Performance Report

Quarter ending December 2023 (Q3 2023/24) v2

Glossary

4P – prepare, prevent, protect, pursue – a nationally recognised policing strategy for dealing with crime.

Action Fraud – is the UK's national reporting centre for fraud and cybercrime where victims should report fraud if they have been scammed, defrauded or experienced cyber crime in England, Wales and Northern Ireland.

ASP – Avon and Somerset Police.

Charge – the formal accusation of an offence, put to a suspect after an initial investigation; this is the start of the prosecution and they will then have to appear at court. The police can make the decision to charge in less serious offences where the case would be dealt with at Magistrates Court.

County lines – is a term used when drug gangs from big cities expand their operations to smaller towns, often using violence to drive out local dealers and exploiting children and vulnerable people to sell drugs. These dealers will use dedicated mobile phone lines, known as 'deal lines', to take orders from drug users.

CPS – Crown Prosecution Service.

Cyber dependent crime – these are offences that can only be committed using a computer, computer networks or other form of information communications technology.

Domestic abuse – is where a person is abusive towards another, they are personally connected and are 16 years of age or older.

Drug trafficking – these are drug offences, other than simple possession offences, such as drug supply.

ISVAs – Independent Sexual Violence Advisers.

Lead Responsible Officer – The officer responsible and accountable for disrupting and dismantling an organised crime group using a 4P approach. They work with subject matter specialists and partner agencies to achieve this.

MSG – Most similar groups. These are groups of police forces that have been found to be the most similar to each other based on an analysis of demographic, social and economic characteristics which relate to crime. They are designated by Her Majesty's Inspectorate of Constabulary Fire & Rescue Service (HMICFRS). The forces 'most similar' to Avon & Somerset are Derbyshire, Essex, Hampshire, Hertfordshire, Kent, Staffordshire and Sussex.

Neighbourhood Crime – defined in the national Beating Crime Plan 2021 as vehicle-related theft, domestic burglary, theft from the person and robbery of personal property.

OCGs – organised crime groups.

Patrol – the department of Avon and Somerset Police which has most uniformed officers; these officers attend more incidents than any other department.

Project Bluestone – is the Avon and Somerset Police response to Rape and Serious Sexual Offences. A transformative pathfinder approach being rolled out nationally as part of the cross-governmental improvement plan Operation Soteria.

RASSO – rape and serious sexual offences.

Serious violence – defined nationally these are offences that result in the death of a person, "endanger life" or "wounding offences".

Uplift – is the national programme of police officer recruitment that launched in 2019. ASP's temporary funded target of 3,331 must be maintained until at least 31 March 2024. This is 496 more officers than ASP had at the start of the programme.

National Police and Crime Measures
(Priorities for Policing)
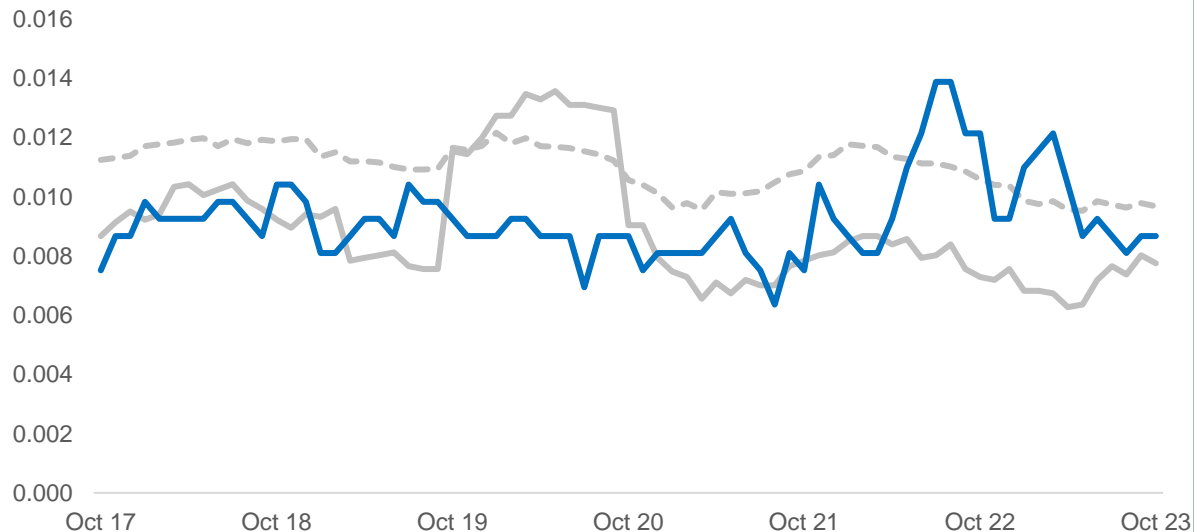
Contribution of Avon and Somerset Police

