

ANNUAL REPORT OF THE AVON AND SOMERSET POLICE AND CRIME COMMISSIONER

1 April 2021 – 31 March 2022

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1. Introduction and Foreword

Police and Crime Commissioners (PCC) have a [legal duty](#) to publish an annual report covering two topics:

- the exercise of the PCC's functions, and
- the progress which has been made in meeting the police and crime objectives in the Police and Crime Plan.

This is the annual report of the Avon and Somerset PCC which covers the financial year 1 April 2021 to 31 March 2022.

The year reported on was an election year and a new PCC, Mark Shelford, was elected on 6 May 2021 and formally took office a week later. His first year included the appointment of a new Chief Constable and development and publication of a new Police and Crime Plan.



"This report covers most of my first year of service as the Avon and Somerset Police and Crime Commissioner.

I was elected with a manifesto and my first year has seen that manifesto converted into the Avon and Somerset Police and Crime Plan 2021-25. Production of this plan was a substantial undertaking including a three month public consultation which resulted in the plan being published in January.

I want to ensure Avon and Somerset Police are efficient and effective securing value for money, public money. They must continue to police in a way that secures the confidence of the people we serve and maintains the Peelian principle of policing by consent.

The Police and Crime Plan cannot be delivered by the police alone. During my term as PCC I want the police to work collaboratively with my office and partner agencies and really focus on preventing crime.

With a renewed focus on prevention I know, together, we can make Avon and Somerset communities safer for all."

Mark Shelford – Avon and Somerset Police and Crime Commissioner

A single day in Avon and Somerset Police

380	recorded crimes	848	999 calls
65	domestic abuse crimes	1931	101 calls
6	rapes	1130	incidents
37	offences of violence with injury	223	ASB incidents
242	victims	83	safeguarding referrals
113	suspects/offenders	14	calls relating to missing people
5	assaults on officers/staff	25	road traffic collisions

2. Statutory Duties

The PCC is responsible for the totality of policing and it is the role of the PCC to 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

Shortly after being elected the PCC launched a public consultation about the draft priorities and objectives for the Avon and Somerset Police and Crime Plan he was developing. This consultation was conducted as an online survey and a stratified, randomised, postal survey. The consultation was open for 12 weeks and resulted in over 4,100 responses. The consultation provided significant support for the draft objectives proposed.

The PCC also started carrying out regular public engagement days soon after taking office and in the first year in office did 33 engagement days: five in Bath and North East Somerset, 10 in Bristol, one in North Somerset, 12 in Somerset and five in South Gloucestershire.

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. In the last year there were 2,168 contacts recorded.

There is lots of information on the [PCC's website](#) and you can sign up for news and events. Alternatively, you can follow the PCC on Twitter, Facebook and Instagram @AandSPCC.

The PCC's website received around 400,000 page views in the last year which is double the previous year. Social media engagement has shown a mixed picture with Facebook, which is one of the more popular platforms, showing some significant decline. This is perhaps unsurprising given the withdrawal of the Facebook Live broadcasts which were popular during the first year of the pandemic.

Appointing the Chief Constable

The PCC is responsible for appointing, and where considered necessary suspending or removing a Chief Constable. The former Chief Constable of Avon and Somerset Police had decided not to apply to re-new their contract and it expired shortly after the new PCC took office. The PCC temporarily promoted the Deputy Chief Constable, Sarah Crew, to undertake the role while a full recruitment process could be run for the permanent Chief Constable. Sarah Crew was successful through this competitive process and was appointed to the permanent position in November 2021, after confirmation by the Police and Crime Panel.

Holding the Chief Constable to Account

One of the main ways in which the PCC discharges his duties to hold the Chief Constable to account has been through the Police and Crime Board, where necessary, high-level, governance decisions are also signed off. 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 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (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 below the PEEL report is the most significant but there have been several others and all responses are 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.

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 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 panels.
- 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. There were four possible grades: Inadequate, Requires Improvement, Good and Outstanding. 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** at maximising the outcomes from its available resources.
- **Legitimacy** – the Constabulary is **Good**. A police force is legitimate if it has the consent of the public, and those working in the force consistently behave in a way that is fair, reasonable, effective and lawful, which generates the trust and co-operation of the public

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. HMICFRS are conducting an Integrated PEEL Assessment throughout 2022 with the official report being released in early 2023.

