



OPERATION REMEDY

FINAL EVALUATION | MAY 2020

Evaluation Report Overview

Evaluation Report title	Op Remedy – Final Evaluation Report
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1 – Introduction

This report outlines the finding of the end of year internal evaluation of Operation Remedy, Avon and Somerset's proactive operation to address residential burglary, knife and drugs crime. Using evidence from a variety of sources, including stakeholder engagement, the report highlights progress towards achieving the original objectives and benefits. It identifies elements which worked well, and what could be improved; and a range of suggestions for what could be done differently.

It also updates on progress made with implementing the 22 recommendations that were made as a result of the Interim Evaluation in October 2019; and makes an additional nine recommendations which reflect the findings and the move of Op Remedy into business as usual.

Governance of Op Remedy now sits with the Operational Support Directorate so consideration and approval of these recommendations will be submitted to the next DLM for review.

2 – What were the planned objectives/benefits for this improvement initiative?

Op Remedy is the organisational initiative that was established in response to the investment made by PCC Sue Mountstevens of £2m in 2019/20 to improve performance and public confidence in the areas of residential burglary, drug and knife crime. In addition to this, an uplift to the organisation's establishment was endorsed, for a total of 100 police officer posts.

At the end of 19/20 it was agreed that Op Remedy should be made a permanent arrangement and be bought into business as usual, within the Operational Support Directorate.

Op Remedy focuses on delivery against the following strategic aims and objectives. These were developed into a comprehensive assurance framework which can be found in Appendix 4.

STRATEGIC AIM	
Engaging and working with stakeholders and partners to jointly deliver an improvement to organisational performance and public confidence for offences of residential burglary, knife crime and the illegal supply of controlled drugs.	
STRATEGIC OBJECTIVES	
1	Solve more crimes relating to residential burglary, knife crime and drug related offences, through an improved focus on Intelligence, Prevention and Enforcement activities. LINKED BENEFIT: Substantive productivity gains attributable to the additional investment.
2	Increase the numbers of offenders brought to justice specifically in relation to residential burglary, knife crime and the supply of illegal drugs.
3	Reduce the numbers of residential burglary offences and increase satisfaction levels for residential burglary victims.
4	Improve the confidence of the public around the activities of local police, in response to reports of concerns relating to residential burglary, knife crime and supply of illegal drugs. LINKED BENEFIT: Policing feels like an ever present force for good in communities.
5	Increase the number and effectiveness of disruptions of Organised Crime Groups involved in the illegal supply of controlled drugs, SAC and violence involving the use of knives
6	Increase the knowledge of Police and partners around those involved with crimes involving the use of knives as weapons.
7	Collaborate with partners to deliver effective education, upstream intervention and harm-reduction opportunities and pathways which leads to the prevention of crime and proactive support and protection to the most vulnerable. LINKED BENEFIT: Upstream intervention leads to prevention of crime and proactive support and protection to the most vulnerable. LINKED BENEFIT: A collaborative police and partner agency approach in the prevention and detection of crime and protecting the vulnerable.
8	Seek opportunities to use innovative and partnership approaches to improve the gathering of intelligence and delivery of prevention and enforcement activity relating to crimes connected with residential burglary, knife crime and drugs supply. LINKED BENEFIT: Sustainable improvements through innovative, highly visible and effective solutions.
9	Improve communication with the public around the offences of residential burglary, knife crime and illegal drug supply.

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An interim evaluation was completed in October 2019 which made 22 recommendations to be implemented either immediately or in the following months. This report will provide an update on progress made against these recommendations.

3 – Evaluation evidence base

This evaluation has used a wide qualitative and quantitative evidence base and builds on the findings of the interim report.

As part of the Op Remedy design funding was used to introduce a reviewing and audit role specifically focused on assuring and auditing the burglary, knife crime and drugs investigations; both for Op Remedy, and the wider force. This was to assess the impact Op Remedy was having on improving investigative standards of those officers who were part of the team – but also the ripple effect across the organisation. Learning from these regular audits was fed back via the Central Team to ensure that it was cascaded as necessary; and incorporated into future training and CPD sessions. The results of the most recent Op Remedy quarterly audits, October 2019 - December 2019 have been used to evidence some of the findings of the evaluation.

In addition the report refers to evidence from:

- Monthly Assurance Framework
- Fortnightly Performance Headlines
- Op Remedy Public Confidence Survey
- Staff feedback from rotational cohort / CPD events held
- Victim/public feedback
- Feedback from Op Remedy business leads, and thematic leads
- Feedback from stakeholders (Neighbourhood; Patrol; Investigations and Intel)

4 – Were the planned benefits for the initiative realised?

1) Solve more crimes relating to residential burglary, knife crime; and drug related offences, through an improved focus on intelligence, prevention and enforcement activities.

Positive outcome rates for residential burglary, knife crime and drug related offences provide the evidence base for this objective. At the commencement of the operation the positive outcome rate for residential burglary was one of the lowest nationally at a 12 month rolling 4.4% (38th nationally). Over the subsequent 12 months this improved to 7.6% and is now 12th nationally.

Positive outcomes for Knife Crime (not Home Office) have increased by 2.2%, to 28% for a rolling 12 month period. In addition to 'possession of weapons' (59% positive outcomes), 'Knife crime' tags relate to a range of other crime types, with the highest positive outcomes for drug offences (79%).

Positive outcomes for all drug offences have increased by 7.6% and are currently at 72%.

Geographical differences for drug offences:

Bristol North & Central +21%
Bristol South +14%
Bristol East +11.3%
North Somerset +3.1%
South Gloucestershire +2.2%
BANES -1.4%
Somerset East +1.7%
Somerset West 0.0%

2) Increase the number of offenders brought to justice specifically in relation to residential burglary, knife crime and the supply of illegal drugs.

In addition to the improvements to positive outcomes outlined above, during the year 19/20, 235 suspects were identified, and 706 people arrested in total under the three themes. There are numerous examples of offenders being charged and in court across the force some of which are shown below:

The following article highlighting Op Remedy success was published externally, including coverage by the Bristol Post:

Two men have been arrested on suspicion of dealing drugs in the St Pauls area of Bristol. The men – both in their 20s – were arrested on 30 January from a property in the Portland Square area. It follows an operation in which the men were observed making drug exchanges in the area and going in and out of the property. Officers carried out a search of the property and seized a large quantity of cash and what is believed to be Class A drugs, which will be forensically tested. The men have been arrested on suspicion of drug dealing and possession of criminal property. They are both from London and suspected to be involved in county lines drug dealing. They have been released under investigation. The following article highlighting Op Remedy success was published externally, including coverage by the Bristol Post:

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The following article highlighting Op Remedy success was published externally, including coverage by Bristol Post, Somerset Live and Weston Mercury. This followed a joint operation between Op Remedy and Neighbourhood:

Five arrested after drugs raid in North Somerset. Four men and a woman have been arrested following a raid where a significant amount of Class A and B drugs were seized. Avon and Somerset Police made the arrests in Highbridge as part of a special year-long operation. Three properties were raided by officers working for Op Remedy which has seen an estimated £1.3 million worth of illegal drugs seized over the last six months. The five people arrested are aged between 17 and 51 and have been released on bail.