Reduce Murder and Other Homicide

Measures Summary

Local Measures	Trend	Benchmark
Police recorded Homicide offences	Stable	5th/8 MSG (above MSG average rates)

Homicide - 12 Month Rolling Rates per 1000 Residents

Legend: National (dashed), MSG (grey), Avon & Somerset (blue)

Planned Action to Drive Performance

1. HMICFRS have set a number of recommendations in relation to the prevention of Homicide. One recommendation was that Chief Constables should make sure their force can quickly identify lessons from homicides and serious violence incidents. The process should be capable of involving partner organisations when appropriate, so that lessons can be learned more widely. Within A&S the process in relation to initial learning for Homicide offences was already underway. As part of the National Homicide Prevention Strategy from the NPCC, a Homicide Framework has been developed to reduce crimes that can lead to homicide and includes a Prevention Debrief guidance and template; this has now been adopted to ensure consistency with National Standards. To date, one Homicide Prevention debrief has taken place utilising the national template. Two further reviews for Homicides are planned for the next quarter.

Comments

1. Historically there are have been low levels of homicide within Avon and Somerset. The spikes in the last year did not correlate with any broader increase in serious violence.

Reduce Serious Violence

Measures Summary

Local Measures	Trend	Benchmark
Police recorded serious violence offences	Reducing	2nd/8 MSG (below MSG average rates)

Serious Violence - 12 Month Rolling Rates per 1000 Residents
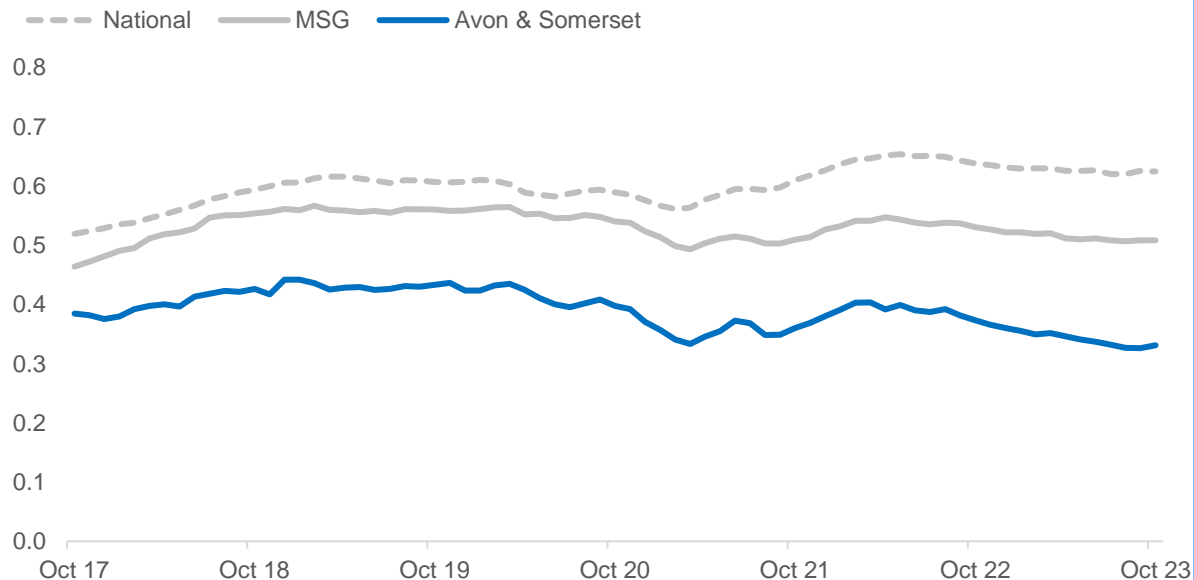
Planned Action to Drive Performance

1. Use of a new (Jan '24) Strategic Assessment and Local Serious and Organised Crime (SOC) profiles to proactively identify and manage SOC in line with the Home Office Clear, Hold, Build Programme.

2. Creation of a new local SOC strategy – following release of new Government strategy – and the governance structure to support this.

3. Regional training for Lead Responsible Officers alongside training for intelligence managers for the identification and assessment of Organised Crime Groups.

4. Ongoing work with Safer Options team in Bristol who link in with VRUs and the most vulnerable SOC offenders in East Bristol.

5. Developing our use of Serious Crime Prevention Orders through improved training and guidance to give investigators the tools to identify and protect those at risk of being drawn into SOC; improved oversight through Qlik, and through a review of force and CPS processes relating to use of these orders.

6. Ongoing work groups with businesses and local authorities to supply and train night-time economy stakeholders (door staff, street pastors etc.) with advanced bleed kits.

