



ANNUAL REPORT OF THE AVON AND SOMERSET POLICE AND CRIME COMMISSIONER

1 April 2019 - 31 March 2020

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1. Foreword and Introduction

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This report reviews the progress I have made between 1 April 2019 and 31 March 2020 in carrying out my responsibilities and overseeing delivery against the Police and Crime Plan 2019-21. This is in accordance with my statutory duty under Section 12(1) of the Police Reform and Social Responsibility Act 2011.

Last year I spoke about the impact of serious violence and the urgent need to take a public health approach to tackle this problem. In the last year we successfully bid into a Home Office fund to establish this approach in Avon and Somerset; I will discuss these Violence Reduction Units further throughout the body of this report.

I also spoke, in the previous report, about the use of funds, raised through the council tax precept, to establish Operation Remedy. This response to tackle residential burglary, drugs and knife crime has been in action throughout 2019/20 and has been extended for a further year. This extension was due to prudent financial planning and continued commitment from my office and the Constabulary.

In the autumn of 2019 the Government announced that it would fund an additional 20,000 police officers, across England and Wales, to be recruited by 31st March 2023; known as Operation Uplift. This is a significant shift in funding and context which has seen police budgets drastically reduced over the previous ten years.

There was also additional funding provision made possible through increasing the council tax precept which I discuss more in Section 2 of this report.

Due to the significant additional funding from both central grant and increase of local tax payers' contribution there is fairly considered to be an increased expectation of the police from both local people and the Government. This additional funding must not only deliver additional officers and staff but also see them properly trained and deployed in the right way to maximise service to the public, value for money and performance benefits. However it is important to note that Uplift is a phased programme delivering across the next three years and that the training of new officers now takes three years. This means that it will be over five years before the Constabulary and the communities benefit from the total complement of, fully qualified, Uplift officers.



Sue Mountstevens
Avon and Somerset Police and Crime Commissioner



I am your Police and Crime Commissioner and it's important I continue to hear from you to ensure I remain your voice in policing

2. Statutory Duties

I am responsible for the totality of policing and I must be the voice of the people. Key duties of my role are to:

- secure an efficient and effective local police force
- appoint the Chief Constable, hold them to account for running the force, and if necessary dismiss them
- set the police and crime objectives through a police and crime plan
- set the force budget and determine the precept
- contribute to the national and international policing capabilities set out by the Home Secretary
- bring together community safety and criminal justice partners, to make sure local priorities are joined up

It is important to note that as well as this report I also produce an Annual Governance Statement as part of the Annual Statement of Accounts. To gain a different and fuller insight into how the governance framework helps me discharge my duties the reports should be read together.

Voice of the people

Each year we conduct a local crime survey of 3000 local residents which gather views about experiences of crime and policing, their feelings of safety, priorities and changes to the level of the precept. The results are returned quarterly and as well as being a formal mechanism for capturing local sentiment are also used as performance management data.

The PCC has a phone line and e-mail which are available for anybody to make contact with and every contact is listened to.

I have held two public forums, in Keynsham (June 2019) and Minehead (September 2019) with wide-ranging discussions.

Forum Topics during the year by Strategic Priority			
Project the most vulnerable from harm	Strengthen local policing communities	Ensure the Constabulary has the right people, equipment and culture	Working together in partnership...
Vulnerability Knife crime Gangs, County Lines, Drug trafficking Terrorism Rural Crime Wildlife Crime	Road Safety, Parking Community intelligence Substance misuse Vandalism, Littering Bike theft Anti-social behaviour Burglary	Police Resourcing – shifts, equipment, use of Specials, PCSOs Police funding Proceeds of Crime Act	Partner funding pressures

Engagement with the public is a fundamental part of daily business for me and to improve this, in the coming year, the following is planned:

- Redesign and launch of new PCC website to make it more user friendly and informative.
- Improving digital engagement – an additional team member has been recruited in the OPCC who will bring greater focus to this.
- Comprehensive stakeholder mapping with enhanced digital management capability.
- Improved performance management of contact and complaints.

If you want to be more generally informed about your area, visit the Constabulary's website to request regular emails or the PCC website to sign up for news and events. Alternatively, you could follow me on Twitter, Facebook and Instagram @AandSPCC.

Since the introduction of COVID-19 legislation restricting face to face contact I have implemented a programme of weekly Facebook Lives. These involve using our social media platforms and our partner agencies and local media channels to invite people to submit their questions on policing so that I can put them to the Chief Constable in a live streamed interview. Public consumption of these

has been in huge demand with some individual videos getting more than 26,000. In total, during the 10 weeks of COVID-19 restrictions, collectively the Facebook Lives have had over 160,000 views.

In April 2020 I recruited a Deputy PCC (DPCC), for the first time, to lead on community engagement. In the coming year there will be local Facebook lives with police commanders for the relevant areas and in addition community groups will be able to request a visit from the DPCC to discuss local issues.

Efficient and effective police force

In order to determine if the Avon and Somerset Constabulary is efficient and effective I take assurance from a number of activities throughout the year:

- Externally through inspections made by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
- Independent internal audit (jointly commissioned with the Constabulary to provide a risk-led audit programme that focusses on areas of agreed risk in terms of governance and delivery).
- A rolling programme of internal assurance activity (jointly agreed between my office and the Constabulary), carried out by the Constabulary. This work is reflected in reports that are reviewed at the Constabulary Management Board and the Police and Crime Board.
- OPCC-led assurance activities such as Scrutiny of Police Powers Panel.
- An Independent Custody Visitors Scheme.

HMICFRS Results

The primary framework by which police forces are inspected by HMICFRS is called 'Police Efficiency, Effectiveness and Legitimacy' (PEEL). All forces are inspected using this consistent methodology, with the outcome being that a grade is awarded for each of the three pillars. Avon and Somerset was inspected in May 2019. The outcome was that the Constabulary maintained their overall 'good' rating, with the grading across the three pillars being:

- **Effectiveness** – HMICFRS found that the Constabulary is **Good** at keeping people safe and reducing crime. The inspectors' conclusion that we had performed well in this year's effectiveness inspection and have made good progress since last year.
- **Efficiency** – HMICFRS found that the Constabulary is **Outstanding** in respect of the efficiency with which it keeps people safe and reduces crime.
- **Legitimacy** – HMICFRS found that the Constabulary is **Good** in respect of the legitimacy with which it keeps people safe and reduces crime.

The HMICFRS Integrated PEEL Assessment is one of the most important sources of assurance for myself and the Chief Constable, in both the delivery of the Police and Crime Plan and the realisation of the Constabulary's vision. Therefore the improvement to outstanding in efficiency is welcomed. This specifically reflects delivery of the Police and Crime Plan objective (3.1) *understand the demand facing the police and partner organisations, ensuring that they are able to resource the most effective response*. Within the efficiency pillar the theme that improved was '*planning for the future*'. Avon and Somerset are one of only six forces to receive a grade of outstanding in any pillar.

The Chief Constable and I are pleased with the progress being made since the last HMICFRS PEEL inspections but recognise there is still more to be done to meet the vision of delivering outstanding policing for everyone.

Internal Audit

Throughout 2019/20 the Internal Audit function completed nine substantive audits, one advisory review as well as contributing towards regional advisory work and conducted follow-up work on previous audits.

Each internal audit conducted throughout the year receives a graded assurance opinion from the auditors. The assurance levels are none, partial, reasonable and substantial.

The conclusion of the internal auditors was that they were able to offer an annual opinion of reasonable assurance. In providing this opinion they have recognised that the majority of the assurance opinions resulting from Internal Audit work completed in 2019/20 were graded as 'partial

assurance', which they attribute to both the Constabulary and I having a sound understanding of their respective risk profiles and potential areas of weakness in their respective control environments.

Each of the audits also provides recommendations for improvement which are categorised into three priority categories reflecting their importance. In total the internal auditors made 51 recommendations during 2019/2020, of which:

- 16 were identified as findings that require attention, the lowest grading.
- 35 were identified as findings that are important and require the attention of management, the medium grading.
- None were identified as findings that were fundamental requiring immediate attention.

Whilst I take assurance from the fact that none of the findings is considered to be fundamental, I recognise that the recommendations from the internal auditors provides a number of important actions which need to be progressed.

Internal Assurance

The Scrutiny of Police Powers Panel (SOPP) reviews body worn video of use of force including Taser and Stop and Search. The Constabulary has introduced an internal scrutiny of powers panel this year to complement the external panel and the Chair of the external SOPP is represented and provides a link. There is more detail about this and other scrutiny panels against objective 3.2. The Independent Custody Visitors Scheme is subject of a stand-alone annual report.

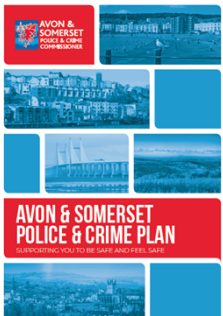
The internal assurance cycle has continued to work well over the last year and has covered a variety of areas of the police response to vulnerability as well as broader police capability and work. The content of these reports is referred to throughout the body of the report in section 3.

Holding the Chief Constable to Account

The single most important facet of how I discharge this duty is through the Police and Crime Board. This is the most senior meeting in the PCC's and Chief Constable's governance structure. This is where necessary, high-level, decisions are signed off and is the formal holding to account of the Chief Constable. This has standing agenda items for performance, assurance and for both organisations to bring forward risks and issues for discussions and questions which forms an important part of the risk management process. Over the last year this meeting has continued to operate successfully with meetings held every month with relevant papers included, minutes and actions taken and responded to and followed up. The minutes continue to be published on the PCC website.

I have a statutory duty to respond to reports published by HMICFRS and in particular any recommendations or areas for improvement within them. These recommendations are usually for the Chief Constable and in writing my response the Constabulary must provide me with an answer as to how they are responding to those recommendations. This is another important mechanism in holding the Chief Constable to account. As discussed above the PEEL report was the most significant but there have been several others and my responses are all published on the website. Aside from the formal response these reports can also help shape the scrutiny and questions I ask through the internal assurance process.

Setting Strategic Direction

	<p>The current Police and Crime Plan was refreshed in April 2019 and covers the period of 1 April 2019 until 31 March 2022. The Strategic Priorities in the Police and Crime Plan for 2019-22 are:</p> <ul style="list-style-type: none">• Protect the most vulnerable from harm;• Strengthen and improve your local communities;• Ensure that Avon and Somerset Constabulary has the right people, right capability and right culture; and• Work together effectively with other police forces and key partner agencies to provide better services to local people.
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During 2019 a new joint performance framework was introduced to measure delivery of the Police and Crime Plan. As part of this there were five outcomes defined that successful delivery of the plan should achieve:

1. People are safe
2. Vulnerable people/victims are protected and supported
3. Offenders are brought to justice
4. People trust the police
5. People feel safe

The revised plan was originally due to be in place no longer than 31 March 2021; a new PCC would have taken office in May 2020 and would have created a new plan. However due to the effects of COVID-19 the PCC elections were postponed by a year until May 2021. I have considered whether to revise the plan given the change in circumstances but believe this is not necessary as the five outcomes it seeks to achieve are equally as relevant even during these unprecedented times.

Setting the Budget and Precept

In terms of financial performance, as can be seen in the group accounts, once year-end adjustments have been made, a break-even position has been achieved during 2019/20. The underlying performance showed a £5.1m underspend. Prudent financial management allowed this underspend to be used to close the capital plan funding gap and invest in areas of work which will mitigate against key risks including Operation Remedy and reducing re-offending.

The medium-term financial plan agreed in February 2020 also showed an improved position with the first three years being balanced and £4 million additional savings required in year five. The financial outlook has worsened since then and will be reflected in updates to the MTFP.

Funding challenges in the longer term still remain due to setting adequate funds aside for capital programmes and meeting the inflationary revenue budget pressures. It has been disappointing that adjustments to the policing funding formula have been delayed again. Avon and Somerset is underfunded by the Government for the amount of people who live in the area and a revisit of the formula would offer an opportunity to address this.

I set the part of your council tax which goes towards funding policing. When central government made its announcement about police funding for 2020/21 it laid out how forces could raise additional revenue as the limit of the precept (which could be requested without referendum) was increased to £10 for the average band D household (this equated to 4.59%).

In deciding whether to increase the precept and by how much I consider the views of the public. During 2019, prior to setting the precept, over 85% of the 3000 people surveyed supported an increase in the policing precept; of those 80% supported the higher level of increase.

With this support and with approval from the Police and Crime Panel I chose to raise the precept in 2020/2021 by 4.59%. This takes the average (band D) council tax police precept up to £227.81 per annum. This increase is in line with PCC decisions across the country and was necessary to fund the increased costs of pensions, pay rises and other inflationary pressures as well as generate new funds to invest in front line policing.

A significant portion of the additional funding will be used to recruit a cohort of approximately 67 new staff. The majority of these roles will be police staff investigators. These new roles will be injected into targeted areas of the existing structures where it is believed best value can be added. Some specific areas of focus include Rape and Serious Sexual Offences, Digital Investigations and Fraud. Avon and Somerset has always been proactive in workforce modernisation and recognising where police work can be done without the need of a police officer to do it: this is true of a number of aspects of criminal investigations. Given this context increasing the number of police staff investigators is a more efficient and effective way of improving service delivery. Anticipated benefits of the investment are:

- Reduced demand on other front line and specialist officers in order that they can be more proactive and taking a preventative approach.

- Those who burgle homes or carry knives or who deal illegal drugs are brought to justice more quickly and more effectively.
- A more proactive focus on tackling fraud, particularly those scams on the doorstep that target vulnerable victims.
- Greater capacity to tackle the kind of crime which targets small businesses, including theft of tools from motor vehicles.
- Supporting rural communities by better investigating crimes that disproportionately affect those with an economic dependence upon the land.