The most recent success story involve burglar Claudiu Popa – who received 46 months imprisonment for burglary offences and the drugs warrant in South Gloucestershire in May 2020. Large amounts of cash, drugs and expensive items were seized from the suspect; and there will be options to utilise proceeds of crime legislation.

On average, 3 burglars per week have been arrested by Op Remedy, and approximately £500k of cash has been seized which has come into the owners possession through involvement in criminal acts and associations.

The depth of investigation and length that Remedy can go to demonstrate a step change in performance and quality, for example a number of cases that were closed by the IAU were resurrected by Remedy with significant results achieved. The wider work around CCTV and house to house demonstrates the value of the team in seeking out offenders.

3) Reduce the number of residential burglary offences; and increase satisfaction levels for residential burglary victims.

Recorded crime for residential burglary has been reduced by 10%, a reduction of 637 crimes. The largest reduction in reported crime has been achieved in Bristol North and Central (-364); Bristol East (-161); and BANES (-55).

At the outset of Op Remedy, Neighbourhood Teams committed to carrying out follow up visits with all residential burglary victims – the aim was to provide additional crime prevention advice; provide reassurance to the victim; and identify any additional vulnerability needs. The impact of this could be measured via the monthly victim satisfaction surveys which drill down from whole experience satisfaction – to individual metrics such as follow up.

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Overall victim satisfaction for residential burglary victims has increased by 4.1% over the last 12 months and is now 86%. For follow up 78% of victims are satisfied, which has increased by 8.4% since the start of Op Remedy. For initial contact this was scored on average over 90% satisfaction over the last year. For victims that were specifically identified as being dealt with by the Op Remedy team (note that not all residential burglaries will always be dealt with solely by Op Remedy) overall satisfaction is 88% which is a 3% increase on last year. 87% of people are satisfied with the follow up.

Additionally Op Remedy has been carrying out a piece of work to identify property and return it to victims which has received very positive feedback.

4) Improve the confidence of the public around the activities of local police, in response to reports of concerns relating to residential burglary, knife crime, and supply of illegal drugs.

By February 2020 nearly 10,000hrs of high visibility and public reassurance patrols had been conducted in identified hotspots known to be associated with residential burglary, drug and knife crime offences.

Local public confidence is measured and reported quarterly, this does not drill down into crime types however it is still possible to monitor overall changes and improvement. Since the commencement of Op Remedy public confidence has improved from 72% to 80% (Jan 2020). The last quarters data is due shortly but not available in time for this report. The biggest improvements have been seen in Bristol North and Central – increasing from 66% to 88%; and South Gloucestershire (65% to 84%).

People reporting feeling safe in their community has increased from 84% in April 2019 to 86% in Jan 2020; and the number of people reporting seeing a PCSO or PC in the last month has increased by 3.1%.

In order to attempt to gain more evidence of localised changes in public confidence, that could be linked to Op Remedy activity a localised survey was developed which could be delivered at neighbourhood level, alongside with delivery of the Smartwater intervention. Local Police Cadets were recruited to carry out the door to door research. To date this has only been able to be carried out in a small area in Weston Super Mare; and the responses were too few to provide a useful evidence base. Due to the Covid situation a repeat of this in any further areas (Yate and Yeovil) had to be suspended. It is recommended that this is re-established and enhanced with the recruitment of Volunteer Researchers as originally planned (**Recommendation 1**).

Community feedback has been captured over the last year which gives an indication of how Op Remedy has been received. For example:

“Graeme and I felt compelled to write to you and your team an email expressing how overwhelmed we were with the way this traumatic experience was dealt with by both yourself and your colleagues.

Every officer that we had dealings with showed an incredible amount of compassion, professionalism, dedication and commitment to getting a conviction in this case.

Graeme and I are well aware of the hours and hard work which you and your colleagues no doubt put into this case. We can only hope that the courts recognise the hard work and evidence that your team have put together in trying to get a positive result.

We felt it necessary to write to you and express our gratitude as we are well aware of what a tough job you are all up against.

On behalf of myself, Graeme, and my mum and dad, we would once again like to thank you, your team and the police service for all your hard work.”

“Could you please pass on my thanks to the officers in the burglary team based at Bridgwater. Today they have returned a bike stolen from my house 2 years ago. This was down the keen eye of the officer involved (unfortunately I didn't catch his name). It was a brazen theft where the thief stole the bike from inside my house while all of my family were at home and it was still light outside. It is therefore very reassuring to feel that the crime was not forgotten and due to the diligence of your officers the bike was found and returned to me. Thanks again.”

5) Increase the number and effectiveness of disruptions of Organised Crime Groups involved in the illegal supply of controlled drugs, SAC, and violence involving the use of knives.

This is an area that has been very difficult to monitor as disruption activity involves teams from across the force – Op Remedy have contributed to disruption activity primarily through coordinated operations with other departments; proactive patrols; and vulnerability visits but it has been challenging to accurately measure; and evidence the level of impact this has had on overall disruption of OCGs. Feedback from Neighbourhood stakeholders has been that Op Remedy have made a positive contribution to work with County Lines; and OCG disruption for those OCG's managed by local NPT's. A new way of working with the teams has been introduced to enhance Remedy involvement and collaborative working. The SPOC has been reinvigorated, per OTT meet and ownership of NICHE with local contact.

A recommendation is that a method of better capturing OP Remedy's contribution to OCG disruption is developed – and contribution to County Lines activity (**Recommendation 2**)

6) Increase the knowledge of police and partners around those involved with crimes involving the use of knives as weapons.

With the launch of the Surge funding for Serious Violence the achievement of this benefit was subsumed into the strand of work addressing serious violence and knife crime. This has been aligned to the development of local Violence Reduction Units which have been formed through multi agency partnerships, and led by the Local Authority. An integral element of the VRUs is data sharing and funding was provided to Bristol Insights to develop a range of Qlik apps resulting in the production of the Violence Reduction Unit app.

The Violence Reduction Unit (VRU) app has been running in its first iteration since late 2019; and enables intelligence to be gathered on high risk individuals or groups and cross referenced with partners to inform VRUs' response. This allows the partnership to plan delivery of bespoke support /intervention packages. There are five VRUs, each with a different makeup of police and partners, with different ways of working. The 'As Is' VRU app requires police users to realise its benefits, however continuity of police users has been adversely impacted by the need to respond to the CV19 pandemic. Therefore best practice in ways of working is being piloted through the Somerset VRU and the Intel Development Hub in order to devise best practice ways of working.