Internal Audit

Throughout 2021/2022 the Internal Audit function completed nine substantive audits, two advisory review, one follow-up review as well as contributing towards regional advisory work and conducted follow-up work on previous audits. The nine substantive audits were:

- Organisational Learning from Covid-19
- Remote Working – Cyber / Data Security
- Use of Force
- Complaints Handling
- Criminal Justice
- Environmental Sustainability
- Key Financial Controls: Accounts Payable, General Ledger & Fixed Assets
- Clinical Governance within Custody
- Victim Support Services

Each internal audit conducted throughout the year receives an assurance opinion from the auditors. The assurance levels are; none, limited, reasonable and substantial. Four of the audits resulted in a reasonable assurance opinion and five 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 34 recommendations during 2021/2022, of which:

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

Setting the Budget and Precept

In terms of financial performance, as can be seen in these group accounts, once year-end adjustments have been made, a break-even position has been achieved during 2021/2022. The underlying performance showed a £6.8m/2% underspend, of which £6.6m relates to performance against Constabulary managed budgets and £0.2m 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, and now loss of, the capital grant received from the Government.

The PCC sets the part of your council tax which goes towards funding policing (the precept). When central government made its three year funding settlement for 2022/23 – 2024/25 it confirmed PCCs could increase the precept by £10 (for the average Band D household) for each year.


In order to get a broad range of opinion on this proposed precept a standalone consultation was run including an online survey and a stratified, randomised, postal survey. In just seven weeks these surveys resulted in over 5,605 responses and – when combined with the 750 responses from the telephone survey – was the biggest consultation ever conducted by the office. These results were considered by the PCC and Police and Crime Panel in, respectively, proposing and approving the £10 increase this year.

The outlook in the current Medium Term Financial Plan shows smaller deficits than the plan published at this time last year. This has been helped by the announcement of the three year funding and ability to increase the precept by £10 in each of these years.

There continues to be great uncertainty caused by, as yet, unknown pay increases for police officers and staff; significant inflation; and the ongoing global impact of COVID-19 recovery and Russia's war against Ukraine.

Issuing a Police and Crime Plan and Setting Strategic Direction

A Police and Crime Plan is the primary way a PCC sets the strategic direction within their elected area. A plan continues to be a valid document until it is replaced. The new plan, developed under Mark Shelford, was finalised in December 2021 after six months of collaborative working with the police, public and partner. The plan was formally published in January 2022; this is important to note when considering the progress made against the plan in Section 3 of this report.

 <p>AVON & SOMERSET POLICE & CRIME PLAN SAFER COMMUNITIES FOR ALL 2021-2025</p>	<p>The Strategic Priorities in the Police and Crime Plan for 2021-25 are:</p> <ol style="list-style-type: none"> 1. Preventing and fighting crime 2. Engaging, supporting and working with communities, victims and partner organisations 3. Leading the police to be efficient and effective 4. Increasing the legitimacy of, and public confidence in, the police and criminal justice system
<p>The objectives of the plan are as follows:</p> <ol style="list-style-type: none"> 1. Reduce crime and anti-social behaviour (ASB). 2. Increase the proportion of crimes reported to the police. 3. Increase positive outcomes from reported crime and ASB. 4. Fewer people to be killed and seriously injured on the roads. 5. Increase engagement with and from communities. 6. Increase victim satisfaction. 7. Increase feelings of safety. 8. Increase the morale of the police workforce. 9. Increase the capability of the police workforce to deliver against local and national priorities. 10. Reduce the negative environmental impact whilst maintaining operational efficiency. 11. Increase satisfaction with the service provided by the police. 12. Increase confidence in the police. 	

Appointing a Chief Executive, Chief Finance Officer and Deputy PCC

The PCC must appoint a person to be the head of the Commissioner's staff (referred to in the law as the chief executive [CEO]); and a person to be responsible for the proper administration of the Commissioner's financial affairs (referred to in the law as chief finance officer [CFO]).

When the PCC took office both the people in the CEO and CFO roles were on temporary Interim contracts; it was therefore a priority in his first year for the PCC to appoint people into these roles permanently.

The Chief of Staff was appointed following a competitive recruitment process in January 2022 and, although the job title was changed from CEO, the fundamental responsibilities remained: they the head of the paid office and the Monitoring Officer.

The Chief Finance Officer was also appointed following a competitive recruitment process. The successful candidate was the Interim CFO, who was confirmed as taking the permanent role in April 2022.

