



ANNUAL REPORT OF THE AVON AND SOMERSET POLICE AND CRIME COMMISSIONER

1 April 2020 – 31 March 2021

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1. Introduction and Foreword

This report reviews the progress made between 1 April 2020 and 31 March 2021 by the former Police and Crime Commissioner (PCC) carrying out their responsibilities and overseeing delivery against the Police and Crime Plan 2019-22. This is in accordance with the statutory duty under Section 12(1) of the Police Reform and Social Responsibility Act 2011.

A new PCC, Mark Shelford, was elected on 6 May 2021 and formally took office a week later.



“This report covers the last year of Sue Mountstevens’ service as the PCC for Avon and Somerset. I am very grateful for all she has done over the last nine years to keep our communities safe; she will always be remembered as the first PCC for Avon and Somerset.

Moving forward I will work with the Police and Crime Panel to review the process of holding the

Constabulary to account. Part of this will consider how this Annual Report can be more effective as part of the new scrutiny processes, communicated to the panel and the public. I will ensure delivery of this Annual Report is done in a more efficient way as part of an ongoing cycle of performance and assurance activity.

More broadly speaking this report also highlights a number of areas where – through my first Police and Crime Board – I have highlighted to the Constabulary some early priorities for them such as crime recording, workforce representation and effectiveness of prevention.”

Mark Shelford – Avon and Somerset Police and Crime Commissioner

2. Statutory Duties

The PCC is responsible for the totality of policing and should be the voice of the people. Key duties of the 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 an Annual Governance Statement is written as part of the Annual Statement of Accounts. To gain a different and fuller insight into how the governance framework helped discharge the PCC's duties the reports should be read together.

Voice of the people

Each year the office conducts a 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.

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

Since the introduction of COVID-19 legislation restricting face to face contact the PCC implemented a programme of regular Facebook Live events. These involved using social media platforms and partner agencies and local media channels to invite people to submit their questions on policing so that the PCC could put them to the Chief Constable in a live streamed interview. These have accrued over 320,000 views.

In April 2020, for the first time, the PCC recruited a Deputy PCC (DPCC), to lead on community engagement. Over the course of the year the DPCC focussed on more local level engagement.

Efficient and effective police force

In order to determine if Avon and Somerset Constabulary is efficient and effective the PCC takes 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** –the Constabulary is **Good** at keeping people safe and reducing crime.
- **Efficiency** – the Constabulary is **Outstanding** in respect of the efficiency with which it keeps people safe and reduces crime.
- **Legitimacy** – 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.

Internal Audit

Throughout 2020/21 the Internal Audit function completed ten substantive audits, one follow-up 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.

Seven of the audits resulted in a reasonable assurance opinion and three resulted in a limited assurance opinion. The conclusion of our internal auditors was that they were able to offer a reasonable assurance annual opinion.

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 27 recommendations during 2020/2021, of which:

- 12 were identified as findings that require attention, the lowest grading.
- 15 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.

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 also now has an internal scrutiny of powers 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.

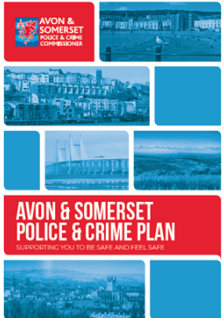
Holding the Chief Constable to Account

The single most important facet of how the PCC discharges this duty is through the Police and Crime Board. This is the most senior meeting in the joint 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.

The PCC also has 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 the response the Constabulary must provide the PCC 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 all responses are all published on the website. Aside from the formal response these reports can also help shape the scrutiny and questions the PCC asks 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. The PCC did not think it was necessary to change the Plan as the five outcomes it seeks to achieve were equally as relevant even during the last year while living with the pandemic.

Setting the Budget and Precept

In terms of financial performance, as can be seen in the group accounts, once year-end adjustments had been made, a break-even position has been achieved during 2020/21. The underlying performance showed a £14.1m/4.3% underspend, of which £12.3m relates to performance against Constabulary managed budgets and £1.8m against PCC managed budgets. This underspend has been used for various matters including the bolstering of the general fund for the purposes of risk management and also a significant amount was required to be added to capital reserves again to make up the shortfall in the capital grant received from the Government.

The PCC sets the part of your council tax which goes towards funding policing. When central government made its announcement about police funding for 2021/22 it provided additional funding which was ring-fenced for the officer uplift but was effectively frozen other than this. They did however further increase the limit of the precept (which could be requested without referendum) to £15 for the average band D household (this equated to 6.6%).

In deciding whether to increase the precept and by how much the PCC considered the views of the public. A total of 3635 people were survey about this precept level and 34.5 supported the maximum increase. The second highest result, at 29.5%, was people that did not wish to pay any increase.

Although the PCC's original precept proposal was the maximum £15 the Police and Crime Panel was vetoed by the Police and Crime Panel and the precept was set at £13.39. A leading reason for the Panel's veto was the financial hardship being faced by residents, caused by the pandemic. When

taken in the round, of the people surveyed more did not support the maximum increase than did which the Panel also reflected upon.

The current medium-term financial plan (MTFP) shows a worsening position than the previous year with just the first year being balanced and £8.5 million additional savings required in year five.

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.

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 usually 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. In the last year the self-assessment that was due to take place during April and May of 2020 was cancelled due to the pandemic; the regular cycle resumed reporting in November 2020.

Partnership Working

The PCC has a statutory duty to work with partners and beyond on this it is enshrined as the fourth priority of the current plan which 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 2020-21 have been allocated over £7.6 million by the PCC 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.

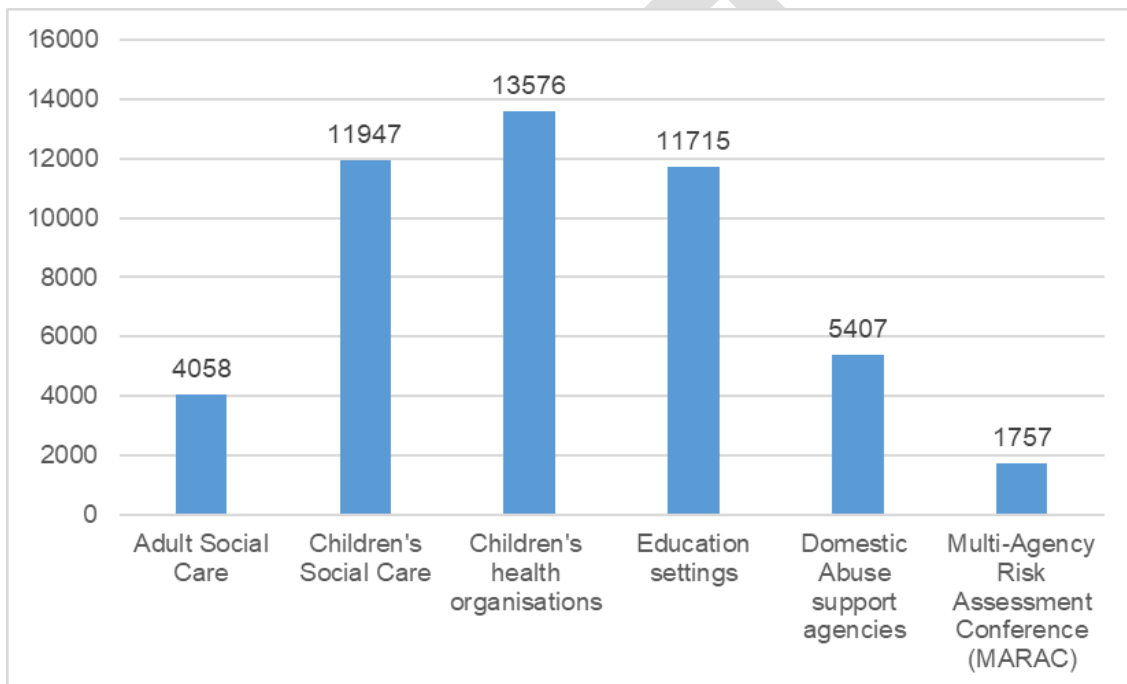
Please see Annexes One and Two for an overview of grants awarded and services commissioned.

3. Performance (against PCC Priorities in 2019-22 Plan)

Priority 1 – Protect the most vulnerable from harm

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

Safeguarding is a core part of policing business and is in line with the police’s primary duty to protect people from harm. Although safeguarding is a responsibility of all officers and staff in contact with the public the Constabulary’s Lighthouse Safeguarding Unit (LSU) is a centralised specialist unit the leads on safeguarding people of all ages. It is this unit that the workforce will refer safeguarding concerns to. Aside from police powers effective safeguarding is achieved through partnership working and ensuring people are getting support from relevant agencies. In the 2020/21 year the LSU made over 48,000 relevant referrals as seen below.



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

The PCC funds a number of services to enable victims and survivors to cope and then recover from crime from a dedicated budget from the Ministry of Justice as well as other funds. Alongside this, the OPCC plays an important role in working with stakeholders to improve outcomes for victims. In 2020-21 the OPCC supported this objective through the provision of services, applying for additional funding, undertaking service development and speaking up for local victims in national work. As with all other areas of business this work was dominated by the response to the pandemic.

Provision of Services

Victim services experienced a variety of changes and challenges in relation to service demand throughout the pandemic. In total the services that received funding from the PCC supported over 22,500 victims across the year.

At the start of the pandemic services provided contingency plans which were reviewed by the OPCC with risk grading applied and follow-up to ensure measures were in place. Services also worked collaboratively with the OPCC Communications Team to publicly communicate BAU in terms of victims being able to report, self-refer (where appropriate) and access service support. Regular

dialogue with services ensured an efficient move from face to face to remote support where necessary.

In terms of referrals, several services reported an initial decline followed by an upturn. All services have seen an increase in the complexity of cases where individuals require more intensive support and are presenting with a combination of needs. This has led to early conversations about re-conceptualising demand and an appreciation that an individual case now typically represents a higher workload and level of support than pre-pandemic. Most prominently the OPCC has seen reports of substance misuse and mental health co-occurring, requiring specialised support within service provision. In general services have reported a higher level of need in terms of mental ill health during the pandemic.

Throughout the year, services worked to move toward remote offerings with organisations developing innovative ways of reaching victims and providing support where face to face not possible. For example the implementation of Live Chat, online therapeutic support and regular check-ins with victims impacted by things such as court backlogs.

Particularly acute need has been seen in specialist Sexual Violence therapeutic services with the longstanding issue of waiting times being exacerbated by the pandemic. Additional funding is being made available by the MoJ to PCCs for 2021-22 and work will shortly commence in partnership with NHS England and Clinical Commissioning Groups (CCGs) to undertake a Health Needs Assessment of provision of these services.

Additional Funding

Recognising the additional and changing victim need brought about by the pandemic, the Ministry of Justice (MoJ) invited PCCs to apply for one-off funding to support known critical issues in capacity in domestic and sexual abuse services.

Funding was awarded in two separate rounds in July and December 2020 to a total of £722,260.88 (See Appendix). The OPCC worked with both commissioned and non-commissioned services (including smaller specialist organisations) to ensure this opportunity for emergency support was accessible to a broader range of services during this difficult time. Working collaboratively, the office sought the views of local authority domestic abuse commissioners in the management of applications. In total the OPCC worked with 17 organisations to provide extraordinary MoJ funding, 11 of these were non-commissioned victims' services. Several provide specialist support to vulnerable and marginalised cohorts, including for example the Polish-speaking community and male victims of domestic abuse.

This additional funding has brought with it additional reporting requirements from the Ministry of Justice that the OPCC has completed as required with the support of its valued service providers. Monthly demand capture has ensured an open and transparent process for assessing service experience, highlighting any new or emerging themes and trends.

Case Study: Service Development

In addition to facing the challenges brought by the pandemic, an example of the development of services in 2020-21 can be found in the OPCC's work with the Institute of Public Care (Oxford Brookes University) to chair a Development and Celebration Workshop for BASE Child Sexual Exploitation (CSE) Service stakeholders. The workshop included both the service provider Barnardo's and co-commissioners. Goals and aspirations for commissioners and the service were discussed as the contract enters a +1 year extension. New actions to explore the opportunities for greater service user engagement in service design and development, as well as longer-term aspirations for the potential merging of Child Criminal Exploitation (CCE) and CSE support provision were discussed. The OPCC look forward to seeing the tangible results of this workshop which at its foundation showed the positive relationships forged across five local authority areas, the OPCC, Barnardo's and Avon and Somerset Constabulary; all partners fully invested in ensuring the best provision for victims who have experienced or are at high risk of CSE.

