



WHAT IS WMP2020 AND THE ACCENTURE PARTNERSHIP ACHIEVING FOR THE PUBLIC?



August 2019

CONTENTS

Notes on How to Use This Document.....3

Policing Context.....4

Headline Statements.....5

- Return on Investment to FY24/25
- WMP2020 Total Investment vs. Benefits
- WMP2020 Cumulative Net Savings
- WMP2020 Yearly Investment vs. Benefits
- Mitigating the Effects of Officer Loss
- Outperforming WMP’s Most Similar Forces (MSF)

The Impact on How We Work.....12

- Restructuring the Force
- Back Office Efficiencies
- Mobility Devices and Apps
- Body Worn Video
- Estate Rationalisation
- Investigations
- Data Driven Insights

The Impact for the Public.....20

- Digital Experience for Citizens
- Answering Calls for Service (Force Contact)
- Responding to Calls for Service (Force Response)
- Neighbourhood Policing

The Future of Policing.....25

- What’s Next for WMP2020
- Post-2020

Appendices.....28

- Data Sources and Considerations
- Officer Productivity/FTE Savings
- Portfolio Investments and Benefits Summary

NOTES ON HOW TO USE THIS DOCUMENT

- This document intends to provide the West Midlands Police and Crime Commissioner's Office with a **high-level overview** of the benefits generated through the WMP2020 Transformation Programme (henceforth referred to as 'WMP2020') and IIP Partnership with Accenture.
- It includes both financial and non-financial benefits achieved to date (to the end of FY18/19), as well as forecasted benefits (to FY24/25) and core public outcomes.
- This document is **not intended to be directly shared with the public**, as it includes some sensitive material and West Midlands Police (WMP) jargon that might be unfamiliar to a public audience.
- It aims to provide the Police and Crime Commissioner with **talking points** and key information that can be drawn upon when addressing public audiences. The document focuses on core issues that are often raised by members of the public.
- All statistics and key information are **accurate as of the date of issue**, and **may be subject to change**.

POLICING CONTEXT

In 2015, West Midlands Police committed to a transformation programme to help the Force meet current and future policing needs, manage citizen expectations and reduce costs across its operations. Known as WMP2020, the five-year vision creates a bold new model for policing that brings unparalleled change to the way the Force operates. WMP expects to improve effectiveness and increase efficiency using innovative digital technologies and evidence-based, preventative policing techniques. The partnership with Accenture provides support to WMP to enable rapid change and ensure sustainable change is achieved. The WMP2020 programme aims to address the following drivers for change within the wider policing context:

<ul style="list-style-type: none"> • Rise in Crime: Crime has risen significantly since the beginning of the WMP2020 Transformation Programme. 	<p>↑ 39%</p>	<ul style="list-style-type: none"> ➤ Total Recorded Crime in the West Midlands rose by 47% between August 2014 and June 2019.¹ This is mirrored by a wider national increase in TRC.
<ul style="list-style-type: none"> • Rise in Violent Crime: A rise in violent crime is contributing to this wider trend. 	<p>↑ 72%</p>	<ul style="list-style-type: none"> ➤ Between December 2015 and March 2019, the yearly average number of ‘violent crimes against the person’ recorded in the West Midlands increased by 86%.² ➤ The number of fatal stabbings in England and Wales in 2018 was the highest since records began in 1946.³
<ul style="list-style-type: none"> • Changing Crime Types: WMP is also facing changes to the most common types of crime, with a steep rise in “silent crime” in recent years. 	<p>↑ 67%</p>	<ul style="list-style-type: none"> ➤ The number of domestic abuse cases reported to WMP every day has increased by 67% between 2015 and 2018.^{4*} ➤ In 2018, a case of domestic abuse was reported to WMP every 9.6 minutes on average.⁴ In 2015, a case of domestic abuse was reported to WMP every 30 minutes, on average.⁵
<ul style="list-style-type: none"> • Budget Cuts: At the same time, central government policing budgets have decreased in real terms. 	<p>↓ 12%</p>	<ul style="list-style-type: none"> ➤ Between 2012/13 and 2018/19, the Force’s total budget has reduced by 12% in real terms.⁶ ➤ Since 2010, WMP has lost over £175m in government funding cumulatively.⁷
<ul style="list-style-type: none"> • Reduction in Officer Numbers: Budget cuts have forced WMP to reduce its officer and PCSO strength. 	<p>↓ 9.5%</p>	<ul style="list-style-type: none"> ➤ Between April 2014 and April 2019, the Force’s budgeted establishment has decreased by 9.5% for officers and 33% for PCSOs.⁸ ➤ On average, over the same period, WMP’s Most Similar Forces have reduced their officer count by 6.3%.⁹
<ul style="list-style-type: none"> • Crimes per Residents : Despite facing increasing levels of demand with less officers, WMP has maintained lower crimes rates per 1000 residents than the average among its Most Similar Forces (Merseyside, Greater Manchester and West Yorkshire). 	<p>↓ 33%</p>	<ul style="list-style-type: none"> ➤ The number of crimes per 1000 residents in the West Midlands was 33% lower than the average for WMP’s Most Similar Forces between Oct 2017 and Sept 2018.¹⁰ ➤ WMP has maintained lower recorded crimes per capita than the MSF average since 2014¹¹, despite losing 54% more officers than the MSF average over this period.¹²

* This increase has been driven, in part, by better crime reporting.



HEADLINE STATEMENTS AND FINANCIAL BENEFITS



**EVERY £1 SPENT
ON WMP2020 IS
PROJECTED TO
GENERATE £1.15
OF BENEFITS BY
FY24/25.^{1*}**

RETURN ON INVESTMENT FY15/16-FY24/25

- The total investment in the WMP2020 Transformation Programme is currently projected to generate net cumulative savings of **£118m** between FY15/16 and FY24/25.¹
- The total investment in WMP2020 between FY15/16 and FY24/25 is currently anticipated to equal **£778m**. The total benefits over the same period are forecast to equal **£896m**.²
- Between FY20/21 and FY24/25, the WMP2020 Transformation Programme is projected to deliver benefits (cashable and non-cashable) equivalent to **c.£120m** each year.³ (See slide 9 for breakdown).

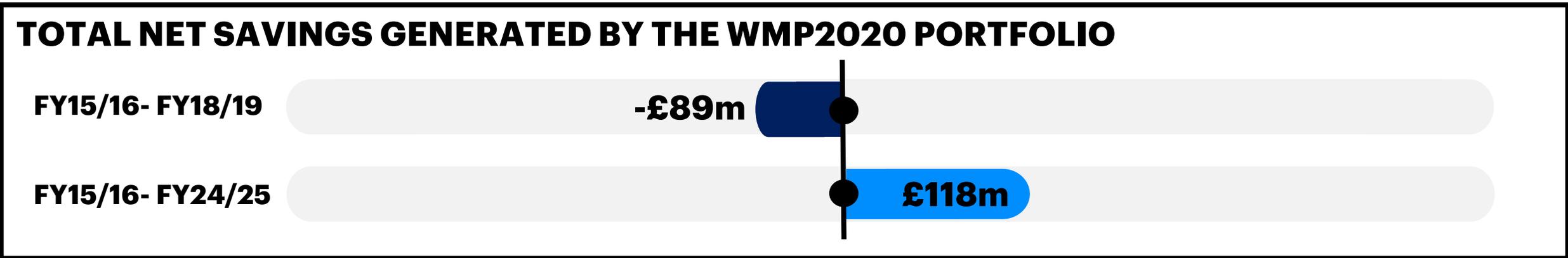
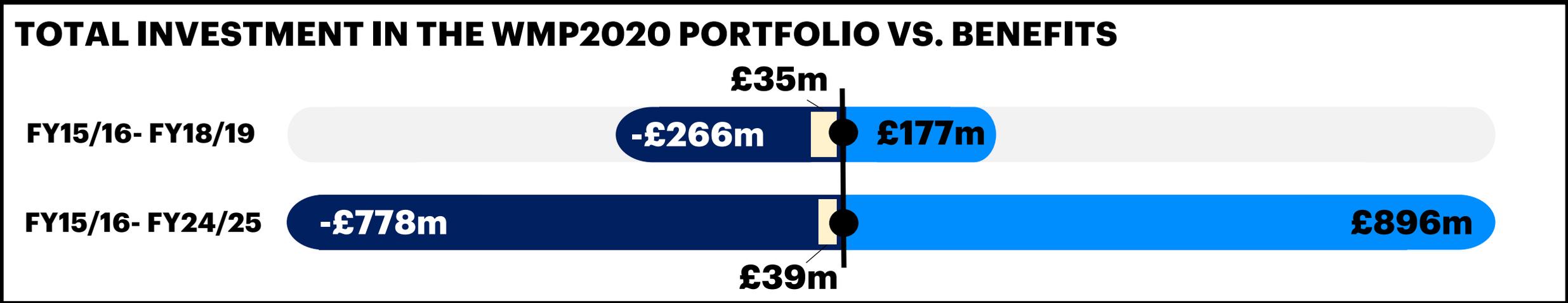
INVESTMENT IN WMP2020 TO FY18/19