The VRU app designer is working with the VRU app lead, DPO, Development Hub, and Somerset Council to design ways of working for Contextual Safeguarding data sharing based on the identification of violent risk offending groups identified by the app. This will ensure that the insight derived by the app can be validated and enriched in a manner that adds value whilst ensuring compliance with GDPR. These ways of working will be incorporated back into the app in subsequent iterations where possible.

A second iteration of the VRU app is planned that will incorporate ways of working from IOM in order to track management activity around high risk individuals identified and prioritised by the app.

In addition, the range of partnership initiatives described below have helped to build stronger partnerships, and provided further opportunities for learning, knowledge exchange and best practice to be developed. The level to which this has been achieved has not been evaluated within this report so one recommendation will be to carry out some follow engagement with partners as stakeholders to gain some insight into partner views of the effectiveness of Op Remedy (**Recommendation 3**).

7) Collaborate with partners to deliver effective education, upstream intervention and harm-reduction opportunities and pathways which leads to the prevention of crime and proactive support and protection to the most vulnerable,

and;

8) Seek opportunities to use innovative and partnership approaches to improve the gathering of intelligence and delivery of prevention and enforcement activity relating to crimes connected with residential burglary, knife crime, and drugs supply.

To realise Objectives 7 and 8, working with partners was key to ensure early intervention, diversion and support is provided to young people most at risk of being involved in serious violence.

As well as significant operational successes, Op Remedy are also involved with progressing a number of initiatives focused around crime prevention, enhancing police visibility and increasing public confidence. Some examples are as follows:

- Working in conjunction with the British Transport Police to issue crime prevention advice and enforce against suspected future involvement in crime at local train stations.
- Working with local partners in areas such as Yeovil, Bridgwater and Frome to disrupt activity associated with County Lines, and identify and protect those most at risk of being influenced. Innovative use of voluntary tags to protect young persons influenced and involved in County Lines.
- Utilising Smartwater in areas deemed at highest risk of residential burglary offences being committed, along with low public confidence. Worle completed, Yeovil in Jan 2020.
- Working with local partners and external stakeholders to deliver educational sessions to young people in

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support of crime prevention.

- Working with local schools for students to partake in an Insight Scheme where they experience being detectives for a week and investigating a fictitious knife crime.

With the surge funding provided specifically for tackling serious violence and knife crime many additional partnership initiatives were funded including:

- Funding of dedicated Prison Officer post to tackle serious violence in local prisons.
- Working with BPA to deliver anti-knife campaigns in schools through existing BME community links.
- Crime prevention and engagement initiatives through sport – e.g. boxing and football.
- Targeted youth engagement with community groups – e.g. Youth Options Day and Somalian Youth Engagement.
- Engaging with up to 1500 pupils through collaborating with Crimestoppers to utilise drama to enable them to make an informed choice when faced with difficult challenges or decisions. Teachers will also be trained to ensure this concept can be sustained with future year groups.
- St Giles Trust delivering talks to young people regarding drug and alcohol addiction, gang life, gun and knife crime. This includes training for a selection of police officers and staff to support ongoing diversionary measures.
- A Custody Awareness Programme facilitated by Bright Outlook which is aimed at young people who are on the periphery of criminality or who are already involved in low level criminality and ASB. The programme is aimed at diverting young people from continuing down the path to further criminality.
- Working with Grassroot Communities to establish a Community Champions Programme which works with identified schools with students at risk of exclusion or struggling to engage in mainstream education

In relation to the initiatives that were funded via Op Remedy, it took some time for these to get off the ground which delayed the realisation of benefits in the time frame of the original operation. Many of them were submitted and agreed without clear evaluation and outcomes frameworks. A number of these are now up and running so it is recommended that it would be timely to carry out an evaluation on these if appropriate and develop an evidence base for what works (**Recommendation 4**).

Having the Op Remedy 'brand' helped with partnership engagement (for example with the Drugs Education Programme and Bristol University) as it helped to open door's and give a clear idea of what Op Remedy was all about.

9) Improve communication with the public around the offences of residential burglary, knife crime and illegal drugs supply.

In recognition of the importance of communication with the public to increase public confidence Op Remedy funded two Communications Officers who would be dedicated to communication activity for the three strands. A Communications Strategy was developed for each strand, which programmed an ongoing range of campaigns. In addition press releases accompanied success stories, and key events.

The following problem solving campaigns were delivered:

Knife crime and serious violence (linked to SVAP):

- Hyper-local knife crime campaign targeting the hot spot areas in our force
- Working with schools and local officers, this campaign aims to encourage reporting of knife carrying amongst young people and increase local communities' confidence / resilience in dealing with the issues of knife crime

Drugs:

- A multi-channel campaign which aims to disrupt the drugs market by reducing demand amongst 20 and 24 year old recreational drug users. Supporting a 'problem-solving' focused approach to the management of drugs hotspots this will help create a hostile environment for users and dealers
- A digital campaign about the sale of drugs on Snapchat and Instagram aims to protect young people and increase intelligence

Burglary:

- Supporting the launch of SmartWater with a dedicated communications campaign to increase visibility, confidence and awareness of crime prevention messages in WSM and Yeovil. The Weston pilot was covered
- Reactive prevention advice based on burglary series and trends

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➤ Further problem solving campaigns based on bike burglary prevention and student break-ins launching in 2020

Examples of press coverage can be seen in Appendix 1.

Further benefits and learning:

As part of the original set up of Op Remedy funding was ring-fenced to recruit two Review Officers and a DC within the Major Crime Review Team to carry out regular audits and assurance. Forming part of the Central Team the learning from the audits have been regularly cascaded to front line staff. Guidance documents and tools have been produced for all front line and communications staff to aid improvement of burglary investigations. Force Burglary Lead (Martyn Cannon) cascades national learning force wide.

In addition to auditing Op Remedy investigations; the team carried out dip sampling of investigations carried out by non Op Remedy staff. The purpose of this was to identify if there has been a wider improvement in investigative standards. The latest audits were carried out in March 2020 – for residential burglary; and knife crime, covering the period October 2019- December 2019.

The most recent audits identified a number of areas for improvement (in Appendix 2), and it is recommended that these should be incorporated into an improvement plan for the Operational Support Delivery Plan now that Op Remedy has become BAU, to be monitored via the DLM (**Recommendation 5**)

Feedback from the stakeholder interviews suggested that there is no longer a need to have a dedicated resource to carry out regular audits; however it is recommended that the audits are repeated at least once more this year (for Jan – Apr 2020) before the funding is withdrawn; and then incorporated into BAU audit and assurance within T&I.