These benefits should show measurable improvement in victim satisfaction, local confidence levels, response timeliness (getting to non-emergency calls quicker), positive outcome rate, reducing repeat victimisation of fraud and increased engagement and visibility and bringing more offenders to justice for rural crime.

For the remainder of the MTFP it has been modelled on the precept increasing each year only by the previous maximum amount (1.99%). I believe this will be necessary in order for us to maintain a stable financial position and not make even further cuts. However this will be considered each year and will take into account a range of factors including: the police grant funding provided by the Government; the view of local people in relation to local taxation to fund policing; the cost pressures on the Constabulary; the need to fund capital programmes; the views of local people in relation to local priorities; and the performance of the Constabulary.

Looking towards the next budget and the MTFP, I am concerned that a severe recession in the UK (caused by COVID-19) will adversely affect many households, reduce council tax base, reduce council tax collections and put great financial pressure on many of our residents. This means I expect to budget for a collection fund deficit in the next few years which will immediately impact 2021/22 planning and also the MTFP income assumptions. I expect a lower than forecast tax base and lower than currently forecast collection rate, than previous MTFP assumptions, in the next 3-4 years. In addition the unprecedented level of national government borrowing is an emerging national risk and I fear some inevitable future restrictions on public sector funding as a consequence. This will be announced in future budgets and the delayed Comprehensive Spending Review in 2022. In anticipation I will now build new contingency into the MTFP plans. Despite these challenges, we still need to invest in technology, data management and people. As a consequence, new conversations about future savings have begun with the Chief Constable.

Strategic Policing Requirement

The PCC is required to ensure that the Constabulary is able to respond to the national threats as set out in the Home Secretary's Strategic Policing Requirement (SPR). These threats are:

- Terrorism
- Serious and organised crime
- National cyber-security incident
- Threats to public order or to public safety
- Civil emergencies
- Child sexual abuse

The Constabulary conduct a self-assessment of their ability to respond to these threats. This assessment is conducted every six months and is based on the five Cs approach of assessing capacity, contribution, capability, consistency and connectivity. This self-assessment report is then reviewed by the Constabulary Management Board and the Police and Crime Board. I am satisfied that the Constabulary is able to adequately respond to these threats.

Partnership Working

I have a statutory duty to work with partners, but I am personally committed to doing this irrespective of legal obligations: it is only through working together that we can resolve problems, reduce vulnerability and risk, to support victims to cope and recover and keep neighbourhoods safe.

The fourth priority of my plan is to *work together effectively with other police forces and key partner agencies to provide better services to local people*. The revised objectives within priority two also

have more of a focus on partnership work. Progress in this respect will be discussed throughout section four of the report.

Grants and Commissioning

A range of community safety projects and services in 2019-20 have been allocated almost £4.4 million of my budget to support the delivery of the Police and Crime Plan. These have included services commissioned such as victim support services including advocacy, support related to abuse and exploitation, restorative justice and substance misuse support services, mental health control room triage, as well as local community safety initiatives.

Please see Annex One for an overview of grants awarded and services commissioned.

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3. Performance (against PCC Priorities in 2019-21 Plan)

General overview

An overview of performance can be seen in Annex 2 which provides a suite of numerical measures that provide insight. In the body of the report I will go on to describe achievements and progress against each of the 24 objectives within my Police and Crime Plan.

Last year I spoke about a number of themes of vulnerability that were important to me. The below table shows numbers of recorded crime and positive outcome rates for these themes.

When a crime is finalised i.e. the police have finished dealing with it – they must apply an official Home Office outcome to it. Among the list of outcomes a group of these are referred to as positive outcomes e.g. charged or summonsed to court or use of an out of court disposal. Therefore the positive outcome (PO) rate is the percentage of all outcomes that were positive.

	2019/20		2018/19	
	Recorded crime	PO rate	Recorded crime	PO rate
Domestic Abuse	21257	11.3%	18527	14.3%
Honour Based Abuse	94	6.7%	38	12.5%
Sexual abuse	4394	8.1%	4272	7.8%
Child Sexual Abuse or Exploitation (CSA/E)	550	16.1%	552	16%
Hate Crime	3529	12.9%	3411	13.0%
Modern Slavery	174	1.7%	92	1.7%

Domestic Abuse

The discrepancy between actual crime and crime that is reported is a widely accepted phenomenon. However, the discrepancy between actual and reported crime is thought to be of greater significance for those crimes that are deemed to be 'hidden crimes'. Domestic abuse is one of these. As its presence is often in a private (not public) setting visibility on this crime type is poorer than other more public forms of crime. This makes the challenge of detection and reporting particularly complex.

Not only this, but there have been historical difficulties, nationally, in the recognition and recording of domestic abuse. Over the last year process improvements have sought to improve recording and application of crime recording rules meaning a higher number of domestic abuse crimes were predicted to show in police data following these changes. Accordingly, the number of recorded domestic abuse crimes has increased 15% compared to last year.

Arguably, process improvements make it harder to interpret whether growth in recorded domestic abuse is the result of changes to recording practice or an actual rise in crimes being reported to the police. This remains a challenge to determine. Even where more crime is reported to the police, due to the inherent complexity of this crime type, it would be hard to determine if there is an actual rise in crime or just an increase in crime being reported to the police.

The Office for National Statistics (ONS), latest data, compares the calendar year 2019 to 2018 and shows there is an 11% increase in the total number of domestic abuse-related offences nationally. It also states that *"this increase is thought to reflect factors related to reporting and recording and does not provide a reliable indication of current trends."*

The number of positive outcomes is almost unchanged from last year but, therefore, the rate has decreased because of the growth in numbers of recorded crime outcomes.

Clear strategic focus is evident from the force lead Superintendent Deryck Rees. Areas of improvement this year have included:

- Improved police insight through work undertaken with Business Intelligence Team adding better quality information to Qlik to improve analytics; in turn, improvements in assurance and oversight have been an apparent consequence.
- Small increase in use of body worn video in incidents attended within an hour.

- Increased DASH completion rate (Domestic Abuse, Stalking and Harassment risk assessment).
- Improved use of controlling and coercive behaviour as a crime category.
- A CPS Joint Task Force has also been focusing on those cases that are not being charged to court alongside greater oversight on the tactical practices occurring on the front-line.

I have ensured greater oversight of the force-wide response to domestic abuse in light of widespread national concern regarding the potential for increased risk to victims in COVID-19 lockdown conditions. A fortnightly Domestic Abuse Strategic Working Group chaired by the Constabulary and including local authority representatives, as well as domestic abuse charities, has been attended by my office. This has enabled a greater understanding of such things as capacity of safe-houses across the region, discrepancies between police and service provider experience of domestic abuse levels, assessment of the practices of Multi Agency Risk Assessment Conference (MARACs), and current court processes.

I am keen to ensure that those events where the victim does not wish to prosecute are managed effectively. This was raised as a particular area of focus and the force DA lead is looking closely into ways to capture evidence to press forward with 'evidence led'/'victimless' prosecutions. Alongside this, ongoing assurance work is being completed regarding no further action (NFA) decisions.

Honour Based Abuse

Honour Based Abuse is also considered a hidden crime and the numbers recorded are very low. It is also believed this increase is due to better understanding and recording of this offending type. The number of positive outcomes this year is only one less than last year but due to the number of all outcomes more than doubling the rate is significantly less.

Sexual Abuse and CSA/E

All sexual offences has seen a small increase in crimes of 3%; CSA/E is almost unchanged year on year. Both have seen an increase in the number of positive outcomes as well as the PO rate. This increase in positive outcomes shows good improvement bringing offenders to justice, and helping to prevent future harm to victims of sexual offences.

I know, from talking to victims that disclosing a sexual offence is a deeply personal and frightening experience. Imbuing a compassionate and specialist front-line response to sexual violence has been a focus of Avon and Somerset police this year to ensure that reports of sexual violence are handled with the utmost care and attentiveness. To develop and improve this the following work has been undertaken:

- As part of an informed and evidence-based approach the force have worked alongside academics from the University of the West of England this year to evaluate Operation Bluestone. Op Bluestone was the award-winning approach to the investigation of Rape and Serious Sexual Assault which operated within the former Bristol District (2010-2014).
- The evaluation provided a set of 'What Works' recommendations to support police response and overall management of rape and sexual violence cases.
- Strong partner working with Independent Sexual Violence Advisors (ISVAS) has illustrated how police awareness has grown. I can see how valued ISVAs are by the police force and a joint-commitment with external agencies shows combined efforts to place the victim at the centre of the criminal justice process.

I recognise that the police continue to face challenges in providing the best response for every victim of sexual violence, some of this difficulty must be achieved through improved training, taking forward the considerations provided through the academic evaluation.

The current response to Rape and Serious Sexual Offences is recognised, nationally, as needing improvement; the challenges faced in Avon and Somerset are similar across the country. The high attrition rate for sexual offences is reflective of the obstacles that must be overcome to ensure more cases are taken right through to prosecution; where this right for the victim. The Avon and Somerset Deputy Chief Constable, Sarah Crew, has taken the national police lead on this portfolio. The creation of the Criminal Justice Taskforce is testament to the Avon and Somerset Constabulary determination to problem-solve and collaborate to improve the management of sexual violence cases.

In relation to child victims Operation Topaz, discussed below, continues to be a positive response from the Constabulary.

Hate Crime

There has been a slight rise of 3% in recorded hate crime compared to last year. The number of positive outcomes for hate crime has grown by 18% but this is less than the growth in all outcomes therefore causing the 0.1% reduction in PO rate.

Enhancing police officer knowledge regarding the complexities of hate crime forms a crucial defence against it. Understanding the realities of our diverse community in Avon and Somerset has been paramount to local police strategy this year. I have noticed how the police have taken time to listen, providing support to those who have been affected by – or may be vulnerable to – hate crime, to broaden their knowledge, and improve detection. A commitment to engaging with hard to reach groups has increased constabulary understanding of a wider range of hate crimes. Positive engagement with minority groups has enabled the Constabulary to uphold an important message of solidarity to the public, reinforcing to the wider community that prejudice will not be tolerated.

Here are some of the many activities the police have been involved in this year:

- Continued work with LGBT networks and specialist charities, support of Pride events across the region and connections with LGBT night-time economy venues.
- A training event led by the Community Safety Trust supplied valuable knowledge for officers about the experience of the Jewish community, increasing police understanding of anti-Semitism.
- Promotional work through the police Disability Network has helped illuminate to others the issue of under-reporting of hate crimes targeted at neuro-diverse individuals.
- Work with multi-agencies alongside service-user workshops has increased recognition of Hate Crime.
- Work with Bristol University to encourage students to recognise and report hate crime.
- Launch of the Mosque Independent Advisory Group in Bristol (alongside engagement with the Mosques across the region) has helped police assert their presence as a supportive organisation; a poster campaign also encouraged visibility of the police in mosques communicating to the Muslim community that the police are an agency ready to listen.
- Hate Crime Awareness Week in October 2019 included panel discussion with Muslim women from a Bristol mosque, social media activity and Facebook Live Question and Answer.
- Positive engagement with less visible BAME groups through the review panel (Kurdish, Polish, Filipino, Turkish).

I have seen how the police have taken a lead to facilitate multi-agency working to improve the collective response to tackling hate crime, bringing internal and external partners together. Just as important as building community relationships, I recognise a culture of learning this year; one that has grown and enabled the Constabulary to show an open-mindedness to new ways of working, and can innovate well. As part of this work the following efforts stand out this year:

- Creation of a multi-agency hate crime review panel chaired by local specialist Stand Against Racism and Inequality (SARI) with membership from Neighbourhood policing and housing partners. The review panel assesses high-risk and complex cases with the aim to formulate a robust response and reduce the risk of harm.
- The introduction of hate crime ‘champions’ who demonstrate best practice to the force. The hate crime champions perform a vital function to review hate crimes and incidents, providing live advice as well as scrutiny.
- Close partnership working with The Lighthouse Hub has ensured the right support is provided for victims of hate crime.
- Improving information flow to determine repeat victimisation, links between victims and perpetrators, and any relevant prior occurrences known that may hold a bearing on the current offence disclosed.

Going forward there are some identified areas of improvement including:

- Improving compliance – work is being completed to improve BRAG compliance rates and monitor the quality of referrals. Currently, “hate only BRAG” is 60% for Response and 72% for Neighbourhood Policing and this needs to be better.

- Recognising hate – assurance dip sampling work has shown that the correct flags are being applied on almost every occasion where hate crime is overt and/or identified by the victim. However, there remain some gaps in the initial identification of hate crime when the ‘hate element’ is not overt or obvious. In particular it has been identified that in the case of crimes relating to neurodiversity and gender hate crime flagging is more frequently missed.
- Educating new recruits – the new police training (PCDA) includes a two week module on vulnerability with specific input on hate crime. A further two week module enhances this learning through the inclusion of topics relevant to hate crime. The Victims Code of Practice, special measures, vulnerable and intimidated witnesses and crime recording standards, as well as Victim Personal Statements are all covered on the course.

Modern Slavery

Numbers of modern slavery offences are relatively small when compared with other crime, however modern slavery figures have nearly doubled in the last year. The Office for National Statistics has advised that a growth in this offence type has likely arisen due to better recording practices and greater awareness.

What needs improvement is the positive outcome rate. This has not changed this year and remains one of the lowest rates for any crime type. Modern slavery is indeed a complex and multi-faceted crime; there are challenges in achieving sufficient evidence for several legal elements of the offence, making positive outcomes problematic in some cases.

Where there are difficulties in achieving the evidence required I have noted the determination with which the Constabulary has worked this year to bring offenders to justice for any offence where sufficient evidence does exist; for example, when an assault has occurred in this context.

