TRANSFORMING
WEST MIDLANDS
POLICE
A BOLD NEW MODEL FOR POLICING
In 2014, West Midlands Police (WMP) committed to a striking transformation programme that would help the force meet current and future policing needs, manage citizen expectations and reduce cost 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.

"We’re able to see a much more agile organisation, far more empowered with the information and tools to prevent crime, protect the public, and help those in need."

- DAVE THOMPSON
Chief Constable West Midlands Police

11,000
Employees

2nd
Largest force
in England & Wales

2.9M
Citizens served
The new face of crime needs a new form of policing. Silent crime, such as violence in the home, is on the rise. Traditional criminals are turning to cybercrime as online threats increase in frequency and sophistication. Citizens have high expectations for a faster, easier and more personal service.

With a need to raise performance using existing resources and reduced budgets, the Police Crime Commission looked at how they could partner with the private sector to improve outcomes for the citizens of the west midlands and proactively reduce future demand for services.

Initial steps included evaluating the current police organization’s structure and size, ways of working, culture, performance, calls for service (‘demand’) and technology enablers to find the gaps between its existing operations and the vision for 2020.

The blueprint was informed by extensive consultation between the police and the public.
In the context of an overarching goal—to serve its communities and protect them from harm—WMP identified six fundamental pillars that were essential in shaping the blueprint that would realise the WMP2020 vision.

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<th>Pillar</th>
<th>Goal</th>
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| **Pillar 1:** WE TRUST OUR PEOPLE | Act with integrity and make good decisions  
Improve organisational fairness and voice  
Adopt the leadership promise  
Improve wellbeing and performance management  
Develop effective workforce design, mix and planning  
Attract and develop diversity and talent |
| **Pillar 2:** INFORMATION DRIVES OUR ACTIONS | Increase Information access, insight, foresight & security  
Improve public experience  
Collaborate across boundaries  
Prevent crime and reduce harm  
Improve efficiency / reduce costs  
Increase motivation and satisfaction |
| **Pillar 3:** DESIGNED TO LISTEN AND REASSURE | Better understand the environment: location, victim, offender  
Increase public confidence, participation and satisfaction  
Improve the fairness of WMP  
Understand neighbourhood policing units effectiveness  
Service design with citizens at the heart |
| **Pillar 4:** GEARED TO PREVENT HARM | Reduce crime, demand, offenders, first time entrants into the system, and risk to the vulnerable  
Prevent crime and harm  
Reduce demand and offending  
Improve rehabilitation  
Increase partnership integration |
| **Pillar 5:** RESPOND AT PACE | Improve speed, efficiency, agility of response, driving stronger resolution  
Increase efficiency and effectiveness  
Improve public and staff satisfaction  
Prevent crime, protect and help the public  
Understand and reduce demand |
| **Pillar 6:** LEARN AND ADAPT | Collaborate and learn to develop successful interventions and services  
New model for organisational learning, evidence based policing |
MOBILE DEVICES

“It has been a help in keeping us out on the streets. Usually, unless we’re updating someone over the air or over a help desk, we’ve had to go into the station and manually log on to a computer and update a log with the result of what we have done and what has happened. We can do that on mobile now ourselves. I don’t need to go back to the station, I can access emails or logs and I can update things whilst I’m out and about.”

- WEST MIDLANDS POLICE OFFICER

CITIZEN PORTAL

“It logs and tells you just how far you have got with your case, it tells you all the important detail you need to know, it tells you how long it may take the police to get back in touch with you, it keeps you up to date and lets you know exactly what you want to know. To me the idea is fantastic, I think this is one of those things I can see making a really big change on how the police and community engage.”

- WEST MIDLANDS CITIZEN
DRIVING DIGITAL POLICING

By creating an Innovation and Integration Partnership (IIP) with Accenture, WMP was able to share accountability, risk and outcomes while enhancing flexibility and knowledge right from the start.

The importance of combining a people-first approach with new digital ways of working cannot be underestimated. WMP is seeing improvements that are both financial and non-financial—efficiencies through streamlined processes, increased productivity, and better access to information for officers.

“We see Accenture as a key partner as we continue our transformation journey.”

- DAVE THOMPSON
CHIEF CONSTABLE WEST MIDLANDS POLICE
<table>
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<th>SOLUTION</th>
<th>WHAT DOES IT MEAN?</th>
<th>BENEFITS</th>
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| **BODY-WORN CAMERAS AND SECURE STORAGE DATABASE** | Data from 1,500 body-worn cameras can be accessed remotely                        | • Reduces harm and complaints against officers  
• Increased transparency and trust  
• Secures better evidence, enables cases to progress more quickly |
| **MOBILE DEVICES**                         | Over 3,000 officers in response, Force Support and neighbourhood policing have access to a secure, scalable mobile platform. | • Officers can easily and quickly share data, access and update on the go                                                                                                                                 |
| **REAL TIME INTELLIGENCE CENTER**          | A new 24/7 team pushes out real-time intelligence to response officers           | • Up to date timely, relevant and accurate information available 24/7  
• Reduced need to use the Airwave radio, improves efficiency and reduces cost  
• Frees up police time and saves costs, increased efficiency |
| **ANALYTICS**                              | Predict future outcomes, patterns and trends to deliver preventative policing     | • Data-driven insights enhance intelligence and maximize productivity and efficiency  
• Combats crime, reduces harm and identifies vulnerabilities  
• Provides a single source of the truth to engender public and colleague trust  
• Reduces the risk of operational errors and improves the quality of decision making  
• Supports preventative interventions, identifies risk and better directs scarce resources |
| **DIGITAL EXPERIENCE FOR CITIZENS**         | Non-emergency calls moved to a more cost effective, easy-to-use website with option to engage via webchat | • Improved customer experience, with the ability to report crimes and track the progress of the investigation online  
• Ability to model different crime and victim scenarios through a “what if...“ modelling tool  
• Ability to create a Witness Statement and upload digital evidence  
• Better support for citizens/victims |
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