National Voice

Alongside steering local improvements, the PCC plays an important role in having a voice nationally to bring about change for victims and survivors. Two key posts that the PCC worked with this year are the Victims and Domestic Abuse Commissioners. On the former, the OPCC has prioritised attending two-weekly call with Victims Commissioner Dame Vera Baird to provide details of the impact of the COVID-19 pandemic on victim services. Through this process the OPCC has been able to raise significant developments and represented the local experience to a key national lead.

On the latter, this year the PCC sought to form a strong relationship with the new Domestic Abuse Commissioner and her Office. Over 60 local partners (including local authority domestic abuse leads, specialist domestic abuse and sexual violence services, local domestic abuse champions and CCG leads) joined the designate Domestic Abuse Commissioner Nicole Jacobs and PCC Sue Mountstevens, for a special virtual event. This event focused on bringing together the national and local, introducing the new role to local partners, with Nicole answering questions regarding the Domestic Abuse Bill, the response to domestic abuse during the pandemic and future thoughts and planning.

"I just wanted to say how interesting and positive the experience was. It's great to be able to attend these types of events and find out more despite the limitations of lockdown. I would also say that of all the virtual events I've attended in the last year (and, like everyone, I've attended a lot!) this was one of the most smoothly run and least glitchy – a testament to the amount of work that must have gone on behind the scenes and in the run up."

Feedback on the event from Victim Support.

The PCC has also submitted responses to consultations such as the Home Office's Violence Against Women and Girls (VAWG) Call for Evidence and lobbied for the inclusion of community-based provision in the changes being brought about under the new Domestic Abuse Bill. Future national opportunities under this objective include responding to the forthcoming consultation on the government's Victim Services Funding Strategy.

3. Ensure the provision of effective preventative approaches

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 are vulnerable through their drug addiction.

Last year the Annual Report spoke of Op Topaz a preventative approach to child sexual exploitation. This is in the process of being extended to help children who are being criminally exploited (CCE). The recruitment for Topaz North CCE recently been completed with the Southern team underway. Children have already been identified at high risk of harm from CCE by the team and they have already commenced disruption and engagement activity. Further development of this team will include a performance matrix and intelligence provision, which will feed in to a fortnightly multi-agency tasking meeting with the Violence Reduction Units (see below).

CCE is a prominent feature of County Lines drugs offending and there is a new approach considering how Modern Slavery and Human Trafficking (MSHT) laws can be used to tackle this type of exploitation. This approach also recognises the people, especially children, who may initially present as suspects or offenders are in fact victims themselves and needed to be treated as such.

The Constabulary now hold review panels which are attended by representatives from CID (Investigations) which have particular knowledge of County Lines and MSHT. The Panel also consists of the South West Regional Organised Crime Unit (SWROCU) co-ordinators for vulnerability and County Lines, and representatives from the National Crime Agency (NCA) and Crown Prosecution Service (CPS).

County Lines has now been embedded in the Constabulary's training about MSHT and a recent event saw the force lawyer deliver content on the use of Slavery Trafficking Prevention Orders (STOP) and Slavery Trafficking Risk Orders (STRO) in County Lines cases. A number of the MSHT Tactical Advisors have also attended the National County Lines Coordination Centre seminar on this topic to ensure best practice is being delivered in Avon and Somerset.

The connections between County Lines, exploitation and MSHT laws are being used to help prevent further offending and victimisation; below is an example of such an investigation.

Case Study: Prevention Orders to stop future offending and victimisation

The investigation began as part of a combined operation targeting vehicles used by County Lines gangs; set up to trial a new Automatic Number Plate Recognition system. An offender linked to Organised Crime Groups (OCGs) and County Lines was arrested when a vehicle was identified by the ANPR system.

Initially there was not enough evidence for MSHT offences but the investigating officers developed these links between the drugs offences and the trafficking; both for criminal charges and the use of the Civil Law prevention orders. After being charged the offender pleaded guilty to the following counts:

- 1. Human trafficking*
- 2. Coercive and controlling behaviour*
- 3. Concerned in supply of Class A Heroin*
- 4. Concerned in supply of Class A Cocaine*

The Crown Court granted an application for a 30 year Slavery Trafficking Prevention Order which contains a number of provisions preventing the offender from resuming drug dealing and County Lines activities in the future; he is banned from entering Somerset, owning multiple phones or sim cards, arranging or facilitating travel or accommodation for anybody, he has to produce his devices for inspection to an officer or offender manager on request and cannot go near the victim or her family again, and if he sends any communication requesting or relating to drugs or drugs supply in future this will be a breach of the order. This is a first for the force, and the ban from Somerset is substantial, as the offender had significant involvement in Somerset County Lines activity.

The investigating officer also recognised the opportunity to use MSHT laws to have the offender's car forfeited as it had been used to traffic the victim. This was also granted by the court and deprivation of a vehicle further disrupts the OCG.

The offender was sentenced to 8 years and 8 months as well as the above.

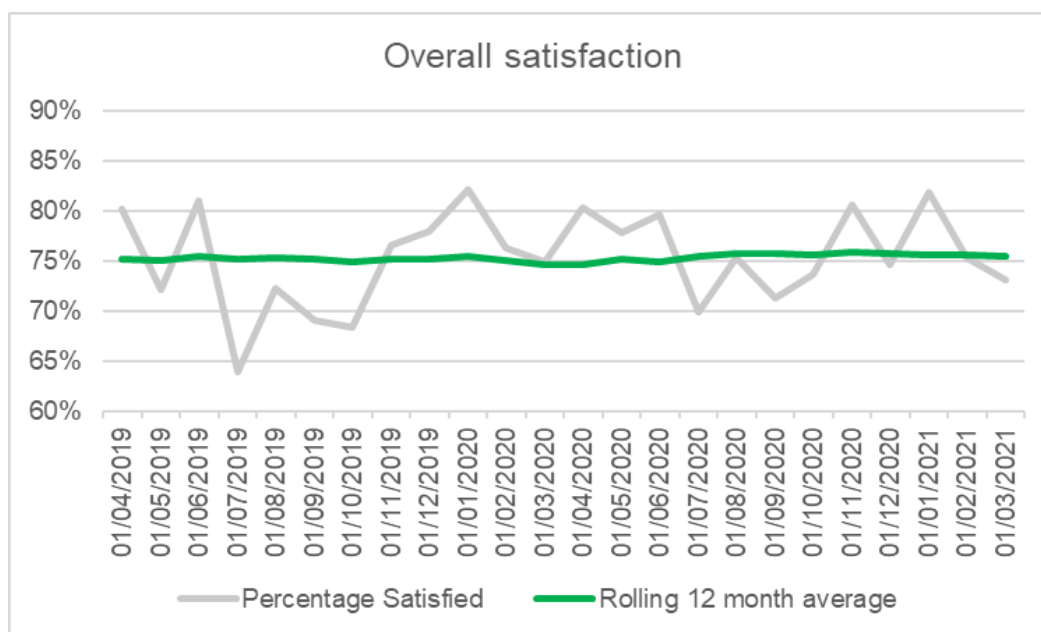
Measuring the effectiveness of prevention

Prevention is a key theme of both the National Policing Measures and is very important, locally, to the new PCC. The Constabulary needs to be able to demonstrate how effective their prevention activity is and how this can be measured. Improving this aspect of assurance will form part of the development of the new Police and Crime Plan and the statutory duty to report against the national measures.

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. There has been a marginal improvement this year but stable overall.

Year average	Whole Experience	Follow-up	Actions Taken	Treatment	Initial Contact
2019/20	74.6%	59.3%	66.4%	90.7%	94.0%
2020/21	75.5%	60.5%	68.5%	90.3%	95.3%



The victim's code of practice (VCOP)

The victim's code of practice (VCOP) is a set of entitlements that the victim should receive throughout their journey through the criminal justice service.

The Victim and Witness Governance group was established to look at and improve the victim's journey through the criminal justice service. It is a multi-agency group consisting of representatives from the police, Crown Prosecution Service, Her Majesty's Courts and Tribunals Service, Probation, and Witness Service to drive a collaborative approach of victim experience.

This group reviews and scrutinises a sample of cases to ensure compliance and to take learning to drive improvement. The Ministry of Justice set out a framework for each police force area to review these cases and submit findings to establish a national picture of VCOP compliance across the country, this was put on pause since the beginning of 2020 as a result of the pandemic. Despite the national pause on data collection the group have continued to meet to try and improve the victim's journey locally. The group look at a different crime type each time they meet to identify any themes.

The group have met twice, virtually, during 2020/21. The themes covered have been knife crime; pre-record evidence in advance of a trial for vulnerable victims and witnesses and rape and serious sexual offences. At the last meeting in January 2021 the group also discussed the changes to VCOP and identified any areas of support required to achieve the entitlements for all victim going through the justice system.

In addition to this multi-agency group the Constabulary have also conducted the first, of a more regular schedule, of internal audits to check and test their compliance with VCOP. The first results will be available in the summer of 2021.

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

During the last year the PCC's office, and partners, successfully prepared for and set up Drive which will begin to operate in 2021/22. This is funded to June 2023 by the PCC, South Gloucestershire Council and the National Lottery.

Drive is a multi-agency perpetrator behaviour change programme for domestic abusers. It identifies medium and high risk perpetrators of domestic abuse who are supported, by specialists to change their behaviour; if they do not engage they will be proactively targeted and their offending disrupted.

It has been in operation in a number of areas in the UK since 2015 in places like Croydon, West Sussex, and South Wales. Successful implementation elsewhere has resulted in less domestic incidents, less victims and reduced risk.

South Gloucestershire Drive aims to work with around 125 perpetrators per year. If successful in this locality the hope is to be able to implement similar practices across the rest of Avon and Somerset.

“I am thrilled that South Gloucestershire has been chosen as the pilot site for the Drive perpetrator programme. This is a fantastic opportunity to apply an evidence-based approach to breaking the cycle of domestic abuse and violence. Drive has delivered lasting impact in other areas of the UK, and I am delighted to be working with partners in South Gloucestershire in launching this exciting initiative.”

Chief Inspector Dan Forster – South Gloucestershire Local Police Commander

In addition to this pilot initiative the Constabulary have identified the need to better tackle dangerous domestic offenders with an additional capability. Through the police officer uplift the Constabulary have decided to allocate a cohort of officers into the Integrated Offender Management Unit. These new officers will provide specific provision for managing approximately 200 domestic abusers each year when at full capacity.

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

Below are examples of how the proactive capability of Op Remedy has been used to protect vulnerable people and catch dangerous criminals even beyond the scope of their primary mission focus.

Case Study: Bath Sexual Offences

Between August 2019 and September 2020 in excess of 60 indecent exposure offences were reported in the Bath area. These offences escalated to a point where the suspect targeted vulnerable people. One victim who was elderly, disabled and house bound vulnerable victim who had carers attend her address twice daily. She was targeted on at least three occasions. The suspect attended her address and would knock on her window to get her attention before exposing himself to her. On one of these occasions the suspect also gained entry into the address and raped the victim.

A second elderly victim was also targeted by this suspect. He attended her address on at least four occasions and exposed himself to the victim on three separate occasions. There were description given of the suspect and a full DNA profile had been obtained but the suspect was not known to the police nor was his DNA on any known database.

Op Remedy were tasked to conduct proactive, covert patrols to try to identify and arrest the suspect. Officers worked through the night and within a week the suspect was located and arrested by Remedy Officers whilst in the act of committing another sexual offence. The suspect was charged with rape, three offences of trespass with intent and two offences of indecent exposure and is currently awaiting sentencing.

