

Policing Strategy 2023-2028

Vision				
<ul style="list-style-type: none">• Safe: We will keep our communities safe and protect them from harm and we will keep our people safe looking after their wellbeing• Just: We will achieve just outcomes for victims, be fair and just in our use of powers and treat our colleagues in line with our values of fairness, integrity and respect• Inclusive: We will be inclusive in our engagement with all communities, seeking their views, trust and support and be an inclusive organisation for our people				
Values				
Our Values apply to both the communities we serve and the people we work with				
<ul style="list-style-type: none">• Fairness: We will treat people fairly• Integrity: We will always do the right thing• Respect: We will treat everyone with respect		Code of Ethics and National Decision Model <ul style="list-style-type: none">• In all that we do we will work to the Code of Ethics which sets out the principles and standards of behaviour that promote, reinforce and support the expected standards of behaviourThe National Decision Model puts the Code of Ethics at the heart of all decision making		
Purpose				
Reduce Crime “We will prevent and tackle crime, undertake quality investigations and achieve the right outcome for Victims” Ambitions: <ul style="list-style-type: none">• Minimise the risk to the public of being a victim of homicide and serious violence through a partnership preventative approach.• Disrupt serious and organised crime and criminality in particular priority areas of drugs, firearms, serious violence/gangs, organised exploitation of vulnerable people and illicit finances.• Prevent and reduce crime in our communities.• Anticipate and adapt to the changing nature of crime and criminality.• Maximise science, technology, research and innovation to tackle crime and offending.• Undertake quality investigations to improve outcomes and bring more offenders to justice.• Through partnership ensure a whole system approach to criminal justice including effective integrated offender management to prevent and reduce reoffending.		Protect Vulnerable People “We will protect vulnerable adults and children and along with our partners safeguard them from harm” Ambitions: <ul style="list-style-type: none">• Identify and protect vulnerable people through effective multi-agency child and adult safeguarding arrangements.• Manage the risk posed by those who offend against children through effective identification and investigation of CSE, Abuse and Neglect.• Work in partnership to tackle Violence Against Women and Girls, in particular key threat areas such as Domestic Abuse and Sexual Violence.• Embed the National Vulnerability Action Plan to ensure vulnerability is addressed holistically from initial contact and investigation through to resolution.• Fulfil our statutory duty alongside partners to identify and manage offenders across all four MAPPA categories.• Reduce non-crime demand on policing, ensuring effective partnership arrangements and levels of intervention are in place to deal appropriately with issues such as mental health and missing persons.		Reassure the Public “We will provide responsive, fair and high quality policing to build public trust and confidence, with neighbourhood policing at the heart of our policing style” Ambitions <ul style="list-style-type: none">• Improve public trust and confidence in policing across all our communities and deliver against our equality objectives.• Through neighbourhood policing, problem solve and engage with communities, preventing crime and tackling the issues that matter most to them such as neighbourhood crime and anti-social behaviour.• Improve satisfaction in all areas of service delivery ensuring the needs of victims are central at every stage of the victims journey.• As an anti-racist force and in line with the Police Race Action Plan ensure black people feel protected, respected, involved and represented.• Maintain excellent performance around calls for service and respond to incidents in the most appropriate way in line with risk and vulnerability.• Through Vision Zero, reduce the number of people who are killed or seriously injured on our roads.• Protect the public from terrorism, extremism and other national threats.