5 – What are the views of the senior stakeholders and staff impacted by this initiative?

What works well?

Recruitment & Training:

Recruitment into Op Remedy and the training that has been provided has been really beneficial to officers and given them an opportunity to learn 'trade-craft' such as stop search, and how to improve case files and investigations. The recruitment process was inclusive and offered flexible options; and the rotation, although a challenge with officers being released at different times has proven somewhat effective, with room for improvement. The Op Remedy officers have also had the opportunity to widen their skills for example increasing the Surveillance and Drone capability.

Having the Delivery Officer post was essential; particularly to manage the logistics of the rotational recruitment, getting officers released; and the training and CPD days. This role is also able to act of a central point of contact and support the Tasking Coordinator. In the Interim Evaluation there was a recommendation (3) to extend this post which was agreed and progressed.

Reduction in Demand:

The impact in Investigations was a considerable reduction in demand – specifically around burglaries which enabled Investigations to spend time focusing on other areas. It was also communicated early when Op Remedy was taking specific jobs which meant there was less juggling needed when allocation decisions were being made. The team achieved results by being able to maintain a focus on specific jobs and series, and some of the best proactive officers are on there.

'Good that they have taken the workload away – especially some of the drugs jobs....And like the bike thefts in Staple Hill –nice to see results coming in'. (Investigations)

The teams were identified as having the best staff, who are proactive, and that they need the right proactive supervisors to drive it. The team became more effective when other departments got to know who's in the team and who to make contact with. Op Remedy teams also hold on to all their investigations, currently managing on average 7.6 investigations per officer, which is higher than Investigations and OST.

'Really helped dealing with County Lines –especially Yeovil. Yeovil because of how far away it is can often feel forgotten. But with Remedy can bid for support which really helped staff morale' (NPT)

Op Remedy came at a time when Patrol were really busy so they were a necessity and could focus on issues that Patrol couldn't. They were able to be proactive and have a problem solving mind-set, and it is a really good way to

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upskill officers with an attachment; and provide them with extra skills that they would not necessarily get when in Patrol

Intelligence & Tasking:

Feedback from Intel was that having direct line management of staff has helped with managing and coordinating the tasking of the intel resources, although this also got easier with the introduction of the Tasking Coordinator role. It has also been really helpful having the IAs and Remedy officers both at HQ – and having that physical contact. Since remote working has come in this has changed so teams will need to think how these staff can stay connected

Before the bidding process was introduced Remedy officers were just migrating to where they were based before, so it really helped that some of the Remedy team were from local areas.

Having the Superintendent role over the last year has really helped to establish what should be supported and how, as there was always a risk that Op Remedy could be flooded with demand from other departments. Having an officer in this 'gate keeper' role is important moving forward though that does not necessarily have to be a superintendent.

What doesn't work so well?

Recruitment:

Recruitment was a challenge, and the process of getting officers released is very difficult at a time of high demand. There are still some officers that were successful in previous rounds of recruitment that have not been released which has proven frustrating for those officers, the rest of the team, and also has led to the team continuing to fail to reach establishment. Current Investigative capacity on Remedy is hampered as only 4.5 FTE of 15 FTE DCs are in post, and Remedy have never been staffed past 80%. A recommendation is that a maximum time period to wait for release should be agreed with the feeder department, if an application is to be supported (**Recommendation 6**).

Feedback was also that recruitment needed to be more representative geographically; and that it may have attracted officers who were expecting the role to be more a 'job for the boys'. Some respondents said that officers did not particularly see the role as sometimes being about visible, uniformed policing. From a female perspective some stakeholders felt that the team was not as diverse as could be. This has been recognised and currently nine out of the 16 officers waiting to join Remedy are female.

From the perspective of Patrol it was a challenge to provide staff – and the impact of rotations and losing people to Remedy was felt. Patrol is a big directorate that feeds into all the others, and is often covering shortfalls in other areas. Sometimes that can lead to a significant loss of staff and skills, often officers who have really key skills which can affect the service that Patrol provides and prove a bit of a logistical challenge. This has improved now and the enhanced IAU helps with some of those issues, with Response more able to take some of the demand from officers.

Communication:

Some Remedy Sergeants would also debrief with officers after a job but this is personality driven, and depended on who the sergeant was.

Sometimes there was duplication from one team tasking when there would be a request to have an Investigations DI/DS review on an OCG job but when looking at it there would already be a Remedy DI/DS on it. It has also been difficult to get hold of the Op Remedy team sometimes – especially on the weekend.

When Op Remedy first started it was difficult finding a point of contact and there was a bit of disconnect – this did improve and there was a greater understanding about what teams were on duty and it was easier to match teams up to bids that were emerging. It is very helpful to have Op Remedy teams who have local knowledge; and NPT found it more difficult if teams were coming up from Somerset to support Bristol jobs.

A further challenge which has been alluded to above is the coverage and shift patterns of the existing team, with three team's North and two team's South not providing sufficient coverage and availability of officers to support when required. This was captured within the Interim Evaluation (8) and will need to be progressed within the Futures Programme if supported.

The Op Remedy teams would often have interests in the same areas as NBH but didn't pass on any information, an example of this is specifically with warrants – Op Remedy will visit an address but then won't update the Niche so NBH will visit the next day and the occupants will be annoyed, this raises tension within the community and also gives the impression that the force is not joined up, or coordinated. The counter has also been found, that Neighbourhood teams have visited addresses and not updated the Niche prior to Remedy arrival.

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Intelligence:

Op Remedy funded six dedicated Intel staff (three Intel Analysts; and three Researchers) which continued to sit within the Intelligence Department structure in the Development Hub. Unfortunately Intel has never been at capacity for Analysts and Researchers so losing people to Remedy was difficult; and the department has always had retention issues. New members of staff take 18 months to be productive after training and there is currently no formal training with all of it being provided in house.

Intel have provided what help they could to Remedy – and burglary has had more than double the amount of resources. The department has been able to flex to provide support via the non-dedicated staff though it has proved challenging. It has at times been difficult at times knowing exactly what Op Remedy needed and expected from Intel, and to know what could be passed on to the teams. There were some challenges with the interaction between Intel and the Op Remedy staff – when intel were identifying ad hoc intel; some officers did not want to take it forward or act on it, this was quite personality driven. It is also sometimes hard to track Op Remedy staff down.

There were also challenges with the rub between the three themes. For burglary it is much easier to identify intelligence, and patterns, and provide tactical options that Op Remedy could act on. However with violent crime the model can't work the same way, and it was a struggle to identify issues that can be solved tactically through the existing Op Remedy delivery model; with other initiatives being more likely to be appropriate. In some cases in order to provide a product to Op Remedy the scanning processes needed to be changed; and this also depended on the area as feedback identified that there is a difference between how the teams in the North and the South operate. Feedback from Remedy teams has been that it has been difficult to get consistent support from Intel

Remit & Tasking:

There was some concern that Remedy officers needed to be accompanied on jobs, by a beat team, which wasn't always possible.