Case Study: Cycle Path Sexual Offences

In December 2020 several incidents, of robbery and sexual assault, were reported that women were being targeted whilst using the cycle track between Bristol city centre and South Gloucestershire. The victims ranged from women commuting home from work on cycles, walkers and joggers. The reports were so frequent an article was published in the local newspapers highlighting the problems. There were vague descriptions of the suspect but no clear lines of enquiry to identify who was responsible.

A second elderly victim was also targeted by this suspect. He attended her address on at least four occasions and exposed himself to the victim on three separate occasions. There were description given of the suspect and a full DNA profile had been obtained but the suspect was not known to the police nor was his DNA on any known database.

Op Remedy were tasked to conduct proactive, covert patrols to try to identify and arrest the suspect. On the first day of deployment, and within two hours, a suspect was identified and after conducting observations for a short period he was arrested by Op Remedy officers. The suspect subsequently admitted to all of the offences.

Priority 2 – Strengthen and improve your local communities

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

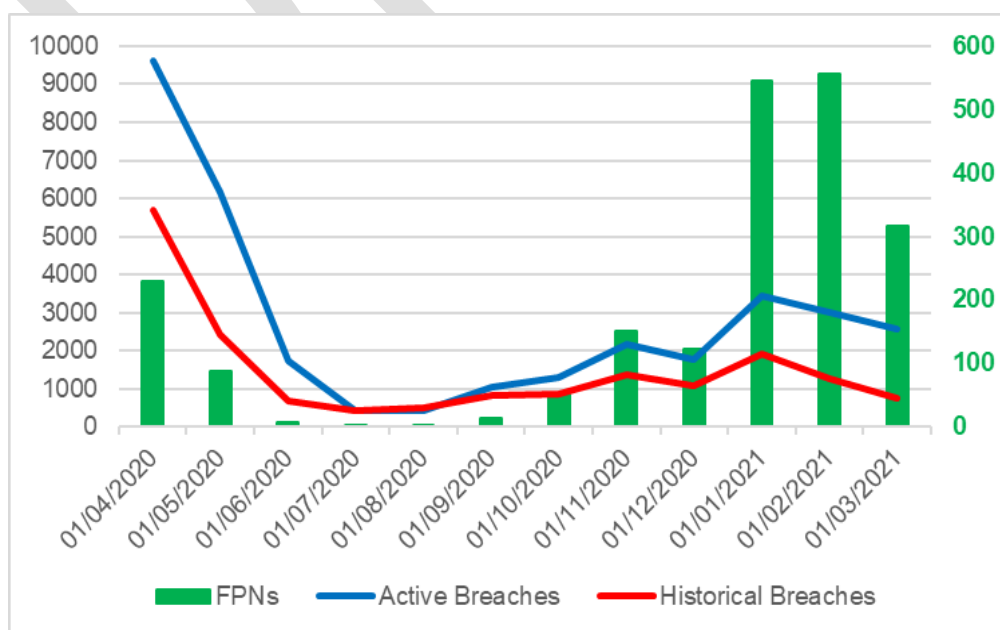
The primary way people access police in the first instance is by calling 999 and 101. So in order to understand how accessible the police are, the most significant measures are the abandonment rate of those call lines. The 2020/21 year has seen further improvement in an area of business that was already performing well. The 999 abandonment rate has reduced from 0.08% to 0.02% the year before and the 101 abandonment rate has reduced from 3.23% to 2.30%. The average time taken to answer a 999 call was just 0.8 seconds a further improvement on the 1.4 seconds last year. To put this into context a force's performance is monitored where they have more than 50 abandoned 999 calls a month. In Avon and Somerset, there were only 54 abandoned calls across the whole year: an average of only 4.5 a month. It should be noted that when a 999 call is counted as abandoned from a performance perspective it does not mean the caller is not able to speak to anybody; the national telephone operator will stay on the line and instead the call will be taken by a call handler in another force. Forces operate a 'buddy' system for this purpose.

Response timeliness has also shown a small improvement in 2020/21. Immediate graded calls showed an average compliance of 76.3% compared to 75.8% the year before. Priority graded calls had an average compliance of 56.2% compared to 55.8% the year before. It is acknowledged there compliance with the latter measure requires some work to improve.

COVID-19 Enforcement

The COVID-19 pandemic was, to a large extent, unexpected and unplanned for. It had a large impact on communities globally and is arguably the most significant event since World War II. It has fundamentally changed people's personal and work lives over the last year. People and organisations, the world over, had to adapt in order to be able to continue to work and deliver in a way that was safe and effective.

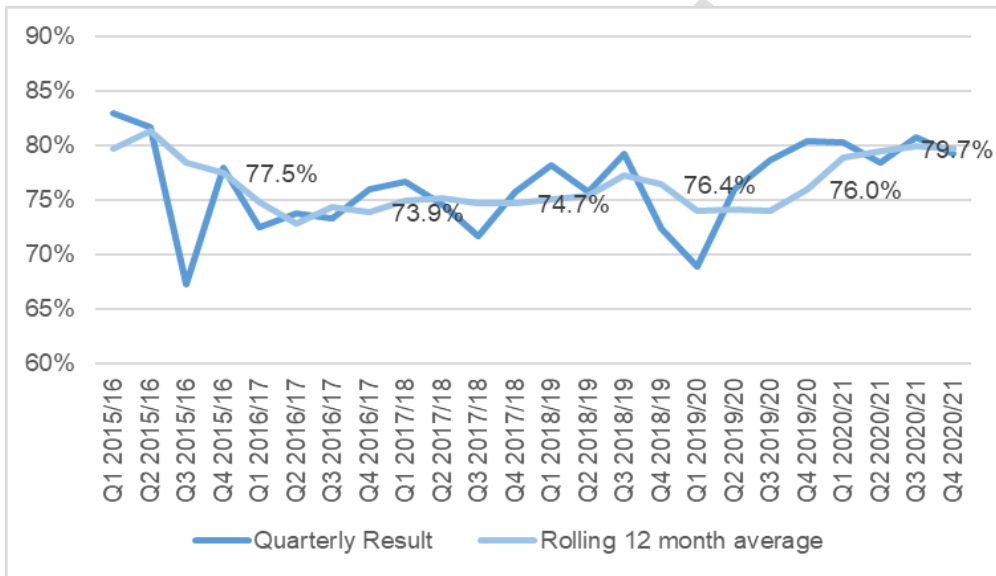
In a global emergency, such as this, the public sector will always have an important role to play and this is particularly true of the police for two reasons. Firstly, whatever may happen, the police will always be expected to preserve life, keep the peace and tackle crime and disorder. Secondly and specifically to this public health emergency new laws were created, amended and abolished at an unprecedented pace in order to control the spread of the virus and ultimately save lives. It has been the responsibility and expectation of the police to enforce these COVID-19 regulations and this demonstrates how responsive the Constabulary have been.



In the 2020/21 year the Constabulary recorded over 51,000 COVID-19 breach incidents of which approximately 33,600 were 'active' breaches and just under 17,800 were historical breaches (submitted online). They attended over 46% of the active breaches and gave out over 2,000 Fixed Penalty Notices (FPNs).

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

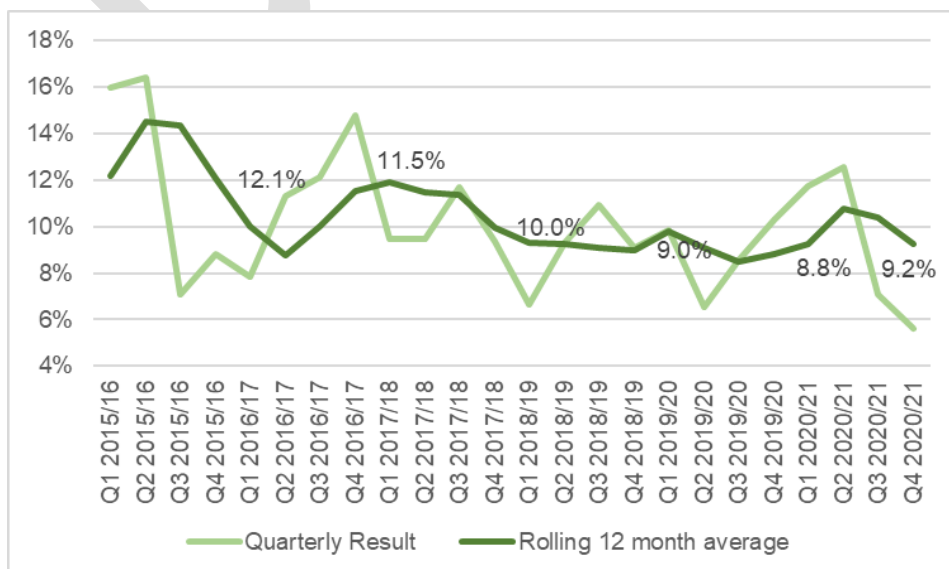
Public confidence



Throughout the last year the public confidence figures returned through the local survey have been some of the highest levels since the survey began and at 79.7% 2020/21 is the highest of all six financial years surveyed.

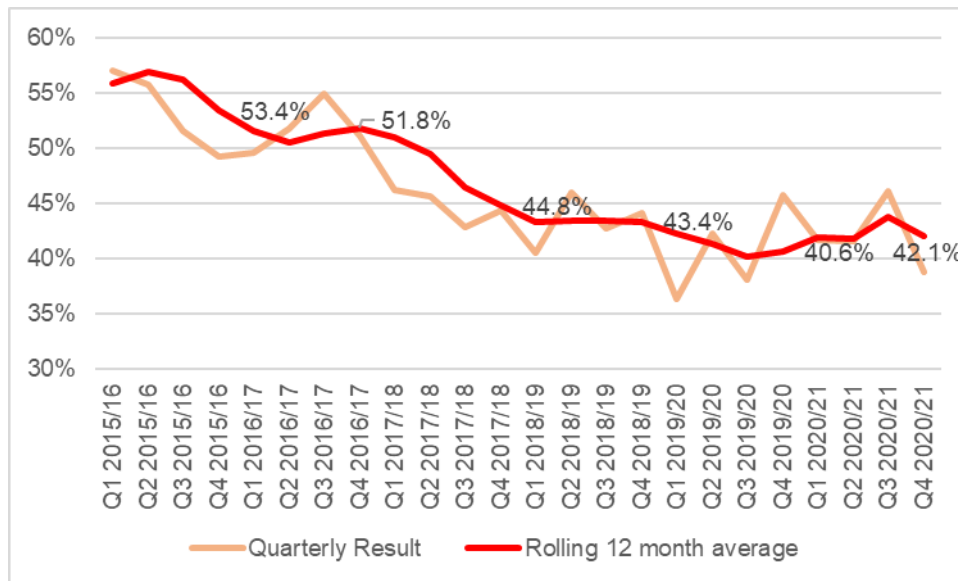
It should be noted that due to changes in the Crime Survey for England and Wales measures can no longer be obtained for individual forces so the national confidence measure and 'dealing with community priorities' reported in previous years have been removed this year.

Active citizenship



The active citizenship levels through the survey also show a small improvement on the previous two years but have not returned to the same, comparative, high levels as confidence did.

Well informed



Another question in the local survey asks “how well informed do you feel about what the police are doing to tackle crime and anti-social behaviour in your area?” The above graph shows the percentage of respondents that answered very or fairly well informed. Although this increased by 1.5% points in the last year there is still more work to do restore this to levels seen in earlier years.

National Vulnerability Action Plan

There is a National Vulnerability Action Plan against which all forces self-assess. Avon and Somerset conducted theirs in December 2020. One of these national actions fits well with this priority: “to work with communities to build confidence, improve understanding and increase reporting especially with groups affected by structural inequalities”. This objective also links strongly to objective 3.3 of the plan which is “diverse communities will be engaged, well-understood and represented in the workforce”; therefore more details on this can be found in the report below. The Outreach Team are particularly important in helping deliver towards both objectives.

