forces moving forward.

It is imperative that both forces manage the expectation of the other as the simple transition for one force may well create significant challenge for the other.

To aid this process, both forces have independently evaluated every business area with a view to assessing the complexity of change and the likely timeframes that the transition to the future model could potentially be achieved. Each business area has been given a grading using the GOLD, SILVER & BRONZE categorisation – with BRONZE denoting the less complex areas and GOLD the most complex.

It is clear that some business areas are able to transition their operational functions (including their resources) but in order to complete the total transition (with the Administrative & Infrastructure separation) would take much longer.

The evaluation process by both forces sought to identify business areas where a transition has low design and delivery complexity and can be delivered by the business area with minimal central support with a view to expediting business areas where the transition could proceed without unnecessary delay – BRONZE.

Of course, even where a business change is assessed as being a BRONZE, the change team from both forces would wish to support the business area lead with a clear scope, guidance and unambiguous objectives and templates in order to ensure consistency of approach.

It is anticipated that the majority of BRONZE business areas could transition in a shortened timeframe, but this is not always the case. West Mercia Police would like to progress as many BRONZE transition plans to an operational separation by October 2019 wherever possible – but neither force is seeking to leave the other vulnerable during this process.

The attached table provides a comparison of the BRONZE business areas that both WP & WMP share the view that business leads could begin the process of preparing detailed transition plans with a view to an early operational transition, accepting that the impact on the two forces is very different which will impact on the timeframes that the transition will take.

	Business area	Suggested future delivery	WMP Live in OCT 19	WP Live in OCT 19	Notes
1	Leadership & Command	Standalone	Live in October 19	Live in October 19	<p>Both forces share the assessment that the Operational pillar of change can be achieved by October 2019.</p> <p>There are areas where both forces will have some resilience issues in terms of accredited commanders.</p> <p>The current Head of Ops is reviewing this issue and will provide an assessment for the two change teams.</p> <p>This work must align with future requirements for career pathways</p>
2	Firearms licensing	Hosted by WM	Live in October 19	Section 22 dependent	<p>Warks support the proposal that this is hosted by WMP however they have evaluated this as Gold (complex) requirement as a contingency to a standalone model. The status of this business area is dependent upon a new contractual arrangement, which would move this proposal to green.</p>
3	Vehicle Recovery, Alarms and Abnormal Loads	<p>Hosted by WP</p> <p>The hosted option can be achieved with significant complexities and on costs</p> <p>Recommendation transition to standalone</p>	A full Business Case is being prepared	A full Business Case is being prepared	<p>West Mercia Police support the proposal that this could be hosted by Warks but have identified several interdependencies with OCC Command and Control systems &amp; processes that may make this unviable. This recommendation was made on the basis of common ICT platforms.</p> <p>Consequently it would appear that if our two forces are on separate command &amp; control platforms that either –</p> <p>1 double keying is inevitable</p> <p>2 procurement and training of command and control software (assuming the network will carry that software)</p> <p>The size of the task, the licensing and training on-costs appear to make this a non-viable option.</p> <p>WP assess that this could realistically be agreed and implemented by April 2020.</p> <p>It is recommended that this area of business maintains transitional arrangements and moves to a standalone model.</p>
4	Strategic Vulnerability and Safeguarding  Inc MOSOVA, IOM & MAPPA	Standalone	Live in October 19	Live in October 19	<p>Both forces share the assessment that the Operational pillar of change can be achieved by October 2019 – accepting that some Administrative &amp; Infrastructure issues will take longer to finalise</p>