How will we achieve this? <ul style="list-style-type: none">• Reducing Crime and Criminal Justice Strategic Plans• Tactical plans focussing on risk areas in the FMS• Homicide Prevention Strategy• Neighbourhood Crime Action Plan• Deliver the SPR (SOC and national cyber Incident)• Deliver the Characteristics of Good from PEEL (Investigations)		How will we achieve this? <ul style="list-style-type: none">• Protecting Vulnerable People Strategic Plan• Tactical plans focussing on risk areas in the FMS• Embed VAWG/NVAP into all Plans• Implement Op Soteria New Operating Model• Deliver the SPR (CSEA and VAWG)• Deliver the Characteristics of Good from PEEL (PVP and Managing Suspects/Offenders)		How will we achieve this? <ul style="list-style-type: none">• Reassuring the Public Strategic Plan• Tactical plans focussing on risk areas in the FMS• Deliver the SPR (Public Order, Civil Emergencies and Terrorism)• Deliver the Characteristics of Good from PEEL (Victims, Fair Treatment, Preventing Crime and ASB, Responding to the Public)
Measures of Success <ul style="list-style-type: none">• National Crime and Policing performance measures• Police and Crime Plan performance measures• Criminal Justice Dashboards• HMICFRS Gradings Governance – Crime Board and Criminal Justice Board		Measures of Success <ul style="list-style-type: none">• National Crime and Policing performance measures• Police and Crime Plan performance measures• Victim satisfaction• HMICFRS Gradings Governance: Protecting Vulnerable People Board		Measures of Success <ul style="list-style-type: none">• National Crime and Policing performance measures• Police and Crime Plan performance measures• Neighbourhood Policing Performance Framework• HMICFRS Gradings Governance: Reassurance Board
Cross Cutting Principles for Delivery				
Victim Focussed <ul style="list-style-type: none">• We will be victim focussed at every stage of the victim’s journey from initial contact through to resolution, improving satisfaction across all Service Delivery Areas and complying with the Victims Needs Assessment, Victims Code and Victims Law.• We will adapt our service delivery with greater focus placed on harm caused and a person’s vulnerability.	Prevention/Problem Solving <ul style="list-style-type: none">• Working in partnership we will prevent crime and anti-social behaviour to reduce harm, vulnerability, offending and repeat demand.• All Officers and Staff will be problem solvers, engaging with partners and communities to ensure longer term solutions to community problems	Responsive Service <ul style="list-style-type: none">• We will maintain strong performance in responding to calls for service, assessing risk and prioritising an appropriate response.• We will ensure the organisation is effectively resourced to deliver primary functions around patrol and response in order to deliver an efficient and effective emergency service.	Intelligence Driven <ul style="list-style-type: none">• We will use intelligence and data to inform our strategic and tactical response in identifying and tackling crime threats, developing intelligence and research requirements that enable the Force to be more proactive and develop a more effective response.• We will increase the amount of actionable/ useable intelligence	Investigative Mindset <ul style="list-style-type: none">• We will improve the quality and standards of investigations through up-skilling officers and staff, within a culture which stresses the importance of the ‘investigative mind-set’.• We will ensure effective supervision and oversight of investigations, with officers following all reasonable lines of enquiry and undertaking quality and timely investigations in order to achieve the right outcome for victims

	<ul style="list-style-type: none"> We will listen and respond to the needs of victims, build their confidence to remain engaged with the Criminal Justice process and achieve appropriate outcomes for victims. 	<ul style="list-style-type: none"> We will have a preventative mindset and increase our focus on early action to ensure a long term approach to crime and harm reduction identifying and focusing on those individuals/families who are at greatest risk of crime, harm and vulnerability. 	<ul style="list-style-type: none"> We will invest in the front-end to problem solve demand and where appropriate and ethical resolve as many contacts without deployment so that we can target response and investigative resources on the basis of threat, harm, risk and solvability. 	<p>around priority areas and in particular those areas where our understanding and knowledge is limited.</p> <ul style="list-style-type: none"> We will maximise partnership information in order to add to our richer understanding of demand, crime and vulnerability. 	<ul style="list-style-type: none"> We will invest in capabilities to ensure policing keeps pace with emerging crime threats and criminality, in particular digital investigative capabilities.
	Enablers				
	<p>People</p> <p>“We will attract and retain a professional, talented and diverse workforce which has the capabilities to meet the demands and challenges we face within an ethical and inclusive culture”</p>	<p>Efficiency, Productivity and Sustainability</p> <p>“We will meet the financial pressures we face by being efficient, productive and providing value for money in all service areas, aligning our resources based on the priorities of the Force and delivering a sustainable police service”</p>	<p>Digital and Data</p> <p>“We will develop, acquire and deploy technology and information services and solutions that enable the Force to be an agile and data driven business across all aspects of policing, for the community it serves, the partners it works with and the people it employs”</p>	<p>Partnerships and Collaboration</p> <p>“We will deliver services in partnership and through collaboration with other forces, agencies and emergency services, to tackle mutual problems in a more integrated way, improve capacity and capability and achieve efficiencies through economies of scale”</p>	<p>Innovation and Continuous Improvement</p> <p>“We will be an innovative and forward looking organisation that tries out new ideas to tackle crime and reduce demand and captures and shares what works so that we continuously improve, make the best use of the resources we have and deliver the best policing service we can.”</p>