'they are not attending LTM because a bid is not specific enough but sometimes we need them to attend so they can see the issues and say what they can offer'

There was a suggestion that teams could have done with some education on how to make a bid to Remedy – as there was no formal process and it was difficult to know exactly what was required – some got sent back for not enough detail; or because they didn't do certain things.

'Bit hard at times to be specific enough for them in bids. Needs sometimes to be really bespoke –telling them who they need to pick up. When often all the information they need is on iTask'.

It was bit hard for officers to know exactly what they could offer as those officer don't have that experience of certain tactics, so didn't know what they could ask for. This was made more challenging because there was limited attendance by Op Remedy reps at One Team Tasking, so they couldn't know what the issues were.

Some feedback was that the team has a bit of a narrow focus, and will only take on certain types of crime so keep too tightly to the remit and miss opportunities to join forces with other teams for example, an opportunity to help with different crimes carried out by young men in Bristol but involved knife crime.

Remedy would often say that they wouldn't attend unless there was something to work with, this was identified as carrying a danger of it becoming an elitist team when it is meant to be a collaborative process.

'Remedy staff would start picking and choosing what they would do and wouldn't stick to it in the long term, this meant that work would fall back onto the teams' (NPT)

What could be done differently?

Recruitment:

The recruitment process onto the team could be more proactive and planned actively identifying officers who could join Remedy; and also using Op Remedy as a stepping stone into Investigations. This could be achieved with more joint working between Investigations and Op Remedy. It was also suggested that more Neighbourhood Officers and potentially PCSOs were attached, and also the potential for putting fast track or Police Now officers onto the team. This would help widen the perspective – and also potentially identify other initiatives that may not otherwise be considered. Some feedback was that it would be useful if the attachments were shorter, as this would make it easier for departments to release them.

It was suggested that consideration should be given to having a more formalised feeder into Investigations; and

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widened / do more to attract applications from Neighbourhood's; build capability with Patrol.

It is hoped that from September, the ten seconded officers will comprise of eight Response and two Neighbourhood with neighbourhood potentially back filled by response to create a triangulated development process within the three areas. It is subject to discussion with Response who are not sighted but this is supported by Neighbourhood and Ops Support. Remedy will also have its first BM seconded within next few weeks to add more to our problem solving capability and links into NPT. Discussions are ongoing with Investigations to enhance the investigations area and it is hoped that four new recruits will be identified by September, in addition there is a focus on internal development of proactive investigators to help them make the step across.

A further suggestion is to ring-fence five of the vacant DC posts as a feeder route into Investigations, and also the potential to enable five of the rotational cohort to be PCDA new recruits. Tutoring capability could be provided from the existing Op Remedy team which would reduce demand on Patrol.

Tasking:

There needs to be greater attendance at the Local Tasking Meetings, potentially at Chief Inspector level. This would be to provide greater information on what Op Remedy are able to support with, which would aid in proactive planning and resourcing. Pre and ongoing liaison is now starting to bridge that gap. Potentially Op Remedy officers could be more like a tactical advisor and attend LTMs. As the LTM is all about setting priorities and Op Remedy needs to be there so that they can say what they can do to help.

Attendance at LTMs has been identified as a gap with Op Remedy now attending LTMs. There is also a plan for an LTM pilot with Intel where an IA will work on area to pick up local things. This will start in Bristol South and East and then Somerset, and will work in a similar way to an embedded IA on district, with scanning being fed into LTMs.

In addition there could be more focus on long term burglary series going forward with more scanning and Intel. There also needs to be more understanding about Op Remedy so that help can be proactively sought and better communication – with more frequent Remedy representation at Pacesetter and the 9am briefings.

Improvements are needed with intel and tasking and this move should help to address that, but will need to be monitored and evaluated over the next few months. A recommendation is that this should be reviewed and fed back into the Op Remedy governance process in the next two months (**Recommendation 7**).

Remit:

As mentioned above there was a lot of pressure at the start of Remedy for the teams to have a remit; however this would have resulted in Op Remedy taking on the totality of a lot of investigations rather than operate in a collaborative and supportive role. Feedback suggests that there needs to be consideration given of putting in a clear rank structure around the team, this reflects the recommendation in the Interim Evaluation (2) to recruit a Chief Inspector and a business case has already been developed to progress this.

If the decision is made to maintain the Superintendent role, the Chief Inspector could focus on the tactical arm of Op Remedy, providing supervision for the Inspectors; and managing tactical relationships with other departments including tasking. The Superintendent role could then perform a strategic function, with thematic responsibility for serious violence, enabling that holistic oversight and influence over the strands that are supported via Op Remedy. This would mirror the cross cutting, supportive role that Op Remedy performs, in collaboration with other departments and Business Leads would need to operationalise their portfolios so that Op Remedy could effectively support. The recommendation is that a decision is made as soon as possible on the Chief Inspector and Superintendent post (**Recommendation 8**).

With regards to drug's interventions these should be refined to do concerted weeks of action alongside Neighbourhood teams – based on Problem Profiles and with coordinated preliminary activity by local teams; partners, and Intel to gather and develop the intelligence picture; and focus the operation during the target week. This requires commitment from individual LPAs to provide resources for the target week, but also support in the lead in to gather intel.

Having officers within Op Remedy that have more local knowledge would be a benefit – and an increase in joint working with Neighbourhood Teams –working together to identify who to focus on; and also to jointly manage big groups around drugs and ASB issues. The next steps could also be considering how to bring Remedy techniques and focus back into Patrol, and then going forward can free up capacity and rather than being very separate can work more closely together with Remedy.

Some stakeholders felt it would be helpful to have some more positive internal communications to share with departments on successful joint working; and also what the team have contributed. To address the communication, recruitment, and delivery challenges it is suggested that Op Remedy develops a document that

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outlines the purpose and function of the team, how it can be tasked, and how it will work in partnership with other departments. This will outline its aims and objectives – and will make it clear to future applicants, and the wider organisation what the service offering is. This work has already started however it needs to be progressed further through consultation with stakeholders.

Within the Interim Evaluation it was recommended that Op Remedy fleet establishment was increased by eight vehicles and the existing allocation of Crew Buses is exchanged for Vito/Transit style vans with a cage. This is gradually being progressed when vehicles reach end of life, however the age of the fleet available still provides some challenges. The availability of fleet is also restricted by what training officers have received – and currently Op Remedy staff are not considered a priority for response courses and advanced driving courses. Given that Op Remedy officers are likely to return to Patrol; they should still have these courses available to them as currently if staff go to Remedy they will miss out on the course. They also therefore cannot provide any additional resilience to Patrol in times of high demand, A recommendation is therefore that Op Remedy officers are not taken off response and advanced driving courses; and are allowed to participate if they have a place (**Recommendation 9**).