5	ECU	Standalone	Live in October 19	Live in April 2020	<p>WP plan to separate ECU into Fraud &amp; Financial investigation.</p> <p>Warks assess that this is unlikely to be a business area that could be delivered prior to April 2020</p>
6	MIU and SMCRU  Inc Holmes systems admin & training	Standalone	Live in October 19	Live in October 19	<p>Both forces share the assessment that the Operational pillar of change can be achieved by October 2019.</p> <p>WP are satisfied that the HOLMES system admin &amp; training is not an issue.</p> <p>HOLMES licenses are also not an issue as the alliance olds 100 licenses (30 are allocated to WP which exceeds the number required for the most complex investigations)</p>
7	Specialist Operations (OCSET)	Standalone	Live in October 19	Live in October 19	Both forces share the assessment that the Operational pillar of change can be achieved by October.
8	SOCU	Standalone	Live in October 19	Live in October 19	Both forces share the assessment that the Operational pillar of change can be achieved by October 2019.
9	DIU	Standalone	Live in October 19	Live in April 2020	<p>Warks assess that this is unlikely to be a business area that could be delivered prior to April 2020</p> <p>WP have evaluated this as Silver on the basis that some significant infrastructure and recruitment will need to occur to ensure that they have the capability in place to deliver on this business area.</p>
10	Force and Local intel Inc I24 & ANPR	Standalone	Live in October 19	Live in October 19	<p>Both forces share the assessment that the Operational pillar of change can be achieved by October 2019.</p> <p>WP have indicated that they believe they will be in a position to transition ANPR &amp; I24 by October but recognise that this will create issues when the new West Mercia OCC goes live and the Saab Safe system is delivered.</p>
11	DSU	Standalone	Live in October 19	Live in October 19	Both forces share the assessment that the Operational pillar of change can be achieved by October 2019.
12	Sensitive Intelligence	Standalone	Live in October 19	Live in April 20	Both forces share the assessment that the Operational pillar of change in relation to the general Sensitive Intel function can be achieved by October 2019 – accepting that some Administrative & Infrastructure issues will take longer to finalise.

					<p><i>Warks assess that in relation to the traditional CAB function, the transition is unlikely to be deliverable prior to April 2020.</i></p> <p><i>There are some additional interdependencies with the introduction of a new and independent authorisation process via OCDA later this summer.</i></p> <p><i>The response to this assessment (and associated transition plans) are anticipated in the last week of May.</i></p>
13	Special Branch	Standalone	<i>Live in October 19</i>	<i>Live in April 20</i>	<p><i>WP have two options to deliver a future SB.</i></p> <p><i>They are considering outsourcing this function to the West Mids CTU (in line with a national proposal to manage all SB capabilities in the future).</i></p> <p><i>If this is the chosen method this will move to Bronze immediately for Warks and this business area would be able to transition without delay.</i></p> <p><i>If the intention is to recreate a new SB, this will be considerably more challenging and will remain as a Silver.</i></p> <p><i>WP anticipate a prompt decision, this is not likely to delay the transition to Standalone by October 2019.</i></p>
14	Operational Planning	Standalone	<i>Live in October 19</i>	<i>Live in April 20</i>	<p><i>WP have evaluated this as Silver as it is likely that some challenges may exist that make the operational transition unlikely without some additional support.</i></p> <p><i>WP currently assess that the transition is unlikely to be able to be achieved before April 2020.</i></p>
15	Firearms Training	Standalone	<i>Live in October 19</i>	<i>Live in April 20</i>	<p><i>WP have declared that it is their intention to create a standalone Firearms Training Unit. The College of Policing are discussing the challenges of this approach.</i></p> <p><i>West Mercia Police offered to host this service. (Conditionally; the WP operating model must not vary from the roles agreed in the WMP APSRTA). This will ensure that operational delivery and the training plan are aligned.</i></p> <p><i>WP have indicated that they would require the existing FTU arrangements to continue until March 2020 at the earliest but may ask for an extension to this period. An extension for an in year migration would be highly complex to administer.</i></p>

					<p>WP have been advised that the resourcing of the FTU and the 2020/21 training plan will need to be decided in the very near future.</p> <p>WMP will continue to treat this as Bronze delivery on the basis that any future model will not be allowed to detract from the delivery of training in line with the APSTRA.</p>
16	Taskforce (SFO Capability)	Standalone	Live in October 19	Live in October 19	<p>WP have stated that they will establish how they plan to fulfil their SFO capability in the future.</p> <p>It is acknowledged that they require ARV, OFC and Close protection capabilities.</p> <p>All other capabilities would be accessed via mutual aid (as per prior to the alliance - based on their APSTRA)</p> <p>The WMP Task Force will be utilised to tackle SOC, specialist firearms, surveillance and to support local policing. They will not be available for augmenting ARV resilience.</p> <p>SFO capabilities remain available on a mutual aid basis.</p> <p>WMP will continue to treat this as Bronze.</p>
17	Dog Training and Kennelling	Standalone	Live in October 19	Live in October 19	<p>Both forces support the decision to standalone in this business area.</p> <p>The training/kennelling / infrastructure is located within West Mercia.</p> <p>WP will identify alternative arrangements in terms of kennelling etc (procurement). It is this aspect of the change programme that will dictate the feasibility of achieving the transition.</p> <p>WP have agreed to expedite this process and will support an early transition.</p>
18	Safer Roads Partnership	Standalone	Live in October 19	Live in October 19	<p>Both forces share the assessment that the Operational pillar of change can be achieved by October.</p>
19	PSD	Standalone	Live in October 19	Live in October 19	<p>This business area is currently managed almost entirely from within WP, who have offered to host the service into the future.</p> <p>Due to the nature of this business area, West Mercia have decided that a standalone model is preferable.</p> <p>The dept is split into various units, (Complaints, Investigations, Intel, ACU)</p>