Independent Advisory Groups (IAGs) are panels of ordinary citizens who are representative of their area and the different communities who make up that population; they are engaged with across the force area. They act as critical partners, advising on a range of issues and scrutinising particular significant or high profile incidents. Each IAG has an independent chair. In Bristol for example, the Constabulary has set up a Mosque Community IAG with representation from 22 local faith groups, as well as a Woman’s IAG which explores gender based crime and exploitation. The Constabulary are also in the process of establishing an LGBTQ+ IAG and will be continuing with Young People’s Voice sessions. A primary ambition for the IAGs is to build trust with communities and increase reporting of crime to the police.

Neighbourhood policing also engages at this localised level with specific engagement plans for each of the eight local policing areas. In Bristol, for example, the engagement plans for 2020 introduced a strong focus on intersectionality between diversity and equality groups. One example was people with a Muslim faith, Muslim women and Muslim women over the age of 65 years. Neighbourhood Policing held a focus group, hosted by the PCC’s Office, and this helped to clarify the cultural barriers which inhibit the involvement of this community in police activity and helped to inform current action. In relation to people of Chinese ethnicity and the Chinese community over 65, the Constabulary has formed close and regular liaison with two Chinese community support charities and a member of the Chinese community contributes to the work of n the Bristol IAG. This was particularly important in the

last year where people from East Asian ethnicities faced the potential of increased hate activity as a result of COVID-19. In relation to the Somali community, Somali Males, and Somali males aged 18 and under, the Force has generated strong links with two Somali youth networks and Neighbourhood officers have met with young people through sport. Area-based community work includes: "Redeem our Communities" a community capacity building programme for the Saint Pauls and Easton inner city communities; "Growing the Power of Communities" in Hartcliffe; and "Mutual Gain" in Knowle West.

The Child Sexual Exploitation Prevention and Coordination Officer performs an outreach role and targets locations, premises and institutions where "hidden" victims are likely to be found, building trust and relationships with children and those responsible for their care, raising awareness amongst professionals, businesses and organisations well-placed to identify children at risk or experiencing harm, encouraging and enabling the submission of intelligence and reporting.

In relation to a number of vulnerability strands, the Constabulary works with service providers and local charities to build effective relationships and take steps to increase reporting. For example, the Constabulary work with local charities representing communities affected by Female Genital Mutilation (FGM). African communities are represented within these groups and while there is a focus on FGM, there is also a broader engagement of other issues affecting the given community, including gender based violence, hate crime and access to services. The Constabulary collaborates with Integrate UK a young person's charity with a particular focus on raising awareness of and resilience to FGM; their outreach work is conducted across a number of platforms including schools. The Bristol Model of FGM management has long been recognised as an example of best practice due to the involvement of affected communities in the creation of policies and guidance regarding the management of FGM concerns. The work with local charities is vital given the largely "hidden" nature of the abuse and is considered to be the most effective means of creating the conditions where reporting is most likely to take place.

The Constabulary also recognises the value of on-line engagement and service provision which can provide support and an easier route for vulnerable people to access police services than more traditional methods. The Force provides class-leading digital services to the people of the force area that are built from an understanding of their needs, taking account of their potential vulnerability at the point of reporting. Customer satisfaction of completion of Avon and Somerset online forms is 96%. The website also provides a link to Crimestoppers which provides an anonymous route for people to report crime if they are not confident in the more traditional routes.

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

County Lines is one of the highest risks in Avon and Somerset as identified by the local Strategic Threat Assessment. The harm caused by it has made it a priority on a nation level as well.

Locally Weston-super-Mare is a town that has seen significant County Lines activity. Below sets out some of the work that has taken place over the last year in order to tackle this problem.

- Line X – Officers including those from Op Remedy worked with Metropolitan Police colleagues which led to arrests and convictions of the line holders for drugs and modern slavery/human trafficking offences. This work caused the line to disband.
- Line Y – Officers including those from Op Remedy worked with West Midlands Police colleagues using proactive tactics such as forced entry to premises, arrests, stop searches and prevention orders to disrupt this line.
- Line Z – Officers including those from Op Remedy conducted arrests and significant disruption of the runners of this line which have led to the line holder changing names, numbers, associates and dealing areas.
- Line A – due to the disruption of lines above this left a 'gap in the market' which allowed a Bristol Line, with existing ties to Weston-super-Mare, to start operating. The Constabulary responded to this quickly and have recently secured a conviction of one of the line holders is going to heavily disrupt this line.

- Multi-agency working – the VRU (see below), and the Topaz Prevent Officer, have been promoting and educating a range of agencies and stakeholders; and there have been a number of virtual multi agency seminars.

As a result of the activity there has been a notable reduction in visible drug users congregating in open space and dealing in the town. This has been recognised by agencies such as Housing, Substance abuse agencies and council employees and retail industry. Feedback has been received from the drug using community that it has become more difficult to obtain Class A drugs, some have been forced to seek medical intervention and support from substance abuse agencies, leading to a reduction in their usage. Vulnerable users have felt confident enough to refuse having County Lines take over their addresses and are refusing to house them. It has been observed that dealers and runners are more transient and having to move around more frequently changing deal locations and cutting dealing times, staying in one place for shorter periods of time in an effort to evade proactive patrols; the police have created a hostile environment the drug dealers have to operate in.

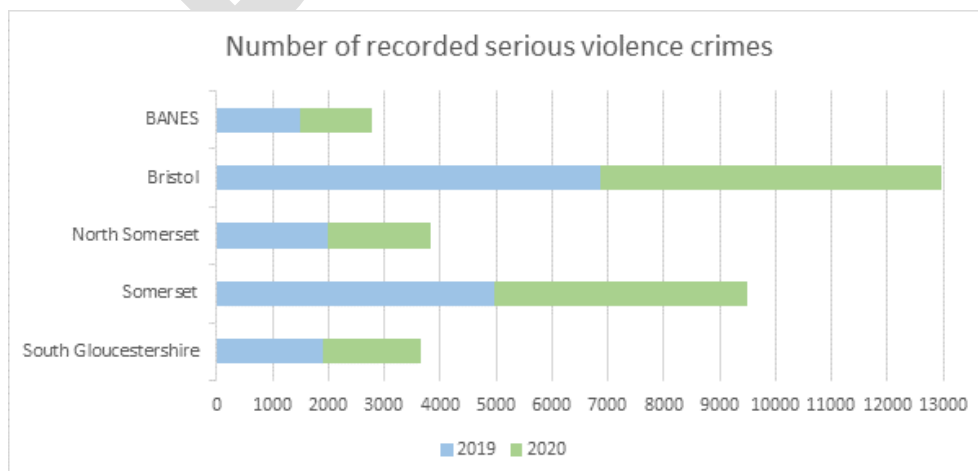
In terms of the broader problem solving approach the North Somerset VRU has worked to tackle the Child Criminal Exploitation of these Lines. The VRU PCSO has supported the work with young people mentoring and other interventions. This engagement also increased the knowledge of and extent of exploitation happening in areas such as Clevedon which was previously unreported to the Constabulary. Working with YMCA, drugs support services and child social care the Constabulary continue to share information about emerging risks to young people in supported housing and prioritising the support given to them.

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

Serious violence is still recognised as a national problem and very much a priority for the Government. Avon and Somerset has been one of 17 forces to have received Home Office funding to develop and deliver a Violence Reduction Unit (VRU) model over the last two years. £1.16million per annum has been split across the five local authorities to design and deliver their VRU approach. This has been done with great success, with each local authority VRU having a robust multi-agency response in reviewing and protecting those at risk of serious violence, as well as working towards long term system change.

In Avon and Somerset, serious violence was initially defined as the principal offence categories violence against the person, sexual offences and robbery where the degree of harm or potential harm was such to deem it serious; this includes domestic abuse related offending.

The definition has evolved through subsequent needs assessment and delivery, with local VRUs focussing on different elements of this in order to meet the unique need of their locality. As the VRUs have matured, it has been realised that focusing VRU delivery by crime type alone can be limiting and a broader consideration of risk and vulnerability, including contextual safeguarding is required.



Serious Violence offences accounted for 12.7% of all recorded crime over the last three years. Serious violence, like all crime, saw a small increase from 2018 to 2019 but then a decrease to 2020. This decrease is largely attributable to COVID-19 restrictions as these levels were relatively stable prior to March 2020. There were on average 17,661 serious violence offences in each 2018 and 2019 and 15,767 in 2020.

How do the VRUs tackle Serious Violence?

Each local authority has multi-agency forum, whereby a blend of statutory and third sector partners come together to review individuals at risk of either becoming a victim of serious violence or perpetrating serious violence. The partnership will work with the police to support and divert these individuals away from risk, as well as utilise specialist interventions that have been commissioned as part of the VRU development. For example this might include 1:1 mentoring, diversion through sport, wider familial support and education based support.

Where serious violence may present as a place based issue or a cohort of people offending, the VRUs work with the police to deliver targeted approaches to disrupting and policing such areas and groups.

The VRUs also work to make long term change, so that serious violence can be better understood and to ensure that all of partners are working to the same aims in tackling it. For example, VRUs have been delivering Trauma Informed training to police and partners, they have been working to strengthen data sharing processes so that risks and hotspots can be better understood. Additionally, VRUs have been developing how they can increase the community voice as part of the VRU response and recognising this as significant element of VRU delivery. Community engagement has been somewhat hindered by COVID-19 restrictions but success have still been achieved through various virtual events, social media campaigns and consultations.

How do you know the VRUs are having a positive impact?

As well as the decrease in recorded crime, noted above, local admissions of under 25 year olds to hospital with an injury due to a sharp object reduced by 25%. Again this may be due to the COVID-19 restrictions.

In order to ensure VRUs are working effectively and delivering value for money an independent evaluation has been commissioned. This will be delivered in two parts. Firstly a review of the local model and partnership response was completed in May 2021; the findings have not yet been published at the time of writing this report. The second part of the evaluation will look to better understand the impact of the VRUs and their interventions; this is due to be completed by early 2022.

To learn more about the VRU approach in Avon and Somerset, please read the Annual report published on the website www.avonandsomerset-pcc.gov.uk/. A third year of funding for VRUs has been secured for a third year in 2021/22.

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

In 2020 a joint Probation and HMICFRS inspection of Integrated Offender Management (IOM) was published. The Inspectorates visited seven IOM schemes across England and Wales and evaluated sixty IOM cases. Overall, their report highlighted a continued absence of evidence to support the effectiveness of IOM, schemes lacking innovative development or progress and ultimately, they concluded IOM had lost its way. They reflected “transforming rehabilitation” had had a significant impact on the deterioration of the programme with a reduction in partnership working, cuts in funding and a move away from co-location seen across the sites visited. Several recommendations were made to be considered by geographical areas:

- PCC's should ensure relevant partners and services are involved in the delivery of IOM,
- Strategic leads should define their operating model,
- Improve quality and accuracy of IOM case recording,

- Analyse training needs of staff and,
- Provide greater information to service users.

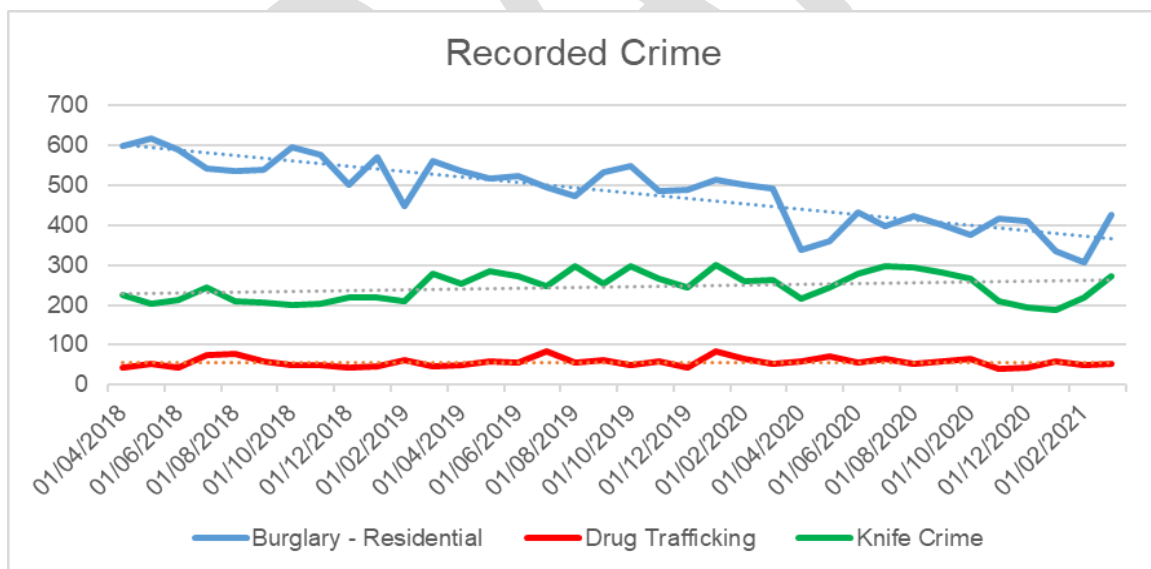
Following the publication of the Inspectorate report, The Avon and Somerset IOM Board – Resolve – funded by the Police and Crime Commissioner (PCC), commissioned their own review to address some of the recommendations presented in the report which was published and presented to the Resolve board in September 2020.