Some feedback from Op Remedy officers:

- Many of the officers felt that the secondment should be longer – three months was not long enough to gain and apply all the new skills (this has now been progressed as recommendation 18 on the Interim Evaluation – the first six month cohort will start in September 2020)
- Really positive feedback on the training, and the new skills they were able to develop
- There could have been more joint working with other teams; and on burglary series
- Enjoyed having the opportunity to work on more complex investigations
- Enjoyed being part of a team, that was motivated, enthusiastic and welcoming

6 – Are there any outstanding risks/issues associated with this initiative?

The Risk Register has been reviewed and it is proposed that this is completely reconsidered now that Op Remedy has returned to BAU; and also in light of Covid recovery; and the Futures Programme.

Initial risks that can be highlighted:

- Recruitment into Remedy is still a risk, the offer needs to be reconsidered, and an obstacle is the training availability. For example, response courses are not allocated if officers come across. This has wider impacts on the force and individual and will continue to impact on Remedy getting the right people in
- Retention of staff and rotation – need to maintain staff to maintain skills however this need to be managed with rotation to allow for wider learning
- Investigations offering – development post needs to be defined and a suitable stream of staff to maintain Remedy offering and support for investigations
- Tasking process needs to reflect TOR for Remedy and to make sure that the resource is assigned appropriately to Remedy themes not as additional resource to fill gaps
- As Remedy increases productivity the force need to be sighted on demand carried by the team
- Partnership work and investment must have outcomes to demonstrate value for money, risk that investment is not properly accounted for or does not add value
- Review needs to evaluate performance achieved with 80% of suggested staffing, risk that any increase in numbers will not be achieved and that current evaluation is based upon 80%.
- £2m investment, was not what was actually spent, should reflect the true cost risk that funding will be reduced
- Future model may review and change structure, further change may impact on performance, recruitment
- Shift patterns may not be aligned to demand
- Knife crime needs to be considered and potentially linked to offence for example robbery to allow a focus whilst partnership work continues. The danger is that we lose focus and this becomes more investment related than activity based.

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- Increased Op Remedy activity has a knock on effect on Forensics, particularly the Digital Video Unit which is already struggling with capacity.

7 – Are there any recommendations / actions / next steps relating to this initiative?

There were a large number of recommendations within the interim evaluation and some of these are still to be progressed / considered. The previous recommendations are attached in Appendix 3 with updates – and indication if they are still to be implemented.

Recommendations 2, 7, 8,10,11,12 and 22 still need to be progressed and completed.

Recommendation 9 needs reviewing and it is recommended that before progressing a full review of the Drugs Expert Team is commissioned from T&I to ensure that there is a resilient and future proof model put in place.

Further recommendations informed by this evaluation are:

Recommendation 1: The local public confidence surveys are reinstated as soon as safe to do so and enhanced with the recruitment of Volunteer Researchers as originally planned.

Recommendation 2: Further evaluation is carried out of Op Remedy's contribution to OCG disruption – and contribution to County-Lines activity – and how this can be further developed and supported by the team.

Recommendation 3: To carry out follow engagement with partners as stakeholders to gain some insight into partner views of the effectiveness of Op Remedy.

Recommendation 4: For the initiatives that are now up and running so it is recommended that it would be timely to carry out an evaluation on these if appropriate and develop an evidence base for what works.

Recommendation 5: The most recent audit identified a number of areas for improvement (in Appendix 2), and it is recommended that these should be incorporated into an improvement plan for the Operational Support Delivery Plan now that Op Remedy has become BAU, to be monitored via the DLM; and that the audits are repeated at least once more this year (for Jan – Apr 2020) before the funding is withdrawn; and then incorporated into BAU audit and assurance within T&I.

Recommendation 6: A recommendation is that a maximum time period for release of new recruits should be agreed with the feeder department, if an application is to be supported

Recommendation 7: A recommendation is that the attendance at LTMs and Intel's new model should be reviewed and fed back into the Op Remedy governance process in the next two months.

Recommendation 8: The recommendation is that a decision is made as soon as possible on the Chief Inspector and Superintendent post

Recommendation 9: Op Remedy officers are no longer taken off response and advanced driving courses; and are allowed to participate if they have a place.

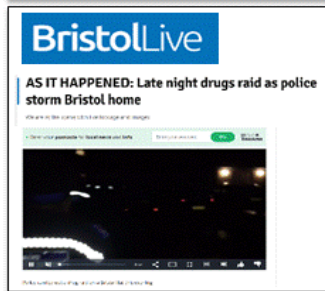
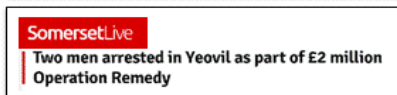
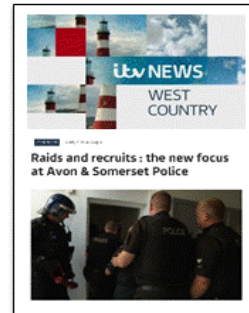
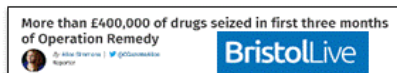
8 – What is the planned governance mechanism to review the findings of this Evaluation Report?

The findings of the report are initially being reviewed at the Police and Crime Board on 3rd June however now that Op Remedy is considered business as usual ownership of recommendation will sit within the Operational Support DLM and Chief Superintendent Claire Armes.

Assurance of the recommendations and improvement activity will sit within the Single Delivery Plan and monitored via the DLM, and T&I with the support of the assigned Improvement Consultant.

Appendix 1 – Communications Examples

Launch and 'milestone' media coverage



Operation Remedy – press coverage



APPENDIX 2 – Conclusions & Recommendations from Residential Burglary (Op Remedy) Audit

CONCLUSIONS

- Call handlers knowledge is improving when advising callers regarding the preserving of evidence, although this has not yet been included in the call script.
- Call handlers are inappropriately grading dwelling burglaries as a low priority, delaying attendance and decreasing investigative opportunities.
- Call handlers are routinely assessing Threat, Harm, Risk ensuring victims of burglary are safe.
- OIC's are becoming more confident and competent in making investigation plans.
- Officers are becoming very experienced in identifying potential evidence at crime scenes. Liaising well with

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CSI to discuss scenes and possible forensic potential. Only appropriate items are being submitted for forensic testing, cutting down on the amount of exhibits being seized unnecessarily and also reducing the cost to the force.