As we understand, the very nature of hidden crime poses a challenge to find ways to shine a spotlight into those spaces where this crime occurs. I have witnessed this year how the police have utilised expertise and strategy to uncover crime through:

- Forming connections and utilising intelligence to ensure that the links between County Lines and Modern Slavery are known. Part of this has included the involvement of County Lines input into the Modern Slavery working group.
- Development of the Modern Slavery Working group has seen an expansion of attendees and representation from Modern Slavery single points of contact (SPOCs), Investigations, Intelligence, and PCC commissioned charity Unseen to pool expertise and evidence.

Sharing specialist knowledge increases the capacity to manage this complex offending and I have been impressed by the dedication that has been seen across the force to tackling Modern Slavery:

- Following an internal marketing campaign this year, a number of new officers and staff volunteered to support activity in this area of vulnerability.
- These officers and staff will be provided with training and ongoing CPD to equip them with the necessary skills and abilities to add value in this area.
- Other activities this year have included ongoing training sessions to key partners Beloved, One25 and Unseen to support partners’ understanding of police powers and procedures and education on police engagement and enforcement patrols as they relate to on and off street prostitution and modern slavery.

Priority 1 – Protect the most vulnerable from harm

1. Identify victims and those at risk of victimisation and effectively engage with and safeguard them

The Disclosure and Barring Unit (DBU) within Avon and Somerset carries out enhanced Disclosure and Barring Service (DBS) checks for anyone who wishes to work with children or vulnerable adults on behalf of the DBS. Each month, the staff within the DBU work extremely hard to complete on average 7,500 checks which identify information that might be relevant to an employer's assessment of an applicant's suitability and to determine whether it ought to be disclosed.

For the fourth year running Avon and Somerset DBU has received an end of year rating of 'Outstanding'. As well as achieving the coveted rating, the team were also awarded six areas of 'Best Practice': a designation which is given sparingly, to commend exemplary work that is so strong it can be used by the force for training purposes.

The bi-annual review uses a dip-sample of cases to appraise the teams' standards and compliance against the DBS Quality Assurance Framework. As with any grading process, attaining an 'Outstanding' rating is not easy to achieve, but to consistently maintain this rating over the past four years is spectacular and demonstrates the high quality working practices, recruitment and training undertaken in the team for this essential safeguarding practice.

The DBS process is far from simple and at times can be very demanding, difficult and frustrating, especially when the unit would like to disclose information but are unable to do so. Each enhanced DBS application is risk assessed on a case by case basis and any information held is reviewed as to whether it is reasonable, proportionate and relevant for disclosure dependent on the specific sector.

The 'Outstanding' rating received in the DBU review is testament to the hard work and determination of every member of our team, and the oversight, resilience and exceptional leadership of the unit managers. Above everything, what the grading means is that the team are, as far as is within their gift, ensuring the young and vulnerable within our society are not put at risk of harm or abuse by the professionals and volunteers entrusted with their care. I am incredibly proud of them and all that they have achieved.

Lauren Cockburn – Head of Victim Care, Safeguarding and Vulnerability

Last year I told you about the introduction of BRAG (Blue, Red, Amber, Green) risk assessment. This was a new process to support officers and staff in identifying and fully describing levels of vulnerability at an early stage. It also helps determine the most appropriate course of action both internally and with partners, based upon identified needs. At the start of the year there was a 58% completion rate and by the end of the year it was 64%: a relative 10% increase. It is important to note due to the way data is captured there is no expectation of 100% compliance as the system will show there is no BRAG in cases where in fact a BRAG is not required. This is an area where performance continues to be monitored and the hope is to improve this in the coming year

2. Ensure the provision of effective services to enable victims to cope and recover

The Ministry of Justice (MoJ) grant money to me to be used to commission or fund victim support services. In the year 2019/20 the services funded through this grant supported nearly 10,000 new victims.

After a competitive commissioning process Swan Advocacy won a new contract, which started on the 1st April 2019, providing the Victims of Crime Advocacy Service (VOCAS). VOCAS provides an Enhanced Adult Advocacy Support Service along with practical and emotional support to victims of crime and anti-social behaviour (ASB). Advocacy is a form of support which empowers and enables individuals to cope and recover from their experience as a victim of crime. Victim Advocates speak up for people who, for whatever reason, feel unable to do so for themselves. This might be because they

have lost their confidence or have an illness or disability. The service is centred around the needs of the victim and the overarching principle of the support is that it is victim led.

In the first year VOCAS took on 279 new referrals as well as continuing to support 70 cases from the previous provider. Throughout the year VOCAS have continued to develop their work with partners and other agencies in order to improve their service and also promote their service in order to be able to support even more victims.

Case study: victim support

K was referred to VOCAS due to ASB and threats to kill from her neighbour. K's enhanced need was mental health.

K was in need of support regarding the incidents with her neighbour as it was affecting most aspects of her life. K reported feeling unsafe and unable to enjoy her own home. When K was referred to VOCAS the aim was to support her through a civil court case (housing) where K was due to be a witness.

The Victim Advocate met with K to support with the civil court process: providing information on what K could expect from the court and special measures that could be put in place. The Victim Advocate then supported K to attend the court alongside the PCSO. They attended earlier to ensure that the special measures were in place. K was supported throughout the court process and while there was a delay in that process K was supported until its conclusion. The Victim Advocate supported her to continue to liaise with the housing association about this issue and any further incidents.

K has provided extremely positive feedback about the service from VOCAS saying it was brilliant from start to finish and found it very useful having someone alongside her in the court. K reports, after two years, being able to get her life back together. K reports an improvement with her mental health, engagement with others and her ability to self-advocate.

3. Ensure the provision of effective preventative approaches

Last year I told you about Op Topaz – which is an important part of the Constabulary response to Child Sexual Exploitation (CSE) – focussing on prevention. This was originally set up as a temporary structure to test its effectiveness and in the last year has been made a permanent structure within Investigations due to its success. The Child Protection Deep Dive Audit, undertaken in December 2019 included a small audit of cases that were handled by Op Topaz. This audit found:

- The model had tangible benefits in safeguarding highly vulnerable children and in protecting them from harm.
- Good information sharing and joint working with partner agencies.
- A level of victim engagement and bespoke support which ensured that the best service possible was given to the child and wider family.
- Opportunities to disrupt suspects were taken in a timely manner which enabled safeguarding and the prevention of future offences.
- Good quality investigations.
- The child remained the centre of the investigation throughout and was fully supported through the Criminal Justice process.

It was also agreed that the scope of Topaz would be extended to help children who are being criminally exploited (CCE); CCE is a prominent feature of County Lines drugs offending. There are important differences in the nature and characteristics of CSE and CCE, and in the challenges they each present in protecting highly vulnerable children from harm. The application of the Topaz ethos, in CCE, of police engagement with child victims, alongside the standard child protection system and specialist services, in tandem with the disruption of exploiters, is expected to result in better outcomes for children than can currently be achieved through the conventional ways of working. Topaz staffing capacity was increased by 10 officers to support this wider remit.

The extension of Topaz will act as a source of learning and expertise; and Topaz will be able to support colleagues in adopting the right mind-set, behaviours and actions to give appropriate priority to the potential vulnerabilities of children identified as suspects, and to the recognition of when they need to be treated as victims.

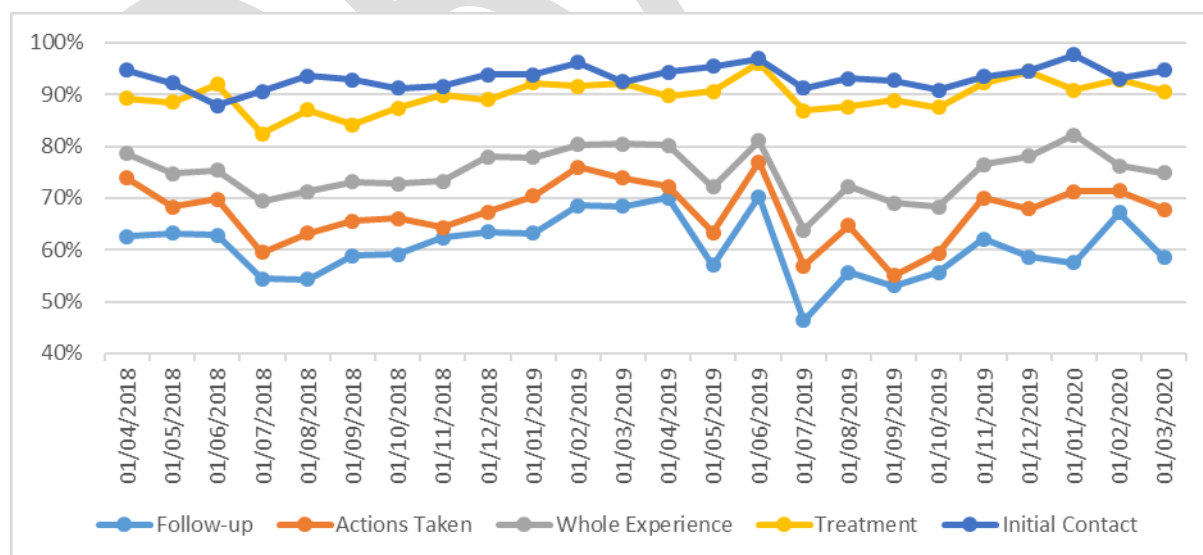
Work has been taking place with partners to develop a proposed model by the end of June 2020 and to implement this as soon as possible thereafter.

The Topaz CCE model will need to capitalise upon existing local arrangements, such as the Violence Reduction Units and associated meetings and processes. Contributing to information sharing and coordinated responses to tackle the drivers of serious violence, and to exploit opportunities for prevention and early intervention with local partner agencies. The increasing partnership commitment to develop and implement contextual safeguarding approaches to reduce the risk of harm to children is highly relevant to any arrangements the Constabulary puts in place to optimise the safeguarding, disruption and investigative response to CCE through Topaz. Contextual safeguarding approaches are likely to provide an invaluable tool for disrupting exploiters and locations, especially where the identification of the exploiters is challenging.

4. Organisations provide an effective victim-centred response

Every month a survey is undertaken for the Constabulary to ask victims of crime about their experience of dealing with the police. This experience is measured in five categories seen below. The four groups of offending that are surveyed are Anti-Social Behaviour (ASB), Burglary, Hate Crime and Violence against the person (VAP). The results of this survey provide a good insight into how victim-centred the Constabulary response is: the data below reflects the percentage that are satisfied.

Year average	Whole Experience	Treatment	Initial Contact	Actions Taken	Follow-up
2018/19	75.4%	88.8%	92.6%	68.2%	61.8%
2019/20	74.6%	90.7%	94.0%	66.4%	59.3%



As the above demonstrates three quarters of people are satisfied with the whole experience. However across the four other measures there is a differing range of performance. The strongest aspects of service are initial contact and treatment with more than nine in ten people being satisfied with these. However actions taken and follow-up are less positive with only six in ten people being satisfied. Comparing 2019/20 to the previous year it is also interesting to note that the better aspects of service have improved slightly and the other areas have seen a marginal decrease. This tends to indicate that the Constabulary responds well and treats people in the right way but that the area for improvement is

how it then progresses and investigates these crimes and incidents. Improving investigative standards as an area of focus for the Criminal Justice Taskforce discussed later in this report.

The Code of Practice for Victims of Crime (also known as VCOP) is a statutory Government document which sets out the information, support and services that victims of crime are entitled to receive from criminal justice agencies in England and Wales. Within the last year the MoJ have requested all forces and criminal justice organisations start to check and test compliance with elements of VCOP. My office has started to lead partnership work in this area, not just to comply with the MoJ request, but to deliver best value for money and try and develop this as meaningful insight into local performance. Starting this work has highlighted challenges in how data is captured and recorded in order to be able to assess performance. In the next year this an area I hope to improve on and develop to be able to present meaningful results.

5. Identify offenders who pose risk and act appropriately to reduce future harm

In last year's report I told you about ASCEND (Avon and Somerset Constabulary, Engage, Navigate, Divert) – the out of court disposal (OOC) framework – that was implemented in November 2018. This was to move to a two tier framework that aimed to stop use of three of the five possible OOC types and just use Community Resolutions and Conditional Cautions. This was put in place to make the process simpler for officers and, more importantly, deliver better interventions, which are more meaningful to victims and offenders. The interventions primarily seek to change the behaviours of offenders in order to reduce re-offending.

Within the last year of the 3159 adult OOC issued 97% were Community Resolutions or Conditional Cautions.

When ASCEND was started it was also anticipated that OOC could be used for appropriate, low-level, domestic abuse and hate crimes. In order for this to happen national permission had to be obtained from the Director of Public Prosecutions: this permission has now been granted. In the last year there were 459 Community Resolutions or Conditional Cautions issued in domestic abuse cases. Although the use in domestic abuse cases has progressed the use for hate crime offences has been delayed as there is not yet an appropriate referral pathway for a specialist intervention. Avon and Somerset are working with West Midlands and Hampshire police forces to procure and develop a suitable intervention.

ASCEND is currently being independently evaluated by the University of the West of England: this will help inform the future of ASCEND and how OOC are used. In the year ahead I would hope to see an increase in the numbers of OOC being used as part of improving positive outcomes rates overall.

Another achievement from the last year has been the Drugs Education Programme (DEP). People are referred to this programme for low level substance misuse offences – particularly possession of cannabis – and the aim is to stop those referred using illegal drugs. The programme began as a pilot in Bristol but was rolled out force-wide in April 2019. There are on average 93 DEP referrals a month. There will also be an independent evaluation of the DEP over the next year.

In terms of out of court positive outcomes, on the 1st July 2019 the Home Office introduced Outcome 22. This outcome can be applied where there is a diversionary educational intervention: the DEP is an example of this. In the nine months after introduction there were 1,222 outcome 22s recorded; an average of 136 month.