Resolve board members recommended local meetings to discuss the recommendations in detail and how they wanted to progress in their Local Authority areas. These meetings were concluded in all areas by mid-February 2021 and conversations will continue with the new PCC and colleagues post-election.

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	6,678	655	2,628
2019/20	6,103	721	3,239
2020/21	4,625	670	2,957
	P o s i t i v e O u t c o m e R a t e		
2018/19	4.4%	75.2%	25.8%
2019/20	7.7%	75.6%	25.5%
2020/21	7.9%	75.4%	23.4%

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



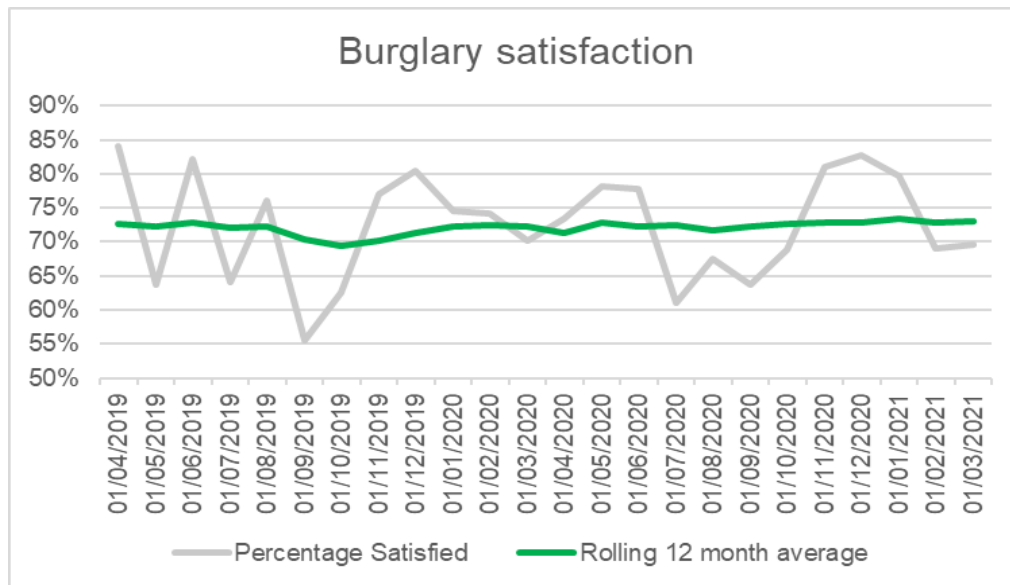
The number of residential burglaries has decreased 24.2% compared to 2019/20. Burglary shows a downward trend over two years but the pandemic period has caused a significant reduction in residential burglary across the country. Drug trafficking and knife crime have also decreased by 7.1% and 8.7% respectively; compared to all recorded crime which reduced by 14.1%. As a result of the pandemic there is no reliable way to understand what if any reduction in crime levels is caused by preventative work on the part of the police.

The positive outcome rates for residential burglary and drug trafficking offences have seen very little variation compared to last year but knife crime positive outcome rates have seen a 2% point reduction. The residential burglary rate at the end of the year put Avon and Somerset 16th out of the 43 forces nationally; and was higher than the other seven forces in its most similar group. There are

no direct comparisons for the other two crime types. But positive outcomes more generally are recognised by the Constabulary as an area requiring improvement.

During the last year Op Remedy made nearly 800 arrests. Over a quarter of these arrests were connected to residential burglaries which equates to just over four burglars a week arrested by Op Remedy; this has gone up from three burglars arrested every week for 2019-20. Nearly a half of these arrests were for drugs related offences with a significant proportion for drug trafficking types offences.

Victim satisfaction with burglary has remained stable with a very small increase from 72.2% in 2019/20 to 73.0% in 2020/21,



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.

Enhanced Incident Assessment Unit (IAU) / Self-Isolation Pool

Throughout 2020, a number of measures were introduced to better manage calls for service, and support staff in delivering front-line policing services for the public.

In the spring of 2020, in response to the COVID-19 pandemic, the remit of the IAU was expanded. Additional supervisors and staff were introduced to service low priority incidents, both crime and non-crime, that would previously have been resourced solely by Patrol staff. This enabled front-line teams to focus on attending higher priority incidents. In addition, all officers who entered self-isolation, due to a potential COVID-19 exposure, supported the IAU by providing additional desktop investigative support; thereby maximising resource use across the constabulary.

This interim arrangement formed the evidence base for a business case, which would see an overall increase in the number of Scale 4 IAU Desktop Investigators posts by 18, from 79 to 97 FTE, and an increase in the number of Scale 6 IAU Incident Assessor and Review Supervisors posts by 2, from 8 to 10 FTE. These precept-funded increases, working alongside 10 Sergeants acquired through the Uplift Design programme, would support the improved servicing of desktop investigations; providing enhanced capability to ensure that victims of lower priority incidents are responded to and supported in a timely manner.

Between 19th March 2020, when the remit of the IAU was expanded, and 18th March 2021, the department reviewed 18,697 incidents; 76.8% of which they retained and finalised. This resulted in an estimated 12,639 Patrol officer 'at scene' hours being saved.

COVID-19 Response

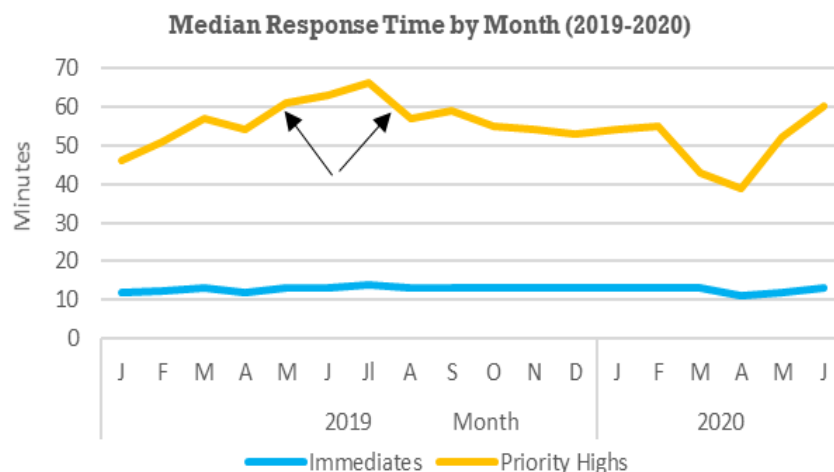
Throughout spring – autumn 2020, in response to the COVID-19 pandemic, the force developed and adopted a bespoke demand status plan; in readiness for either an upsurge in demand or a significant reduction in deployable resource. The plan was based upon four flexible levels, reflecting demand and absence levels – BAU, Moderate, Severe and Critical. The plan proposed a number of pre-agreed tactical options that commanders could employ in response to sudden shifts in demand or capacity.

Further insight into our demand and capacity was provided to the COVID-19 command structure through the publication of a fortnightly demand summary update. In addition, a number of bespoke Qlik analytical applications were developed, to visualise capacity, demand, sickness and service delivery; all hosted on a centralised platform (on the Arc GIS portal) providing leaders with accessible, live-time data and information.

New Routine Call Grade

In May 2020, a number of subject-matter-experts across the organisation came together to review the incident grading system, and develop a new call-grade.

The project was launched in response to concerns that many incidents classified as 'priority,' that necessitated a 60 minute response, were often responded to in over 60 minutes, as illustrated below:



Following considerable in-depth analysis, on 22nd October 2021 an additional 'routine' call-grade was introduced with a 12 hour response time. This enabled A&SC to effectively manage public expectation surrounding the response to lower priority incidents, whilst ensuring that the policing response to the most vulnerable of callers (for incidents classified as 'immediate' and 'priority') was prioritised. For the period between 1st November 2020 and 30th April 2020, the median monthly response time for all 'priority' grade incidents (requiring a 60 minute response) was no higher than 42 minutes, indicating that the introduction of the new 'routine' grade had improved the response time to higher priority demand.

For the same period, the median monthly response time for all 'routine' grade incidents (requiring a 12 hour response) was no higher than 12 hours, 42 minutes.

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

In order to help ensure these high service standards the OPCC have continued to coordinate 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 at as might specific cases that have been flagged because of public interest or issues of public confidence. The panels issue reports which are provided to the PCC and the Chief Constable and are published on the 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 2020/2021 the panel met quarterly as planned in June, September, December 2020 and March 2021.

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 2020/2021 the panel met five times: in April, May, September and December 2020 as well as March 2021. In addition to existing business the panel also conducted six review sessions throughout the year looking explicitly at the enforcement of COVID-19 regulations. This panel was highlighted by HMICFRS as positive practice.

“Avon and Somerset Police has a well-attended scrutiny panel with a diverse membership, offering a broad range of views. The force provides the panel with comprehensive information and data in advance of each meeting. Panel members view body-worn video footage of randomly selected incidents and then split into smaller groups to consider them and report concerns. Learning is shared with relevant officers, supervisors and the organisational learning team. Chief officers and other leaders attend, to reinforce the importance of the meetings and drive any resulting action. The panel members are well informed and have received training to help them in their roles. They are provided with regular updates from the force on action taken. The minutes of panel meetings, including recommendations, are published on the Office of the Police and Crime Commissioner website and members share their considerations with the communities they represent.”

HMICFRS – Disproportionate use of police powers: A spotlight on stop and search and the use of force (February 2021)

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 2020/2021 the panel met twice in December 2020 and March 2021. The reason the panel was not convened in quarters one and two was due to a lack of capacity within the OPCC to support this and practical challenges operating the panel due to the COVID-19 restrictions.

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 some of the progress made towards delivering these ideas.

Big Idea 1 – External Accreditation for Inclusion and Diversity

In the last year Avon and Somerset became the first police force to achieve the National Equality Standard (NES). The NES is supported by the Home Office, Equality and Human Rights Commission (EHRC) and Confederation of British Industry (CBI) and is only awarded on independent review. It is based on seven themes and 35 competencies: including core, talent, business, people, leadership, relationships, review and measurement. The Constabulary has achieved full accreditation for the next three years and continue to progress on recommendations from the NES with the ambition of achieving the top grading in all competencies.

The Constabulary is also now a Disability Confident leader and won the Neurodiversity category at the Employers Network for Equality and Inclusion awards.

Big Idea 2 – Embedding inclusion and diversity in the organisation through learning

All members of the workforce must complete the equality e-learning from the College of Policing. In addition inclusion and diversity is embedded in the university training of all new police officers; working with external agencies to bring in case studies and the lived experience. Cultural intelligence training will also feature as part of the Constabulary’s Leadership Academy.

The Constabulary have also recently announced bespoke inclusion and diversity training to all frontline officers and staff based on lived experiences. This will also be delivered by external agencies including Stand Against Racism and Inequality.

“We are the first BPA [Black Police Association] in the country to work in a partnership style approach with our federation; something now being discussed by other forces and welcomed by the National Police Federation. Having such creative internal partners gives us the opportunity to become an association that is aspiring to become one of the best, if not the best in the country by leading the way through innovation and best practice.”