					<p>West Mercia do not currently have all of the resources to immediately transition to a standalone model and WP will have excess resources for their own needs, prompting a potential management of change process.</p> <p>Both forces share the assessment that the Operational pillar of change can be achieved by October 2019 – accepting that some Administrative &amp; Infrastructure issues will take longer to finalise.</p>
20	Vetting (internal)	Standalone	Live in October 19	Live in October 19	<p>WP previously held the contract to deliver external vetting and intend to continue to provide that service in the future.</p> <p>WP have offered to host internal vetting, whilst West Mercia have indicated a preference to standalone..</p> <p>Interdependencies with the STRAP environment at Defford is a key issue.</p> <p>Both forces share the assessment that the Operational pillar of change can be achieved by October 2019 – accepting that some Administrative &amp; Infrastructure issues will take longer to finalise.</p>
21	IPU	Standalone	Live in April 20	Live in October 19	<p>Due to the fact that WP have assessed this as a Bronze, West Mercia have agreed to re-evaluate their assessment.</p> <p>WP have now updated that they believe that IPU could transition to an “Operational” standalone arrangement by October but a full transition would not be finalised until April 2020</p> <p>Significant HR issues are anticipated in relation to this business area with WP potentially having excess staff and WMP needing to recruit.</p> <p>The implications of this both operationally and on workforce is important for both forces.</p>
22	PNSB	Standalone	Live in October 19	Live in October 19	<p>Due to the fact that IPU &amp; PNSB were assessed together within the West Mercia workshops (on the basis that they may be delivered together in a future model), the current business lead has been asked to evaluate this business area to establish how complex the transition would be to achieve – providing evidence to support a re-evaluation of the delivery methodology. To be confirmed.</p>

## The West Mercia Police assessment of the 'BRONZE' business areas

The West Mercia Police change team (OP Broadleaf) has agreed with their Warwickshire Police counterparts where a BRONZE methodology should be considered.

As a consequence of the agreed position, OP Broadleaf has commissioned the existing business leads to prepare a Transition Plan for all areas assessed as BRONZE, in order to identify the barriers to change and the challenges that will need to be overcome to deliver an OPERATIONAL or a FULL transition to a future model.

This process will enable an informed position against which strategic decisions can be made as to when and how these business areas can start the transition process.

This has the advantage of expediting the change programme of the less complex areas whilst allowing the change teams to focus on the areas where greater complexity is anticipated.

The Transition plans are appended to this report but the following summary should aid the reader to identify the specific challenges that exist and which will need to be overcome prior to the transition process being agreed.

### Leadership & Command

Both forces are committed to employing their own leaders to manage their own business areas, unless an agreement exists to share a service or to buy that service from the other. This is particularly relevant within the crime business area with accredited Senior Investigating Officers (SIO) and Authorising Officers etc.

Without exception, both forces are committed to employing their own commanders to manage the specific threats that exist in their force areas; in particular with regards to Armed Threats, Public Disorder and those that require formal command from College of Policing accredited commanders.

Training to achieve occupational competence and then formal mentoring to ensure operational competence is a mandatory requirement before any untrained officers can perform these roles. A formal training plan coupled with agreed mentoring processes are essential and it has to be recognised that this process can be time consuming.

The Transition plan recognises that both forces require some additional resilience built in to their existing model in some areas. WMP are able to transition across all areas of Leadership & Command without delay but recognise that WP have resource shortfalls in some business areas.