Comments

1. ASP have lower rates of serious violence for over six years, compared to both national levels and the MSG forces.
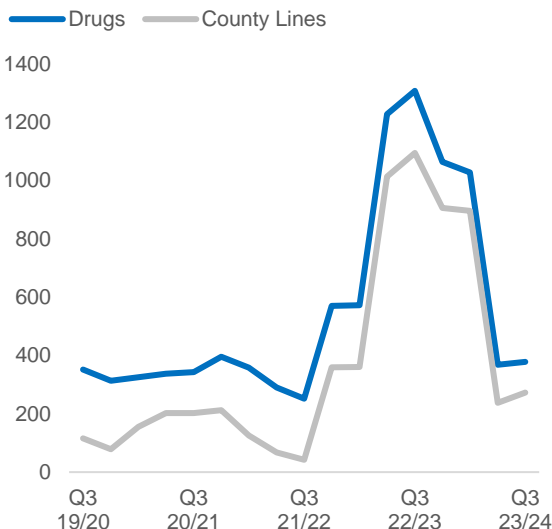
Disrupt Drugs Supply and County Lines

Measures Summary

Local Measures	Trend	Benchmark
Police recorded drug trafficking crimes	Reducing	8th/8 MSG (below MSG average rates)
Number of all drugs disruptions	Stable	Not available
Number of county lines disrupted	Stable	Not available

Drug Trafficking Crime - 12 Month Rolling Rates per 1000 Residents

Legend: MSG, Avon & Somerset. Y-axis 0.0 to 0.8. X-axis Oct 17 to Oct 23.
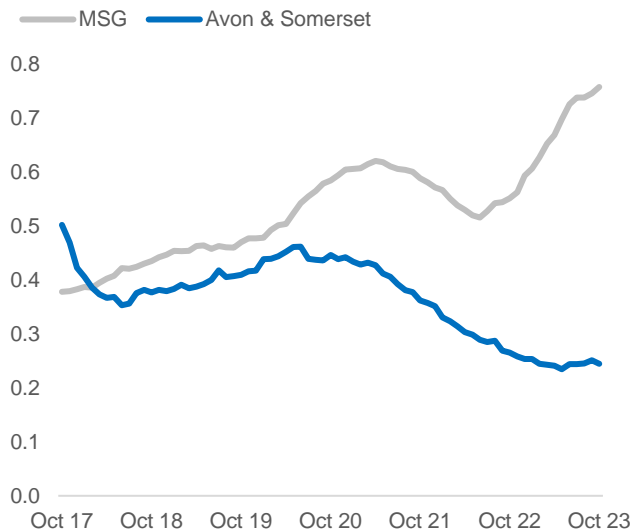
Drugs and County Lines Disruptions - 12 Month Rolling Rates

Legend: Drugs, County Lines. Y-axis 0 to 1400. X-axis Q3 19/20 to Q3 23/24.

Planned Action to Drive Performance

1. County Lines Intensification Week encompassing school visits, pro-active ANPR action and joint patrols with British Transport Police.

2. Delivery of bespoke 4P plans by Neighbourhood Teams during the County Lines Intensification Week. Plans include a mix of overt and covert disruption and prevention activity aimed at disrupting people involved in County Lines.

3. Joint operations with regional forces to target cross-border offenders.

4. Provide training and CPD to ensure they know what County Lines is and what help and support is available to them and child-centred approaches to County Lines, including how to recognise the signs.

5. Rollout of Operation Pester in East Bristol following successful pilot. A national County Lines Coordination Centre tactic where telephone numbers collected from lines don't meet the threshold for enforcement, they are sent a message with a treatment offer, signposting and advice. If effective, this may also be expanded as part of the response to dangerous and contaminated batches of drugs.

Comments

1. The force has a lower rate of drug trafficking offences per 1000 residents, compared to the MSG forces and this gap has been growing since mid 2020. This may indicate less proactive identification of the offending.

Reduce Neighbourhood Crime

Measures Summary

| Local Measures	Trend	Benchmark
Police recorded residential burglary offences	Reducing	3rd/8 MSG (below MSG average rates)
Police recorded vehicle crime offences	Reducing	6th/8 MSG (below MSG average rates)
Police recorded personal robbery offences	Stable	8th/8 MSG (above MSG average rates)
Police recorded theft from the person offences	Reducing	2nd/8 MSG (below MSG average rates)