- On the whole CCTV enquiries are being conducted and relied upon when necessary, although there is room for improvement where documentation of scoping is concerned.
- House to house is now being routinely carried out by officers.
- Statements from victims/witnesses at the scene are not being done to a satisfactory level. This impedes progression of the enquiry leading to more cases filed due to lack of evidence and lines of enquiry.
- Officers linking of crimes and dealing with linked offences has declined with even basic linking of involvements not being done.
- Officers are conducting investigations in a very proficient manner, usually filing the crimes before the 28 day reviews are required.
- Supervisors are late with initial reviews which are essential in directing investigatory activities.
- Officers are taking ownership of investigations in their entirety, allowing NPT to only get involved in offences which require more enhanced service or further Crime Prevention work.
- Crimestoppers, Be Home Safe and the Bobby Van have been frequently and very effectively utilised in this sample, providing a comprehensive, preventative and community driven focus which is of credit to Avon and Somerset Constabulary.
- Officers continue to have a good working relationship with other agencies and when appropriate are contacting and working with offender managers.
- Incomplete BRAGs and Victim/Witness Contact management forms have been seen with increasing frequency during this audit, with the opportunity for identifying vulnerabilities being potentially missed.
- Increasing use of S18 and S32 searches is being done with good results meaning stolen property is reunited with the victims.
- Victim services are being recorded as being offered and accepted on the VWCM form, but no LSU referrals were made for some in this sample.

RECOMMENDATIONS

- Changes to the call script should be implemented as previously recommended as a result of Remedy audits to guide victims and call handlers regarding the preserving of evidence at scenes.
- It is important for supervisors to provide timely initial reviews in order to direct an investigation from the very beginning.
- Even when competent OICS are making investigative plans, supervisors still need to check and identify any missed lines of enquiry.
- Officers need to be more thorough in the recording of house to house enquiries. More detail, and in particular names of persons spoken to need to be recorded.
- Officers must do the basic linking of involved parties, locations and vehicles so that opportunities for linking crimes are not missed and so risk and vulnerability can be assessed properly.
- When Body Worn Video is not utilised, officers need to be recording the rationale for this decision. Body worn is a vital tool, especially when recording crime scenes.
- In relation to suspect vehicles, officers need to do more research even when no VRM or a partial VRM is obtained. This may also identify linked crimes.
- Officers need to continue their circulation of suspect images. This has been very effective in this audit sample,

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showing good rates of success.

- Area tours need to be completed, even if the incidents are of a historical nature. This could be conducted (if applicable) at the same time CCTV and house to house are being conducted.
- Recognising enhanced victims and when BRAG should be completed are not being addressed. Officers are not recording their rationales as to why these services are not being utilised.
- Victim Witness Contact Management forms must be completed in full, rather than just added to the Niche in an incomplete state.
- BRAG templates must be completed in full, with officers' observations and perceptions of risk and vulnerability to be made if the victim does not engage with this.
- All victims who have accepted the offer of Lighthouse must be referred to LSU via a task.

APPENDIX 3 – Recommendations from the Interim Audit (October 2019)

RECOMMENDATION 1: Approval is sought to carry forward the balance of any underspend generated in 2019/20 to continue with planned activity (noting this has been agreed in principle with Nick Adams). – This has been completed

RECOMMENDATION 2: It is recommended that consideration is given to replacing the existing Op Remedy Supt post with a Ch/Insp. Business case has been completed and submitted.

RECOMMENDATION 3: It is recommended that the temporary contract of the Senior Delivery Officer is extended to February 2021. (noting this has been agreed in principle with Nick Adams). This has been completed

RECOMMENDATION 4: It is recommended that HR are given approval to consider applications from Police Staff Supervisors (PIP2 accredited) to fill Op Remedy DS roles going forward, in the event that vacancies arise. All PS posts are now filled.

RECOMMENDATION 5: It is recommended that HR are given approval to consider applications from Police Staff Investigators to fill Op Remedy DC/PC Investigator roles going forward and the previously approved fixed-term Police Staff Investigator uplift terms (minimum of 12 month contracts) are changed to permanent contracts in order to secure the strongest calibre of staff, optimise payback on training investment and maximise resource continuity for the department. Op Remedy have had the 10 new scale 6 investigators, these are permanent.

RECOMMENDATION 6: It is recommended that the existing PC Problem Solving role profile is discounted from future Op Remedy recruitment and selection processes and all problem solving specific bids to revert back to Neighbourhood as the initial resource. Completed

RECOMMENDATION 7: It is recommended that a wholesale review of all Op Remedy role profiles is undertaken to ensure these reflect current and expected responsibilities and remain fit for purpose. This is not only specific to the North and South operational roles, but all roles that make up the wider Op Remedy role portfolio. This is still outstanding – to be carried forward as a live recommendation

RECOMMENDATION 8: It is recommended that an uplift to Op Remedy Northern and Southern operational capability is endorsed for Op Remedy SLT to progress, in consultation and conjunction with Directorates, HR and Finance. This is still outstanding – to be carried forward as a live recommendation for consideration within the Futures Programme.

RECOMMENDATION 9: It is recommended that Op Remedy are given approval to recruit 1x Drug Expert (PC) Cost = £56,914 - however managed via the wider Op Uplift Project as included within Recommendation 8. This recommendation is not to be progressed, however it is recommended that there is a T&I review commissioned into the Drug Expert Team – to inform future development.

RECOMMENDATION 10: It is recommended that Op Remedy are given approval to recruit a dedicated PO1-4 Data Forensic Investigator to support with investigations across the Northern and Southern base - please note: the Investigations Directorate are currently seeking a solution which may mitigate the need for this role. This has not been progressed decision needed as to whether this is required.

RECOMMENDATION 11: It is recommended that DI Jo Mines shares with the Head of Intelligence & Tasking the

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outcome of the internal review being undertaken (as mentioned at 4.25) in respect of the Op Remedy Intel capability to confirm how this is serviced going forward. Further update required with this.

RECOMMENDATION 12: It is recommended that DI Jo Mines shares with the Head of Corporate Comms the outcome of the internal review being undertaken (as mentioned at 4.25) in respect of the Op Remedy Comms Officer capability to confirm how this is serviced for Op Remedy going forward. Further update required with this.

RECOMMENDATION 13: It is recommended that Op Remedy remains as forming part of the Operational Support Directorate. Agreed and progressed, Op Remedy has now moved to BAU within Operational Support.

RECOMMENDATION 14: It is recommended that the future Op Remedy recruitment process for the 'fixed' and 'rotational' cohort is managed as per current standard organisational processes and owned by the Op Remedy Insp (and Patrol Ch/Insp for 'rotational' staff) with support from HR Advisory as required. Agreed and progressed.

