

Appendix A

The Purpose of the Force will be to deliver “Our Duty - protecting our communities.”

The Chief Constable will lead a smaller force, with officers only in posts that require warranted powers or specific expertise. The force will have a more mixed economy in many front line and middle office roles through workforce modernisation and more police staff within roles traditionally performed by warranted officers. We will invest in our staff, seeking to professionalise the service and supporting personal accountability and performance. There will be a greater level of omni-competent officers and staff with less pure specialists. These will be managed within a reduced number of units and sections.

The force will remain committed to local policing, supporting communities to be empowered to deal appropriately with local low level issues, and take responsibility for preventing crime. This will be supported by officers and staff across the force, and through work at the regional and sub regional level to deal with more serious or complex threats. There will be a smaller local footprint with resourcing based on threat and risk, and supported through increased accessibility to policing remotely through technology and social media.

The organisation will focus on dealing with issues at their source through a proactive and preventative approach. We will be mindful of new and emerging threats and patterns of crime and disorder. We will do this through closer working with decreased partner resources, focusing on prevention, reduction and intervention. Collective commissioning will support this approach.

There will be more remote working, with less large stations and buildings and more small bases - some within partners buildings. There will be increased home working and flexible working, supported by an effective mobile services IT platform.

More business will be conducted remotely, through greater use of e-business, and through empowering communities and giving them greater personal responsibility for reporting crime on line, or through accessing services and information electronically. There will be decreased attended calls for service through efficient triage, dealing with more at source or through channel shift, and through increased reporting at access points for police services.

Our staff will feel empowered to make decisions based on common sense, free from unnecessary bureaucracy and demand, and with the technology and tools to enable them to carry out their roles effectively and efficiently.

Our organisation will have continuous improvement embedded within it, continually driving out inefficiencies and improving service to the public.

Strategic leadership and command will cut across force borders within the region, supported by many functions provided at a regional or sub-regional level. Some services, and some complete functions, will be provided by external companies through business partnering and out-sourcing.

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