Aqil Farooq – Chair of Avon and Somerset’s Black Police Association

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

This is achieved through a team of Outreach Workers; this team reach out to and make connections with a wide range of communities that are currently under-represented in the workforce. In 2020 this team held in 317 events reaching 4,553 people and in the last three months of the financial year another 48 events reaching 774 people.

In addition to driving recruitment they also support candidates through the recruitment process and have trained a team of 23 Diversity Champions in the Constabulary to further support candidates.

This team work across the organisation in an Operational and Strategic way. Engaging with neighbourhood policing teams and running internal events which engage the workforce on issues of inclusion. They also attend the People Committee which discusses this topic at a strategic level.

Big Idea 4 – Recruiting for Difference

In the last year a new e-recruitment system has been embedded. Not only does this make the recruitment process more efficient it also allows for data insight at all stages of recruitment and insight into employee retention and career progression. This insight will help the Constabulary identify where different groups are affected differently through their application and employee life cycle; from which they can look to understand and adapt processes.

Over the last year, while recruiting the Police Staff Investigators, the Outreach Workers took part in the recruitment process which allowed them to identify learning which can be taken forward to improve the inclusivity of the process

Recruitment inclusivity training took place through an external agency and following this the Constabulary began a process to review job design and selection processes in key police staff areas. This was delayed due to COVID-19 but will look to progress over the coming year.

Big Idea 5 – Mobilising the whole workforce

A key part of this is through the Constabulary’s internal communications. It is a consistent theme across their communications plan and it includes prominent events such as the Chief Constable’s Roadshow and celebration of different calendar events such as Black History Month, Pride Month Mental Health Wellbeing Week.

More details about the workforce survey are provided below in section 3.6. However it is worth highlighting here that the questions relating to inclusivity, when taken as a group, show an 82.6% agreement. That is an increase this year of 11.1% points in addition to the increase of 7.4% points the year before.

Workforce Representation

Despite the ongoing focussed activity of the Constabulary this has not been borne out in the proportion of the workforce that are ethnic minorities (see Annex 3). Although the headcount figures have increased they have only done so broadly in line with overall recruitment so the percentage representation is almost unchanged. The new PCC has already made clear this is an early priority for the Constabulary.

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 Constabulary have continued to recruit at a significant and consistent pace over the last year as seen in the below table. It also worth highlighting that Avon and Somerset have been able to surpass the nationally set Uplift target: which was 2,972 officers by the end of the year.

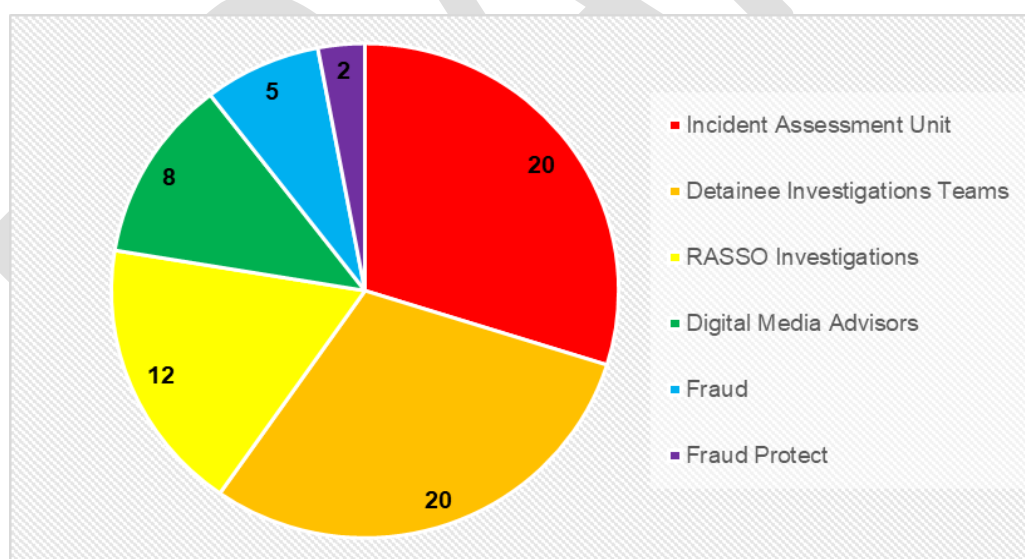
Full time equivalent*	Start of 2020/21	End of 2020/21	Growth	Growth %
Police Officer	2788.3	2990.2	201.8	7.2%
Police Staff	2399.4	2649.7	250.3	10.4%
PCSO	314.7	376.6	62.0	19.7%
Total	5502.4	6016.5	514.1	9.3%

Headcount*	Start of 2020/21	End of 2020/21	Growth	Growth %
Police Officer	2866	3067	201	7.0%
Police Staff	2695	2950	255	9.5%
PCSO	328	390	62	18.9%
Total	5889	6407	518	8.8%

*excluding career breaks

Precept uplift

69 people across 67 posts the majority of which were police staff investigators. All posts were filled By February 2021, the majority of which had started by November 2020.



Anticipated benefits of this 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. Given they were only recruited throughout the year, and the time it takes staff to become fully competent, it is too early to have seen the measurable benefits yet. It will be important to evidence these in the coming year.

Capability

As well as increasing numbers of the workforce the Constabulary have also introduced a couple of additional options to improve the capability of the organisation; especially focused on the skills gaps in Investigations (CID).

Firstly the Constabulary have introduced their first cohort of recruits, in February 2021, through the Degree Holder Entry Programme (DHEP). The DHEP is similar to the primary recruitment channel (PCDA) except those applying for the DHEP must already have a degree. In addition a significant number of DHEP recruits will be able to take a direct entry route into CID. It is hoped, as well as increasing the pace of recruitment into CID, this direct entry option will also appeal to a more diverse types of people.

Secondly the Constabulary have established the Investigations Professional Development Unit (IPDU). This is a cohort of specialist trainers/mentors with a focus on ensuring supporting colleagues achieve their national accreditation for investigations (both PIP levels 1 and 2). The IPDU will continue to grow towards full establishment in early 2022.

Mobilisation through technology

The Constabulary had already enabled the significant proportion of its workforce to be mobilised: primarily by replacing desktops computers with personal issue laptops and the provision of mobile phones which can act as mobile Wi-Fi hotspots. When the first lockdown was announced a week before the start of the 2020/21 year this mobilisation allowed the Constabulary to move (appropriate) staff to homeworking effectively overnight. This mass mobilisation happened without any significant downtime and throughout the last year the Constabulary have continued to improve their network to better support the large volumes of people home working and have also focussed on improving the software that supports video-conferencing.

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

In the victim satisfaction survey there are specific measures for initial contact and treatment as shown earlier in the report: these score consistently highly. The monthly figures for treatment over the last three years have remained in the range of 82% - 94% and initial contact has stayed within a higher range of 87% - 99%. This demonstrates good evidence that the Constabulary are taking people seriously and dealing with them empathetically.

Crime recording

One thing that has worked well over the last year is the trial use of robotic process automation. The trial showed that the computer was classifying correctly in the majority of cases; and in those it did not it was usually due to incorrect or amended details being entered by a person. This automation also sped up the process and helped ensure 100% compliance with the 24 hour crime recording. All of the trial crimes were quality assured by a person from the Incident Assessment Unit. This process has now been approved by the National Crime Registrar and the Constabulary are looking to expand and embed this process. This offers the opportunity not only to improve/expedite the crime recording process but also reduces demand on staff so their time can be spent adding value on work that cannot be undertaken automatically.

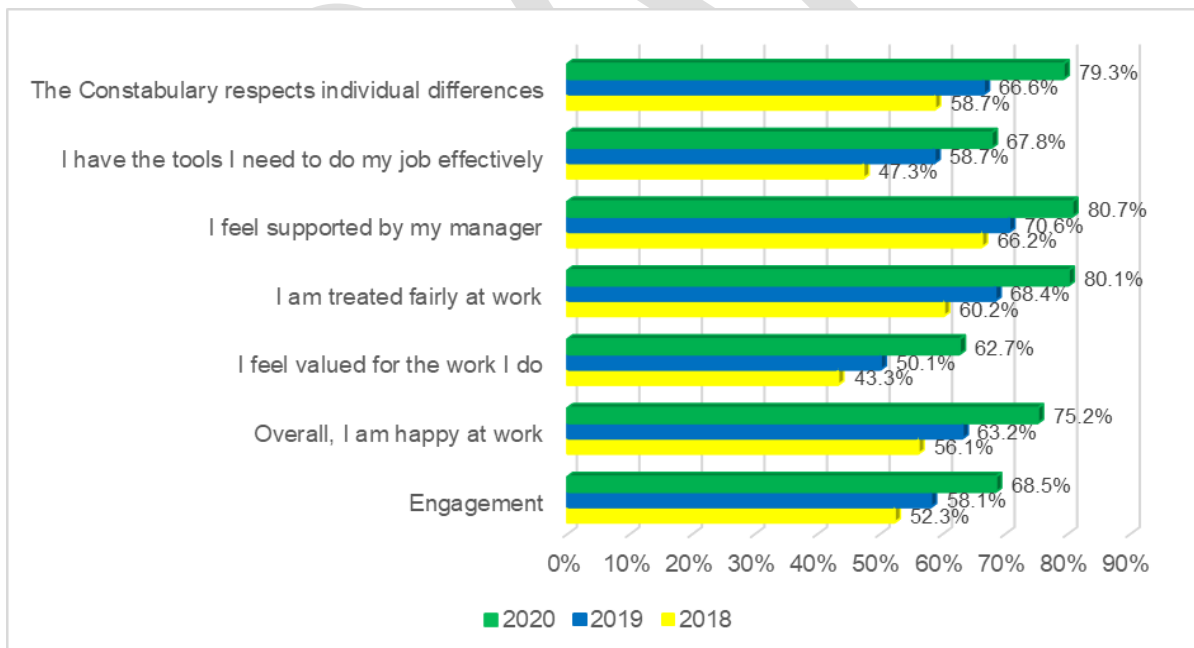
Despite this, and a number of other process improvements that have been put in place, crime recording is something that still requires improvement. Within the last financial year the

Constabulary conducted an internal audit, following the same methodology used by HMICFRS, and were disappointed to find their crime data integrity (CDI) has declined from the HMICFRS inspection in the previous year. For context it should be noted the CDI failures do not primarily relate to the first point of contact i.e. when somebody contacts Avon and Somerset Police and reports a crime in most cases this is recorded correctly. The areas where the Constabulary are under-performing largely relate to cases where additional crimes are 'discovered' sometime after the first report. This also includes cases where exceptional rules apply which require the recording of an additional offence such as coercive and controlling behaviour, stalking and harassment or modern slavery.

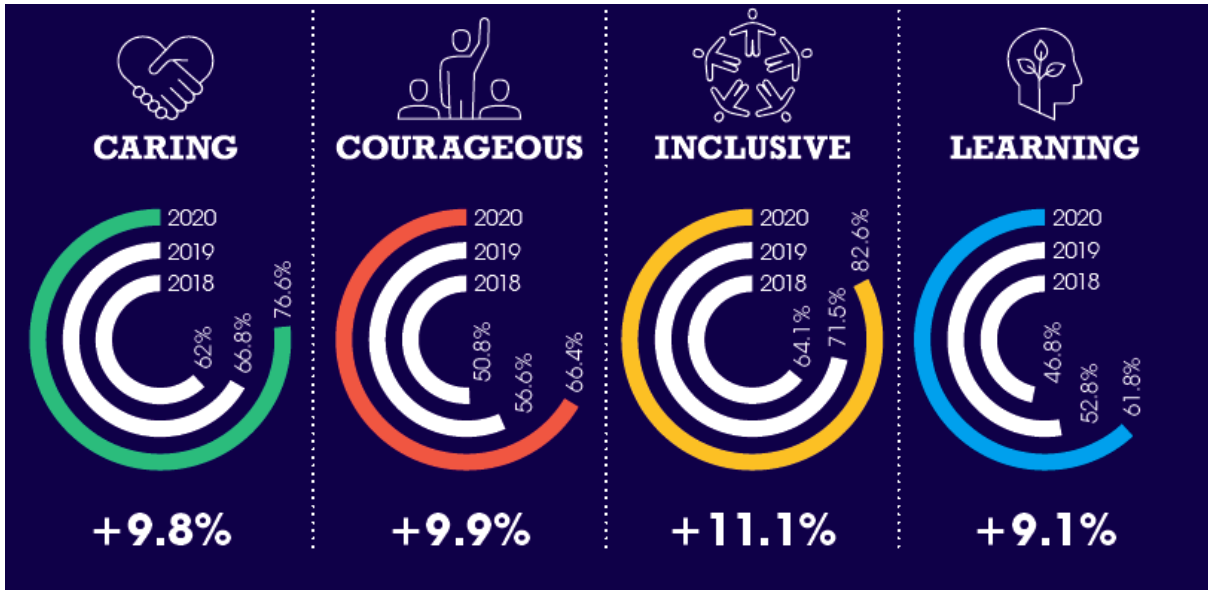
The Constabulary have recognised the improvements they have put in place have not sufficiently tackled these problematic areas and have agreed to set up a dedicated 'task force' to deal with this. This is also an early priority of the new PCC and CDI will be an area of scrutiny every month at the Police and Crime Board.