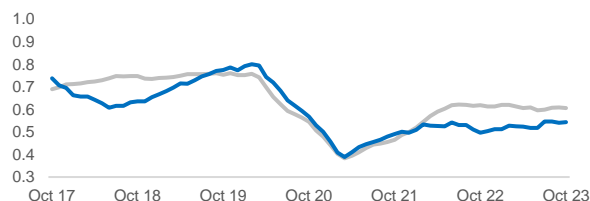**Residential Burglary** - 12 Month Rolling Rates per 1000 Households
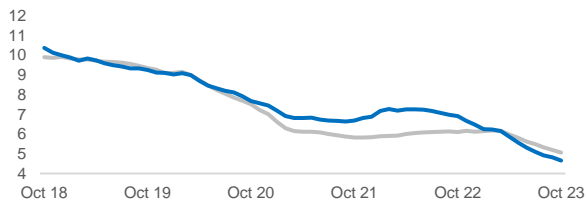
Vehicle Offences - 12 Month Rolling Rates per 1000 Residents

— MSG — Avon & Somerset
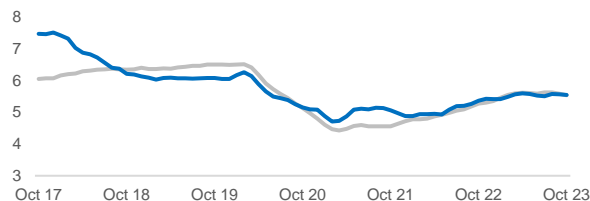
Personal Robbery - 12 Month Rolling Rates per 1000 Residents
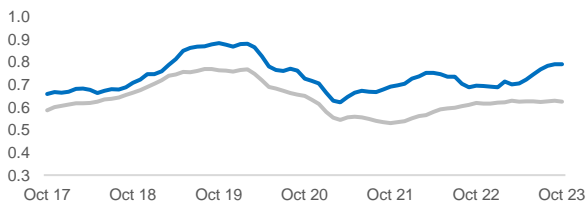
Theft from the person - 12 Month Rolling Rates per 1000 Residents

Planned Action to Drive Performance

1. Ongoing assurance work to review all existing problem-solving plans that will be used to shape the delivery of any problem-solving training to be rolled out over the coming months. A 'tried and tested' page will be used to highlight further examples of effective problem-solving.

2. Develop a Neighbourhood specific Digital Academy for training, Continued Professional Development, Organisational Learning and a Continuous Improvement Suggestion Scheme structured around the six pillars of Neighbourhood Policing: Engagement, Problem Solving, Safeguarding, Offender Management, Responding and Investigating.

3. Implementation of 4P plans for burglary and robbery to reduce the likelihood of these crimes happening in the first place through crime prevention advice and detecting the crimes that do occur.

4. New vehicle crime lead appointed who will develop a 4P plan specific to vehicle crime.

Comments

1. Recorded neighbourhood crimes saw large reductions during the COVID-19 lockdown periods. Robbery offences remained more stable and the number of robberies in Bristol continues to cause ASP to have slightly higher levels than our MSG.

Tackle Cybercrime

Measures Summary

Local Measures	Trend	Benchmark
Investigate 100% of all cyber dependant crime disseminated to forces	Stable (100%)	Not available
Provide 100% of all cyber dependant crime victims with specialist advice	Stable (100%)	Not available
Action Fraud Offences	Reducing	Not available

Action Fraud offences disseminated to Avon and Somerset Police - 12 Month Rolling
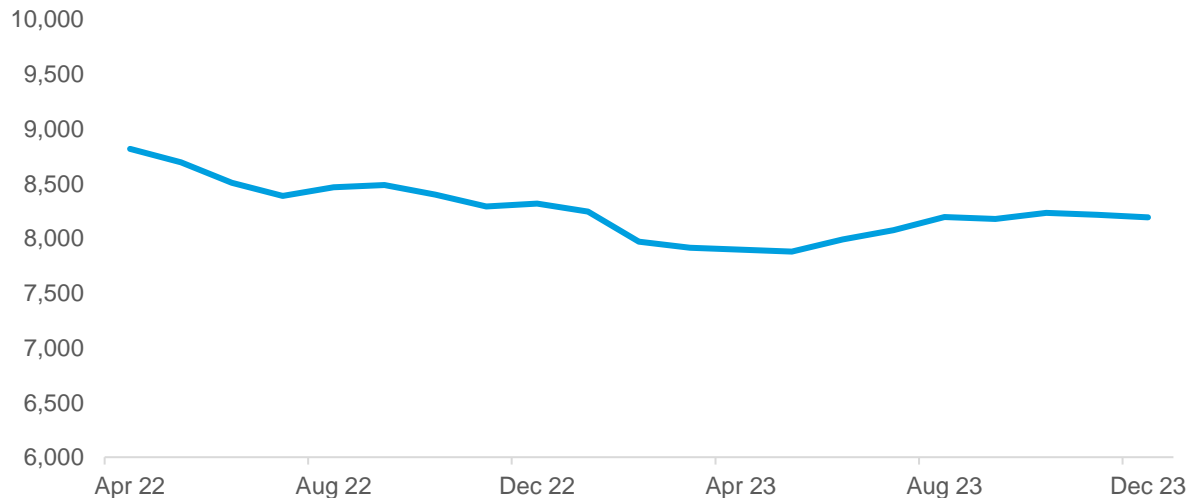
Planned Action to Drive Performance

1. Ongoing promotion of fraud-awareness, linking to national campaigns, to increase public understanding of offending methods and to deliver appropriate crime prevention advice.