- Between FY15/16 and FY18/19, the WMP2020 Transformation Programme has undertaken several phases of considerable restructure and technical delivery which has necessitated substantial investment in projects spanning across the Force.
- During this period, the total investment in WMP2020 (**£266m**) has surpassed the total benefits generated by the end of FY18/19 (**£177m**).⁴
- These cashable and non-cashable benefits have been reinvested by the Force in major infrastructure modernisation projects, as well as being used to protect **6505** police officer posts and **464** PCSO posts.⁵

* Total projected cashable and non-cashable benefits, accruing between FY15/16 and FY24/25.

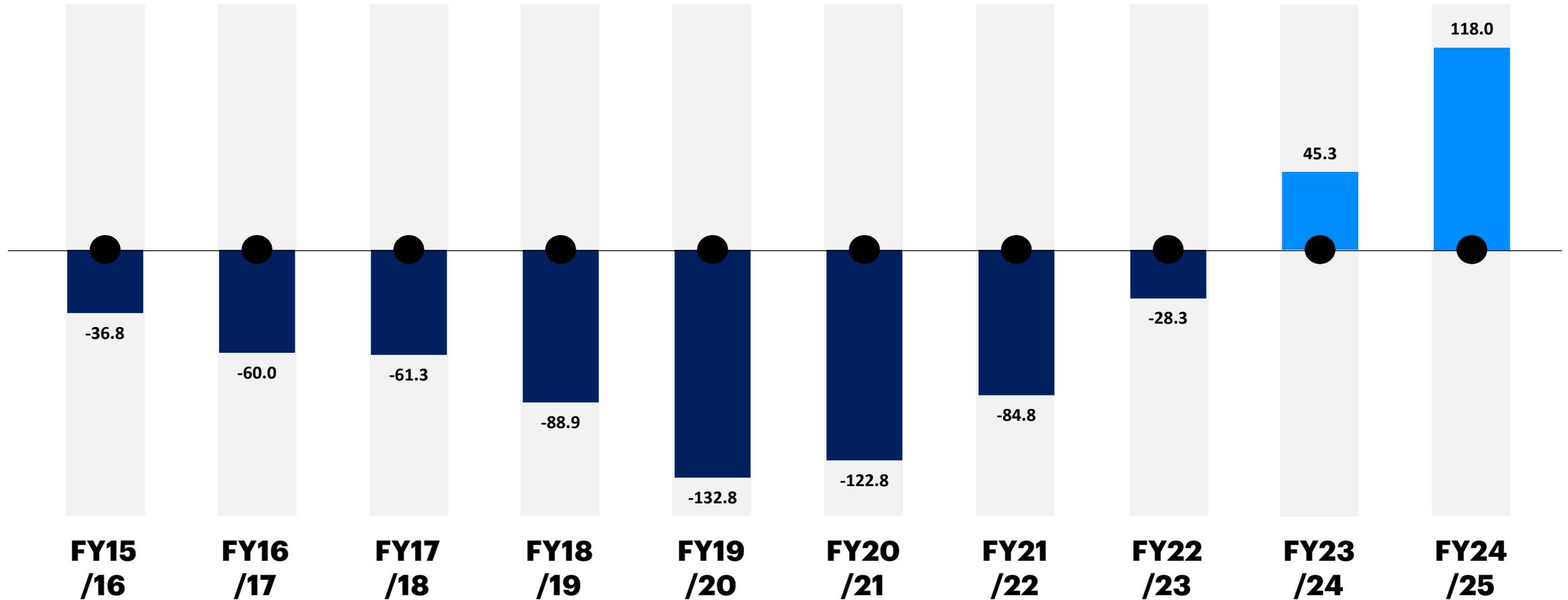
WMP2020 TOTAL INVESTMENT VS. BENEFITS

Between FY15/16 and FY18/19, the WMP2020 Transformation Programme has been in a phase of restructure and delivery which has necessitated substantial investment in projects spanning across the Force. During this period, the total investment in WMP2020 (£266m) has surpassed the total benefits generated by the end of FY18/19 (£177m)¹. Between FY19/20 and FY24/25, total investment in WMP2020 is projected to steadily decrease year on year whilst total benefits expected each year are due to increase. The total net savings generated by the programme between FY15/16 and FY24/25 are forecast to be equal to £118m.²



WMP2020 CUMULATIVE NET SAVINGS

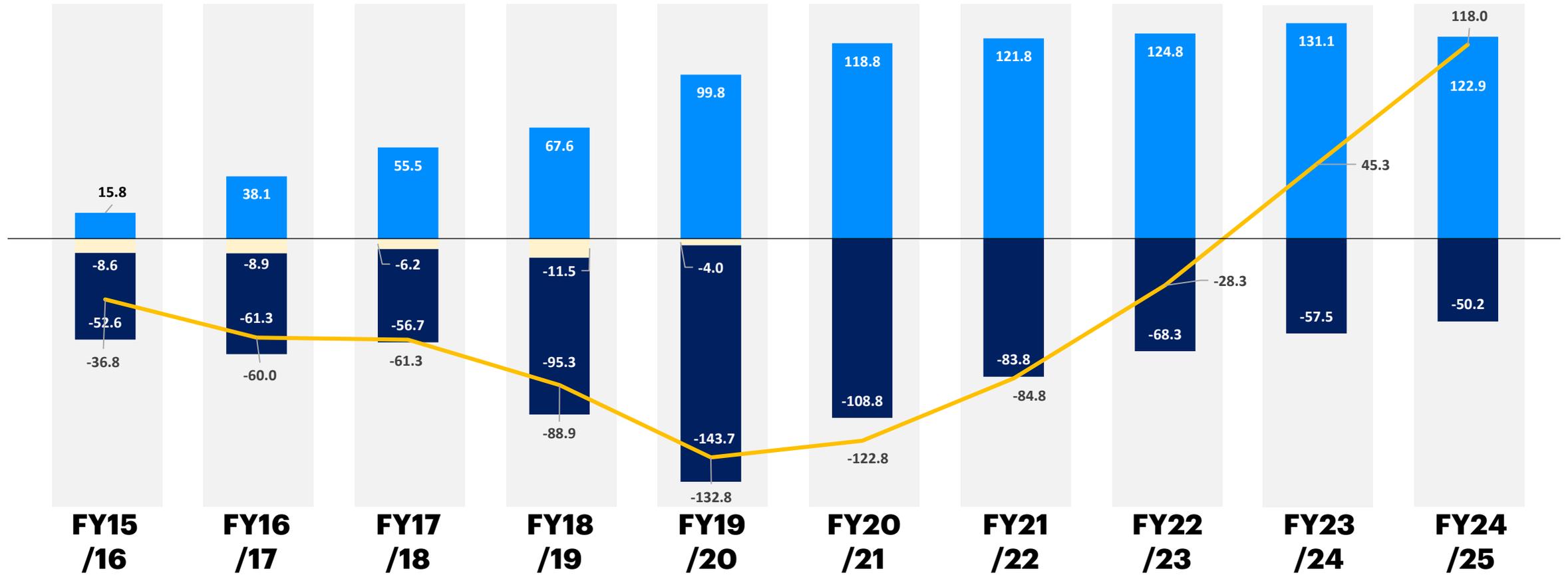
Until FY23/24, total investment in the WMP2020 portfolio will surpass the cumulative benefits (cashable and non-cashable savings) generated by the programme.