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. 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 again. The survey asks approximately fifty questions in total and all of these saw improvements between 2019 and 2020 in spite of the pandemic. The scale of improvement ranged from 2.9% to 21.8% points. The other significant achievement was the participation in the survey: last year 2574 people responded whereas the most recent survey saw 3774 responses, equivalent to 62% of the workforce.



The Constabulary are also able to group these questions by the force values. As the below graphic shows all values have increased by between 9.1% - 11.1% comparing the most recent to the previous year. The relative growth of the two years ranges from 23% - 32%.



DRAFT

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 in this report the work of the VRUs outlined, as part of this it explained that each local authority is using a multi-agency approach to identify and support individuals and groups at risk of either becoming a victim of serious violence or perpetrating serious violence. As part of this process it is key to ensure that partners are not just reviewing those who are known to statutory services and the police but those who are on the periphery and presenting with emerging risk. It is key for these individuals or groups, that engagement and intervention is done as early as possible. The sorts of interventions that are being used by the VRUs are sports diversionary activities, mentoring, mental health and therapeutic support, in education bespoke support, domestic abuse support, group/peer support and detached youth work.

The VRUs are working with police, partners and the third sector to commission and deliver this broad spectrum of interventions locally. It is important that to successfully intervene early, that interventions are easily accessible, delivered in a timely fashion, they have an evidence base and meet the needs of an individual or group.

Early intervention has been developed through contextual safeguarding approaches and example being the recognition that in cases of older siblings being involved in serious violence, this poses risk to younger siblings. Across some of the VRUs, processes are being developed to identify at risk siblings and develop a holistic response with the family to ensure that risk is minimised or removed.

Domestic abuse is a significant risk factor for young people being drawn into serious violence, below is a case study to show the impact of getting the right support.

Case Study: Early intervention

Eight-year-old Z was referred to Southside Family Project by his school as an emergency referral during the first lockdown. Both Z and his older brother had witnessed their father's violence and emotional abuse before mum left the relationship. Mum described Z as a "ticking time bomb and the family are walking on eggshells around him". He had damaged household items, including putting a chair through the TV and punching his step-dad in the face.

Work undertaken:

- *Emergency COVID-19 support including a whole family assessment and meal delivery from Southside;*
- *Children's activity packs delivered during lockdown and weekly video calls with mum and step-dad;*
- *Fortnightly sessions with Z doing play and art activities together.*

Outcomes achieved

Mum has addressed the guilt around the abuse she suffered and found the strength to challenge her ex-partner and show the children that she can now protect them. Mum and step-dad have seen value in consistent boundaries and positive parenting and the home is far more settled as a result. This increasing amount of insight from both mum and step-dad gives hope that they want to and are capable of making positive changes in order to help the family dynamic and provide emotional containment for the boys. A 'light switch' moment happened when mum started cuddling Z when he was angry; instead of treating him like a violent adult she began soothing him like a child and this had a profound impact on Z's emotional wellbeing.

Data enabling early intervention

Information sharing through the VRUs has shaped their response in Avon and Somerset. The initial data used is police crime and intelligence data, calculate a universal harm score for individuals and groups of people; three points of corroboration are used to substantiate relationships between people, which starts to show groups of people linked through offending. This allows early identification of individuals or groups at risk and over 2000 11-17 year olds have been identified in Avon and Somerset. This data is the starting point to help inform decision making by people at local operational meetings. This data is then supplemented by information shared from and with local partners, this then informs who and how the VRUs will engage and support.

This partnership approach is not confined to the work of the VRUs. Work has also been undertaken with partners in Somerset in order to identify an 'Edge of Care' cohort. These young people are recognised as being at risk of their placements/family relationships breaking down, and a process has been established where ASP, and LA partners, could work together to put a robust mitigation plan in place, with suitable alternative placements being suggested - should children need to be taken into police protection. This has encouraged stronger relationships with partners, and regular conversations about the most vulnerable – some of which are fed into the LTM process in order to recognise risk and information share with colleagues. During one of these meetings with partners, it was established that a young person was at risk of County Lines, and was making their way to a train station at that time, in order to deal for an established network. This led to working together to intercept the young person, and avoid them leaving the area, being reported as missing, and subsequently being in a very vulnerable position. Had this meeting structure not been available, this process would have taken much longer, and the chance may have been missed to keep the young person in Somerset, and put additional safeguards around them.

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

CCAF

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 £5,000. This was an increase of the previous cap of £3,000 and the grants were also used to support organisations 'recover' from COVID-19. 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 2020/21 CCAF awarded 79 grants, allocating a total of just over £245,000 of funding. These grants have included: support for victims of domestic abuse, sexual assault and hate crime; counselling services; mentoring, support, activities and counselling young people at risk of exploitation of or engaging in criminal behaviour; schools and adult education and training programmes as well as employment support; supporting offenders to rehabilitate; support for rough sleepers; other community action and community cohesion work.



County Lines

County Lines has a significant impact on local communities and this has been seen in various areas across the force including in Somerset. The way that dealers transport drugs and money from their originating city to the towns and areas they deal in, and back, has changed over the last year. COVID-19 restrictions have forced dealers to utilise public transport much more, particularly rail networks. Avon and Somerset has seen another change in the County Lines methodology. Historically lines would send their own runners or dealers down to work in County forces, however, it is thought that due to travel restrictions many lines have adapted, and opted to exploit local young people instead. There is concern that exploitation of juveniles may have gone underreported in some cases, owing to lack of contact that juveniles may have had during lockdown, and school closures.

Avon and Somerset have conducted joint operations with the British Transport Police (BTP) which identified some children travelling alone, clearly being exploited with no explanation of why there were travelling. Operation Defiant is a BTP led regional operation targeting County Lines who utilise the rail network and associated trunk roads (e.g. M5, A303, A38). The Constabulary have worked collaboratively throughout the deployments with regional forces, BTP and the Regional Organised Crime Unit. There have been three weeks of action and there are plans underway for this to be rolled out on a more regular basis. The Constabulary have also visited every rail station in the force area at varying times during the deployment. Op Defiant teams also visited known vulnerable people and addresses in Sedgemoor to help prevent cuckooing. During this operation notable results included the arrest of man with a firearm; recovery of quantities of cash and Class A and B drugs; and safeguarding a child foreign national who presented as being trafficked and sexually exploited.

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

County Lines

Looking further at the high risk issue of County Lines, a new Regional Coordinator role has been put in place to provide additional capacity and coordination across the regional police forces. Examples of their work are shown below.

- Working in collaboration with the region to help provide guidance and tactical support around the force's County Lines threat, identifying key trends, themes, tactic's to make the best use of force resources.
- Facilitating regional workshops and webinars to upskill the workforce and identify new approaches and tactics for tackling County Lines perpetrators: these include Drug Dealing Telephone Restriction Orders, Slavery Trafficking Prevention Orders and Slavery Trafficking Risk Orders.
- Supporting regional and national intelligence collection, initiatives, operations and intensification weeks including Op Defiant (mentioned above), Op Orochi (London lines) and Op Toxic (West Midlands and Merseyside lines). This requires working with the relevant local forces and with regional and national agencies. Working with the Metropolitan Police Service, Avon and Somerset Police were able to close eight lines in six months.

Police and Crime Grant

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 the PCC. Below is a summary of what these grants have been used to help fund throughout 2020/21.

Bath and North East Somerset

- Independent Domestic Violence Advisors (IDVAs) – domestic abuse victim support service.
- Compass Crime Prevention – working with young people to improve their prospects and prevent them committing crime.
- Project 28 – an outreach project, working with and for people aged under 18 years, intervening to help prevent violence, exploitation and drugs misuse. They work with families to get children back into school.

Bristol

- Youth Offending Team – a support service for the young people of Bristol. Many of whom are vulnerable, and if not supported, may continue to commit more serious offences or become victims of serious criminal exploitation.
- Youth Alcohol & Drugs Diversionary Service (YADD) – a referral service for people aged 17 and younger, who following their first drug or alcohol offence, are required to attend an education session instead of entering the criminal justice system. It also provides an opportunity to engage more fully with substance misuse services.
- 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.

A MARAC is a multi-agency risk assessment conference with the primary purpose of safeguarding high risk victims.

- Domestic Homicide Review – supports the DHR process – DHRs are multi-agency reviews of the circumstances in which the death of a person has, or appears to have, resulted from violence, abuse or neglect through a domestic relationship; the aim is to improve understanding of these incidents and for agencies to learn lessons and improve.

North Somerset

- Next Link - providing domestic abuse services including IDVAs, a helpline, housing and children support and MARAC coordination.
- Young People's Substance Advice Service.
- Youth Inclusion Support Project (YISP) – preventing offending and anti-social behaviour and providing support to young people experiencing emotional and mental health difficulties.
- Weston-super-Mare Evening and Night Time Economy – to help those in need and work with licensed premises.
- Supporting multi-agency working to improve the Bournville area of Weston-super-Mare.

Somerset

- Positive lives – supporting offenders, with a high risk of reoffending and/or complex needs, on release from prison in order to reduce reoffending.
- SHE – diversion scheme for female offenders where they are supported to address their underlying needs.
- IDVAs supporting the MARAC process
- Communications Officer – supporting various aspects of community safety including the Safer Somerset Partnership and Violence Reduction Units.

South Gloucestershire

- Youth Crime and Substance Misuse Programme – working with young offenders including those abusing substances.
- Anti-Social Behaviour Victim Support.
- Towards Freedom – group work to support women who have experienced or are experiencing domestic abuse.
- Complex Needs IDVA – supporting domestic abuse victims that are ethnic minorities or have other protected characteristics

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

This past year has had a significant impact on the criminal justice system with court house closures and cases going through court coming to a halt. The PCC have been the deputy national lead for criminal justice and worked directly with government to influence change and engage support to victims in need due to the delays through court due to COVID-19.

The PCC set up and led a fortnightly criminal justice board including all key stakeholders, Police, CPS, HMCTS, Prisons, Probation, defence, Legal aid, YOT to ensure a multi-agency approach to tackling the crisis. Organisations worked collaboratively to stand up work as swiftly as possible. Including implementation of processes to prioritise cases of highest risk and keeping all involved up to date.

COVID-19 safety measures were carefully implemented such as screens in all of our court houses to allow effective management to protect the staff and the public during all cases and to prevent further spread of the infection. All partners worked tirelessly to ensure all cases went ahead as efficiently as possible.

One area of innovation was the introduction of Virtual remand hearings, producing defendants from the police custody virtual on screen into the court room. This allowed us to continue running overnight plea hearings utilising the technology embedded within the constabulary and working closely with the partners including HMCTS and the Judiciary to ensure the process ran smoothly.

The PCC continued to look at and test creative ways of improving the backlog to support all victims, defendants and all of their families.