2. Engagement in the launch of a national database of Cyber volunteers to ensure that specialist skills are available across police forces and Regional Organised Crime Units when required. This includes the recruitment of a Fraud volunteer with specific industry expertise in forensic accounting.

3. Dedicated Cryptocurrency Continued Professional Development and use of Suspicious Activity Reports to target criminal use of crypto funds.

4. Delivery of the Cyber Escape Room - an interactive cyber awareness workshop.

5. Development of the Digital Media Advisor role to provide specialist digital knowledge and advice around all investigations.

6. Development of automated procedures to ensure that all acquisitive crime cases are considered for Asset Recovery, and creation of an app for frontline officers to walk through Asset Recovery techniques.

Comments

1. There is no local measurement similar to the national measures, which focus on 'Confidence in the law enforcement response to cybercrime' and 'the percentage of businesses experiencing a cyber breach or attack'. Both of these measures are captured at a national level.

Improve Victim Satisfaction, with a Focus on Victims of Domestic Abuse

Measures Summary

Local Measures	Trend	Benchmark
Overall victim satisfaction rate	Reducing	Not available
Burglary victim satisfaction	Reducing	Not available
Hate crime victim satisfaction rate	Reducing	Not available
Violent crime victim satisfaction	Reducing	Not available
ASB victim satisfaction rate	Reducing	Not available

Victim Satisfaction - 12 Month Rolling Rate
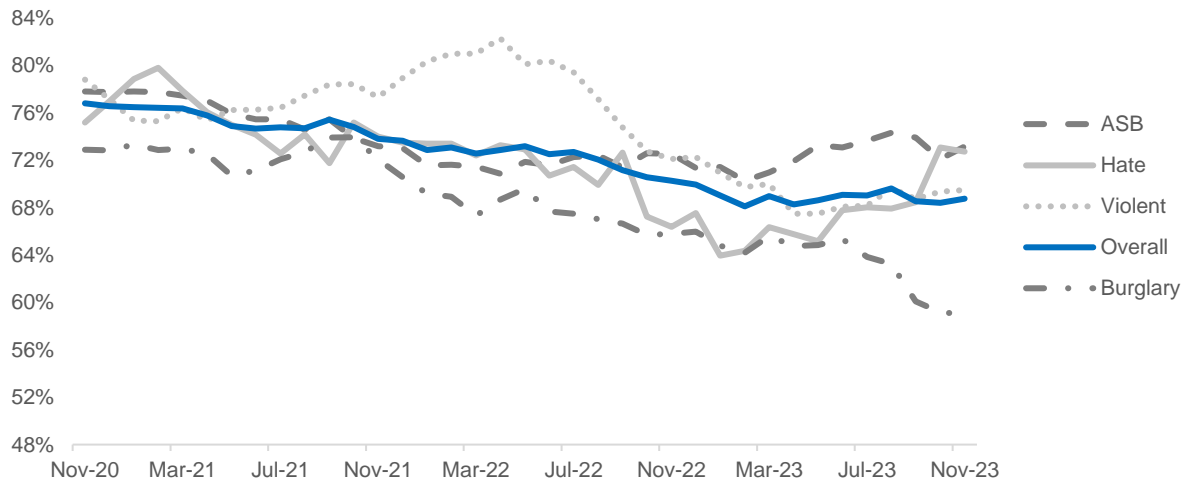
Planned Action to Drive Performance

1. Implementation of local violence against women and girls framework (which includes domestic abuse).

2. Ongoing work to review and make improvements to the management and enforcement of all protective orders to evaluate their effectiveness and ensure breaches are robustly dealt with.

3. Development of a joint panel with the police and CPS to look at decisions to take no further action in RASSO, domestic abuse and Stalking & Harassment cases.

4. Ongoing analysis of cases closed because the victim declines to prosecute - to provide greater insight into victims' reasons for withdrawing to identify any areas for improvement.

5. Improvements to the accessibility and service provision of ISVAs in police premises to enable closer working with police and improved services to victims.

6. Expansion of the DRIVE programme – to Bristol and Somerset – for domestic abuse perpetrators, aimed at challenging and supporting perpetrators of domestic abuse offences and reducing reoffending.