WP will need to determine whether their existing capability & capacity is sufficient for them to migrate to a Standalone model and if not, what disciplines they have concerns and the timeframe they need to mitigate their concern.

***It should be noted that both forces would benefit from entering an agreement with regards to Post Incident Managers. All forces have a requirement to be able to deploy a PIM but ideally this would extend to two trained PIMS in the vast majority of cases that a Post Incident Procedure (PIP) is required. It would benefit both forces if their identified PIM could call upon the support of their counterpart in order to avoid both forces having the cost and disruption of each having two officers on call for an infrequently called upon service.***

From a West Mercia perspective, no financial or resourcing implications are created by this proposal, albeit a change in the numbers of officers who are required to be trained in some disciplines will need to be considered.

### Strategic Vulnerability & Safeguarding

The existing shared service is delivered in a manner that makes a very simple transition for both forces to adopt a Standalone model.

WP would be required to employ a strategic lead (as the existing lead is a WMP commander) but otherwise the resourcing arrangements are equitable and not in need of any notable uplift for either force.

WMP propose a slight variation to the way that this business is currently delivered and believe that the transition to a standalone model is an ideal time to embrace this change, if permitted.

### Economic Crime Unit (ECU)

This transition plan identifies that a relatively simple transition to a Standalone model can be achieved. Limited cross over between the two forces exists within the vast majority of current ECU business and where it does, WP have a new model in which ECU business will be delivered differently in the future.

Some risks have been identified within the Transition Plan where a request has been incorporated in which a modest uplift in WMP resources (over and above the 69% of the existing team) in order to maintain capability & capacity that would otherwise be lost.

#### Major Investigation Unit (MIU) & Statutory & Major Crime Review Unit (SMCRU)

This transition plan identifies that a relatively simple transition to a Standalone model can be achieved. Limited cross over between the two forces exists within the vast majority of current MIU business. HOLMES training & Support was thought to present a vulnerability for WP, but they have confirmed that this is not the case.

The retention of the existing workforce within the SMCRU is necessary which equates to a small financial uplift but this has been costed within the Strategic Financial Assessment.

WP would be required to employ a strategic lead (as the existing lead is a WMP commander) but otherwise the resourcing arrangements are equitable and not in need of any notable uplift for either force.

#### Online Child Sexual Exploitation Team

This transition plan identifies that a relatively simple transition to a Standalone model can be achieved.

The plan incorporates an assessment of the significant existing demand on this business area and the consequences of the migration to a Standalone model.

The existing team already only deals with the incidents that present the greatest risk and all additional demand is forwarded to the Local Policing Areas (LPA's). The risk of using untrained and less experienced investigators is noted in the plan.

Without some additional uplift in resources there is an acceptance that a high proportion of cases will need to be passed to the LPA's, as a result of the reduced capacity of this team in real terms but the assessment of this impact is defined within the plan. An increasing incidence of OCSET incidents is already having the same impact.

A review of the demand on this team will be necessary to determine whether the existing model is the most effective or whether there is a case for a small investment in this specialist team.

### Serious & Organised Crime Unit (SOCU)

This transition plan identifies that a relatively simple transition to a Standalone model can be achieved. Limited cross over between the two forces exists within the vast majority of current SOCU business.

WP would be required to employ a strategic lead (as the existing lead is a WMP commander) but otherwise the resourcing arrangements are equitable and not in need of any notable uplift for either force.

### Digital Intelligence & Investigation Unit (DIU)

*The transition plan for this business area is still being prepared*

### Force & Local Intelligence

*The transition plan for this business area is still being prepared*

That said, it is anticipated that a relatively simple transition to a Standalone model can be achieved.

### Dedicated Source Unit

This transition plan identifies that a relatively simple transition to a Standalone model can be achieved. Limited cross over between the two forces exists within the vast majority of current SOCU business.

WP would be required to employ a strategic lead (as the existing lead is a WMP commander) but otherwise the resourcing arrangements are equitable and not in need of any notable uplift for either force.

### Sensitive Intelligence

*The transition plan for this business area is still being prepared as the current business lead is on leave and there are notable interdependencies with the transition to the outsourcing to an independent authority's process.*

### Special Branch

This transition plan identifies that a relatively simple transition to a Standalone model can be achieved. The vast majority of current Special Branch business is shared but WP have a new model in which it is anticipated that their business will be delivered differently in the future.