RECOMMENDATION 15: It is recommended that the 'fixed' cohort of staff (with specific reference to those on 12mth Op Remedy contracts) who joined Op Remedy at the outset and wish to remain are not asked to reapply for their Op Remedy role, and instead a pragmatic approach is adopted. A fair and transparent process will be adopted however to ensure that those officers who remain in the earlier Op Remedy selection pool are still offered a posting opportunity. Agreed and progressed.

RECOMMENDATION 16: It is recommended that the selection criteria for the 'fixed' cohort of staff is revised to optimise the recruitment of individual's best aligned to the role profile and sought essential / desired criteria. Agreed and progressed.

RECOMMENDATION 17: It is recommended that HR are given approval to introduce a 2 year minimum contract posting term to Op Remedy 'fixed' officer cohort roles – with specific reference to the Northern and Southern operational capability. Agreed and progressed.

RECOMMENDATION 18: It is recommended that approval is given to extend the attachment term for the 'rotational' cohort from 3 months to 6 months. This can commence from late April 2020, subject to review of permanent composition. This has been approved and the first cohort of 6 month rotation will start in September 2020.

RECOMMENDATION 19: It is recommended that the ratio of 80% 'fixed' cohort and 20% rotational cohort should be maintained. Agreed and progressed.

RECOMMENDATION 20: It is recommended that the 'rotational' cohort continues to focus primarily on the demographic of officers who are young in service with specific development needs, with consideration to those with a number of years' service who have identified training / knowledge gaps being given. The recruitment and selection process to remains as is, via nominations from Directorates and Departments – maintaining the discipline of supporting nominations with a list of the upskilling requirements needing to be addressed through the Op Remedy attachment. Agreed and progressed.

RECOMMENDATION 21: It is recommended that recruitment and selection of the Op Remedy Central capability remains as being managed by the substantive department in consultation with the Op Remedy Central Insp. Agreed and progressed.

RECOMMENDATION 22: It is recommended that Op Remedy fleet establishment is increased by 8 vehicles and the existing allocation of Crew Buses is exchanged for Vito/Transit style vans with a cage. This has not been progressed however ongoing discussions with Fleet Services to address.

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APPENDIX 3 – Op Remedy Assurance Reporting (March 2020)

OP REMEDY ASSURANCE REPORTING

Objective Alignment	Indicators	As at end Apr 19	As at end May 19	As at end Jun 19	As at end Jul 19	As at end Aug 19	As at end Sept 19	As at end Oct 19	As at end Nov 19	As at end Dec 19	As at end Jan 20	As at end Feb 20	As at end Mar 20
Solve more crimes relating to dwelling burglary, knife crime and drug related offences, through an improved focus on intelligence, prevention and enforcement activities. LINKED BENEFIT: Substantive productivity gains attributable to the additional investment.	Residential Burglary Positive Outcome Rate (Last 12M from Month Stated)	4.40%	4.40%	4.50%	5.10%	5.40%	5.90%	6.00%	6.10%	6.10%	6.70%	7.10%	7.60%
	Drug Crime Positive Outcome Rate (Last 12M from Month Stated)	66.9%	66.0%	63.4%	60.1%	57.8%	64.3%	65.0%	65.0%	66.6%	67.3%	68.4%	69.1%
	Knife Crime Positive Outcome Rate (Last 12M from Month Stated)	75.9%	76.0%	74.6%	72.6%	72.9%	74.8%	75.7%	74.4%	75.0%	75.2%	75.4%	75.5%
Increase the numbers of offenders brought to justice specifically in relation to dwelling burglary, knife crime and the supply of illegal drugs.	Residential Burglary Positive Outcomes (Last 12M from Month Stated)	282	285	320	345	362	395	396	394	385	423	450	488
	Drug Trafficking Positive Outcomes (Last 12M from Month Stated)	421	434	424	448	475	525	495	447	450	458	475	542
	Knife Crime Positive Outcomes (Last 12M from Month Stated)	746	793	830	757	770	846	915	800	789	804	823	854
Reduce the numbers of dwelling burglary offences and increase satisfaction levels for dwelling burglary victims.	Residential Burglary 12M % Change (Last 12M from Month Stated)	Down 15.8%	Down 15.7%	Down 15.7%	Down 12.8%	Down 11.1%	Down 10.9%	Down 7.8%	Down 6.7%	Down 7%	Down 7.4%	Down 7.8%	Down 7.4%
	Residential Burglary Repeat Victimization Rate (Last 12M from Month Stated)	3.0%	3.2%	3.2%	2.8%	2.6%	2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Improve the confidence of the public around the activities of local police, in response to reports of concerns relating to dwelling burglary, knife crime and supply of illegal drugs. LINKED BENEFIT: Policing feels like an ever present force for good in communities.	Percentage of residents who last saw a police officer/PCSO in the last month (Last FY)	50.3%	50.5%	51.1%	51.1%	51.1%	51.1%	51.1%	51.1%	51.1%	51.1%	51.1%	51.1%
	Public confidence in the Police (Strongly Agree / Tend to Agree) (Last FY)	76.2%	77.8%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%
Increase the number and effectiveness of disruptions of Organised Crime Groups involved in the illegal supply of controlled drugs, SAC and violence involving the use of knives	Number of confirmed disruptions	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
	Number of OCGs	83	85	80	83	88	88	74	74	64	63	64	63
Increase the knowledge of Police and partners around those involved with crimes involving the use of knives as weapons.	Strategic Intelligence Requirement for use of knives - Gap Change (annually reviewed)												
	% of Intel Submissions relating to Strategic Intelligence Requirement	N/A	N/A	N/A	8.30%	7.30%	7.00%	7.10%	7.30%	7.50%	7.60%	7.70%	7.90%
Collaborate with partners to deliver effective education, early intervention and harm-reduction opportunities and pathways. LINKED BENEFIT: Upstream intervention leads to prevention of crime and proactive support and protection to the most vulnerable.	Evidenced through qualitative assessment and case studies; evaluation of specific interventions e.g. DEP												
	LINKED BENEFIT: A collaborative police and partner agency approach in the prevention and detection of crime and protecting the vulnerable.												
Seek opportunities to use innovative and partnership approaches to improve the gathering of intelligence and delivery of prevention and enforcement activity relating to crimes connected with dwelling burglary, knife crime and drugs supply. LINKED BENEFIT: Sustainable improvements through innovative, highly visible and effective solutions.	Evidenced through qualitative assessment and case studies; evaluation of specific innovation initiatives.												
	LINKED BENEFIT: Sustainable improvements through innovative, highly visible and effective solutions.												
Improve communication with the public around the offences of dwelling burglary, knife crime and illegal drug supply.	Evidenced through qualitative assessment and case studies; evaluation of specific communication activities.												