7. Recruit two additional officers to support the Domestic Violence Disclosure Scheme.

Comments

1. Dwelling burglary shows higher satisfaction levels than all burglary (79.8% vs 60.1%).

2. There is no domestic abuse victim satisfaction survey currently in place in Avon and Somerset.

Better Criminal Justice Outcomes for Rape Cases

Measures Summary

Local Measures	Trend	Benchmark
Charge volumes for rape offences	Increasing	Not available
Charge rate for rape offences	Increasing	4th/8 MSG (above MSG average rates)

Rape - Charge & Summons Volume and Rate - 12 Month Rolling
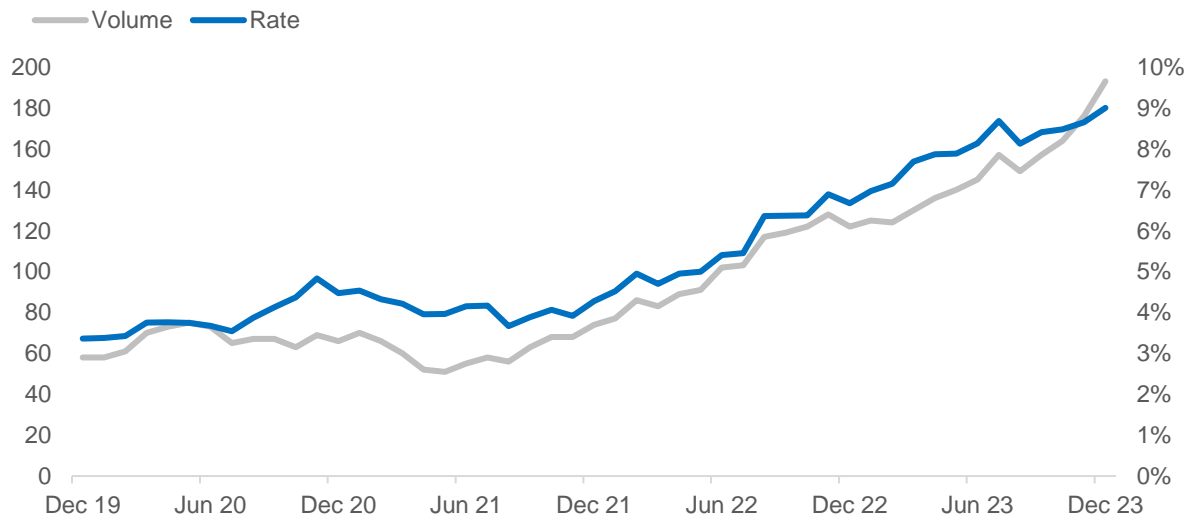
Planned Action to Drive Performance

1. Rollout of the first National Operating Model for rape investigations, based on the findings and learning from Op Soteria and Project Bluestone dedicated to the investigation of rape and serious sexual offences (RASSO) using specialist investigators.

2. Detailed work to expedite RASSO crime allocation following our 2021/22 PEEL Inspection and a specific AFI relating to the timely allocation of RASSO offences.

3. Explore options around the use of Specialist Engagement Officers for marginalised / disadvantaged communities.

4. Analysis and understanding of national victim survey from the national academic team to identify key areas of interest and learning. ASP also now qualify for local survey form.

5. Analysis of rape cases where 'no further action' was taken to understand victims' reasons for withdrawing support and identify any areas for improvement.

6. Implementation of a RASSO data standard to improve levels of data completion, particularly in relation to victims' protected characteristics and across relationship contexts. This data collection will help to carefully monitor and provide richer insight into victims and their needs.