6. Operation Remedy will protect vulnerable people exploited by organised criminal groups and support vulnerable victims of residential burglary, drugs and knife crime

Operation Remedy is the Constabulary dedicated response to tackle residential burglary, drugs and knife crime. Op Remedy was made possible because of additional funding generated through the increased precept throughout 2019/20 and was bolstered by 'Surge' funding from central government which was an additional grant to force to help tackle serious violence.

One of the most significant ways Op Remedy helps protect vulnerable people is in supporting the Constabulary tackle County Lines. County Lines is a term used to describe organised criminal networks involved in exporting illegal drugs (typically heroin and crack cocaine) out of bigger cities into one or more smaller towns in the UK, using dedicated mobile phone lines or other forms of 'deal line. County lines are inextricably linked to vulnerability. The majority of those used by the line vulnerable through their drug addiction. There are juveniles which are exploited into working for the lines, mostly from outside the force area but also from local communities. Avon and Somerset has seen significant violent incidents, related to County Lines, which have involved knives/weapons and includes murder.

Op Remedy has provided support in tackling County Lines particularly across Somerset in Frome, Yeovil, Bridgwater and Weston-super-Mare. Resources have regularly been tasked through and provided support to neighbourhood policing through vulnerability checks, execution of warrants and supporting operations such as Operation Yarrow. The vulnerability checks often relate to premises that have been cuckooed: where County Lines offenders take over the address of a vulnerable person through coercion and/or exploitation. Operation Yarrow is a disruptive system text messaging dealers, and offering help to users if they want to get clean or are being cuckooed.

Over 80% of Op Remedy's tasks in the south are to support County Lines work, resulting in successfully terminating one of the lines in Frome. Numerous successes have been achieved in other areas across the force. Op Remedy is the most regularly used force resource to support this area of business. Having the capability to operate both covertly and overtly allows the team to support a variety of tasks.

Case study: Operation Avalon

The scale of the County Lines issue in Weston-super-Mare, and the resulting levels of public concern, were such that it became necessary to create an agile response that could respond rapidly to new and emerging intelligence. Op Avalon was the response led by Neighbourhood officers – with support from Op Remedy – which started in October 2019.

This team has experienced outstanding success in terms of furthering the four Ps approach (pursue, prevent, protect and prepare) to this criminality. There has been a very significant number of arrests, warning notices, support provided to vulnerable people and Class A drug and cash seizures.

Intelligence indicates that the work of the team has been successful in inhibiting targeted County Lines supply routes into Weston-super-Mare.

Priority 2 – Strengthen and improve your local communities

1. The police and partners are accessible and responsive when needed

The primary way people access police in the first instance is by calling 999 and 101. So in order to understand how accessible the police are, the most significant measures are the abandonment rate of those call lines. The 2019/20 year has seen further improvement in an area of business that was already performing well. The 999 abandonment rate has reduced from 0.14% to 0.08% the year before and the 101 abandonment rate has reduced from 5.04% to 3.23%. The average time taken to answer a 999 call was just 1.4 seconds. To put this into context a force's performance is monitored where they have more than 50 abandoned 999 calls month. Across the last year, in Avon and Somerset, the average was only 18 a month some other forces are losing hundreds of emergency calls a month. This year has also seen improvements in the timeliness of answering non-emergency calls and the continued take up and success of the 101 call-back service, which allows a caller to opt for a call-back whilst retaining their place in the queue if the wait is over three minutes long.

From switchboard operators introduced to reduce front line non-emergency demand to direct initial calls, call handlers reassuring the frightened and vulnerable, dispatchers making sure we respond correctly, Force Incident Managers making swift, critical decisions needed to keep the public safe to the Incident Assessment Unit ensuring crime is recorded and desktop investigated correctly. Every senior member of the leadership team has worked on the front line from answering calls, dispatching officers to eventually running the department. They understand every aspect of the business, staying in tune with the team daily and immediately finding workable solutions to problems swiftly. Solutions they know from experience will work.

Control room life has been built from the ground floor up. The intricacies of timings from everything to when to take a break, so call times are unaffected, to ensuring the right people are in the right place at the right time using predictive analytics are carefully considered based on a wealth of practical knowledgeable and experience. Daily, the team huddle down together before 8am to highlight business of the day that needs attention.

The first point of contact team serve with a shared vision: saving and changing lives every day. Embedded in the psyche is 'the public' means not anonymous numbers on a police incident report but real people, our families, your families at the heart of every decision made. The service provided is one we would want and expect for our own – timely, professional and most of all caring. This is not a department aiming to stand still. It looks to the future with a channel shift from phone to online services, embracing social media, learning from others, investing in new technology. Changes embraced, sacrifices made and sometimes tears shed when providing the very best service but the resolve is unwavering – outstanding service to our residents around the clock with care and pride.

Becky Tipper – Head of Command and Control

As mentioned above there is a strong drive to provide effective online services to our communities; these digital services are a constantly developing area. The Constabulary have continued to see an increase in the use of the website and online reporting capability which has been expanded further over the last year. Public satisfaction in online reporting remains high at 94%. The Constabulary launched their new website in October 2019 which made the public's experience even simpler and included a full review of all the content to ensure it meets user needs. This included testing with citizens from across the force area. In the last year 1.7 million people visited the website and 60,000 online forms were submitted.

The below is an example of partnership working to resource the most effective response.

Case study: Schools demand work in Bristol

An App has been designed using shared data to better understand which schools are causing the most demand / have the highest need and from this delivering a consistent response between local authority and Police. For the first time there is a shared definition and response so when we say a high demand school, both council and police are using the same data, same method and responding accordingly. This has enabled both agencies to identify where resource is needed to provide the most effective response.

2. The police and partners engage with local communities to inform them how local priorities are being addressed and to develop relationships and build trust in order to increase community resilience and active citizenship

During 2019/20 I, and my office, have facilitated and attended a plethora of engagement and communication events to ensure police and partners engage with local communities. Some highlights include:

- Bristol Race and The City International Race Equality Conference to engage with the public on race equality issues.
- Attendance, on a quarterly basis, to the Rural Crime Forum to meet with local farmers and their representatives
- Quarterly PCC Pride Awards in which we actively seek out and commend members of our communities doing positive work that contributes to achieving our priorities of protecting the most vulnerable, strengthening communities and working with partners.
- Community days in South Gloucestershire, Taunton, North Somerset, West Somerset, BANES, Bristol and Mendip in which we visit individuals, key community groups, local charities and community support projects. These organisations were focused on a range of issues including gender and racial equality, domestic abuse, farming, offender rehabilitation, addiction recovery, homelessness and the business sector. Each community day also involves an open drop in session within a community location which is advertised for public to attend to speak to PCC and OPCC team and put forward their questions and concerns.
- Attendance at other key public events, for example, the International Women's Day Conference in Bristol which was widely attended by public. We used a communications campaign based on an art exhibition of the work of people supported by our commissioned victims services to talk about some of our priorities, work and help the public understand what we do.

Both the chief constable and the police and crime commissioner (PCC) have effective measures in place to talk to and work with the public. This ensures that the views and priorities of local communities are reflected in how the force area is policed.

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In October 2019 the Constabulary agreed some changes to improve the support of Citizens in Policing. These changes more than doubled the number of positions in the team and realigned the team to be part of the Neighbourhoods and Partnerships Directorate as this was a better strategic fit for what the team are set up to achieve. This team support all major aspects of citizens in policing including Specials, other volunteers, Cadets, Mini Police, Junior Cadets and Citizens Academy. The aim is to better engage the community, further enhance the contribution of volunteers to policing and also better support all those involved to improve the quality of their experience.

In addition to the core team the Constabulary has recruited a Cyber Special and Cyber Volunteer Coordinator that started in September 2019. Their twelve month project is to identify and recruit specials and volunteers with skills that will complement and enhance the force's cyber capacity in respect of prevent, pursue, protect and prepare. The Constabulary is also utilising the specialist

knowledge of a Special from another force to deliver product training and is working towards securing two secondments from universities which will be funded through the NPCC Cybercrime Programme.

3. The police and partners are focussed on reducing harm and solving problems related to the crimes that matter most to local communities

Case study: Thornbury ASB

In Thornbury, information sharing between the Police, SGC, Young Peoples Drugs and Alcohol Services, BNSCCG, Education, Children's Social Care and the YOT has enabled the group to identify a high risk cohort of young people who have been perpetrating anti-social behaviour and violence in Thornbury, and to apply bespoke interventions for each individual. Marked reductions in ASB have subsequently been reported.

Case study: Bike theft

- *Bike thefts account for 2% of all recorded crime.*
- *Only 3% of unregistered bikes are returned back to their owner.*
- *Avon and Somerset had high levels of pedal cycle thefts when compared nationally.*

Bike Register (from Selectamark) had been used on a very small scale in specific locations but in 2019 a force-wide roll out was agreed. The scheme used is a national one also adopted by other forces and is recognised as secured by design. The Constabulary administer the registration kit offering a personal service. This also allows for the members of the public to discuss bike and general crime prevention at bike marking events with the police.

The Bike Register mapping system identifies all local bike crime and has a facility to search for stolen bikes. It also provides statements and evidence where the offender is dealt with through the criminal justice process.

In Avon and Somerset the following performance can be seen:

- *5326 bikes have been marked using the Bike Register scheme last year.*
- *In the last 6 months 25+ bikes have been recovered to their lawful owners (the quickest being in 48hrs).*
- *Bike crime has reduced by over 16% in last 12 months – that equates to 562 less bikes reported stolen force-wide.*
- *Six out of eight policing areas have reduced bike crime over last 12 months (only one area has shown an increase). Bristol East are leading the way with 30% reduction of bike crime over last 12 months – that equates to 152 less bikes reported stolen in that area.*

Selectamark in partnership with Avon and Somerset Constabulary have made it through to the final of the British Security Awards, under the category "National Partnership Finalist", which is due to take place on the 1st July 2020.

Case Study: Operation Buell

Operation Buell was set up to tackle the rising issue of motorbike thefts mainly across Bristol but also the wider Constabulary area.

Initially targeted work was carried out by the neighbourhood teams in North Bristol but this did not have the desired effect. Crime was rising, offenders were being harmed and sometimes killed in associated road traffic collisions (RTCs). Tensions were rising to concerning levels on Social Media where offenders were goading the victims of their crimes. There was very little evidence to support successful prosecution.

Operation Buell was implemented by a neighbourhood police officer but designed as a multi-agency working group with each partner taking responsibility for delivering against the different aspects of the criminality. This was also a significant 'one team' approach by the Constabulary across numerous departments: including Investigations, Covert Investigations, Intelligence, Local neighbourhood teams, Roads Policing, Anti-Social Behaviour Team and Corporate Communications.

This operation also worked with the Local Independent Advisory Group to help build trust and open lines of communication as well as holding the Constabulary to account.

As a result of this partnership approach the Constabulary were able to reduce the targeted crime by 70% and this operation helped build trust and confidence with the previously hard to reach biking community.

4. The police and partners are working together to prevent and address serious violence and to increase community cohesion

In recent years, there has been an increase in serious violence; recognised as a national problem. As part of the Home Office Serious Violence Strategy they recognised a public health approach was needed and in early 2019 agreed a fund to grant to forces most affected by this problem. Both the Chief Constable and I successfully lobbied and evidenced that Avon and Somerset required this additional support. The result was the award of £1.16 million in additional grant funding to establish Violence Reduction Units (VRUs).

Prior to receipt of this grant, I commissioned an independent piece of work to assess the level and demands of Serious Violence in the area; Behavioural Insights carried out this work which was then able to inform the initial year of implementation for the VRUs.

Locally the scope of 'serious violence' was defined in the work delivered by Behavioural Insights, which includes:

- Violence against the person where the level of harm is at least "Actual Bodily Harm" or a knife is used
- Robbery
- Domestic violence
- Rape and serious sexual assault

It excludes certain high harm offences, such as child neglect, from the definition as it is believed the underlying factors that drive them are different and will require different responses. It is also acknowledged that some people have been both perpetrators and victims of serious violence.

Due to the diverse nature of Avon and Somerset – and after consultation with the Constabulary and Local Authorities – I put forward a model of local delivery rather than a centralised, force-wide approach. This approach is different than other force areas but it was agreed that each Local Authority area has its own challenges which it is best placed to respond to. Division of the funding between the areas was based on population and levels of serious violence.

The VRUs set themselves up very quickly, building on existing resources, recruiting new staff. Each area has delivered the two mandatory products – a problem profile and a response strategy – and have also commissioned various interventions.

Although the funding has been devolved to Local Authority areas it is still centrally governed through a Strategic VRU which I chair and includes senior Constabulary representatives, Local Authority leaders, Public Health England, Clinical Commissioning Groups, education, youth offending teams, probation and representatives from other partners.

In its first year some of the key areas of work of the strategic group have been:

- Data sharing between health partners to enable an enhanced understanding of demand but also live time referral opportunities with a victim of serious violence and seek appropriate pathways on departure from hospital.
- Development, and access for VRUs, of Qlik data visualisation and analytics to help identify the most vulnerable and at risk people to work with.
- Engagement with education leads at a strategic level. An aspiration to engage at a consistent level across the force and to explore patterns and themes around exclusion from education.

I have also successfully bid for, and been awarded, a second year of funding for 2020/21; again of £1.16 million. During this second year VRUs will need to deliver against their response strategies and will have to complete a revised needs assessment by January 2021. In addition to this my office will commission an independent evaluation of the VRUs which will feed back into the national Home Office evaluation.

5. The police and partners manage and support offenders to protect local communities and reduce re-offending

The constabulary effectively manages the risk posed by registered sex offenders (RSOs). [...] The constabulary completes risk assessments using the nationally recognised Active Risk Management Model. And it works closely with partners in the probation service in their completion. Sometimes, digital forensics officers accompany staff on visits to scrutinise digital devices. This may identify further offending. It may also act as a deterrent and inform more accurate risk assessments. In addition, the constabulary is effective in its approach to identifying those who share indecent images of children online. It shows a proactive approach to reducing this threat. A specialist unit is trained to investigate these offences. As more cases are being identified, mainstream investigators are tackling those cases that the constabulary deems to be less serious.