Total investment (including IIP Costs)
 Total benefits (cashable and non-cashable)
 N.B. All figures are in £000,000

WMP2020 YEARLY INVESTMENT VS. BENEFITS

In FY18/19, yearly investment in WMP2020 reached its peak, as the programme undertook considerable IT infrastructure modernisation. The benefits from this investment will start accruing at a higher rate from FY20/21, continuing steadily to FY24/25 (only currently profiled to this point in time).¹ It is estimated that the WMP2020 Transformation Programme will deliver c£120m in benefits each year from FY20/21 to FY24/25.²



Year on year investment (including IIP costs)
 Year on year benefits (cashable and non-cashable)
 Year on year IIP (Accenture Partnership) costs
 Net cumulative savings
 N.B. All figures are in £000,000

WMP2020 IS ENABLING THE FORCE TO MITIGATE THE EFFECT OF OFFICER LOSS BY DRIVING EFFICIENCY SAVINGS EQUAL TO THE CAPACITY OF 1,020 OFFICERS.^{1*}

FRONT LINE OFFICER STRENGTH

- Due to central government funding cuts, West Midlands Police has experienced real term budget cuts, resulting in a reduction in police officers by **9.5%** and PCSOs by **33%** between April 2014 and April 2019.²
- Since 2010, WMP has lost **c2000** officers.³
- The WMP2020 Transformation Programme is focused upon helping to mitigate the effects of these budget cuts by generating efficiency and productivity savings across the Force.
- Since embarking upon the Transformation Programme, WMP has received consistent praise surrounding the Force's efficiency. In HMICFRS's 2018/19 PEEL Assessment, Wendy Williams commented that *"West Midlands Police is outstanding in the way that it is planning for the future... I am particularly pleased with its efficiency planning."*⁴
- Alongside widespread structural redesign, procedural and technological improvements across the Force have delivered efficiency savings equal to **c400** full time officers to date.⁵
- Efficiency savings equivalent to the capacity of a further **c620*** officers are due to be released through the development of advanced technological solutions such as Connect and DDI.⁶
- This releases officer time so that more time can be spent responding to calls for service and serving local communities, to help mitigate the impact of officer loss.

* Forecast, by 2023/4. This number is projected to increase as a review of benefits is underway.

WMP CONTINUES TO OUTPERFORM ITS MOST SIMILAR FORCES DESPITE GREATER PROPORTIONAL OFFICER LOSS

OFFICER LOSS

- Between March 2014 and March 2018, WMP lost **54%** more police officers than the average reduction among its Most Similar Forces (Greater Manchester, Merseyside, West Yorkshire).¹
- On average, WMP's Most Similar Forces (Greater Manchester, Merseyside, West Yorkshire) reduced their officer numbers by **6.3%** between March 2014 and March 2018.²
- In comparison, West Midlands Police lost **9.7%** of its officers over the same period.³
- West Yorkshire Police recruited **3.2%** more officers in this period.⁴

CRIME PER CAPITA

- Despite losing a greater proportion of officers than the average reduction among its Most Similar Forces, crime numbers per 1000 citizens and Total Recorded Crime remain lower in the West Midlands than the MSF average.
- Since 2014, WMP has maintained its position as the leader in terms of crime numbers per 1000 citizens compared to its MSF average.⁵

TOTAL RECORDED CRIME

- Between December 2015 and March 2019, Total Recorded Crime (yearly average) increased by **48%** across Greater Manchester, Merseyside and West Yorkshire. Comparatively, in the West Midlands, it increased by **43%**.⁶
- Between December 2015 and March 2019, violent crime against the person (yearly average) increased by **112%** on average across WMP's MSFs. It increased by **86%** in the West Midlands over the same period.⁷



HOW IS WMP2020 IMPACTING THE WAY THE FORCE OPERATES?



SPOTLIGHT ON RESTRUCTURING THE FORCE

KEY INFORMATION

- **Phase:** 'TS1' (9x projects)
- **Total cashable savings generated:** £24m¹
- **Total police officer efficiency savings delivered through 'TS1':** 330FTE²
- **Number of PCSO posts protected:** 464³

Key outcomes for the public:

1. Investing in Neighbourhood policing
2. Supporting an agile and flexible workforce
3. Allocating the right officers to the meet demand
4. Driving cashable savings to reinvest
5. Protecting PCSO and police officer posts

In the initial phases of WMP2020 a new operating model, known as Transition State One (TS1), was delivered to address the effects of funding challenges and contemporary pressures. A number of strategic and enabling projects have driven crucial changes: centralising and standardising processes and equipping staff and officers with modern technology to drive an efficient, mobile and empowered workforce. This initial phase of WMP2020 delivered £24m of cashable savings that have been reinvested in the Force, and have helped pave the way for a sustainable model moving forwards.¹ As part of this, the Force achieved police officer efficiency savings equivalent to 330FTE² whilst protecting over 464 PCSO posts to continue serving the public in local communities.³

INVESTING IN RESPONSE AND NEIGHBOURHOODS

- WMP has invested in priority areas across the region, by merging local response teams into a single, more efficient and borderless Response function.
- This is increasing the flexibility of front line policing to help meet elevated demand.
- WMP and the Police and Crime Commissioner's Office launched an Active Citizens Fund to empower local communities to make a positive difference whilst contributing to crime reduction and community safety. This strengthens the relationship between WMP and the public and encourages greater citizen engagement with pressing regional issues, such as youth and knife crime.

“ We believe the model is fundamentally the right one and was designed to be flexible. *Functional teams providing specialist expertise and supporting the Force is the way forward.*⁴ ”

DCC Louisa Rolfe

“ HMIC found that West Midlands Police is *exceptionally well prepared to face its future financial challenges*. The force has robust management of its current demand, its finances and its plans for change. Its direction of travel is one of improvement from an already strong base. *The force has embarked on an impressive five-year change programme to transform how the force intends to deliver policing.*⁵ ”

HMICFRS PEEL Assessment 2015

REVISING HOW WE RESPOND TO CALLS FOR SERVICE

- A new Force-wide incident grading framework and threat assessment model was introduced to ensure the appropriate resource is sent to calls for service to better serve citizen needs.
- Omni-competent contact centres were launched to increase efficiency and resilience so that the Force can respond to elevated demand levels.

IMPROVING INVESTIGATIONS AND INTELLIGENCE

- Specialist Intelligence and Investigation teams are now centralised to drive resilience and efficiency.
- The Force has developed a 24/7 real time Intelligence capability and Force Intelligence Bureau, with uplifted functionality to provide an expanded service to citizens.