Some risks have been identified within the Transition Plan where a request has been incorporated in which a modest uplift in WMP resources (over and above the 69% of the existing team) in order to maintain capability & capacity that would otherwise be lost, some of which mandated by national tasking.

### Operational Planning

This transition plan identifies that a relatively simple transition to a Standalone model can be achieved. The vast majority of current Ops planning business is shared but WP recognise the importance attached to an effective Ops planning function and are committed to a Standalone model.

Some risks have been identified within the Transition Plan where a request has been incorporated in which a modest uplift in WMP resources (over and above the 69% of the existing team) in order to maintain capability & capacity that would otherwise be lost, some of which mandated by national planning requirements.

A key enabler of this business area is the interoperability with the Leadership & Command function and the associated on-call rotas. The transition plan references the uplift in capacity that would be required to ensure WMP has the capacity to Standalone across multiple business areas, a responsibility that Ops planning manages on behalf of the force.

### Firearms Training Unit (FTU)

WMP offered to host this service for WP, but they intend to host their own firearms training provision from April 2020

A recent review has been completed that has led to an adjusted level of licenced trainers that are required to meet the needs of WMP.

The number of armed officers in WP is relatively small and therefore the additional training provision (whilst delivered seamlessly within a shared training plan) is minimal and does not materially alter the WMP FTU resourcing

The transition plan reflects the recent review and no further uplift in resourcing is necessary

### Task Force (Specialist Firearms Officers)

The provision of SFO is dictated by the Firearms Strategic Threat & Risk Assessment (STRA).

The current team provide additional specialist capabilities that provide a notable benefit to WMP – surveillance, specialist method of entry etc)

WMP have specific armed threats that are mitigated by the provision of an SFO team. It is far more efficient to train a small specialist team than trying to achieve the same capability from an Armed Response Vehicle (ARV) officer, where a far greater number of officers would be required to be trained – which could not be achieved without a further uplift of both ARV and instructional staff.

WP do not have the same threats and therefore are unlikely to require an SFO capability.

A small uplift of resources is required to maintain the existing resource levels of Task Force - this has been costed within the Strategic Financial Assessment.

### Dog handlers, training, kennelling, Search & Dangerous dogs Legislation Officers (DLO's)

Three transition plans have been prepared to cater for the diverse roles & responsibilities that are currently catered for within the Dog section.

They identify that a relatively simple transition to a Standalone model can be achieved but a modest uplift in costs above the 69% of the current costing model is included where the retention of some kennel staff are necessary.

#### Safer Roads Partnership (SRP)

This transition plan identifies that a relatively simple transition to a Standalone model can be achieved. Limited cross over between the two forces exists within the vast majority of current SRP business.

WP already have a strategic lead, albeit there are some supplementary services that WP will need to review, such as RTC analysis etc.

#### Professional Standards Department (PSD) & Vetting

This is a complex business area where limited capacity exists within the current WMP structures as a result of the existing shared service being delivered from a WP hub. The transition plan identifies that a relatively simple transition to a Standalone model can be achieved but investment is necessary to ensure that the full range of services (inc internal vetting) can be realised.

A small uplift of resources is required to maintain the existing resource levels of Task Force - this has been costed within the Strategic Financial Assessment.

#### IPU & PNSB

There are two transition plans, one each for these small but important business areas. They were initially evaluated as SILVER transition due to the complexity of meeting the resourcing challenges and balancing the services to a 69/31% split from the current imbalance that is presented within the Shared service model.

The transition plans support the suggestion that a relatively simple transition to a Standalone model can be achieved but the impact of adjusting the existing workforce, training & mentoring a new team whilst maintaining business as usual is likely to require a careful strategy and a slightly extended transition period.

It is suggested that they are both suitable areas to be managed by the business lead but are unlikely to transition before April 2020.

### Conclusion

As a result of the completion of the transition plans, all of the BRONZE business areas are still assessed as being suited to be managed by the business leads.

A financial & HR assessment is in progress to determine the true cost of any additional resourcing and will be completed by the 15<sup>th</sup> May 2019.

Areas where a complex recruitment & retention strategy is presented or where there is a risk of redundancies in either force as a result of these proposals, a HR assessment will be applied.

It is recognised that in order to attain the requisite capability and/or capacity, a training plan is necessary in some business areas.

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