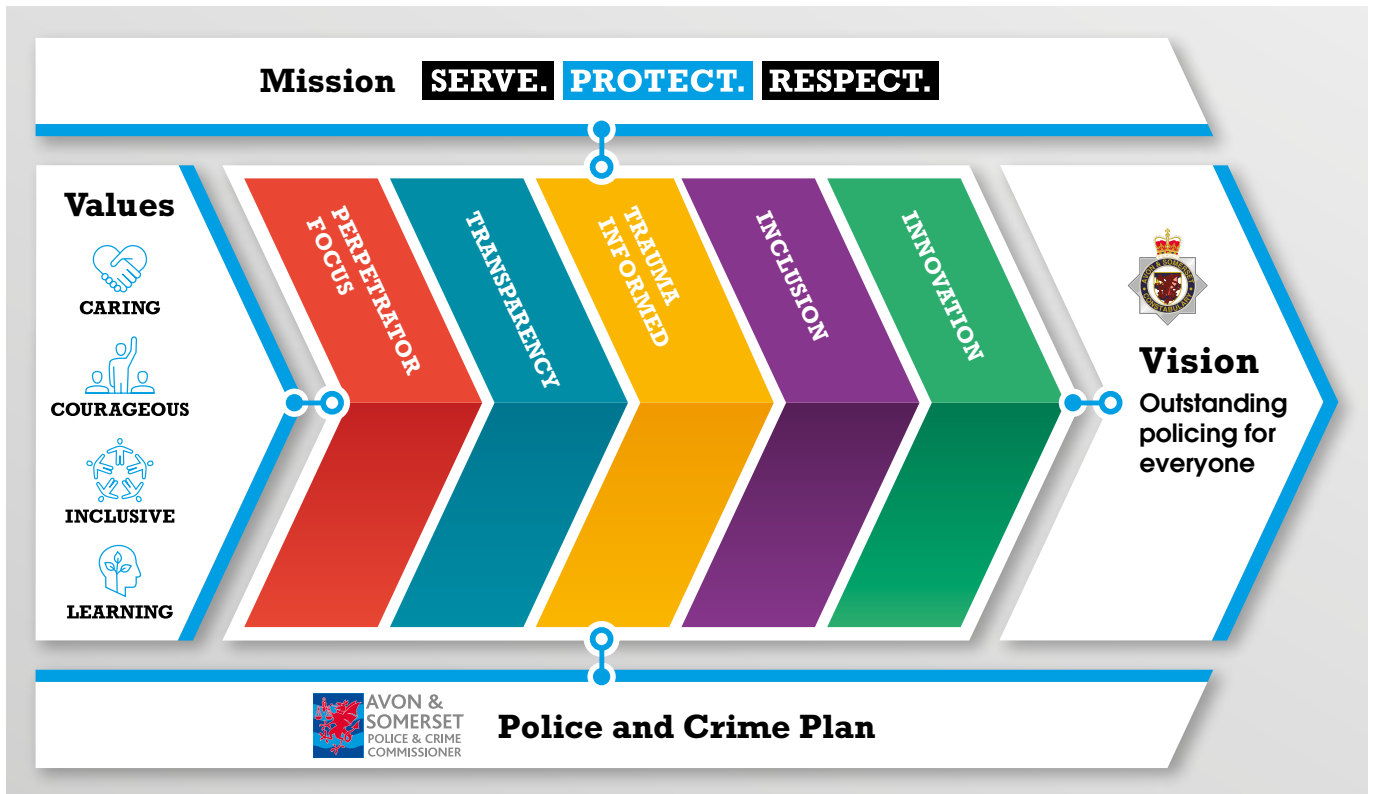


AVON AND SOMERSET POLICE STRATEGY OVERVIEW

Our journey to outstanding policing

November 2023





Above: Our 'plan on a page strategy', from values to outstanding.

A great deal has changed in the last five years – we’ve faced a global pandemic, a war in Europe and the grip of a financial crisis. So, amid a confusing landscape I want to set out for you how our Mission, Vision and Values all connect to our strategy and our goal of **Outstanding policing for everyone**. Underpinned, of course by the Police and Crime Plan.

As a police service we’ve seen a sudden boost to our police officer numbers. A welcome increase but one that also brings new challenges. We’ve also experienced an erosion of public trust and confidence in policing nationally.

We are a value driven organisation. We are **caring**. We are **courageous**. We are **inclusive**. We are dedicated to **learning**. But what next?

Last year, we launched our 'Five year strategy'. Within this, we promised an update in 2023. Our Chief Officer Group and Senior Leadership Team have been working hard on what this means for us at Avon and Somerset Police and how we take this forward. So what we’re setting out for you is the framework through which we will be working towards outstanding policing, helping you see how this binds together with how we’re organised.

[Watch a video about this framework](#)



SARAH CREW
CHIEF CONSTABLE



What will outstanding policing look like?

The outcomes below are how outstanding policing for everyone will look and feel in five years' time if we execute our plans well. These will be how we measure our achievement.