SPOTLIGHT ON BACK OFFICE EFFICIENCIES

KEY INFORMATION

- **Projects:** NGES, DMS, Robotics
- **Total staff positions saved through NGES:** 110 FTE¹
- **Total cashable savings forecast (NGES):** £101m (by FY24/25)²
- **Capacity of WMP Robotic Process Automations:** equivalent of 10FTE staff⁵

Key outcomes for the public:

1. Generating savings to be reinvested in the Force
2. Reducing the inefficiency of internal processes
3. Increasing the amount of time officers can spend on front line duties

Through the partnership with Accenture, WMP has implemented industry leading practices and modern technologies to increase the efficiency of routine back office processes. This frees up time that officers can spend on core front line duties. These changes have already led to the **saving of 110 staff positions¹**, involving no compulsory redundancies, allowing finances to be reinvested where they are most needed. **By FY24/25, the NGES programme aims to have saved the Force £101m.²**

FREEING UP OFFICER TIME

- WMP is the first UK Force to implement Oracle Fusion, harnessing modern, cloud-based technology to develop a single internal self-service portal and webchat function.
- The self-service functionality means that officers' internal queries can be addressed in minutes (for example, queries about expenses and uniform). This has resulted in efficiency savings as employees are able to solve issues quickly and correctly the first time.
- The 'One Stop Shop' contact centre, resolves 51% of requests in the first instance.³ This is releasing officer time to be spent in local communities.
- The new platform has boosted internal satisfaction with the service from 25% to 90%.⁴

ROBOTICS

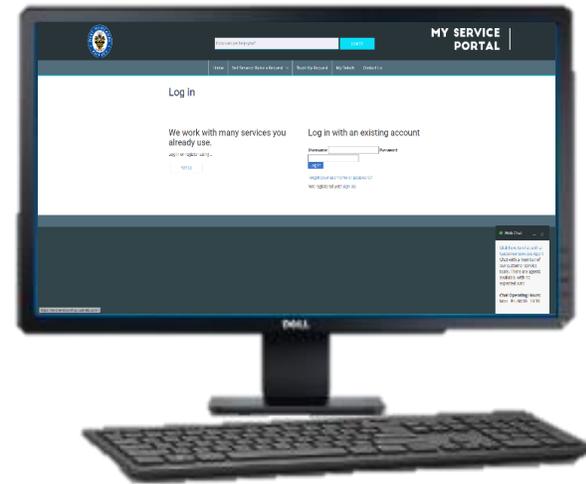
- WMP has created a blended team of staff and three newly developed robots within Shared Services to increase capacity, improve response times, increase accuracy and ensure the team provides the right response first time.
- This new team has been able to automatically process forms 99.7% quicker – with turnaround times decreasing from 10+ days to 1 hour.⁵
- The Robotic Process Automations currently have the capacity to carry out the work of 10 full time staff each week. This has allowed Shared Services to make productivity savings of 6.4FTE and further improve the service level without employing more staff.⁶

ALIGNING OFFICERS TO DEMAND

- A new time and expense management system, MyTime, aims to simplify internal processes and enhance capability to help the Force ensure the right people are in the right place at the right time to better serve the public.

“The public sector is innovating at a rapid rate to transform its organisations and deliver better services to the taxpayer. West Midlands Police is a leading example of how organisations are looking to make use of cloud technologies to change their operations and deliver the next generation of public services.”⁷

Debbie Green, Senior Public Sector Director, Oracle UK



*N.B This is expected to generate productivity savings across the Force, but has not yet been quantified.

KEY INFORMATION

SPOTLIGHT ON MOBILITY DEVICES AND APPS

WMP has deployed over 5000 mobile devices¹, equipped with a suite of 75 apps² to support a more mobile, agile and efficient workforce. The apps allow officers to input data and search police databases whilst out on the beat, so they no longer have to travel back to the station to write up information and can spend more time serving citizens in local communities. The devices and apps are also generating cashable and non-cashable savings, with the procurement of new mobile tariffs enabling the Force to make savings of £324k.³ The use of PNC and Stop and Search apps alone are driving productivity savings equivalent to 32FTE* officers.⁴

UNTETHERING OFFICERS AND EMPOWERING INFORMED DECISIONS ON THE GO

- WMP has developed an app to enable officers to carry out intelligence checks against PNC on the go.
- The time saved through the Mobile PNC app is currently allowing officers to carry out 4 times as many checks to identify stolen vehicles and act on intelligence there and then.⁵
- 1.2 searches per minute were carried out in March 2019.⁶
- This capability has also freed up 15 hours of calls a day (450 hours a month) across the service desk, enabling staff to redirect efforts towards front-line policing.⁷
- The new Corvus and DDI apps allow officers to access briefing information and intelligence on the go. This enables them to verify subjects' information in real time, eradicating the need to return the station. It empowers officers to respond quickly to situations based on a more complete and accurate understanding of information to better protect the public. Since the release of the Insight Search app, there have been over 1100 unique users.

IDENTIFYING SUSPECTS AND RECORDING RISK

- The Force has developed an app enabling officers to verify identities on their mobile devices, by instantly connecting a person's fingerprint with the PNC. This enables officers to identify wanted individuals more quickly, to take them off the streets and protect the public.
- The Force's new mobile Domestic Abuse, Stalking and Harassment (DASH) risk form is helping officers to record and identify patterns of abusive behavior as soon as information is received whilst out in local communities. This is helping the Force to understand the extent of domestic abuse within the West Midlands in order to respond effectively.

STOP AND SEARCH

- As a result of technological improvements, officers are now able to carry out stop and searches 66% quicker – saving 650 police hours per month which can be used to serve citizens in local communities.⁸



“Excellent bit of kit, smooth to operate and responsive. We attended an address where the subject gave us false details. Correct details obtained and found to be West Midlands. Well done & thank you.”⁹

Officer, Birmingham West NPU

- **Projects:** Mobility, New Ways of Responding, DDI
- **Number of mobile devices deployed:** over 5000¹
- **Number of apps made available on devices:** 75²
- **Total productivity savings from Stop and Search and PNC apps:** 32FTE officers⁴
- **Increase in stolen vehicle checks (PNC):** x4 since roll-out of PNC app⁵

Key outcomes for the public:

1. Untethering officers from station
2. Supporting an agile and flexible workforce
3. Increasing amount of time officers can spend on front line duties
4. Empower officers to make decisions there and then to protect the public

*N.B This figure is likely to increase as a review of Mobility app productivity savings is currently underway.

SPOTLIGHT ON BODY WORN VIDEO

WMP has equipped officers with 1,450 Body Worn Video cameras (BWV) to protect citizens and officers by providing a transparent and accurate account of events.¹ The widespread use of BWV is contributing to an improvement in officer and citizen accountability, helping to keep the public safety. The increasing availability of powerful evidence in courts is helping generate a greater proportion of Early Guilty Pleas at first hearing. It is also freeing up officer time, **generating productivity savings equal to 17 full time officers²**, for example, by reducing the need for officers to attend court or spend time off sick. This enables officers to spend more time serving citizens in the West Midlands. **In a recent internal poll, 98.4% of officers said they approve the use of BWV.³**

INCREASING ACCOUNTABILITY AND PUBLIC SAFETY

- BWV accurately records interactions to increase officer and citizen accountability, encouraging positive behaviour.
- Since December 2017, there has been a 30% decrease in the overall number of complaints recorded against officers.⁴
- The proportion of total complaints made against Response officers has decreased by 13% since the introduction of BWV.⁵ This means that less officers are spending time away from front line duties, responding to complaints.
- 82.2% of citizens surveyed through WMNow in April 2019 stated that police in their neighbourhood "acted professionally".⁶

“*Body worn cameras have changed the face of policing. We have seen more and more evidence of the positive impact they have had on prosecutions, the number of complaints we receive, early guilty pleas and compliance in situations where suspects resist arrest.*”¹⁰ ”

INCREASING THE SPEED OF JUSTICE

- BWV provides magistrates and crown courts with powerful evidence, helping to generate quicker justice outcomes.
- There has been a 17% increase in the number of Early Guilty Pleas at first hearing for cases that have evidence captured by Body Worn Videos.⁷
- Motoring offences where Body Worn Videos have captured evidence have seen a 30% rise in the number of early guilty pleas at first hearing.⁸ Domestic violence incidents have seen a 26% increase in early guilty pleas at first hearing.⁹
- This takes offenders off the streets quicker, helping to keep the public safe and provide quicker justice for victims.
- It also saves front line and investigation officer time by reducing time spent preparing for and visiting court. This time can be re-invested in serving the public.