Comments

1. There has been a sustained increase in both the volume of charges and the rate as a result of the implementation of the Bluestone/Soteria model.
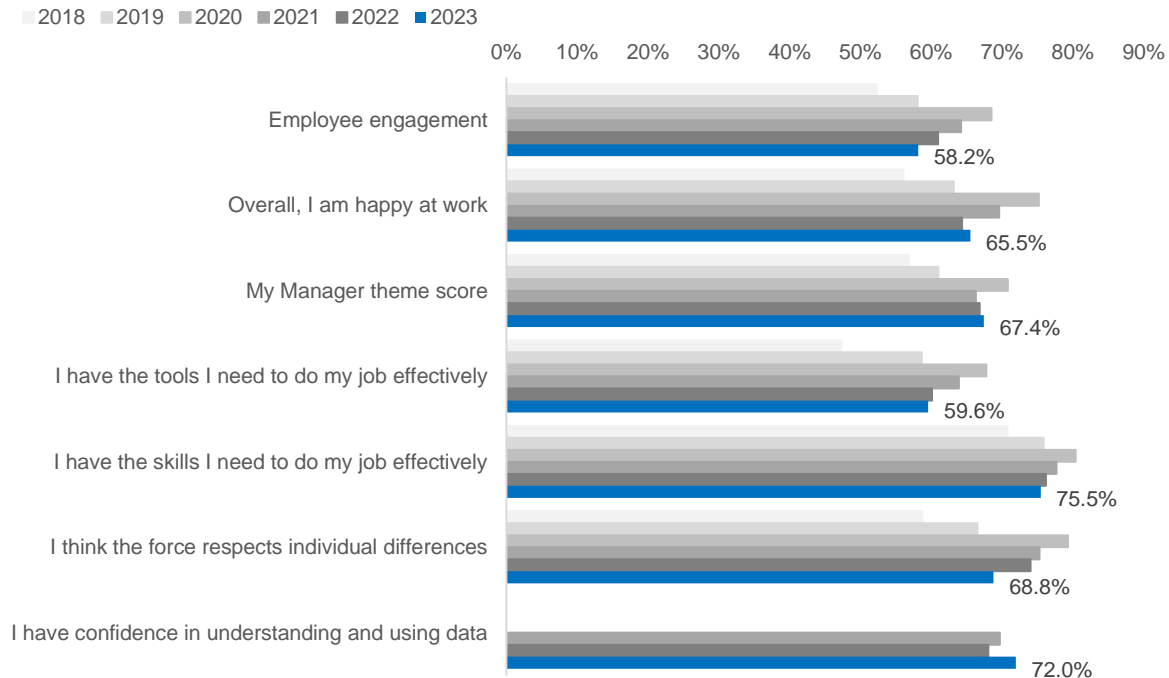
Avon and Somerset Police and Crime Plan 2021-2025

Contribution of Avon and Somerset Police Priority 3 – Leading the police to be efficient and effective*

*Two of the areas of focus in Priority 3 are the Strategic Policing Requirement (SPR) and environmental impact. Oversight of these will be achieved through a yearly self-assessment which is not available at the time of writing this performance report.

Recruiting Officers and Capability

Measures Summary

Workforce survey

Legend: 2018, 2019, 2020, 2021, 2022, 2023

Measure	2023
Employee engagement	58.2%
Overall, I am happy at work	65.5%
My Manager theme score	67.4%
I have the tools I need to do my job effectively	59.6%
I have the skills I need to do my job effectively	75.5%
I think the force respects individual differences	68.8%
I have confidence in understanding and using data	72.0%

Planned Action to Drive Performance

1. Ongoing workforce planning to allocate the achieved Uplift in police officers across the organisation to best meet demand and ensure appropriate capability, particularly within CID and proactive teams.

2. Exploration of a non-degree entry route for people wishing to become a police officer. The new route would be designed in a way that supports the application of recognition of prior experience and learning, and will be quality assured by the College of Policing to ensure consistency of standards across policing.

3. Roll-out of a new First Line Leaders programme providing mandatory training for all new and existing first line leaders (officers and staff), as well as an annual leadership development session. This is to provide essential skills and support for leaders in achieving performance priority areas and appropriate staff support.

4. Improvements to Occupational Health that optimises the structure to meet demand across the organisation both now and at least 5 years ahead. The work will enhance the service provision aimed at supporting our people, improving the employee experience, and supporting the organisation to become more trauma-informed.

Comments

1. On 31 March 2023 ASP had 3,393 police officers. This number is being gradually reduced back down to the funded temporary Uplift target, so that on the 31 March 2024 there are 3,331 officers.

Demand management to increase visible policing and time to fight crime

Measures Summary

Local Measures	Trend	Benchmark
Police visibility	Stable	Not available

Police Visibility - 12 Month Rolling Rate
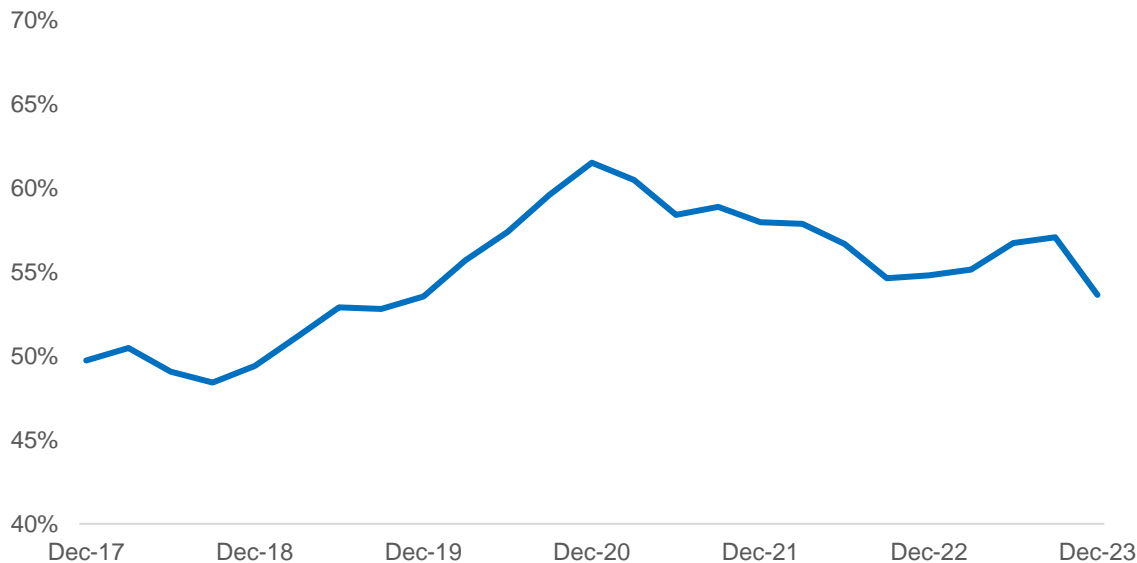
Planned Action to Drive Performance