	<p>Ambitions</p> <ul style="list-style-type: none"> Ensure our strategic workforce planning, attracts, retains and develops a talented workforce that meets current and future policing demands. Improve the diversity of the organisation so it is more representative of the community we serve. Ensure the optimal workforce mix, which is efficient and effective and can flex to meet the challenges of the future. Ensure our leaders create an organisation where the wellbeing of our people is evident in all that we do. Ensure an ethical and inclusive culture, free from inappropriate workplace behaviour, where our people feel motivated and valued and work to the high professional standards and values of the Force. 	<p>Ambitions</p> <ul style="list-style-type: none"> Make the best use of resources ensuring they are aligned with the priorities of the Force and following an assessment of threat, harm, risk and demand. Deliver more efficient and productive services, utilising methodology of Priority Based Budgeting and Value for Money data so we can reinvest in priority areas. Ensure our enabling functions effectively support operational policing delivery. Reduce environmental impacts and embed sustainability across the organisation. 	<p>Ambitions</p> <ul style="list-style-type: none"> Digitally empowering the public by providing more channels for engagement, helping them to help themselves and ensure the organisation understands all about them and their needs. Digitally enabling officers and staff to make more informed decisions, work anywhere and to respond quicker. Keeping people safe by providing the right data at the right time, to the right responders and protecting data from threats. Improve and enhance partnerships with other stakeholders by sharing digitally and building a more integrated criminal justice process. 	<p>Ambitions</p> <ul style="list-style-type: none"> Create safer places and roads through effective and integrated partnership working. Reduce inappropriate non-crime demand on policing through appropriate levels of intervention and response from the right agency. Through Force and multi-agency collaboration, improve specialist capabilities to tackle serious and organised crime and national threats. Improve service delivery and reduce demand through Tri-service collaboration. Through the JESIP and Local Resilience Forum, plan, prepare and respond to major and civil contingency threats. 	<p>Ambitions</p> <ul style="list-style-type: none"> Embed a culture of continuous improvement and learn from other forces, agencies and sectors. Identify and share what works both in the Force and nationally to tackle crime, reduce harm and improve policing. Be innovative in trying our new ideas to improve policing and reduce demand. Maximise research to address knowledge gaps and bring academic rigour to policing policy and practice. Learn from mistakes or what doesn't work to inform dynamic change.
	<p>How we will achieve this</p> <ul style="list-style-type: none"> People Strategy Underpinning Strategies (Strategic Workforce Planning, Health and wellbeing, DEI) Police Race Action Plan Improving leadership capabilities Staff Survey Action Plans Deliver the HMICFRS Characteristics of Good 	<p>How we will achieve this</p> <ul style="list-style-type: none"> Roll out of Priority Based Budgeting across the Force Maximising precept levels Inform the CSR and Funding Formula Utilising Productivity Tools Sustainability Strategy Deliver the HMICFRS Characteristics of Good 	<p>How we will achieve this</p> <ul style="list-style-type: none"> Digital Policing Strategy Digital Policing Roadmap Introduction of new digital systems and capabilities Support to PBB Deliver HMICFRS Characteristics of Good 	<p>How we will achieve this</p> <ul style="list-style-type: none"> Vision Zero Strategy and Plan Right Care Right Person Lead force collaborations (NPAS, ROCU, RSSS, CTPNE) Tri-service Collaboration Local Resilience Forum and JESIP Deliver HMICFRS Characteristics of Good 	<p>How we will achieve this</p> <ul style="list-style-type: none"> Evidence-Based Policing Strategy and Action Plan Operation Capture Research Strategy to maximise research in priorities and knowledge gaps
	<p>Measures of success</p> <ul style="list-style-type: none"> HMICFRS Grading (Workforce) DEI performance measures Sickness Wellbeing Survey results Complaints and Misconduct <p>Governance: People Board</p>	<p>Measures of success</p> <ul style="list-style-type: none"> Balanced budget HMICRS Grading (Planning and Managing the Organisation) Efficiency and Productivity Savings Net Zero targets <p>Governance: Strategic Delivery Co-ordination Group and Sustainability Board</p>	<p>Measures of success</p> <ul style="list-style-type: none"> HMICFRS Grading (Planning and Managing the Organisation) Implementation of the Strategy and Road Map Efficiency and Productivity savings <p>Governance: Strategic Oversight Board</p>	<p>Measures of success</p> <ul style="list-style-type: none"> HMICFRS Grading (Planning and Managing the Organisation) Implementation of the Strategy and Road Map Efficiency and Productivity savings <p>Governance: Strategic Oversight Board</p>	<p>Measures of success</p> <ul style="list-style-type: none"> HMICFRS Grading (Planning and Managing the Organisation) Implementation of the Strategy and Road Map Efficiency and Productivity savings <p>Governance: Strategic Oversight Board</p>