KEY INFORMATION

- **Project:** Body Worn Video (Phase 1 and 2)
- **Number of BWV deployed:** c.1,450¹
- **Total productivity savings:** 17FTE officers²
- **Increase in early guilty pleas at first hearing:** 17% rise, where BWV has captured evidence⁷
- **Reduction in complaints against officers:** 30% decrease since Dec 2017⁴

Key outcomes for the public:

1. Increasing officer accountability
2. Increasing public safety
3. Increasing the speed of justice
4. Increasing public trust and confidence in WMP

Chief Superintendent, Chris Todd

SPOTLIGHT ON MODERNISING OUR ESTATE

KEY INFORMATION

- **Project:** Estates (Phase 1 and 2)
- **Capital receipts generated up to Feb 2018:** £8.1m¹
- **Predicted cost reduction per annum:** £5m²

Key outcomes for the public:

1. Modernising estates to ensure they are fit for purpose
2. Maximising cost efficiency and flexibility
3. Facilitating increased collaboration with partners
4. Generating savings to reinvest in operational policing
5. Preparing for the Commonwealth Games

As part of its commitment to ensure a high quality policing service, WMP has reviewed its estates portfolio to determine the most efficient ways to invest in and modernise its estate to meet contemporary demands. The new portfolio has been designed to enable greater office flexibility, provide a fit-for-purpose working environment for staff and officers and the opportunity to enhance collaboration with partners. The review has also identified savings that can be reinvested in operational policing. As of February 2018, changes to the estate have produced capital receipts of £8.1m and has delivered a revenue spend reduction of £5.6m¹.

MODERN ESTATES, FIT FOR PURPOSE

- WMP has been reviewing its estates portfolio to ensure that buildings are fit for current and future operational purposes and to maximise their cost efficiency.
- The new modern, energy efficient and agile estate will support the delivery of a responsive and flexible police service, integrated with partners and connected with the local community.
- The new Central Custody Suite at Perry Barr has increased safety for both staff and detainees whilst enabling the Force to provide a better range of services for detainees, such as Mental Health Support.
- The Force is ensuring that the police buildings sold as part of the Estates Review both free up money to be reinvested in operational policing and, whenever possible, create social value. WMP has identified 24 buildings as surplus estates, which will be sold.
 - The annual running cost savings due to planned closure of these buildings, coupled with the improved running efficiency of the refurbished retained estate is expected to show a reduction of £5m per annum, a saving in backlog maintenance costs of £20m and potential capital receipts of £40m.²
 - The Force is also developing new, more efficient public contact offices to improve the public experience.

“Officers and staff in the West Midlands do an excellent job keeping our communities safe and this refurbishment will not only save money, but will also mean *they will have an improved working environment to carry out their vital duties.*”³”

KEEPING THE PUBLIC SAFE DURING THE COMMONWEALTH GAMES

- WMP is designing a new Event Control Suite (ECS), fit for modern policing and ready to manage security around the Commonwealth games.
- The new future-proof building and facilities will be more efficient, make better use of resources and serve the Force and the public for many years to come.

Nick Hurd MP, Policing Minister



KEY INFORMATION

- **Project:** TS1, Digital Investigations, Digital Evidence Store (DES)
- **Cashable savings generated through 'Redesigning Investigations - TS1:'** £330k¹
- **Predicted equivalent officer time savings through DES:** 11 full time officers*²

Key outcomes for the public:

1. Creating a modern, forward looking Investigations capability to better serve citizens
2. Generating savings to facilitate reinvestment in key areas
3. Improving access to data, data quality and velocity
4. Increasing the Force's preventative capability to reduce crime

*N.B This figure has been predicted by the project team but is yet to be approved by OCB.

SPOTLIGHT ON INVESTIGATIONS

WMP is developing a forward-looking, fast-paced and high quality end-to-end Investigations service which is preventative in its approach from the outset to better serve citizens. To achieve this ambition with fewer resources, WMP has centralised investigative functions and has increased digitalisation to develop a more efficient extended network of expertise and a modern, victim-centred approach.

EFFICIENT WORKING

- A new clustered approach has been developed within Investigations to drive greater resilience and efficiency through multi-disciplinary teams. This allows officers to calibrate tasking to best mitigate threat, risk and harm to better serve the public.
- Staff have been realigned to critical areas of demand in line with the new THRIVE+ model.
- **Through the restructure of Investigations, improved resource utilisation has led to efficiency savings. This has produced £330k of cashable savings and generated productivity savings equal to 151 full time officers.¹**
- This reorganisation means that the public receive a more calibrated service that aims to resolve their demand first time, preventing repeat call outs and raising satisfaction.

“ PIPT officers work with the offender to identify the underlying cause of their offending. The PIPT officer then creates a bespoke plan which requires the offender to work with partner agencies to address the issues identified. As part of that process, **victims are consulted and have an opportunity to shape the final plan: this gives them far greater influence over the outcome than the traditional criminal justice system.**³ ”

STORING EVIDENCE SECURELY

- WMP is developing a new single store for Digital Evidence to respond to the increasingly digital environment in which the Force operates.
- The solution aims to enable better policing outcomes and public safety through improved access to data, data quality and data velocity.
- The Digital Evidence Store will also drive greater efficiency, for example, through eradicating the need for officers to physically transport CDs.
- **It forecasts to generate productivity savings equivalent to 11FTE so that more time can be spent serving the public.^{2*}**

INTERVENTION AND PREVENTION

- Prisoner Intervention and Prevention Teams (PIPT) have been created in several custody blocks to boost opportunities to prevent repeat victims and repeat offending through early intervention.
- Thought to be the first of its kind across any force in England, PIPT aims to divert criminals towards making a positive contribution to society.

Superintendent Tom Joyce



SPOTLIGHT ON DATA DRIVEN INSIGHTS

WMP has developed a first-of-its-kind solution, DDI, that consolidates internal and external data sources to provide new, enhanced ways of visualising and interrogating data in a single platform. The capability puts high quality actionable information into the hands of end users, through improved Person, Object, Location, Event (POLE) search, reporting and analytics built on this consolidated data. The solution is enabling the Force to utilize data to more effectively reduce crime, prevent harm, support demand management and promote collaboration with external partners.