The constabulary routinely uses preventative and ancillary orders to protect the public from dangerous and sexual offenders. [...] Dedicated offender management teams ensure a swift and effective response when breaches of orders occur. During our visits to local stations, neighbourhood policing teams were fully aware of the location of registered sex offenders in their areas. They were actively monitoring them and were submitting relevant intelligence to reduce the risks to the public. There was a good relationship between offender managers and neighbourhood staff, with evidence of supervisors giving additional training. This may help officers to recognise concerning associations or behaviour, and to respond appropriately.

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Within the Management of Serious or Violent Offenders (MOSOVO) units there are a team of five officers and staff who have additional training, equipment and software that enable them to interrogate electronic devices belonging to registered sex offenders. Many of these offenders are subject to orders preventing them from communicating with young people or deleting browsing history and most must tell police of any devices capable of accessing the internet. Therefore this capability is crucial to managing the risks that sex offenders pose. As well as managing and visiting their own

allocated sex offenders, the team assist others with their technical expertise. They prioritise high risk offenders and those believed to be offending online. The team get around 20 referrals per month and visit around 50 offenders per month (including their own allocated offenders). On around a third of these visits they find a new offence, a breach of an order or other concerning information.

Being embedded with the MOSOVO teams, this innovative resource has uncovered criminal offences and safeguarding concerns that would otherwise have remained hidden; this has also helped to upskill their colleagues at the same time. In short this enhanced capability improves the Constabulary's ability to protect the public from harm. This set up and the team's excellent work has attracted the attention of the Home Office and other forces; Avon and Somerset are raising awareness and helping to build this capability around the country.

6. Operation Remedy will prevent and improve outcomes in relation to residential burglary, drugs and knife crime

	Residential Burglary	Drug Trafficking ²	Knife Crime
	R e c o r d e d C r i m e		
2018/19	6,677	637	2,626
2019/20	6,158	673	2,968
	P o s i t i v e O u t c o m e R a t e		
2018/19	4.4%	75.1%	25.7%
2019/20	7.6%	76.2%	26.7%

²Trafficking includes all drug offences that are not simple possession; including possession with intent to supply (PWITS).

The number of residential burglaries has decreased 7.8% comparing 2019/20 to the year before. However drug trafficking has increased by 5.7% and knife crime 13%. There is an important distinction between burglary and drug and knife crime. Burglary is an offence that is well reported i.e. if somebody is burgled in many cases this will be reported to the police; so being proactive in tackling burglary means preventing burglaries, stopping offenders and therefore reducing the number of burglaries. However with drug and knife crime when the police are proactive, as with Op Remedy, this will inevitably lead to an increase in recorded crime because proactivity will mean 'discovering' more of this type of offending.

The positive outcome rates for residential burglary, knife crime and drug trafficking offences provide good evidence towards achieving this objective. The Constabulary positive outcome rate for residential burglary, in 2018/19, put the Constabulary at 38th nationally. However the relative growth in positive outcomes in 2019/20 was 70% which puts the Constabulary 16th nationally. Although the growth in positive outcome rates for the drug trafficking and knife crime are not as big it is a step in the right direction that the number of positive outcomes has grown more than the total outcomes.

In addition to the improvements to positive outcomes outlined above, during the year 2019/20, 235 suspects were identified, and 706 people arrested in total under the three themes.

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.

Overall victim satisfaction for dwelling burglary has increased by 4% points, to 86% in 2019/20. For follow-up satisfaction has increased over 9% points to 78%. 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.

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

Priority 3 – Ensure Avon and Somerset Constabulary has the right people, the right capability and the right culture

1. Understand the demand facing the police and partner organisations, ensuring that they are able to resource the most effective response

In the 2019 Integrated PEEL Assessment the Constabulary was graded as outstanding in '*planning for the future*' which built on the outstanding grade it had already received previously for '*meeting current demands and using resources*'. These are direct evidence that the Constabulary is delivering against this objective. Below is some additional narrative from the HMICFRS report:

In past reports, we have complimented the constabulary for its use of technology. It has a strong record of accurately assessing future demand for its services. It performs better than many other forces in its appreciation of the complexity of demand.

The constabulary works effectively with organisations to learn about crime and harm that are likely to be hidden within its communities.

The constabulary takes the views and priorities of local communities into account when policing the region. And it is innovative in communicating online with the public

For example, the information has led to the constabulary introducing its demand status plan, which has both short and longer-term benefits. Firstly, the demand status plan gives an accurate snapshot of live-time demand across the constabulary's area. Secondly, planners can assess 12-month demand trends and adjust resourcing levels accordingly. Thirdly, the plan calculates four tiers of demand levels. These take account of resource availability and predicted calls for service. These demand levels range from level 1 (business as usual) to level 4 (exceptional demand). Police commanders refer to protocols for each demand level. These set out the procedures for mobilising resources to address operational pressures when necessary.

HMICFRS – Police effectiveness, efficiency and legitimacy 2018/19 – An inspection of Avon and Somerset Constabulary (7th February 2020)

Since the inspection the Constabulary have continued to develop the demand status plan to place greater emphasis on the timeliness of response and refining the suite of tactical options available at each level.

In anticipation of the fundamental changes COVID-19 may bring about the Constabulary applied this same methodology to develop a COVID demand status plan. Further than this, on the 17th March 2020 the Constabulary introduced a new way of dealing with calls for service in order to better allocate these and ultimately ensure more resource is available to respond to crimes and incidents that pose the highest threat, harm and risk. This should also help improve the timeliness of the Constabulary response. This new way of working will be assessed as to its effectiveness and the Constabulary will learn from this what can be embedded as a sustainable process going forward.

Throughout the coming year, 2020/21, the Constabulary will also develop and roll-out a digital skills platform (Chronicle) which is currently only used for firearms training. Chronicle will help the Constabulary better understand what skills its people have and where there may be gaps or will likely be gaps in the future. This will further enhance their ability to plan and resource an effective response.

2. All victims, witnesses, suspects and detainees will be treated fairly and respectfully and receive the best possible policing service

It should first be noted that complaints of incivility have reduced by 15% in 2019/20 compared to the previous year. An important part of achieving this objective is based on the proper handling of complaints. From the 1st February 2020, significant changes were made to the police complaints regulations making processes simpler and enabling a reflective and learning culture. This also included widening the definition of what is classed as a 'complaint' and gave me extra duties powers: I am now responsible for reviewing appeals. For low level service complaints handled by the Constabulary, where the complainant is dissatisfied with the outcome of the complaint, they will have the right to have their complaint independently reviewed by my office. In order to properly exercise this function I have employed a new team member with relevant skills and expertise to manage the reviews; Because of timescales from complaint to review, by the end of the year there had only been four reviews under the new legislation. However even in this small number there was learning identified by the Review Manager and this was fed back to Constabulary through PSD.

Another important system of redress, that I have responsibility for, relates to police officer misconduct. Under the new complaint and conduct regulations my role has increased in this area. Misconduct hearings are heard by a panel led by an independent Legally Qualified Chair (LQC) and accompanied by two wing members: a police Superintendent and an Independent Panel Member (IPM). Both the LQCs and the IPMs are recruited and appointed independently by my office following a competitive recruitment process. In the last year four new LQCs were appointed doubling the pool of LQCs from which to choose. My office also maintains a bank of eight IPMs to assist with hearings on a rotational basis.

Where an officer is subject to a misconduct hearing and is dissatisfied with the result they can appeal: this appeals process is known as a Police Appeal Tribunal and is coordinated by my office. During 2019/20 there were seven appeals and four went to oral hearing. Within those that have taken place some areas for improvement have already been identified.

In order to help ensure these high service standards I have established a number of independent panels to scrutinise the performance of the Constabulary and provide feedback and learning. These panels assess cases/incidents based on all the information available including body worn video footage. The selection of cases is usually random to ensure independence although, themes of cases may be looked as might specific cases that have been flagged because of public interest or issues of public confidence. The panels issue reports which are given to myself and the Chief Constable and are published on my website. The panels are described below.

Independent Residents Panel – volunteers from the communities of Avon and Somerset come together with the PCC's office in order to examine complaints made against the Constabulary. In the financial year 2019/20 the panel met quarterly as planned in June, September, December 2019 and March 2020.

Scrutiny of Police Powers Panel – volunteers from the communities of Avon and Somerset come together with the PCC's office to examine the use of Taser, stop and search, body worn video and the use of force by the police. In the financial year 2019/20 the panel met three times: in May, August and November 2019.

Out of Court Disposal Panel – Out of court disposals are a means of resolving an investigation without prosecution through the courts. This panel brings together professionals from numerous criminal justice agencies and victims services who review the use of out of court disposals. In the financial year 2019/20 the panel met quarterly as planned in June, September, December 2019 and March 2020.

3. Diverse communities will be engaged, well-understood and represented in the workforce

Last year's report introduced the "Five Big Ideas", part of the Constabulary Inclusion and Diversity Strategy, which are central to delivering this objective. Below shows the progress made towards delivering these ideas.

Big Idea 1 – External Accreditation for Inclusion and Diversity

The Constabulary submitted initial evidence for the National Equality Standard (NES) and received a summary feedback report in September 2019 recognising the progress being made toward becoming an Inclusive and Diverse employer. The majority of employers do not achieve the standard on this first submission of evidence, and the Constabulary were only three competencies short of achieving the standard; which NES recognised as a significant achievement in itself. Particular strengths highlighted were Targeted Recruitment, Leadership Commitment, Community Relation and Mental Health. Areas for development include Reasonable Adjustments, Middle Management and Measuring Impact. All competencies and areas for development are overseen by the Deputy Chief Constable at the Inclusion and Diversity Board. Most recently the Constabulary submitted additional evidence in March 2020 and by April had received full accreditation.

Big Idea 2 – Three tier approach to embedding inclusion and diversity in the organisation through learning

Throughout the year over 150 leaders – both officers and staff, from second line manager level through to Chief Officers – have received Cultural Intelligence training. The training is focussed on explaining to leaders what 'Cultural Intelligence' or 'CQ' is, the importance of CQ and equipping them on how to develop their own CQ. The feedback has been excellent from those who have attended, with comments such as 'I'd never thought of it [inclusion and diversity] like that before' as typical and an enthusiasm towards the holistic nature of the approach. There are follow up days planned in the coming year. There will then be further steps taken on how to embed the approach, likely through internal training and dissemination.

For operational police officers and staff, there were some initial focus groups on what kind of intervention or training may be helpful and following feedback from key stakeholders including the chair of the Strategic Independent Advisory Group, a plan is in place which will provide the basis of training from the autumn of 2020. The Community Engagement element of the PCDA (see below) is currently being finalised with University of the West of England.

Big Idea 3 – Strengthening capability to attract diverse talent into the constabulary

It had previously been agreed to employ Outreach Workers, from our local communities, in order to challenge organisational thinking about engagement and support diversity. The Constabulary used a different approach to the recruitment, which took place in April 2019, which attracted a particularly high quality and calibre of applicants. Due to the strength of the different candidates it was agreed to appoint seven Outreach workers rather than the three originally proposed; those who were successful have a range of backgrounds but all are BAME.

The Outreach Workers went through their induction process in September and October 2019, and have already started to make an impact with regards to community engagement and the attraction from under represented communities to the force. When looking at the diversity data for police officer applications the below shows some of the improvements.

	BAME	White – other	LGBT	Female
2016	4.8%	4.6%	7.5%	32.5%
Nov 2019 and Feb 2020	6.0%	5.3%	8.2%	35.8%

Throughout the coming year, 2020/21, the Constabulary will develop and roll-out a digital recruitment platform (Oleeo). This will, not only make the recruitment process more efficient, but also allow for instant and accurate reporting of data e.g. protected characteristics. This data will allow detailed analysis to understand how people from different characteristics progress from one end of the process to the other and identify any barriers that may disproportionately affect certain groups.

Big Idea 4 – Recruiting for Difference

A procurement process has now taken place successfully securing an organisation called Diversity by Design to support the Constabulary with police staff recruitment. Four areas of police staff are being considered: Intelligence, Call Handling, IT and Safeguarding. Initial training and an introduction to the approach for line managers and HR staff was conducted in January 2020. The process will look at job design, advertising and selection procedures with a focus on Inclusion and Diversity and attracting and selecting from as wide a pool as possible, removing barriers for groups and communities who are currently under represented within the Constabulary.

Big Idea 5 – Mobilising the whole workforce

The Constabulary recognise the need to be inclusive for all employees, as well as focussing on diverse recruitment. The Chief Constable aspires to become 'the most inclusive police force in the UK'. The Constabulary are using a number of different tactics to support this ambition including; focus on inclusion and diversity specifically as part of the annual People Survey including analysis, follow up action and activity in relation to areas of concern; blogs and internal communications from leaders across the organisation; working towards the Stonewall Workplace Equality Index and training conducted in January 2020 for Stonewall Allies. The Chief Constable has lent his support to this progress through his annual Chief's Roadshows (January – March 2020) for all leaders putting a particular emphasis on the importance of inclusion. Part of this has been the creation of a short film of colleagues to highlight the importance of an inclusive workforce.

4. Through recruitment and development of its people, optimisation of technology and adoption of agile ways of working, the Constabulary will develop its capability to deliver the Police and Crime Plan

The College of Policing leads on training and development of police officers across England and Wales. The Policing Education Qualifications Framework (PEQF) is a new, professional framework for the training of police officers and staff. The first and most significant part of this relates to the training of new police officers. The main entry route is called the Police Constable Degree Apprenticeship (PCDA) and replaces the Initial Police Learning and Development Programme (IPLDP). A fundamental difference between these two is that IPLDP was a two year course delivered internally by the Constabulary whereas the PCDA is a three year degree apprenticeship delivered in partnership with a higher education institute.