A Criminal justice Task Force was jointly set up with the constabulary and CPS to tackle outstanding improvements within the criminal justice service. This project reported directly into the Criminal justice board that the PCC chairs. A significant volume of improvement activity has been delivered by the Criminal Justice Task Force in a relatively short space of time. Developing new learning activities, communications forums, data platforms and file submission processes; with the combined aim of improving prosecution outcomes. Indeed, many of these activities are now being replicated both regionally and nationally. The areas of work included:

- Investigations
- Pre charge file submissions and CPS advice
- Post charge file submissions
- Disclosure
- Organisational communication and Engagement
- Assurance

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

With the support and commitment of partners the reducing reoffending work in Avon and Somerset has continued to grow and develop in the last year. The OPCC recruited a new permanent Senior Commissioning and Policy Officer role to continue to lead this work. The Avon and Somerset PCC also co-funds a reducing re-offending SRO to work across the whole South West region which has been extended until November 2023.

The Resolve board was established by the former 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 last year and was chaired by the PCC. 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 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 who have been summoned to appear at Bristol Magistrates court the Court-Up project is launching on the 1st May 2021 by Missing Link 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.

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 the PCC appointed an independent Chair to lead the local multi-agency Lammy Review Group. The group continued to progress activity against the five identified key work streams:

- Stop and Search
- Youth Justice
- Out of Court disposals
- Judicial
- Prisons

An additional sixth work stream was added looking at internal disproportionality through Human Resources in each criminal justice agency.

In March 2021 the PCC took part in a virtual question and answer panel discussing how agencies are tackling disproportionality in the criminal justice system event on disproportionality in the criminal justice system, exploring challenges and ideas. The other panel members were:

- Lammy Review Group Independent Chair
- Chief Constable of Avon and Somerset Police
- A senior member of the judiciary – the Honorary Recorder of Bristol
- A leading Criminal Law Barrister – the Vice Chair of the Criminal Bar Association
- The co-founder and CEO of Mentivity – a mentoring and alternative educational provision organisation with a focus on people from ethnic minorities.
- The founder and CEO of Legal Lifelines – a criminal law defence practice.

This event had over 10,000 views.

The Lammy Review Group has concluded its work on the six themes and are currently collating a final report including recommendations. Over the coming year it will be important for all agencies to take on and respond to these recommendations in order to deliver improvement in this area.

4. Annexes

Annex 1 – Summary of Grants Issued and Commissioned Activity in 2020/21

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 £439,486 (£118,815 of the funding is from NHEngland)	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
Child sexual abuse support service – COVID-19 related recovery activity £58,550 (funding from NHSEngland)	Somerset and Avon Rape and Sexual Abuse Support (SARSAS)	Counselling and therapeutic services supporting victims of child sexual abuse, both recent and historical.
Specialist Support Service for Victims of Child Sexual Exploitation £222,884	Barnardo's (PCC contributes £222,884 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 £41,595	Unseen UK £3,000 of this funding is Home Office small grants funding.	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	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 £739,641	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') £58,213	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 £25,000	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 £40,000	Grants issued to three of the five Local Authorities in 2019/20 The remaining £40,000 was 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.
HMP Exeter Coordinator £37,500 Partner Funded	EDP (male estate) £37,500 all partner funded for 2020/21	The Coordinator addresses the needs of residents on release and post release to prevent recalls and brings in voluntary sector and statutory support for residents prior to release to ensure they are linked into services and remain engaged with services post release. The Coordinator also provides strategic reports on system issues and provides themes for recall and blockers to accommodation to inform learning.
HMP Eastwood Park Coordinator £37,500 90% Partner Funded	Bthechange (female estate) £3,825 PCC funding £33,675 partner funding	

Grant	Recipient	Service / Project
Julian House – Supported Accommodation £50,000 50% Partner Funded	Julian House £25,000 PCC funding £25,000 partner funding	Supports those offenders deemed as being at high risk of re-offending and works in partnership with Probation, Police, Local Authorities, Mental Health, substance misuse treatment and other community partnership agencies.
SHE (Support, Help, Engagement) Project £20,000	Nelson Trust	Offers an opportunity for some women who have been arrested to avoid being charged by agreeing to engage with SHE and a range of specially tailored support interventions.
Start to Finish £47,500	North Somerset Council (jointly funded)	This project works with offenders with complex needs. Engaging and addressing their needs through a range of partner agencies and interventions, to enable a route out of reoffending and for them to progress and function in positive way within our community.
Golden Key – Call In £30,000 50% Constabulary funded	Second Step £15,000 PCC funding £15,000 Constabulary funding	Seeks to divert young people involved in drug-related offending away from the cycle of criminality by giving them the opportunity to take part in an intense six-month programme of mentoring, learning and activities.
Future 4 Me – Reducing Reoffending element £50,700	1625 Independent People	Offers specialist support to young people leaving care, leaving custody or young people who are at risk of entering custody. Focussed on improving access and sustainment of good quality accommodation, positive activities, education, training and employment and health services.
Commissioner's Community Action Fund £250,000	Various Community Groups and Voluntary Organisations	Grants up to £5,000 made available to initiatives that support PCC priorities.
Safer Streets Fund £400,000 Home Office Funded Project	Bristol City Council	Grant to use situational crime prevention to tackle acquisitive crime on a hyper-local level. The funding was used in an area of North Bristol targeting at reducing residential burglary.
Serious Organised Crime (SOC) Community Coordination £216,000 Home Office Funded Project	Sedgemoor District Council employs the SOC Community Coordinator Various Providers Home Office Grant for 2020/21 was £215,000. The Constabulary also contributed £1,000 to one of the projects bringing the total spend to £216,000	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.
Violence Reduction Units (VRUs) £1,156,170 Home Office Funded	Grants Issued to the five Local Authorities	Multi-agency work, using a public health approach, to tackle serious violence.
Ministry of Justice Extraordinary Funding for Victim Services in 2020/21 £722,258	<i>Various</i>	<i>See Annex 2</i>
Additional funding from the Home Office in 2020/21 £166,465	<i>Various</i>	<i>See Annex 3</i>
Total: £7,677,278		

Annex 2 – Summary of Ministry of Justice Extraordinary Funding for Victim Services in 2020/21

Organisation	First round funding	Second round funding	Total
Crimestoppers	£4,850	-	£4,850
Kinergy	£9,995	-	£9,995
Safe Link	£62,187	£34,296	£96,483
Next Link	£149,344	£74,052	£223,396
Southmead Project	£33,835	£9,713	£43,548
The Green House	£15,500	-	£15,500
Mankind Initiative	£9,072	£2,743	£11,815
The Nelson Trust	£34,450	£21,187	£55,637.00
VOICES	£24,771	£14,893	£39,664
Opoka	£18,000	£11,747	£29,747
SARSAS	£18,883	-	£18,883
Southside Family Project	£35,343	£10,992	£46,335
SWAN/VOCAS	£18,683	£6,553	£25,236
The You Trust	£25,100	£9,707	£34,807
Trauma Breakthrough	£8,029	£18,907	£26,936
VANS (Reclaim Project)	£12,375	-	£12,375
Victim Support	£25,564	£1,487	£27,051
Total	£505,981	£216,277	£722,258

Annex 3 – Summary of other additional funding from the Home Office in 2020/21

Organisation	COVID-19 Support for Vulnerable Children's Charities	Winter Contingency for Violence and Vulnerability	Total
ACE (Aspiration Creation Elevation)	£3,105	-	£3,105
Bristol Horn Youth Concern	£18,000	£7,000	£25,000
Cognitive Paths	-	£5,600	£5,600
Escapeline	£4,904	£6,828	£11,732
Full Circle	-	£5,856	£5,856
Grassroots Communities	£20,000	£7,000	£27,000
Growing Futures	£22,606	-	£22,606
Ignite Life	£5,000	-	£5,000
Imayla	-	£3,500	£3,500
Julian House	-	£7,000	£7,000
Purple Elephant	£2,790	£3,200	£5,990
Resilience Voyage	-	£5,500	£5,500
SpeakEasy Support Ltd	£2,500	£2,880	£5,380
St Pauls Adventure Playground	-	£7,000	£7,000
The Space	£3,696	-	£3,696
Young Somerset	-	£7,000	£7,000
Youth Unlimited	£15,500	-	£15,500
Total	£98,101	£68,364	£166,465

Annex 4 – Summary of Performance

Measure	Quarter 1 (2020/21)	Quarter 2 (2020/21)	Quarter 3 (2020/21)	Quarter 4 (2020/21)	Total for 2020/21	Total for 2019/20
Outcome: People are safe						
Recorded crime	29,054	34,743	29,943	26,955	120,695	140,631
999 and 101 calls to police	232,656	259,223	221,197	217,531	930,607	966,095
999 abandonment rate % of all calls	0.03	0.03	0.02	0.01	0.02	0.08
101 abandonment rate % of all calls	1.67	3.07	1.81	2.60	2.30	3.23
Timeliness of attendance of calls graded as <i>Immediate</i> % attended within SLA	79.8	74.1	74.3	76.6	76.3	76.2
Timeliness of attendance of calls graded as <i>Priority</i> % attended within SLA	58.9	49.8	56.7	59.6	56.2	55.2
Number of people killed or seriously injured in road traffic collisions	40	98	100	62	300	389
Demand Complexity	254,988	294,289	248,909	224,459	1,022,644	1,137,994
Victimisation Rate Number of victims per 10,000 population	138	167	146	132	583	674
Outcome: Vulnerable people/victims are protected and supported						
Harm score – victims	84,127	108,205	88,276	82,794	363,402	422,897
User satisfaction – overall experience % satisfied	79.2	72.2	75.0	77.2	75.5	74.6
Users of Lighthouse service average rating of support and advice received from Victim/Witness Care Officer (out of 5)	3.9	4.9	4.7	4.7	4.5	4.5
Users of Lighthouse service average rating of feeling well informed about the Criminal Justice process (out of 5)	4.1	3.5	4.3	3.9	4.0	3.8
Users of Lighthouse service average rating of access to support services (out of 5)	3.5	4.6	4.3	4.0	4.1	4.2
Outcome: Offenders are brought to justice						
Positive Outcome rate % of all offences	14.6	11.8	13.4	14.4	13.5	13.3
Conviction rate % of all court cases	79.7	89.4	85.8	85.5	86.8	87.3
Outcome: People trust the police						
Confidence in the Police (Local measure) % agree	80.3	78.4	80.8	79.2	79.7	76.0
Active Citizenship % of people engaged	11.7	12.5	7.1	5.6	9.2	8.8
Workforce representativeness % Other than White	3.5	3.5	3.5	3.4	3.4	3.4
Workforce representativeness % Asian	0.9	0.9	0.9	0.9	0.9	0.9
Workforce representativeness % Black	0.6	0.6	0.6	0.6	0.6	0.6
Workforce representativeness % Mixed	1.7	1.8	1.7	1.7	1.7	1.7
Workforce representativeness % Other	0.2	0.2	0.3	0.3	0.3	0.2
Complaints of incivility	53	39	32	41	165	151

Disproportionality of Stop Search by ethnicity – Other than White	4.5	4.2	4.3	4.3	4.3	4.1
Disproportionality of Stop Search by ethnicity – Asian	2.2	2.1	2.0	1.8	2.0	1.5
Disproportionality of Stop Search by ethnicity – Black	8.8	8.0	8.4	8.3	8.4	8.9
Disproportionality of Stop Search by ethnicity – Mixed	3.4	3.1	3.4	3.9	3.5	3.1
Disproportionality of Stop Search by ethnicity - Other	3.3	4.3	3.6	3.4	3.7	3.1
Outcome: People feel safe						
Perceived Safety % Feel safe in local area	91.4	90.6	90.0	90.8	90.7	91.7
Police Visibility % Agree	61.9	59.6	63.0	57.5	60.5	55.7

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 – 1 hour

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 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 and 22 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, community resolution or diversionary, educational or intervention activity.

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 local measure is data collected from the Avon and Somerset survey; results are for respondents living within this policing area only.

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

Other than White – also known as BAME – is used to describe the ethnicity groups of Asian, Black, Mixed and Other when taken as a whole.

Disproportionality of Stop Search – this looks at the number of people subject to stop and search, according to two ethnicity categories – white or Other than White, 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 Other than White 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

Avon & Somerset Police & Crime Commissioner

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