WMP Operational Strategy

4 Pillars of our WMP2020 Operational Strategy

WMP2020 — Creating a new era of policing

Designed to listen and reassure	Geared to prevent harm	Prepared to respond at pace	Ready to learn and adapt
• Better understanding of our environment and public need • Building legitimacy through transparency and integrity • Empowering the public and communities	• Upstream management of public need • Long term reduction in the number of offenders, first time entrants into system, and levels of risk to the vulnerable • New delivery models in partnership	• Improvement in the speed, efficiency, agility of our response to drive stronger resolutions • Real time management of demand proportionate to the level of harm • Resolutions supported by digital evidence/process	• Collaboration with partners to develop successful services • Evidence led development and scaling of interventions • Horizon scanning

Designed to listen and reassure

➤ **Legitimacy is the foundation of our relationship with the public.** We will be open, transparent and secure in what we do and how we operate

➤ **Strategic awareness is based on a rounded and shared understanding of public need.** We seek to develop ,alongside our partners, a complete picture of an individual, sector or place

➤ **Choice in how the public engages with us underpins the modern relationship we establish.** We will use channels / formats / tools [e.g. language translation] that enable us to serve an increasingly diverse population

➤ **The public insights we seek reflect the diversity of the communities we serve and our 24/7 world.** Utilisation of multiple channels and techniques to generate timely insight from the public

➤ **Greater situational insight informs the proportionate response we provide.** We will redefine aspects of our service design and delivery based on public want and need

➤ **The public are empowered to play a stronger role in problem solving .** We will encourage and support citizens to play an active role in developing, and participating in, solutions to local problems

➤ **More sustainable community relationships are established by supporting community assets.** We will build on / invest in "community assets" [e.g. schools, youth clubs] to build understanding and provide reassurance to the public

➤ **Effective engagement and understanding is as important internally as it is externally.** We will have a stronger approach to engaging our colleagues in improving and delivering service

Geared to prevent harm

➤ **Capability and capacity developed to manage demand "upstream" alongside our partners.** This will enable a smaller public service to deliver and the public will remain protected.

➤ **The organisation is oriented around a more coherent preventative ethos .** This will be reflected in the services we deliver and the behaviours we encourage We design services and activity to prevent harm before it happens and repeat victimisation

➤ **Tighter mission control around the prevention activities we deliver.** Use of predictive information to direct and control policing deployments. Use of live intelligence activity to ensure preventative activity is accurately controlled

➤ **Return on information/data is maximised to better predict demand and shape interventions.** We will build our data analytics capability so we are better at predicting strategic trends and identifying the preventative treatment needed

➤ Our information and evidence base is used to build stronger "automation" of risk identification

➤ **Integrated service design with partners to manage and support high demand /risk people.** Service integration is at the heart of our strategy to reduce risk and demand from these groups

➤ **New service delivery models are supported by a flexible approach to commissioning.** Work closely with the Commissioner to develop a commissioning capability to support third sector / third party delivery

➤ **Leadership in WMP and the Office of the Commissioner operate across systems to deliver the right interventions with our partners.** Cultural shift around degree to which we work with partners and across multiple "systems"

Prepared to respond at pace

➤ **Strong mission control framed around defined outcomes and real time intelligence.** Our systems and protocols enable us to target and control the effect we are having on an area and adjust "real time" when necessary

➤ **Our response is proportionate to the risk or actuality of harm.** Calls for assistance from the public will be assessed through a consistent risk framework that determines the service required, and when and how it needs to be delivered

➤ **Deployments secure maximum value through a "done in one" approach.** Direct dispatch of the right resource first time to deliver an optimal resolution for the customer – reduction in multiple handovers

➤ **Mobile and agile resources with access to information and tools on the go.** Mobile enablement will be critical to increasing the efficiency of our response. We will have a 'mobile at core' philosophy

➤ **Digitisation of the CJ process increases the pace of the "end to end" experience.** Widespread use of digital evidence and digital case files to increase the velocity at which a case progresses across the system

➤ **Use of digital channels to give greater choice and to meet public expectations of how they access our service.** We expand our digital channels so that they offer a single point of access and "self service" opportunity

➤ **Pursue opportunities to co-deliver "response" services with partners.** We design reactive services to public need across the whole public sector and look at opportunity to co-deliver

➤ **A response system that contributes to managing demand.** Our service outcomes will focus upon how to prevent further response or future offending/ victimisation

Ready to learn and adapt

➤ **Horizon scan inside and outside of policing for emerging threats and opportunity .** We scan locally and internationally for insights that could determine how we manage WMP demand and supply

➤ **Continually develop service portfolio to meet emerging demands.** There is an immediate need to build capability and capacity in areas such as cybercrime and digital forensics

➤ **Evidence led policing approach remains critical for defining the right "treatment and dosage".** We will continually develop and deploy the right set of interventions to support our prevention goals

➤ **Evaluate interventions using the latest methods, drawing on academic support.** We will constructively challenge each other on cause and effect. As far as possible we will automate the provision of evidence that supports this challenge.

➤ **Empower our people to contribute their ideas for how we can improve on a daily basis.** This means recognising these contributions and having the right knowledge infrastructure

➤ **Customer feedback directly shapes service design.** We expand public feedback channels so we better understand our performance. We have a clear feedback loop between this and service design

➤ **Innovation is an expectation in our commercial arrangements.** We work with our public and commercial partners to develop experimental methods for tackling shared, entrenched problems.

➤ **Learning and innovating with our partners underpins integrated service design.** We work at pace with partners to scan for issues/priorities, developing ideas, prototype solutions, and create routes to scale success