Public outcomes
There are high levels of trust and confidence among all the communities we serve
We respond quickly and well to emergencies
People who use our services have high levels of satisfaction
We are cutting crime and protecting the vulnerable from criminals
We bring offenders to justice and disrupt their criminality
Organisation outcomes
We perform our core policing responsibilities consistently and well
We are perpetrator focussed in our mindset and in our operations
We use evidence, insight, and technology to continuously improve
We have high investigative standards
We ensure the public see, hear, and feel the effect of our work
People outcomes
Our people believe in our mission and willingly play their role in its achievement
We have an inclusive culture, nurtured by inclusive leaders, in whom we heavily invest
We are increasingly representative of the communities we serve
We are a trauma informed organisation in the way we care for our people and in the way we serve our communities
Finance outcomes
We have a world class planning capability and a realistic 'Five year plan'
We have a balanced budget and credible medium-term financial and workforce plans
We can show the productivity in all our operations
We collaborate in the public interest

How will we be measured externally?

Outstanding policing is defined by how a police force measures on the HMICFRS PEEL (Police Efficiency, Effectiveness and Legitimacy) Assessments. Based on the PEEL Assessment Framework, we have delivered a strategy which highlights how we can strive to becoming 'Outstanding' on all their measures of performance.

[Read about our latest HMICFRS PEEL Assessment results](#)

Our strategic imperatives

In order to deliver outstanding policing for everyone, we have built five key areas of focus, our 'Strategic imperatives', which will help to build public trust and confidence and ensure we are delivering our very best to the people of Avon and Somerset. We've tried to bring them to life and give them some meaning because, these are the structure that sit behind our ambition to become outstanding.



Catch, convict, and disrupt.

PERPETRATOR FOCUS



This is our central purpose, to prevent, disrupt, catch and convict.

We will invest in our officers, establish and hold ourselves to the best investigative standards and ensure we are highly effective in bringing offenders to justice.

Be radically open.

TRANSPARENCY



When the public understand what we're doing they will be more prepared to help us do it.

We are an 'open' organisation. We will share the celebration of successes but we will also own our mistakes and demonstrate our learning.

Recognise and respond to what trauma can do.

TRAUMA INFORMED



Our work exposes us to trauma. We step in where others don't.

We understand the impact of trauma on victims and perpetrators. We all need to feel protected and cared for and our focus is on the prevention of harm.

Confront and address discrimination.

INCLUSION



Our ability to 'police by consent' is greater when we confront and address discrimination and disproportionality.

Our institution is fair to all. We will exercise courage and empathy both inside and outside our organisation.

Be ambitious in our ideas.

INNOVATION



In a rapidly changing world, creativity of approach and application are essential. We will exploit new technologies and have data-driven solutions. We will invest in creativity and forge dynamic partnerships with pioneers to become a truly innovative organisation.

What next?

One of the ways we will achieve outstanding policing for everyone is through our new change portfolio, which is made up of a series of **change programmes**, each with their own set of activities designed to meet our strategic ambitions and improve peoples' experience of policing, both internally and externally.

Programme	Why is this programme important?
#1 Right Service, Right Person, Right Time	Providing a better service to the public, through reducing some of the pressure on the front line and getting the best people in the right places as quickly as possible.
#2 Protecting the vulnerable and putting victims first	Focus on victims and their experiences to improve the support we offer, whilst protecting the most vulnerable people, and better coordinate our approach to vulnerability.
#3 Investigative standards including tackling perpetrators	Improve our approach to tackling perpetrators and ensure our investigations result in as many positive outcomes as possible for victims.
#4 Building the foundations for an effective and skilled workforce	Get the basics right for our people and improve the employee experience, ensuring we provide everyone with the skills to do their job well and develop into great leaders.



Programme	Why is this programme important?
<p>#5 Data and digital/ IT futures</p>	<p>Ensure we have secure systems in place that help to enable officers and staff to their jobs well and provide a positive and accessible user experience to the public, whilst driving innovative problem-solving through technology.</p>
<p>#6 Developing a cost-conscious organisation</p>	<p>Improve financial awareness when making decisions, so that we have a balanced budget and can provide a stable environment for our people.</p>
<p>#7 Building trust and confidence / ethical and trustworthy policing</p>	<p>Improve public confidence in policing by being inclusive and representative, improving engagement with our communities and addressing internal cultural issues to realise sustained change.</p>
<p>#8 Estates and fleet fit for the future</p>	<p>Create a functional and trauma-informed estate portfolio and fleet offering for our people, for victims and for the communities we serve.</p>

These programmes will help to provide improved visibility of activity across the whole organisation, with a view to support prioritisation of resources. They will identify opportunities for collaboration across departments, identifying common themes in activity and ensuring we are working towards a shared goal.

More information will be circulated about the change programmes as and when they launch, and via line managers, where you will be able to directly relate the objectives set in your IPRs to how you play a part in our journey to 'Outstanding policing for everyone'.

We will also be exploring what these mean to you within your individual teams and roles through our **Leadership days**, which will be returning later this year.

We need to hear your voice to ensure that we are bringing effective change into the organisation and understanding each team or individual's personal challenges and feelings. Please do complete the **People Survey**, to help us inform how we embed these into the realities of your day to day lives here in Avon and Somerset Police.

If you have any questions or concerns over this update to our Strategy, we would encourage you to speak to your line managers and have an open discussion as to what this means for you.