The PCC may also appoint a Deputy PCC (DPCC). After a competitive recruitment process the DPCC was appointed in March 2022. The DPCC will have a focus on engagement and partnership working and will take a lead in particular portfolios of work e.g. male violence against women and girls and serious violence. The DPCC also provides resilience to the role of the PCC.

Partnership Working

The PCC has legal duties to work with a range of partners and this is enshrined in the second priority of the new plan which is *engaging, supporting and working with communities, victims and partner organisations*. This is reinforced by the area of focus on *collaboration and partnership working* and the importance of this can be seen in various sections of this report.

Commissioning and Grants

A range of services and community safety projects have been allocated over £8.2 million by the PCC, in 2021-22, 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; services related to mental health, police custody and reducing reoffending; as well as local community safety initiatives. This included over £2.2 million of extraordinary funding successfully bid for. A breakdown of funding can be found in annexes 1–4.

3. Performance Against the Police and Crime Plan

Priority 1 – Preventing and fighting crime

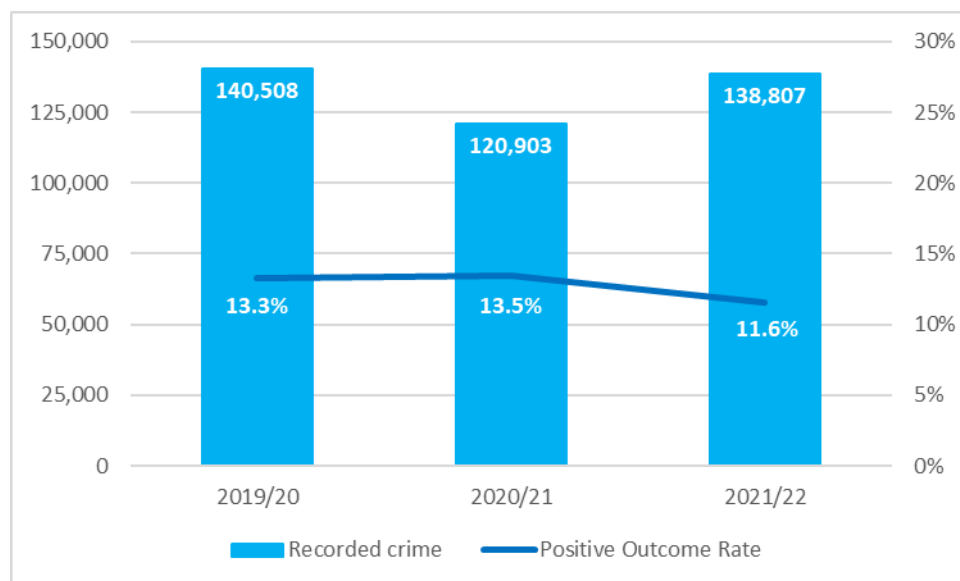


Figure 1: Avon and Somerset Police recorded crime and positive outcome rate for the years 2019/20 – 2021/22.

Recorded crime and positive outcome rates are important to consider across the whole of priority one. There is variation seen across different crime types which will be explored more below.

As was seen nationally recorded crime reduced significantly in 2020/21 as a result of the pandemic and lockdown restrictions. Levels of crime have increased in this last year but are still lower than pre-pandemic. It should be noted that part of this recent increase is due to better crime recording which is discussed later in this report.

The number of positive outcomes in the most recent year is very similar to 2020/21 but given the sizeable increase in crime it means the rate has dropped as shown in the graph.

1. Vulnerable children and adults

There are 16 strands of vulnerability which are themes of crime, incidents or police work. However it has been recognised that, in order to perform well, there are things that need to be done which cut across all these themes. As a result of this a National Vulnerability Action Plan (NVAP) was launched. In June 2021 Avon and Somerset Police conducted a self-assessment against this NVAP and submitted their findings to the Vulnerability Knowledge and Practice Programme (VKPP). The VKPP acknowledged the good understanding of Avon and Somerset Police and the prioritisation put in place. There were five priority areas identified which would be the focus for improvement activity (highlighted in figure 2 below).

Implementation	Action is a one-off, with the action perceived as not being helpful, not having worked or that it wouldn't work in practice				
	Action is tended to be thought about in response to a crisis or external stimulus		<ul style="list-style-type: none"> • Evidence-Led Prosecutions • Officer Norms • Recruitment 	<ul style="list-style-type: none"> • Working with Communities 	
	Delivery of the action is low cost or process focused rather than quality-focused (i.e. how many or how much, rather than how well)		<ul style="list-style-type: none"> • Voice of the Victim 		
	Action is actively invested in and areas of improvement are always being sought		<ul style="list-style-type: none"> • Data Collection 	<ul style="list-style-type: none"> • Governance 	<ul style="list-style-type: none"> • Recognition and Response • Mental Health • Access to Services • Appropriate Action • Tasking and Review Process • Analytical Capability • Evidence and Investigation • Resilient Staff • Multi-Agency Hubs
	Action is a way of life and embedded in everything staff do, from the frontline to senior managers				

Figure 2: summary of the self-assessment of Avon and Somerset Police against the NVAP.

