



Programme Closure Report – Executive Summary

Evolve Change Programme

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Document Approval

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1. Executive Summary

- 1.1. In October 2018, West Mercia Police issued a letter to Warwickshire Police (the force) indicating a termination of the Strategic Alliance agreement.
- 1.2. At the point of notice to terminate, over 90% of Warwickshire Police capabilities were operating within an integrated alliance shared service model, which left the force in a vulnerable position. Warwickshire Police took this as an opportunity to plan and reinvest in the force's future through a sustainable new operating model that delivers long term value to the public in Warwickshire. A fundamental aspect of the new operating model included the rebalancing of its ownership of service to more 'normal' collaboration levels seen nationally.
- 1.3. All the changes required by the force to exit the alliance and stand up its own or new services, were designed and implemented under Evolve, supported and overseen by Chief Officers and the PCC to ensure good governance. The change within Evolve was complex and multi-year and while holistic design across all future services happened in parallel, it was delivered in managed stages between 2019 and 2022.
- 1.4. Following detailed design and planning, between October 2019 and March 2020, most the force's shared alliance services were rebuilt as new or stand-alone services within the force. This was commonly known as Evolve I. The fundamental objectives were:
 - Produce the future operating model for Warwickshire Police, including Local Policing, Protective Services, Professional Services and Corporate Services.
 - Identify which services can transition between October 2019 and March 2020 and ensure a planned cut-over between those dates.
 - Successfully transition Warwickshire Police demand from the shared service to the newly built teams while maintaining business continuity
- 1.5. Evolve I saw the force move from a position of vulnerability to a position of strength. The force designed and implemented a new operating model over a short period of time, attracted its choice of senior leaders for many of the new leadership positions, and mobilised multiple new standalone services. It did this while maintaining performance and policing outcomes and minimising the impact on officers and staff as much as possible. The success of Evolve I, enabled the force to press on with the most complex areas under the Evolve II umbrella.
- 1.6. At the time of writing, there are no outstanding actions from Evolve I. The transitioned services are now subject to continuous improvement and any further (significant) change will be taken via the Empower (People) Programme which is reviewing the force's operating model holistically against the Fit for the Future Strategy.
- 1.7. Evolve I was immediately followed by Evolve II which delivered the separation of shared supporting services that had a higher level of complexity to disentangle. This included standalone Transactional Services (complete September 21), Forensics Services delivered in collaboration with West Midlands Police (complete September 21), and most complex of all – Digital Services (complete March 22).

- **Transactional Services:** The force mobilised a specific programme to design and deliver transactional services internally and no later than September 2021. The Transactional Services Programme delivered a smooth exit from the West Mercia hosted service by September 2021 via the implementation of the new operating model and with minimal issues during the delivery process. The programme was closed in November 2021 through the Programme Board. A small number of ongoing actions had agreed ownership within the business.
 - **Forensics Services:** Following a detailed options analysis, Warwickshire Police entered into a formal collaboration agreement with West Midlands Police for the delivery of forensics services, a decision supported by the PCC. The collaboration sees forensic services provided entirely by West Midlands Police to Warwickshire Police with some existing Warwickshire Police forensic resources placed under the 'direction & control' of WMP as part of a single service. The collaboration commenced September 2021. The implementation of the collaboration was complex and important work has been delivered within agreed timescales and budget. The programme was formally closed in October 21 with ongoing actions agreed with business owners to embed the service.
 - **Digital Services:** The Evolve Digital Transition Programme (DST) was the most complex and costly change delivered under the Evolve programme. The programme was responsible for launching wholesale new technological infrastructure, equipment and tools for our workforce. All of this had to be done while exiting the hosted West Mercia ICT service with minimal dual running while maintaining business continuity. Digital Services was overall a smooth transition considering the complexity of concurrent change across networks, applications and equipment. Follow up actions are identified in the main report with agreed ownership and carry forward to Empower.
- 1.8. Evolve II also focused on service areas which had previously not been affected by the strategic alliance exit arrangements. The majority of Local Policing was already operating as standalone within Warwickshire back in 2019 and therefore it remained as such to support the force as a consistent service throughout a period of significant change across other areas of service. Once the majority of alliance separation work had been completed by March 2020, it was necessary to review the existing Local Policing arrangements to ensure they were fit for the future as being the most efficient and effective way to deliver local policing services to the communities of Warwickshire. This work commenced in June 2020 and was complete by July 2021 with no further actions required (with any further review of the operating model via Empower People).
- 1.9. Overall, the Evolve programme was a major success and achievement for the force. Spanning 2019 to 2022, affecting all business areas, officers and staff and representing £28.7m of spend, Evolve was a highly complex programme of change that met its overarching deliverable – extract the force from the strategic alliance with West Mercia Police within the agreed S22 timeframe, ensure the force is financially sustainable and ensure the force continues to provide high quality policing services for Warwickshire's communities.
- 1.10. The foundation Evolve has laid is now enabling Warwickshire Police to focus on the next stage of its transformation journey as an independent force, through the 'Empower' Programme.