The University of the West of England (UWE) is our partner in delivering the PCDA. Forces were able to adopt this new way of training at different times and Avon and Somerset was an early adopter of this with the first cohort of 30 new recruits starting their PCDA in May 2019. As with any new partnership venture there have been areas of learning identified and changes made to respond to these. To get a better understanding of how it is working the Constabulary are using leaders on their People Development Programme to evaluate the initial training now delivered to new officers. Overall the PCDA, and partnership with UWE, is progressing well and there have since been cohorts, of approximately 60 new recruits each intake, in September, January and March as planned.

In autumn 2019 the Government announced additional funding for policing with the target of recruiting 20,000 additional police officers, nationally, by March 2023 (Operation Uplift). When this was announced the detail of how it would be funded and how the share of officers would be split across territorial and national policing was not immediately clear. Therefore we worked up a predicted number of officers for Avon and Somerset and starting planning and budgeting based on this.

In order to coordinate this large and complex venture a new area of business was created in the Transformation Portfolio and this is now known as the Futures Programme. Given the scale of this operation a new Programme Executive was employed; a recently retired Superintendent.

The Government have now confirmed local targets for officer recruitment and in Avon and Somerset this meant recruiting 46 new officers by 31st March 2020 and a further 91 officers by 31st March 2021; a total of 137 new officers. These numbers were very close to those we had predicted and planned for. It is not yet known what these numbers will look like in the final two years but current forecasting is based on a predicted target of 368 new officers (in total) by March 2023.

To meet this year's target the cohort of officers that were due to start in May, actually commenced employment at the end of March and undertook a bespoke six week initial training package with the Constabulary. To meet future targets the approach of recruiting 60 new officers every other month has also been adapted and the final two cohorts in the coming year are due to be 90 each.

This demonstrates the speed and effectiveness with which the Constabulary have been meeting this huge recruitment challenge. The ground for this was laid by two things. Firstly, prior to Operation Uplift, the use of the precept increase in 2019/20 to recruit 100 additional officers meant the Constabulary had already started 'gearing up' its recruitment process. The second factor, influenced by the first, was the foresight to adopt the PCDA early – without this the Constabulary would have likely struggled to meet the vast training needs internally. However we are now in a position where we are predicting that – not only will we be able to deliver the Government targets – we will also aim to recruit an additional 35 officers above the 2023 target.

As well as having a thorough understanding of the future demands it is likely to face, the constabulary works well to develop its workforce in response to these challenges.

HMICFRS – Police effectiveness, efficiency and legitimacy 2018/19 – An inspection of Avon and Somerset Constabulary (7th February 2020)

5. The Constabulary will consistently and accurately record crime, taking people seriously and offering an empathetic response when they report crimes

In 2019 a Superintendent from the Constabulary led a review into crime recording in order to identify areas for improvement. This review culminated in a comprehensive set of findings and recommendations that were approved by the Constabulary Management Board in October 2019 and presented at Police and Crime Board a couple of weeks later. The changes recommended were implemented soon thereafter and included aspects of people, process and technology as well as looking across the business from first point of contact to safeguarding. These recommendations were targeting areas of risk and helped ensure the Force Crime and Incident Registrar, and their team, had better oversight in these important areas.

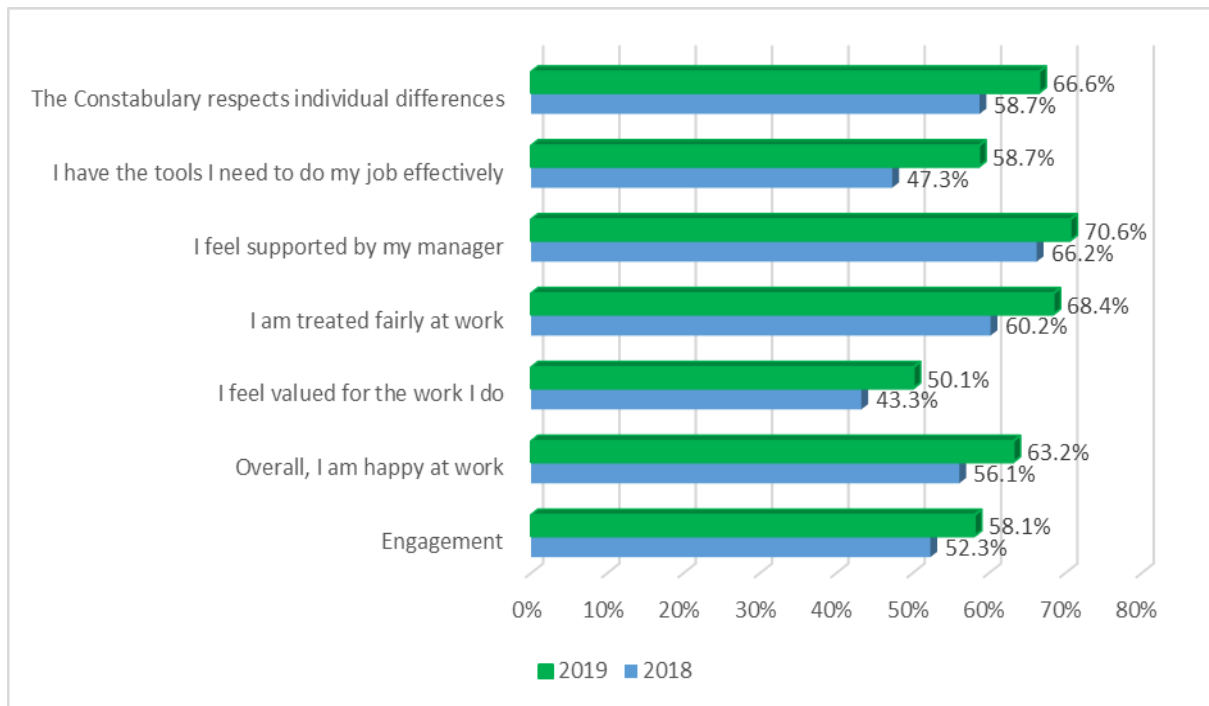
HMICFRS carried out a follow-up inspection of the Constabulary's Crime Data Integrity (CDI) in January 2020; the results of this inspection were not intended to be published. The overall compliance rate was 86.35%, 3% less than the previous HMIC CDI inspection found in 2016. A significant area for improvement from the 2016 inspection was the recording of rape offences; this has greatly improved and there were with no missed crimes of rape identified in the 2020 inspection. On receipt of the findings the Constabulary looked in detail at all cases where there was deemed to be non-compliance with crime recording rules. In analysing the findings there were only a very small number of examples where the CDI error had impacted on the service provided to the victim.

As a result of these findings the Constabulary have developed an internal CDI improvement plan which is overseen by an Assistant Chief Constable. One particular area for improvement is how officers recognise 'crimes within a crime' i.e. where multiple crimes are described within one incident. A number of work streams are underway for example, training videos, regular blogs, and targeted training in those departments that have the most involvement in crime recording.

It is important to note that the data audited by HMICFRS was prior to October 2019 i.e. before the Constabulary had put in place the improvements discussed at the start of this section. In the coming year I will seek assurance on whether the defined improvement plan is improving performance and this will be supported by the Constabulary conducting an internal audit using HMICFRS methodology.

6. The working environment within the Constabulary will be one that embraces and consistently displays the organisational values: caring; courageous, inclusive and learning

An important indicator of whether the Constabulary is displaying these values are the results of the annual staff survey, which takes place in Quarter One each year. The below graph demonstrates some of the key questions asked and the results from this year compared to last: all of which show substantial improvement. The survey asks approximately fifty questions in total and nearly all of these saw improvements between 2018 and 2019.



Priority 4 – Work together effectively with other police forces and key partner agencies to provide better services to local people

1. Work to strengthen partnerships in order to intervene early

Earlier I discussed the VRUs which are using a public health approach to tackle serious violence. In addition to the new multi-agency approach to this crime type the other most significant factor in this new approach is the use of interventions to intervene early. These interventions can involve working with schools or parents as well as the young people themselves and can range from delivery of lessons to large groups, to smaller selected groups or working with 'at risk' individuals directly. The interventions cover the range of different types of violence being targeted including street violence, violence linked to the night time economy and domestic and sexual violence.

The concept of working with people who pose risk to change behaviours and reduce offending is not new in itself: this is the key purpose of offender management and is central to the delivery of meaningful out of court disposals (ASCEND discussed earlier). The difference in how the VRUs are developing this work however is two-fold. Those other examples rely on an offence being committed and dealt with by the police or courts as trigger points for intervention. The VRUs are intentionally trying to move 'upstream' of the process to work with people without relying on trigger offending; being proactive rather than reactive. The other difference in how the VRUs are working is how 'at risk' individuals are identified. Identification no longer just relies on each agency making best use of the information they have but instead agencies are starting to work together to build a richer tapestry of information to better understand those at risk.

Below are two brief case studies which demonstrate some of the work being done in this area.

Case Study: Using analytical technology to inform priorities

Somerset VRU is testing new and analytical technology that combines data from the police and children's services. The technology is designed to inform the VRU which individuals, groups and locations are most likely to benefit from resources to help with harm reduction.

Somerset is a large county with services spread across four district councils. Young people regularly travel across district and service boundaries, which creates barriers for services and often disrupts attempts at partnership working. One advantage of the new technology is that it helps reduce the impact of these barriers. This is demonstrated through one of the test cases: Mandy, where a likelihood of high risk of harm was identified. Case based knowledge confirmed this and in addition there were accumulative risk indicators present, which gave a high level of concern. This included hidden harm factors from family networks, a recent displacement into accommodation away from familiar networks and associates of concern. The VRU adolescence worker made enquiries with Children's Social Care who confirmed the young person was not engaging well with services and there were safeguarding concerns regarding her missing episodes. Countywide intelligence from within the VRU helped identify possible locations and networks linked to her missing episodes. Mandy has now agreed to a short term intervention from the VRU adolescence worker – who has been able to feed further intelligence into the local policing strategy to help reduce risk of harm to Mandy.

Case Study: Intervening early to prevent risk and harm

Adverse Childhood Experiences (ACEs) are traumatic events occurring before age 18. A person who has had ACEs are more prone to a variety of negative outcomes in adulthood, including poor physical and mental health, substance abuse, and risky behaviours.

Ella is 16 years old and lives with her mum, step-father and five siblings in rented accommodation in Bristol. At the time when we met Ella, the family was being supported by the Families in Focus Team.

Throughout school Ella was bullied and subsequently left school with no qualifications. Since leaving school Ella has not worked. She did start a college course but gave up after the initial assessment. Ella has a strained relationship with her mother and siblings.

Ella spends most of her days indoors and in the evenings she roams the city centre with friends or 'hangs' around on the streets. Ella would often walk home late at night alone.

Ella has issues including poor self-image, poor mental health, self-harm, poor relationships with parents and siblings, birth father hospitalised long term and sofa surfing.

With all three older children out of work and not in education, this has put a strain on the family finances and mental well-being.

Ella was referred to the Growing Futures Community Mentoring scheme to engage her in meaningful activity, support the relationship with her mum and family members and ultimately keep her out of the Care system.

Throughout the intervention three areas were identified to work on: self-confidence and self-esteem; to be part of positive activity; and build resilience. Weekly meetings with the mentor took place. Ella was put in touch with a local charity shop to volunteer her time. After starting in the role the store manager was pleased with her work and so asked her to devote more time. It wasn't long before Ella was offered a paid role in the store. Also, with the support of the mentor, Ella and a few friends and her sister formed a dance crew and began to film their progress on their own YouTube Chanel.

Building her resilience was key throughout the mentoring process. When Ella declined to attend a session, she was encouraged to keep going. She certainly showed that she was able to stick to a task and develop her negotiating skills and self-reflect.

Ultimately Ella was able to stay with her family; this intervention also saw increases in: confidence and self-image; workplace experience; hope for a brighter future; resilience; relationship with parents and siblings; and an ability to seek support.

At the time of writing the changes caused by COVID-19 have resulted in some disruption to the daily business of VRUs: this has limited how interventions can delivered but has also impacted on intelligence received. The VRUs are working through immediate challenges and are also planning for the likely increased demand as lockdown measures get relaxed.

2. Work together effectively to build safer, stronger and more cohesive communities

The Commissioner's Community Action Fund (CCAF) – administered by the Police Community Trust – continues to support voluntary and community sector projects to apply for individual grants, of up to £3,000. The projects awarded funding contribute to the delivery of the Police and Crime Plan. It is important they are community-led as it is the understanding of community needs that makes these projects so successful. Throughout 2019/20 CCAF awarded 41 grants, allocating a total of just over £120,000 of funding. These grants have included: support for victims of domestic abuse, sexual assault, violence, abuse and neglect; outreach programmes, mentoring, training, activities and safe spaces for young people; schools programmes; rural crime reduction; engaging offenders in volunteer work; other community action group work.



It is important to note that in anticipation of the PCC elections, which were due to take place in May 2020, the CCAF fund was suspended for quarter 4 of 2019/20 which is why the total grants fall short of the total available.

The below case study is just one example of how partnership working is addressing local issues.

Case Study: Partnership working to tackle community issues

Good practice has been developed in the Somerset West Local Policing Area. The One Team meetings (in Taunton and West Somerset) and Together Team meetings (in Sedgemoor) are multi-agency partnership meetings which are run by the local councils. Partners include: police, fire, housing agencies, Getset (young person and family support service), YMCA, health visitors, schools, mental health services and Citizen's Advice Bureau.