Below shows some of the activity, in the last year, in each of these areas.

Evidence-led prosecutions

- A digital training package has been developed, in collaboration with CPS, and rolled out throughout Avon and Somerset Police.
- Work has begun to develop a specific policy for evidence-led prosecutions in domestic abuse cases. Domestic abuse is where evidence-led prosecutions are expected to be most used.

Officer norms

- Successfully agreed funding for, and the planning of the roll out of an extensive new training package called Domestic Abuse Matters. This is scheduled to start in September 2022 and seeks to challenge and encourage new attitude, behaviour and professional curiosity.
- Project Bluestone (see below) aims to change the policing (and criminal justice) mind-set by challenging outdated myths, behaviours and assumptions, therefore improving service delivery and experiences of the victim.
- 260 officers and staff from a number of operational teams have received training in Trauma informed practice. Train the trainers to be delivered this summer to enable further roll out in force.

Recruitment

- Evaluation of recent recruitment drives to ensure an understanding of vulnerability. The full evaluation and analysis is ongoing.

Voice of the victim

- Project Bluestone is developing opportunities to improve reporting within under-represented groups.

- Development of surveys to capture victims' experience and feedback. This has started with the development of a survey for domestic abuse victims but will also consider modern slavery and broader service delivery in relation to the Victims' Code of Practice.
- Processes and procedures are under review in Operations Ruby and Topaz to ensure the voice of children is heard through all incidents and investigations.

Governance

- Quarterly updates have continued to report to the most senior governance groups that provide scrutiny: Avon and Somerset Police's internal Constabulary Management Board and the PCC's Police and Crime Board. These reports have developed and continue to refine key performance indicators for each of the strand of vulnerability.
- A review of this governance has started, in line with the launch of the violence against women and girls framework. There are many overlaps between these two areas and it is important that the governance processes are as efficient and effective as possible.

2. Male violence against women and girls specifically domestic abuse, sexual offences, stalking and harassment

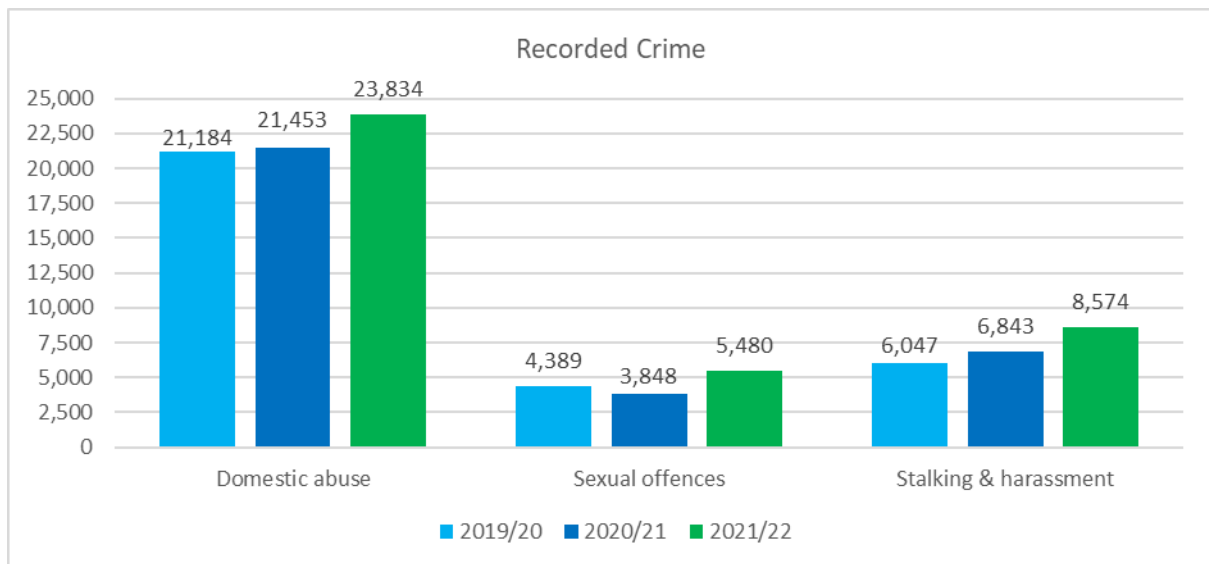


Figure 3: Avon and Somerset Police recorded crime for domestic abuse, sexual offences, stalking and harassment; for the years 2019/20 – 2021/22.