SINGLE SOURCE OF INTELLIGENCE AND INSIGHT

- Until recently, WMP's data has sat in many disparate and unconnected data sources, whilst the capability to interrogate data to gain insight has remained limited.
- Recognising the need to modernise current data structures, WMP, in partnership with Accenture, has deployed modern technologies to leverage greater value from existing data.
- The Data Driven Insight solution is having a Force-wide impact in both the operational and organizational spheres. It is maximizing productivity and efficiency by providing timely information that is consolidated from siloed systems to officers out of the station.
 - [Insight Search is now used by over 5260 officers¹ who have, since February 2019, completed 397,224 searches.²](#)
 - [The amount of time saved by eradicating the need to search and compile data across fragmented systems aims to generate productivity savings equivalent to 154 full time staff and officers across the Force.³](#)

“WMP is the first police force in the UK to hire its own data scientists, data engineers and visualisation specialists to develop this capability in house. It is also the first force in the UK to build, with the Police and Crime Commissioner, its own bespoke data ethics committee into its tasking processes. As the national lead for data analytics and a key stakeholder in these WMP developments, it is my hope that WMP is seen as a pathfinder for other forces in this way. The extent to which these developments are groundbreaking should not be underestimated. The predictive tool under development is intended to identify those at the outset of criminal behaviour so that positive interventions can be put in place before they become most harmful.” **Chief Superintendent, Chris Todd**

INSIGHT SEARCH

- Insight Search is improving the Force's ability to make decisions at all levels across the organisation by bringing information together and presenting it in a single view based on a POLE data structure.
- The system contains enhanced search fields and filters to help flag relevant information to support front line policing and investigations.
- By providing a 'single source of truth' with enhanced data quality, the system is also helping to reduce the risk of operational errors, creating greater colleague, public and partner trust in reporting and analytics outputs.
- The Insight Search app is helping to untether officers from the stations, providing them with access to accurate and timely intelligence information whilst away from the station. [By end of July 2019, Response officers have completed 95,465 searches on the app, and are the largest Insight Search user group.⁴](#)

BUSINESS INSIGHT

- Business Insight is supporting preventative policing and cross sector collaboration whilst carefully balancing security and privacy concerns.
- The predictive analytics capability is supporting preventative interventions, better direct scarce resources, identify individuals most at risk/susceptible to positive interventions and assess the impact of a range of interventions.
- The advanced data interrogation capabilities in Business Insight are facilitating increased WMP transparency at Public Scrutiny Panels.



KEY INFORMATION

- **Projects:** DDI
- **Total productivity savings forecast by DDI:** 154FTE across the Force³
- **Total number of Insight Search users:** 5260 officers¹
- **Total searches on Insight Search:** 397,224²
- **Total searches on Insight Search by Force Response:** 95,465 (24% of total searches)⁴

Key outcomes for the public:

1. Contributing towards crime reduction
2. Using consolidated data to prevent harm
3. Using evidence to prioritise the services the public need the most
4. Untethering officers from the station
5. Supporting a more mobile workforce
6. Helping the public to feel safe



HOW IS WMP2020 IMPACTING THE SERVICE DELIVERED TO THE PUBLIC?



KEY INFORMATION

- **Projects:** New Ways of Public Contact, DEC
- **Number of Monthly Live Chats:** 14,207 (June 2019)²
- **% of survey respondents who said the Live Chat service was “good” or “excellent”:** 74% (June 2019)³
- **Number of WMP Online visits:** 12.6 million⁵
- **% of Live Chat survey respondents who would use WMP Online again:** 87% (in June 2019)⁴

Key outcomes for the public:

1. Expanding digital means of contacting WMP
2. Increasing ease with which citizens can contact and collaborate with WMP
3. Providing greater visibility for citizens
4. Improving access for vulnerable citizens
5. Better demand management

SPOTLIGHT ON DIGITAL EXPERIENCE FOR CITIZENS

WMP is modernising and expanding its communication channels with the public to enable citizens in the West Midlands to contact the police in a way that better suits their needs and preferences. The development of enhanced public contact channels aims to improve the 101 user experience and shift demand onto online channels to help staff and officers respond quicker.

MORE WAYS TO CONTACT WMP

- The public are now able to report crime online through a live web chat facility that offers the full 101 service.
- Live Chat provides greater accessibility for deaf and non-English speakers through automatic translation. It also enables vulnerable citizens who wouldn't have previously contacted WMP to feel confident in doing so.
- Live Chat has an average wait time of just over 1 minute, rather than 3 minutes to connect to a 101 agent over the phone, helping to reduce frustration and provide quicker support to citizens.¹
- The new Live Chat bot, Bob-E, gathers vital information to be able to transfer citizens to the right agent or refer them to partner agencies, to better respond to public need at first point of contact.
- *In June 2019, Contact Handlers responded to 14,207 Live chats.*²
- *74% of users in June 2019 who gave feedback said that the service was either 'good' or 'excellent' in terms of providing them with what they needed.*³ *87% said they would use the service again.*⁴

“*Behind the stats, we are seeing real examples of the difference the new Live Chat is having for those who need us. We've had a woman who was the victim of domestic abuse. Such was the controlling behaviour of her partner she could not call us. But while he was asleep she discretely used the Live Chat to seek our help.*”⁶

Dean Sweet, Assistant Director People and Organisation Development

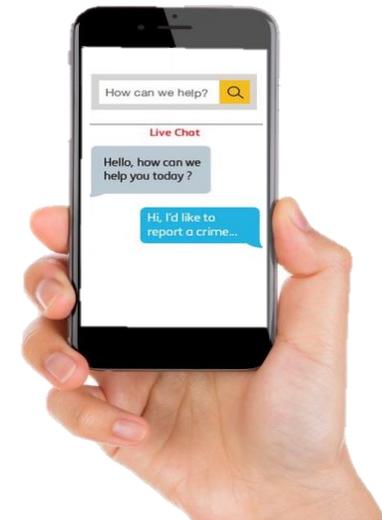
“*Just wanted to say that your site is excellent and must be of great importance to many. Being 71 and on my own, it is good to know that I can use a computer and access your information...Thank you.*”⁷

ONLINE INCIDENT REPORTING

- In line with the wider public shift onto digital channels, the Force has developed a web portal for citizens to report incidents online and track the progress of cases.
- This provides a quicker, more convenient medium to engage with the police, and greater visibility over cases.
- When reporting criminal damage or theft, the public can upload their own images/CCTV, receive regular updates and collaborate with investigators by creating a statement online.

WMP WEBSITE

- The new website has improved the accessibility and convenience of contacting the Force, providing greater levels of advice and support, which is regularly updated. It includes a self-help function for citizens to find answers quickly or get signposting to the most frequent questions asked through 101.
- *WMP Online has had a record breaking 12.6 million visits by over 4.1 million users.*⁵



Citizen, West Midlands

KEY INFORMATION

- **Projects:** New Ways of Public Contact, TS1, Command & Control Replacement
- **Increase in demand since August 2014 (999 and 101):** 9%¹
- **% of Live Chat users who would have otherwise called 101:** 77% (June 2019)⁴
- **% of demand currently serviced through Live Chat:** 17%⁵
- **Demand aim by August 2020:** 37% demand through Live Chat, 8% through Online Incident Reporting⁶

Key outcomes for the public:

1. Expanding digital means of contacting WMP
2. Improving access for vulnerable citizens
3. Trying to meet higher levels of demand
4. Assigning right officers at right time to serve the public

SPOTLIGHT ON ANSWERING CALLS FOR SERVICE

In order to meet increasing levels of public demand and better serve the public, WMP is centralising and modernising its call handling and dispatch processes and systems. The new Command & Control system will provide Force Contact with a more holistic and accurate view of information to enable appropriate responses to demand. The introduction of cutting edge intelligence platforms (DDI and Connect) aims to increase efficiency, projecting to free up the equivalent capacity of 45 full time Force Contact resources.² The Force is also expanding its communication channels with the public to enable citizens to engage with the Force in ways that best suits their needs and facilitate better demand management.