Cases are discussed weekly by each partner where it is felt some intervention is needed by other agencies. An example has been neighbour disputes reported to the police where housing intervention is needed. By being able to identify, engage and support these families in a timely manner and by signposting those to the relevant agencies, should help prevent further escalation of local issues and reduce demand for all partners.

Priorities meetings are held fortnightly and are chaired by the police. These meetings are similar but generally need a higher level of intervention for example addresses associated with organised crime groups or hate crimes within the area. These meetings enable partners to work together to plan interventions, particularly to engage with those who have not previously, and work with agencies to identify a lead to take responsibility.

3. Work closely with other public bodies to increase effectiveness and efficiency, enabling better service delivery and outcomes for local people

Community Safety Partnerships are nationally recognised groups where statutory partners' work in partnership to reduce crime and disorder. In order to support this, every year, the five Local Authority areas in Avon and Somerset receive a Police and Crime Grant from my office. Below is a summary of what these grants have been used to help fund throughout 2019/20.

Bath and North East Somerset

- Domestic abuse victim support service.
- Youth crime prevention service.
- Young people's substance misuse service.

Bristol

- Youth Offending Team – support for young offenders.
- Two additional PCSOs – tackling local priorities e.g. working with the Street Intervention Team to tackle on street anti-social behaviour (ASB).
- MARAC coordination – continues to be an essential prevention and early intervention service for Domestic Violence victims – this funding helps ensure these run efficiently and effectively.

North Somerset

- Young people's substance misuse advice service.
- Domestic Abuse and Sexual Violence victim support services.
- Weston-super-Mare Evening and Night Time Economy – to help those in need and work with licensed premises.
- Supporting multi-agency working to improve Bournville and Old Mixon areas in Weston-super-Mare.
- Youth service to prevent offending and anti-social behaviour and/or provide support to young people experiencing emotional and mental health difficulties.

Somerset

- Accommodation and support for offenders.
- Work to prevent Child Sexual Exploitation.
- Coordinator to facilitate multi-agency working and problem solving across Somerset.
- Coordinator to facilitate multi-agency working and problem solving in the Mendip area.
- Joint agency preventative and intervention work.
- A Bridgwater centre which is a women-only space where a wide range of support needs can be addressed in a safe and supportive environment.

South Gloucestershire

- ASB support service for high risk victims.
- Domestic abuse victim support service.
- Specialist domestic abuse victim support service working with most complex cases including BAME victims and those with other protected characteristics.
- Young offenders support service including those abusing substances.

Regional Organised Crime Units

ROCUs form a critical part of the national policing network. ROCUs investigate and disrupt organised crime groups operating across police force boundaries. They work at a local, regional, national and sometimes international level. Avon and Somerset is part of the five force South West ROCU. The SWROCU's capabilities include disruption and Government Agency Intelligence Network (GAIN), economic crime, cyber-crime, sensitive intelligence, CSA/E online investigations, technical surveillance, prison intelligence and regional co-ordinators in CSA/E, Modern Slavery, Human Trafficking and Organised Immigration Crime and County Lines.

Throughout 2019/20 the SWROCU counted 515 disruptions in Avon and Somerset with the majority relating to drugs; this was a 60% increase on the previous year. Below are some examples of SWROCU work from the last year:

- CSE Online – following four cases where sentences were considered unduly lenient the matter was taken to the Court of Appeal where the Judges ruled in favour of the police. The legislation has now been amended so that sentencing will be determined on the harm intended not caused. This is a significant preventative step to protect children from harm before it happens. The staff involved are to receive Chief Constable Commendations.*
- Operation Elderflower – led to arrest of person from Bristol who travelled to London to purchase a firearm. He was arrested with a .38 Colt revolver and 4 rounds of ammunition. This has led to further seizures of firearms and drugs and many more arrests which have also supported the work in Avon and Somerset around Bristol Conflicts.*
- Operation Benefit – was a 'cyber' investigation into an email compromise with a multinational tobacco company, based in Bristol, that resulted in invoice fraud of £460,000. The suspect was arrested in Dublin trying to leave for Canada on a fraudulent passport.*
- Op Glendora – targeted offenders who have pleaded guilty to trafficking for sexual exploitation and money laundering.*
- Jetstream – was an undercover infiltration into the importation of brand new, lethal firearms and ammunition from the USA. The offenders have pleaded guilty.*

In last year's report I spoke about the Control Room Triage: a co-commissioned mental health triage service that aims to inform police decision-making regarding mental health incidents.

The police have a duty to protect the public when mental health becomes central to an individual's vulnerability and when an issue of mental health indicates to the police that they need to adapt or behave differently because of it. Mental health is inherently complex; for the police, mental health incidents often include high-risk events that require fast, appropriate and effective judgement.

At times the police must deploy the power to section an individual to protect that individual and in some cases, those around them. However, the decision to use Section 136 of the Mental Health Act (1983) – temporarily removing an individual's liberty – is a serious decision the result of which may have long-lasting impact on the individual in question. Therefore, getting this decision right is paramount to effective policing and upholding priority 1 of the Police and Crime Plan to protect the most vulnerable from harm.

To offer specialist support to the police in undertaking decisions relating to the use of s.136 the OPCC has extended the co-commissioned service. Working in partnership with clinical commissioning groups, Control Room Triage has remained an integral component to supporting police decision-making this year, providing force wide access to mental health professionals who are on hand to offer live advice in mental health cases and deploying a street triage nurse to support the front-line response, where appropriate.

To enhance access to this expertise, I made the decision this year to ensure the hours that Control Room Triage operate are supportive of demand, challenging the reduction in hours that had occurred. The team have reinstated their weekend service and now operate Monday – Sunday, 09am – 10pm to better support need across the working week and at weekends.

As well as extending the hours of operation I have been keen to ensure rigorous research is undertaken to evaluate the impact Control Room Triage is having on police decision-making and the use of s.136; the results of which I hope to share later this year. Avon and Somerset Constabulary also has a dedicated Mental Health Co-ordinator who is working alongside the OPCC and our clinical partners to improve information sharing between partnership agencies. A commitment to evaluation, knowledge generation and partner working will ultimately continue to refine the police response to mental health incidents and ensure that those individuals who are reaching or experiencing a crisis can get the right support when it's needed.

4. Work with police and partners to transform the local criminal justice service in order to make it effective and efficient and improve the experience of victims and witnesses

Implementation of the Criminal Justice Transformation Programme continued, led by a Senior Responsible Officer (appointed for a two year period to December 2019), to deliver against the following strategic priorities:

- Reduction in the overall length of time cases take from reporting to outcome at court.
- Reduction in Failure to Appear Cases and associated warrants issued / improved numbers of cases proved in absence of defendant.
- Increased guilty plea rate prior to / or at first hearing.
- Improved multi-agency case management practice delivering a reduction in number of hearings per case in Magistrates and Crown Courts.
- Victim and Witness experience of and engagement with the local Criminal Justice Service is positive experience.

The programme was re-focused in May 2019 to reflect the changing context across partner agencies since work was first commissioned, and to move away from tactical interventions that would have limited impact on transformational change. The focus for the remainder of the programme shifted to driving forward agreement for multi-agency data sharing, alongside agency improvement activity including use of bail and those 'released under investigation', continued efforts to improve file quality and strengthening charging decisions.

Despite strong buy-in from partners, it is acknowledged that the transformation the programme sought to deliver has not yet been realised. This is set against a backdrop of continued austerity, agency reorganisation and national programmes that have presented a barrier in developing a locally tailored approach, and activity focusing on single-agency issues. However work to transform the criminal justice service has continued through a number of key strands:

- A Criminal Justice Taskforce, established in January 2020, led by the Police and CPS to jointly improve service delivery and outcomes for victims. The work is focussing on six workstreams:
 - Investigations
 - Pre-Charge File Submissions and CPS Advice
 - Post-Charge File Submissions
 - Disclosure
 - Organisational Communication and Engagement
 - Assurance and performance management
- Work with the Constabulary Data Science and Innovation Centre to enable multi-agency, real-time performance management information to manage demand across the criminal justice journey.
- Proposals to improve the criminal justice response to RASSO (Rape and Serious Sexual Offences) cases.

Transformation of the criminal justice service will continue to be a key focus for the coming year, with close oversight of the impact of COVID-19 on the justice system and the experience of victims, and taking opportunities to accelerate transformation through recovery planning. In order to support this work, and my national CJ role, I will be recruiting a dedicated Senior Policy Officer in the coming year.

5. Better support offenders in their rehabilitation to reduce their risk of harm and prevent their reoffending

With the support and commitment of our partners my reducing reoffending work in Avon and Somerset has continued to grow and develop this year. In September 2019 I agreed to retain the position of Resolve reducing re-offending Senior Responsible Officer (SRO) for an additional year in order to better try and deliver the objectives of the project. This role has been filled by a secondee from Her Majesty's Prison and Probation Service (HMPPS). In addition to the Avon and Somerset SRO I also co-fund a reducing re-offending SRO to work across the whole South West region.

The Resolve board was established by the PCC in 2017 and made up of key criminal justice agencies, Local Authorities, third sector advocates and other critical statutory partner agencies. Resolve set as its priorities for 19/20 to work with male offenders who are repeatedly recalled to prison following short sentences, to work to reduce the number of women within the criminal justice service and to develop a joined up approach to domestic abuse perpetrators across the force. These priorities accord with those set by the Regional Reducing Reoffending Partnership which was established across the South West this year and I chair the meeting. The first of its kind outside London and Manchester the Partnership has been highlighted as good practice and engages partners committed to reducing reoffending and supporting offenders to strive towards a life free from crime.

Within Avon and Somerset my office has worked across the different agencies to make steady progress in a force-wide agenda to reduce reoffending. The Resolve Board has commissioned a review into Integrated Offender Management (IOM) across Avon and Somerset which has been long called for in order to take learning from past successes and make recommendations for how IOM can best be configured moving forward to meet the challenges of the future. This report will inform decision making at every level and is taking into account the views of all stakeholder agencies. Work is also ongoing in seeking to consolidate a range of data sources from different partners to provide a more holistic picture of reoffending within Avon and Somerset. The challenges have been the legality of data sharing but all agencies remain committed to finding a solution and moving towards a better understanding of the reoffending picture within the area. The Resolve Board have also been working with Golden Key, a Bristol based charitable partnership, to better understand the challenges of delivering change through partnership working and to make changes to improve the effectiveness of this work. This was put into action at a session to redefine the priorities of the Board and generated a number of key new projects which have been developed and are now being commissioned.

The Board are pleased to appoint a project manager for the Ready for Release project based within HMP Bristol. This project is committed to ending the release of men with no fixed abode into Avon and Somerset, to better preparing men for their release in advance; ensuring all supporting agencies are informed and aware of an impending release; and facilitating the agencies such as mental health, Local Authorities and the third sector to work with those men prior to release; to try and ensure they do not return. Working with women at the beginning of their criminal justice journey is the focus of the SHE project and a pilot based in Somerset seeking to provide consistent and protracted mentoring for women on the cusp of entering the criminal justice service. For those women who have been summoned to appear at Bristol Magistrates court the Court-Up project is seeking to offer a strong partnership between a third sector provider, probation and the courts to support and understand the needs of those women, signpost them to extra support in the community and develop links to offer courts a wider and more effective range of sentencing options as an alternative to a custodial sentence. This aligns with the MoJ women's strategy to reduce the number of women sent to custody for short sentences.

As significant changes are enacted in the structure and delivery of probation services across the country the Resolve Board has been working proactively with our partners to ensure all stakeholders are well placed to have strong conversations about how to move Avon and Somerset priorities in reoffending forwards. In particular this will include interventions around domestic abuse perpetrators. The pilot which has been run for the last 12 months to provide a close system of monitoring and intervention with a cohort of offenders in the force is being evaluated and options for further development with Local Authorities, or a national initiative, are being explored. The Start to Finish project in North Somerset has also reported in to the Board about the close support and supervision approach to a cohort of difficult to reach repeat offenders and evaluation of this project will seek to develop options for further roll out of the principles to other areas of Avon and Somerset.

Although the role of SRO for Resolve comes to an end in 2020 my office will recruit a permanent Reoffending Commissioning Officer role to continue this work and oversee the projects already in place.

6. Work in partnership to deliver an Avon and Somerset approach to addressing disproportionality in the criminal justice service

The Lammy Review was an independent review of the treatment of, and outcomes for, Black, Asian and Minority Ethnic individuals in the criminal justice service. In April 2019 I appointed an independent Chair to lead the local multi-agency Lammy Review Group. This central group has identified five key work streams and has commissioned Task and Finish Groups to drive improvements in these particular areas. The workstreams are summarised below.

Stop and Search

Working with the internal Constabulary stop and search scrutiny group, they are looking at three initial themes:

- The disproportionality in Somerset.
- Searches where ethnicity is not recorded at all.
- Recruitment, retention and development of BAME police officers and staff.

Youth Justice

- Exclusions, and the link to entry into criminal justice service, for young BAME people.
- Deferred Youth Prosecution schemes.
- Impact of 'Referral Order guidance' and what has been learned from the trial of disproportionality toolkit in Avon and Somerset.
- Recruitment, retention and development of BAME Youth Offending Team staff and volunteers.
- Recruitment, retention and development of BAME magistrates in Youth Courts.
- Along with HMPPS, Avon and Somerset representatives, the Task and Finish group will identify areas where decision making and use of discretion apply, and look if any disparities exist in outcomes for BAME people within prisons.

Out of Court Disposals

- Working alongside Bristol City Council's Insight team to develop Qlik analytics hub.

Judicial

- Working with partners to establish better data collection and sharing regarding sentencing at Crown Courts; including ethnicity outcome data.
- Recruitment, retention and development of BAME Courts, Tribunals and Magistracy staff and volunteers.