Improved crime recording processes, within Avon and Somerset Police, have driven the increases in 2021/22 recorded crime for domestic abuse and stalking and harassment.

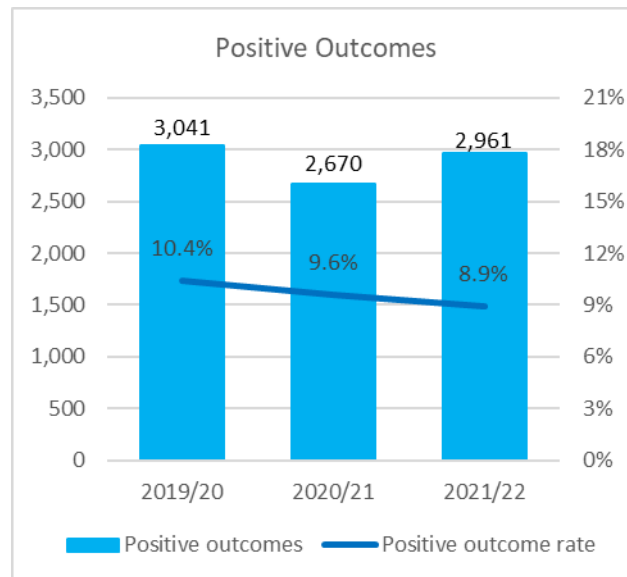


Figure 4: Avon and Somerset Police crime outcomes; combined positive outcomes (and rate) for domestic abuse, sexual offences, stalking and harassment; for the years 2019/20 – 2021/22.

The College of Policing and National Police Chiefs' Council launched a [national framework for delivery](#) on violence against women and girls, in December 2021. The National Police Chiefs' Council (NPCC) directed all forces to produce plans; Avon and Somerset Police's [Local Delivery Framework](#) has been published. The plan has 34 actions against three pillars:

- build trust and confidence;
- relentless perpetrator pursuit; and
- safer spaces.

Avon and Somerset Police must put in place the right governance to ensure this is turned into action, and more importantly improved outcomes for the community. The PCC maintains close scrutiny of this critical area of focus, and this featured as the first topic discussed in the inaugural Performance and Accountability Board (see area of focus 4.6 below). As well as scrutiny of Avon and Somerset Police the PCC, and their office, will also need to support partnership working in this space especially with a focus on prevention.

Project Bluestone is going to be critical in ensuring a better response to male violence against women and girls. Bluestone proposed the development of a 'gold standard' framework for the investigation of rape and serious sexual offences (RASSO), using specialist investigators to enhance victim contact and disrupt persistent offenders. This was developed in partnership with leading academics and in consultation with partners across the criminal justice system, as well as victim services. This is a transformative pathfinder approach being rolled out nationally through Operation Soteria and the Chief Constable for Avon and Somerset is the national police lead for RASSO.

Delivery of Bluestone has been under way for the last year against six pillars:

- Pillar 1 – Suspect focused investigations
- Pillar 2 – Targeting and disrupting repeat offenders
- Pillar 3 – Victim engagement
- Pillar 4 – Learning development and welfare
- Pillar 5 – Data and performance Management
- Pillar 6 – Digital forensics

Bluestone is not just about doing more but instead doing things differently. However none of this can be achieved without the officers in place in the specialist teams. By 31st March 2022 there were 57.2 (full time equivalent) officers in the Bluestone teams; against an authorised establishment of 100.

The activity described above should be seen as building the foundations on which to improve and in next year's report you should be able to see more tangible changes.

A really important aspect of any crime, but particularly these insidious types of crime is ensuring victims get proper support. You can read more about those achievements under Priority 2.