BETTER DEMAND MANAGEMENT AND 101 PUBLIC SERVICE

- WMP has diversified and digitised the ways in which citizens can contact 101 to enable better demand management and help the Force to provide a better quality public service.
- Skillful contact handlers are able to respond to higher demand by managing up to 4 live chats at once, compared to previously managing one phone call at a time.³
- Live Chat is helping to shift demand away from 101 calls, with 77% of those who used it in June 2019 and gave feedback saying they would have otherwise called 101.⁴
- As of May 2019, 17% of demand is managed through Live Chat.⁵
- In the next 12 months, the Force aims to service 45% of demand through online channels (37% of 101 demand through Live Chat and 8% through Online Reporting).⁶

“ West Midlands Police is outstanding in the way that it is planning for the future. The force has a well-developed understanding of current, future and hidden demand from analysing a wide and impressive range of information.⁷ ”

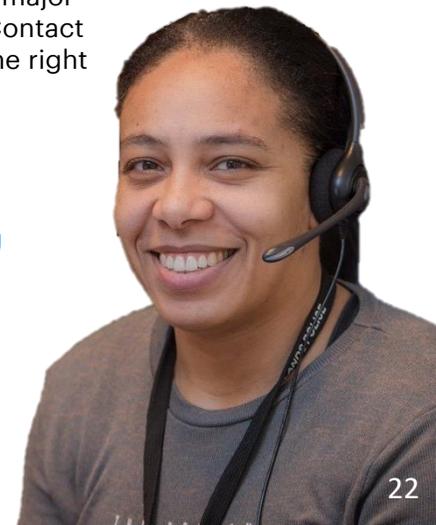
HMICFRS PEEL Assessment 2018/19

“ The move to offer a better ability to contact us online comes in the wake of surveys showing that over 79% of respondents want to be able to report non-emergency crime online and 86% want to be able to track the progress of crime investigations online – giving them the ability to self-serve, at a time and location convenient to them, using digital technology such as smartphones and tablets.⁸ ”

ACC Chris Johnson

REMODELLING CONTACT HANDLING

- 101 and 999 calls are now handled by an omni-competent workforce across 3 Centralised contact centres. This helps to ensure that calls are appropriately handled by the right staff, enabling Contact Handlers to provide a better service and manage demand more effectively.
- The development of a new THRIVE+ incident grading framework and threat assessment model is helping Force Contact to prioritise incidents and send the right resource at the right time to meet citizen needs more appropriately.
- The introduction of a modernised Command and Control system that interacts with other Force platforms will provide staff and officers with increased insight and demand management capabilities. It aims to provide a major step-change in control room efficiency to help Force Contact staff assign the right officers to the right incidents at the right time to better serve the public and meet demand.



SPOTLIGHT ON RESPONDING TO CALLS FOR SERVICE

KEY INFORMATION

- **Projects:** Mobility, TS1, Taser
- **Increase in stolen vehicle checks (PNC):** x4 since roll-out of PNC app²
- **Number of Tasers being rolled out:** 1411³

Key outcomes for the public:

1. Untethering officers from the station
2. Supporting a mobile and agile workforce
3. Serving the public better by allocating the right resource at the right time
4. Allowing officers to focus on core front line duties

As part of WMP2020, the Force is transforming the way that officers respond to calls to service. This is to ensure that WMP can provide a high quality service to citizens in the West Midlands - meeting contemporary demand and threat levels, despite reduced officer numbers. The Force is addressing this through structural reorganisation and technological developments that will make processes more efficient. WMP aims to generate productivity savings equivalent to 165 full time officers in Force Response by 2020, so that more time can be spent on front line policing.¹

RESPONDING TO DEMAND

- A new banded shift pattern for Force Response aligns resource capacity to demand to ensure that there are the maximum number of officers available during peak times for calls to service.
- The introduction of the new THRIVE+ risk assessment tool to inform decision making ensures that the appropriate resource is sent to calls for service.
- **The Force is rolling out an upgraded Taser X2 device to 1411 officers, providing a safer means of dealing proportionally with threats to provide an increased protective presence on the streets.³**
- Due to enhanced warning features (arch charge display), the Taser X2 devices enable officers to diffuse situations without using force.
- The new Taser devices automatically capture a greater number of datasets digitally, increasing the information available to the Force on Taser usage. This aims to help speed up investigations into improper/unaccounted use of Tasers.

“ We’ve got easy access to information and much better recording such as the electronic DASH form. **The new Corvus app is a game changer.** The same can be said about mobility devices – **these have fundamentally shifted how we police.**⁴ ”

Sergeant Scott Taylor, Response supervisor, Bournville Lane

UNTETHERING OFFICERS

- The Force has made 75 mobile apps available on officers’ mobiles to untether front line officers from the station, keeping them out in local communities.
- Officers can now write and submit witness statements at the scene, have access to briefing information and intelligence on the go, and carry out checks against PNC, to establish identity, or check Driving Licenses and Vehicles.
- **The reduction in time it takes to carryout PNC checks means that officers are currently able to carry out 4 times as many checks to identify stolen vehicles.²**

FOCUSING ON ESSENTIAL DUTIES

- A new Centre for Tasking & Coordination, and a Central Force Support function have been set up to carry out activities outside officers’ core duties, such as managing incident cordons and being responsible for hospital watches.
- This shift is helping to enable officers to focus on pressing front line duties.



SPOTLIGHT ON NEIGHBOURHOOD POLICING

KEY INFORMATION

- **Projects:** Mobility, TS1, PIPT, Connect, DDI
- **Predicted Neighbourhood productivity savings through WMP2020:** 170 FTE¹
- **PCSO posts protected through savings:** 464²

Key outcomes for the public:

1. Untethering officers from the station
2. Supporting a mobile and agile workforce
3. Empowering officers to make decisions quicker to protect public
4. Increasing prevention and intervention
5. Refocusing officers on core front line duties

WMP is investing in Neighbourhood Policing to develop prevention and intervention capabilities as well as to enable officers to spend more time in local communities. The introduction of new technologies, such as Mobility devices equipped with a range of apps has increased the agility, flexibility, and efficiency of Neighbourhood officers. The introduction of new technologies, such as DDI and Connect, aim to provide officers with better insights and intelligence to address offending and reoffending levels. WMP aims to generate productivity savings equivalent to 170 full time officers in Neighbourhoods so that more time can be spent on front line policing.¹ Savings to date have helped the Force to protect 464 PCSO posts.²

UNTETHERING OFFICERS

- The Force has developed a number of enhanced mobile capabilities to untether officers from the station.
- Officers can now write and submit witness statements at the scene, access briefing information and intelligence on the go, and can carry out checks against PNC to establish identity or check Driving Licenses and Vehicles.
 - This has freed up the equivalent of 9 FTE across Neighbourhood policing, enabling officers to spend time on front line policing duties.³

INTERVENTION AND PREVENTION

- WMP has developed a new Tool for Intervention and Prevention Triggers (TIPT) to identify vulnerable people who need help from within police systems.
- With this information officers are able to ensure appropriate support is in place, for example, making referrals to Princes Trust scheme, Troubled Families programme, etc.
- Through earlier intervention, WMP aims to prevent situations escalating.

INVESTING IN NEIGHBOURHOODS

- Neighbourhood officers have been refocused on core front line duties and preventing crime, rather than routinely supporting Response and Force Support (e.g. taking hospital shifts), to enable officers to spend more time in communities.

“The feedback has been hugely positive, with dozens of officers telling us that smart phones have totally changed the way they work – allowing them to be more mobile and proactive, while returning to the office less and less.”⁴ ”

Chief Superintendent, Sally Bourner





THE FUTURE OF POLICING

SPOTLIGHT ON WHAT'S NEXT FOR WMP2020

WMP is at a critical stage in the development and delivery of a number of key data systems and platforms. These investments are modernising WMP data capabilities; ensuring that officers have the right information, at the right time, to provide a reactive and proactive service for citizens in the West Midlands. These platforms will also free up officer time by reducing process inefficiencies and will be available on mobile devices, enabling officers to spend more time serving the public in local communities.