Prisons

- External prison scrutiny panels for use of force, Incentives and Earned Privileges and complaints.
- Recruitment, retention and development of BAME staff and volunteers.
- Introduction of monitoring framework.

4. Annexes

Annex 1 – Summary of Grants Issues and Commissioned Activity in 2019/20

Grant	Recipient	Service / Project
Lighthouse Integrated Victim Care £906,000 (approximately 35% of the total Lighthouse budget)	Avon and Somerset Constabulary Avon and Somerset Constabulary contribute the other 65%	Victims who are vulnerable, intimidated, persistently targeted or experience serious crime are offered practical and emotional support and guided through the criminal justice process by specially-trained staff. The service has teams made up of both police staff and independent support workers and volunteers.
Emotional Support Service for Victims of Crime and ASB £327,670	Victim Support	Emotional and practical support for victims of crime and ASB. Available both to those who report to the Police and those who do not.
Adult Support Service for victims of any crime or ASB – VOCAS (Victims of Crime Advocacy Service) £254,932	Swan Advocacy	Independent and confidential advocacy service for adult victims of crime and ASB who need additional support relating to: race, religion, sexuality, gender identity, mental health issues, learning difficulties, physical disabilities, problems associated with old age and problems associated with isolation. Adult victims can also access practical and emotional support to help them recover. Available to those who report to the Police and those who do not.
Children and Young People Advocacy Service – Young Victims' Service £165,000	North Somerset Youth Offending Team	Young Victims' Service is a specialist advocacy support service for young victims of crime and ASB up to the age of 18 and victims of crime and ASB aged 18-25 where additional needs are identified. Available both to those who report to the Police and those who do not.
Independent Sexual Violence Advisors (ISVA) Service £389,159 (£118,815 of the funding is from NHSEngland)	Safelink	A service that offers advice and practical and emotional support including a safe place to talk, access to counselling, support attending Sexual Health Services and help with medical attention. They provide support for anyone (women, men, children) who has been the victim of rape and sexual abuse. They also can help with supporting the family and practical problems such as help with housing, benefits, and employers.
A Restorative Justice Service for victims of any crime or ASB £179,000	Resolve West	A holistic approach that supports the victims, their family and communities enabling their voice to be heard and for perpetrators to have greater insight into the impact of their behaviour. The aim of the service is to empower victims to move towards closure and encourage them to explore different ways of coping.
Sexual Assault Referral Centre (SARC) – The Bridge £228,481	University of Bristol Hospitals Trust Co-commissioned with NHS England who are the Lead Commissioner.	Specialist medical, forensic, practical and emotional support for anyone who has been raped or sexually assaulted. Available both to those who report to the Police and those who do not. Includes specialist paediatric support.
Child sexual abuse support services £132,248	Southmead Project (£65,026) The Green House (£48,213) Somerset and Avon Rape and Sexual Abuse Support (SARSAS) (£19,009)	Counselling and therapeutic services supporting victims of child sexual abuse, both recent and historical.

Grant	Recipient	Service / Project
Specialist Support Service for Victims of Child Sexual Exploitation £222,884	Barnardo's (PCC contributes to total annual budget of £445,767) Project is also funded by the five local authority areas.	Specialist support for victims of child sexual exploitation. The service also offers consultation provision to professionals, such as social care staff, working with children and young people who have been affected.
Modern Slavery Support Service £38,595	Unseen UK	A contribution towards specialist support service focusing on the needs of victims of modern slavery before engaging in nationally commissioned services as well as the period after that support ends. Available both to those who report to the police and those who do not.
Mental Health Control Room triage £122,064 (budgeted amount but final cost not yet advised)	This project is also funded by: Avon Fire and Rescue and the Clinical Commissioning Groups Avon and Somerset PCC is not the lead commissioner.	Funding for mental health professionals to be situated in the police control room. They have access to relevant health systems, offering advice and support to police officers and partner agencies such as Avon Fire and rescue Service and South West Ambulance Trust with a view to ensuring suitable pathways are identified at the earliest opportunity.
Police and Crime Grant £739,461	Individual grants issued to the five Community Safety Partnerships	Supporting various Community Safety projects which contribute towards delivery of the PCC's priorities. See table under Section 4 objective 4.2.
Custody and Courts Referral Service £553,421	AWP Co-commissioned with NHS England who are the Lead Commissioner	Service supporting individuals at the point of arrest whose offending is linked to substance or alcohol misuse.
Appropriate Adults Service (2 operate: 'Avon' and 'Somerset') £49,162	Brandon Trust (Avon) and Somerset Youth Offending Service (Somerset) Bristol City Council and South Gloucestershire Council contribute to the funding of Brandon Trust.	Service to support and safeguard the welfare and rights of vulnerable adults detained or interviewed by the police.
Prevention and Intervention Fund £40,000	Resolve West	A partnership fund and project, called Take 5, which is led by Resolve West. Take 5 is working with a school in Somerset where there a significant issues of ASB.
Serious Violence Coordination Fund £59,900	Grants issued to three of the five Local Authorities (£20,000 per Local Authority. The remaining £40,000 will be allocated to the other two authorities in 2020/21)	The grants were match funded by the Local Authorities and used to in locally defined ways to help tackle serious violence. The grants were set-up prior to the VRU funding.
Commissioner's Community Action Fund £49,987	Various Community Groups and Voluntary Organisations	Grants up to £3,000 made available to initiatives that support PCC priorities.
Violence Against Women and Girls (VAWG) Project Home Office Funded Project	Safelink (Missing Link) Womankind Home Office Police Transformation Fund Grant for £41,155 in 2019/20	The OPCC was successful in a submission to the Home Office's Violence Against Women and Girls (VAWG) Transformation Fund. The project commenced in 2017/18 and over the next three years will provide additional support to survivors of sexual violence and abuse with additional needs linked to learning difficulties or mental ill health via ISVA and or befriending support.

Grant	Recipient	Service / Project
<p>Early Intervention Youth Fund</p> <p>Home Office Funded Project</p>	<p>Barnardo's</p> <p>Home Office Police Transformation Fund Grant for £347,038 in 2019/20</p>	<p>Working in partnership across Avon and Somerset, Barnardo's and Learning Partnership West (LPW) will provide an early intervention and prevention service, targeting vulnerable children and young people in areas of highest need. The integrated three-layer service will tackle root causes of serious violence by improving resilience and safety through:</p> <ul style="list-style-type: none"> • Direct interventions for individual children/young people to prevent crime and support with evidence led prosecutions of perpetrators targeting children. • Support to strengthen the family system as a protective resource. • Involve and educate communities, improving identification and prevention.
<p>Serious Organised Crime (SOC) Community Coordination</p> <p>Home Office Funded Project</p>	<p>Sedgemoor District Council employs the SOC Community Coordinator</p> <p>Various Providers</p> <p>Home Office Police Transformation Fund Grant for £217,500 in 2019/20</p>	<p>Grant to reduce crime, reduce the impact of SOC on communities and protect the most vulnerable members of society from criminal exploitation. Project to deliver a whole system approach to tackling SOC through activities that will involve targeted Prevent interventions, resilience-building work and strategic communications to develop capability on the ground.</p>
<p>Violence Reduction Units (VRUs)</p> <p>Home Office Funded</p>	<p>Grants Issued to the five Local Authorities</p> <p>Home Office Funding for £1,136,829 in 2019/20</p>	<p>Multi-agency work, using a public health approach, to tackle serious violence.</p>
<p>Total: £4,457,964</p>		

Annex 2 – Summary of Performance

Measure	Quarter 1 (2019/20)	Quarter 2 (2019/20)	Quarter 3 (2019/20)	Quarter 4 (2019/20)	Total for 2019/20	Total for 2018/19
Outcome: People are safe						
Recorded crime	35,827	36,028	34,350	34,426	140,631	136,817
999 and 101 calls to police	243,885	258,901	234,279	229,030	966,095	962,048
999 abandonment rate % of all calls	0.13	0.02	0.16	0.02	0.08	0.14
101 abandonment rate % of all calls	4.49	3.63	2.10	2.81	3.23	5.04
Timeliness of attendance of calls graded as <i>Immediate</i> % attended within SLA	76.5	75.7	76.1	76.5	76.2	77.8
Timeliness of attendance of calls graded as <i>Priority High</i> % attended within SLA	53.9	52.9	55.9	55.7	55.2	56.3
Timeliness of attendance of calls graded as <i>Priority Standard</i> % attended within SLA	59.1	60.5	58.2	57.2	59.0	59.3
Number of people killed or seriously injured in road traffic collisions	129	108	102	63 ¹	402 ¹	503
Demand Complexity	298,506	298,805	276,217	264,466	1,137,994	1,174,749
Victimisation Rate Number of victims per 10,000 population	156	159	152	105	573	616
Harm score managed offenders	5,563	3,767	2,382	2,831	14,545	21,044
Outcome: Vulnerable people/victims are protected and supported						
Harm score victims	129,687	126,897	125,055	79,662	461,302	484,602
User satisfaction – overall experience % satisfied	77.8	68.4	74.3	80.2	75.2	75.4
Users of Lighthouse service average rating of support and advice received from Victim/Witness Care Officer (out of 5)	4.4	4.8	4.6	4.2	4.5	4.6
Users of Lighthouse service average rating of feeling well informed about the Criminal Justice process (out of 5)	3.8	3.7	3.9	3.6	3.8	3.8
Users of Lighthouse service average rating of access to support services (out of 5)	4.1	4.3	4.1	4.3	4.2	4.1
Outcome: Offenders are brought to justice						
Positive Outcome rate % of all offences	9.5	16.2	13.8	13.1	13.3	12.3
Conviction rate % of all court cases	83.4	85.4	86.6	87.6	86.6	83.7
Outcome: People trust the police						
Public Confidence (National measure) % agree	78.6	78.2	76.9	N/A	77.9	78.3
Confidence in the Police (Local measure) % agree	68.9	76.0	78.7	80.4	76.0	76.4
Dealing with community priorities % agree	52.5	52.5	52.2	N/A	52.4	56.3
Active Citizenship % of people engaged	9.9	6.5	8.5	10.3	8.8	9.0
Workforce representativeness % BAME	2.9 ²	3.0 ²	3.3 ²	3.4 ²	3.4 ³	2.9 ³
Complaints of incivility	29	40	40	22	131	154

Disproportionality of Stop Search by ethnicity	4.1	4.6	4.1	3.8	4.1	4.0
Outcome: People feel safe						
Perceived Safety % Feel safe in local area	91.6	90.8	92.0	92.7	91.8	89.4
Police Visibility % Agree	55.1	50.8	55.3	61.6	55.7	51.1

¹Data is subject to final checks and may vary once validated.

²Average across the quarter

³As at year end 31st March

Explanation of measures

Timeliness of attendance – calls to the police are graded based on threat harm and risk. There is a service level agreement (SLA) for each grade which states how long attendance should take (below). It is important to note that the SLAs are defined by the Constabulary, not mandatory, and intended to be challenging rather than having a longer SLA which would have greater compliance.

- Immediate – 15 minutes for urban areas and 20 minutes for rural areas
- Priority High – 1 hour
- Priority Standard – 4 hours

BAME – is Black, Asian and Minority Ethnicity – and used as a high level way of analysing ethnic diversity.

Demand Complexity – this is measure of demand into the police counting the number of incidents (not just recorded crime): each crime has a harm value and non-crime incidents have a value based on how much time that type of incident takes to deal with. This is a much more accurate picture of demand than simply counting crimes or incidents or calls.

Harm score managed offenders – individual offenders are given a harm score based on the amount and type of offending they are known or suspected to have perpetrated. This is the total score for all Impact Managed offenders in Avon and Somerset.

Harm score victims – individual victims are given a harm score based on the amount and type of offending they are known or suspected to have been the victim of. This is the total score for all victims in Avon and Somerset.

Positive Outcome rate – positive outcomes are counted as Home Office defined outcomes 1-8 which are: charge/summons, cautions/conditional cautions for youths or adults, offences taken into consideration, the offender has died, penalty notice for disorder (PND), cannabis/khat warning and community resolution.

Conviction rate – A conviction is an admission or finding of guilt at Magistrates or Crown Court, including both custodial and non-custodial sentences, and is counted based on the offender not the number of offences.

Public Confidence – the national measures are figures taken from the Crime Survey of England and Wales whereas the local measure is data collected from the Avon and Somerset survey; both results are for respondents living within this policing area only. The local measure is more subject to fluctuation because this is reported each quarter in its own right whereas the national measure reports a 12 month rolling average which naturally 'flattens' the data line. The national measure only reports a 12 month figure because the number of respondents they survey is smaller and so to remain statistically significant the data must be averaged over this longer time period. There is always lag in receiving the results: the national reporting is about 14 weeks after the end of the quarter and the local will be about 6 weeks after the end of the quarter.

Active Citizenship – this is the % of the population, surveyed, that has attended or been involved with or as:

- 'Watch' meetings such as Neighbourhood Watch, Farm Watch or Business Watch
- Other police or council Neighbourhood Meetings or forums
- Volunteering as a Special Constable
- Volunteering in another policing or community safety related way
- Community speedwatch
- Police webchats

Disproportionality of Stop Search – this looks at the number of people subject to stop and search, according to two ethnicity categories – white or BAME, as a percentage of the population of those respective categories in Avon and Somerset (based on 2011 Census data). The figure displayed is the ratio of how many times more likely a person is to be stopped if they are BAME compared with if they are white. An important point of note about the data is that the stop and search data is current but this is being compared to population data from 2011 – in this time period the demographics of the areas will undoubtedly have changed and the actual ratio will be different.

Police Visibility – this is based on the question in the local survey of when did you last see a police officer or a police community support officer in your local area? This is percentage of respondents that have seen an officer within the last month (or more recently).

MORE INFORMATION



For the full report and an interactive version visit www.avonandsomerset-pcc.gov.uk

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