1. Improve forecasting ability to more accurately match resourcing to demand.

2. Implementation of a new Qlik app for repeat and persistent callers to manage demand.

3. Exploring voice analytics software which would support better understanding of call demand and help identify repeat callers.

4. Local implementation of the National Right, Care Right Person initiative to assist demand management for areas such as Concern for Welfare, Missing People and Mental Health.

5. Feedback and learning from this year's summer demand period to be analysed and fed into next summer's plan.

6. Check and test that crime is being allocated on a risk basis and in accordance with the amended Allocation Policy.

Comments

1. Visibility peaked during the COVID period but the level in 2023 is the same as it was in 2019.

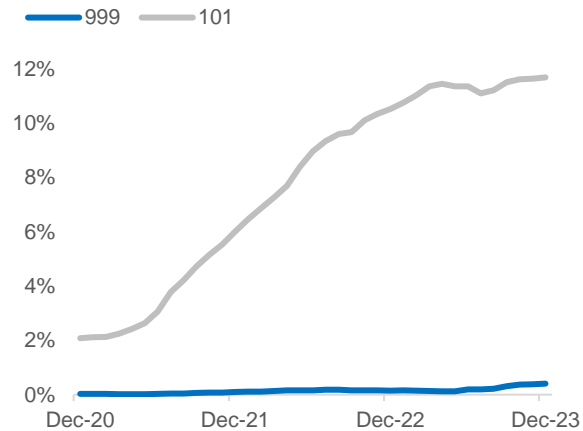# Crime recording and response to calls for service

Measures Summary

Local Measures	Trend	Benchmark
999 abandonment rate	Increasing	Not available
101 abandonment rate	Increasing	Not available
SLA compliance – immediate calls	Decreasing	Not available
SLA compliance – priority calls	Decreasing	Not available
SLA compliance – routine calls	Stable	Not available

999 and 101 Abandonment Rate - 12 Month Rolling

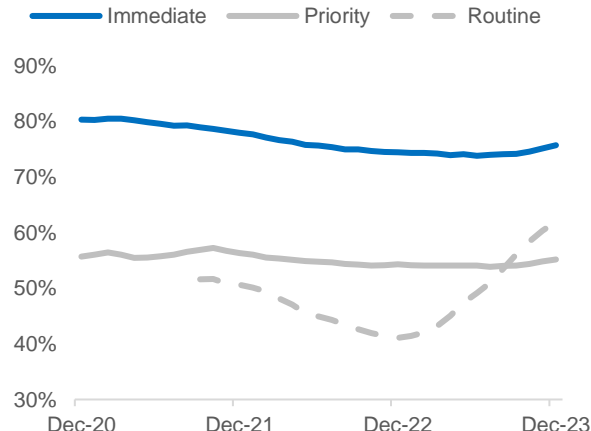### Response time SLA compliance - 12 month average

Planned Action to Drive Performance

1. Increase the number of response trained drivers.

2. Exploring voice analytics software which would also quality assess all calls.

3. Crime recording training and briefings continue to be implemented with targeted packages for specific teams and departments.

4. Review of recent changes in management of the dispatch function in the Control Room to understand if this is delivering improvements.

5. This includes ongoing recruitment to attract more staff, upgrades to the call handling system to improve functionality and a victim contact automation service to ensure victims are assured that they will be contacted.

6. Ensuring vulnerable callers are identified at first point of contact how through improved Threat Harm Risk assessment tools, relevant training and CPD to call handlers, and additional assurance for DA and VAWG related calls.

Comments

1. In 2023 ASP answered 81.0% 999 calls in under 10 seconds, compared to 79.6% nationally.