KEY INFORMATION

- **Projects:** Command and Control Replacement, Connect
- **Total productivity savings forecasted by Connect:** 422FTE across the Force¹

Key outcomes for the public:

1. Modernising data capabilities to improve decision making
2. Driving efficiency savings to release officer time
3. Improving processes to dispatch the right officers to incidents at the right time to better serve the public

RESPONDING TO CALLS FOR SERVICE

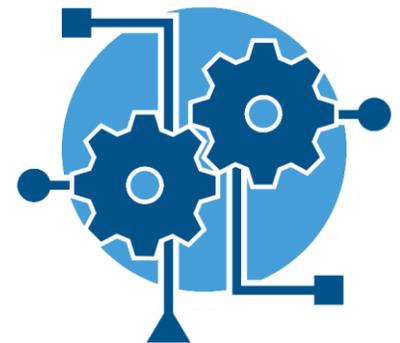
- WMP is modernising its Command and Control system, introducing a more intuitive platform that is integrated with other policing systems to transform the way the Force responds to calls for service.
- It aims to provide a major step-change in control room efficiency to help Force Contact staff assign the right officers to the right incidents at the right time to better serve the public and meet demand.
- The new system provides staff and officers with a more holistic overview of information. At first point of contact with members of the public, this enhanced view enables Contact Handlers to better assess THRIVE+ to ensure calls for service are appropriately prioritised.
- The intuitive and semi-automated nature of the system means that the Force can train Contact staff much quicker to create a larger pool of fully trained resource. This advanced functionality also aims to free up the capacity of an equivalent 45 Resource Allocator Dispatcher roles through increased efficiency.¹
- Additional capabilities will be leveraged to drive further efficiencies as part of future work.

“The increasing availability of information and *new technologies offers us huge potential to improve how we protect the public. It sets new expectations about the services we provide, how they are accessed and our levels of transparency.*”³”

CONNECTING AND USING OUR DATA

- The Connect Solution will-integrate and streamline the core policing capabilities: case, custody, investigations, intelligence and criminal justice as well as supporting areas such as property.
- This solution will transform ways of working for WMP’s operational users by standardising processes and making them more efficient, for example, through reducing the duplication of data entry by WMP operational users (‘double keying’).
- The new platform will also be able to show underlying relationships between data points.
- *Once live, it aims to generate productivity savings equivalent to 422 full time staff/officer time.*²

National Police Chief’s Council



SPOTLIGHT ON BEYOND 2020

KEY INFORMATION

- **Projects:** Veritone PoC, National Data Analytics Solution

Key outcomes for the public:

1. Using modern technologies to keep pace with the increasing digitalisation of crime
2. Increasing crime prevention
3. Drawing upon modern technologies to better solve crime and protect the public

As the nature of crime changes, WMP must keep pace with digitally empowered criminals despite reductions in its budget and officer establishment. In partnership with Accenture, the Force is leveraging new technologies to facilitate improved intelligence, with the aim of increasing early intervention, reducing demand and improving the efficiency of current Force processes.

USING CUTTING EDGE TECHNOLOGY

- A key element of the WMP partnership with Accenture is exploring cutting-edge innovation.
- Accenture is currently investing c.1m in a 25 week Proof of Concept for the Veritone Artificial Intelligence platform¹ – trialling voice to text transcription, video analytics, facial recognition and disclosure/redaction.
- The West Midlands community has also been actively engaged in the innovation agenda, from incorporating their views in the design and development of the online portal, to consultation on the review of first contact services.

NATIONAL DATA ANALYTICS SOLUTION (NDAS)

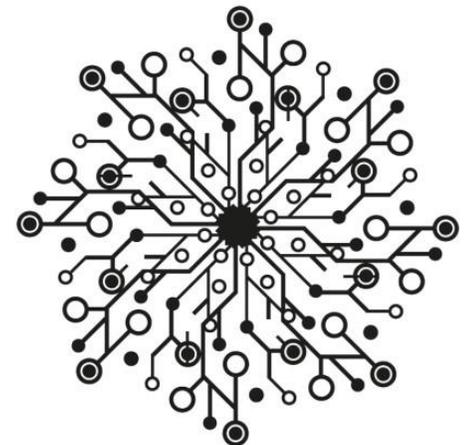
- To counter funding cuts over recent years, forces need a system that can look at individuals already known to officers, with the aim of prioritizing those who need interventions most urgently.
- WMP is leading the NDAS project, working in partnership with 8 other UK forces.
- NDAS uses a combination of AI and statistics to assess the risk of someone committing or becoming a victim of gun or knife crime, as well as the likelihood of someone falling victim to modern slavery.
- This can enable officers to intervene, for example, directing individuals towards support from local health and social workers.
- The project aims to reduce demand through early interventions facilitated through improved intelligence.

“*Veritone is making Artificial Intelligence accessible to public safety organizations for the first time. Their AI-based cognitive computing solutions are capable of turning unstructured audio and video data into actionable intelligence. This is particularly relevant for police departments that struggle to manage and analyse large volumes of video and audio files from body-worn cameras, dispatch systems and connected CCTV networks.*”²

Jody Weis, US Public Safety Lead, Accenture

“*It is my aim to put ethics at the heart of data analytics and ensure the capability is used to deliver positive interventions. With less resource available to policing and demand growing in both volume and complexity, better use of data will be essential if we are to provide the levels of service the public expect of us and that we as policing professionals seek to deliver.*”³

Chris Todd, Chief Superintendent





APPENDICES

DATA SOURCES

- All data sources contained in this document have been referenced in the 'notes' section of each slide.
- The majority of the data used in this document has been provided by West Midlands Police. All financial data has been approved by senior WMP stakeholders.
- This document has also drawn from reputable external sources to gather data, such as the Office for National Statistics.
- All figures have been rounded to the nearest whole number, where appropriate.

CONSIDERATIONS

- West Midlands Police continuously review benefits management which means that the figures contained in this document are accurate as of July 2019, but are subject to change.
- The benefits of several projects are likely to increase during the review period, meaning that the data contained in this document may be understated. This is particularly relevant for Mobility and DDI.

OFFICER PRODUCTIVITY / EFFICIENCY FTE SAVINGS

BROKEN DOWN BY ACC PORTFOLIO

Project Name	Grand Total	Status
TS1	332.00	Achieved - cashed in
EER - CJS	6.00	Achieved
EER - FCID	6.00	Achieved
EER - LOMU	6.00	Achieved
Mobility - PNC	26.21	Achieved
Mobility - Stop & Search	5.46	Achieved
WMP2020 - BWV	17.00	Achieved
WMP2020 - CJS Review	2.00	Achieved
WMP2020 - Connect	422.00	Forecasted
WMP2020 - DDI	153.80	Forecasted
WMP2020 - DES	11.00	Forecasted
WMP2020 - Smarter Responding	33.00	Forecasted
Total	1020.47	N/A

PORTFOLIO INVESTMENT AND BENEFITS SUMMARY

FY2019/20 TO FY2024/25

WMP2020 Cost & Benefit Summary 19/20 to 24/25							
	Capital Total £m	Centrally Managed Total £m	Non Cashable Benefits Total £m	Cashable Benefits Total £m	Revenue - One Off Costs Total £m	Revenue - Recurring Costs Total £m	Total £m
Closed	0.0	0.0	-87.0	-118.8	59.3	17.7	-128.8
ESMCP	5.2	1.4		-3.0	2.5	6.5	12.7
Estates Strategy	92.8	15.2		-20.1	15.5		103.3
Mobility - Airwave Refresh	8.1				8.6		16.7
New Ways of Investigating	0.0	0.0	-7.3	-19.0	15.2	3.6	-7.4
New Ways of Responding	0.2	0.5	-25.4	-3.9	6.6	7.6	-14.5
NGES	0.2	0.9	-22.5	-69.9	13.7	6.3	-71.3
NWOPC		0.0		-1.8	0.2	1.0	-0.7
Our Data	5.3	2.8	-163.5	-18.8	11.8	22.9	-139.5
POD		0.0			2.2		2.2
Stand Alone	2.4	0.0	-12.3	-90.4	107.3	13.2	20.3
Total £m	114.2	20.8	-317.9	-345.7	242.9	78.8	-207.0