3. Drug crime and serious violence

Drug crime

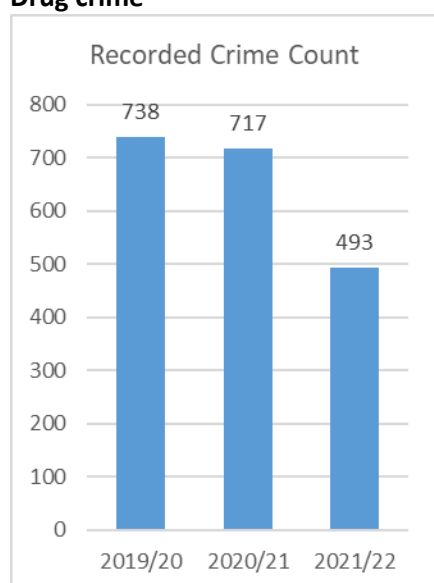


Figure 5: Avon and Somerset Police recorded **drug trafficking** crime for the years 2019/20 – 2021/22.

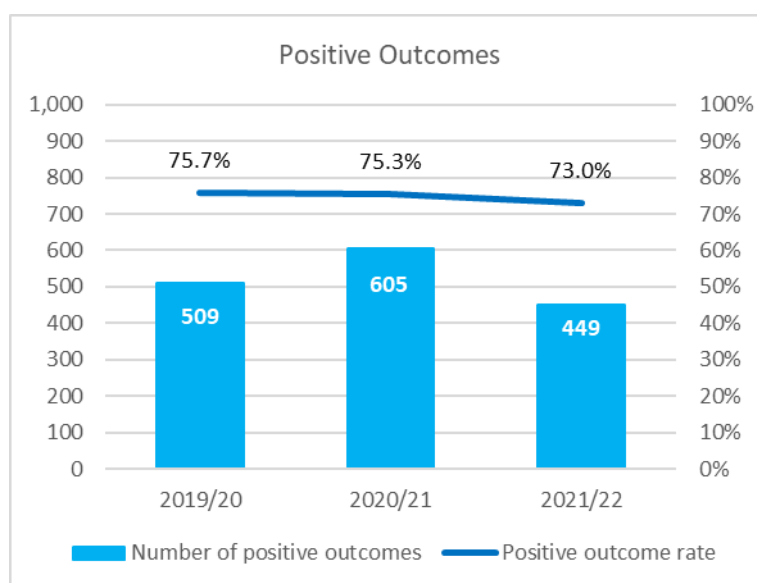


Figure 6: Avon and Somerset Police crime outcomes; positive outcomes (and rate) for **drug trafficking**; for the years 2019/20 – 2021/22.

Unlike many crimes drug trafficking is detected more through proactive policing rather than being reported to them. So in this context the reduction in drug trafficking offences in the last year would tend to indicate less proactive policing targeting drug dealing. Although this is part of the reason it is not the only reason as the complexity of the case will also have an impact e.g. an investigation into dealers higher in an Organised Crime Group's hierarchy will take considerably more time and resource than a 'street-level' dealer; this cannot be easily quantified.

Project ADDER

[Project ADDER](#) (Addiction, Diversion, Disruption, Enforcement and Recovery) is a joint Home Office and Department for Health and Social Care pathfinder programme. It aims to reduce drug-related death; reduce drug-related offending; reduce the prevalence of drug use; and sustained and major disruption of high-harm criminals and networks involved in middle market drug/firearms supply and importation. Funding has only been provided to 13 of the worst affected areas across England and Wales. Bristol is one of these areas and in 2021 Avon and Somerset Police were awarded £1.4 million over two years, alongside Bristol City Council who were awarded £3.4 million.

"The first year of funding under Project ADDER has allowed us to step up our enforcement in the areas of the city where drugs cause the most harm, set up innovative youth diversion and intervention schemes with partner agencies, and work with experts to improve pathways to treatment and support for our most vulnerable people.

Having sustained funding will mean we can continue to build on the successes we have already achieved and ensure that the schemes and pathways we have set up or widened, continue to improve outcomes for vulnerable people, reduce crime and prevent harm."

Bristol Commander, Superintendent Mark Runacres

The below benefits and successes are some of those realised by Project ADDER over the past year:

- Contributed towards over 1,000 arrests linked to drugs in Bristol including 351 for supply offences and 370 for weapons offences.
- Employed intelligence analysts to help better target enforcement work as well as identifying the most vulnerable people for safeguarding visits so referrals can be made to partner agencies to support with treatment and reduce their vulnerability.
- Supported independent charity Crimestoppers with an awareness campaign which has seen reports of drugs intelligence increase by 22%.
- Commissioned The BE Project who specialise in bespoke drug and alcohol education and training, to support all secondary schools and pupil referral units in Bristol. Training on substance misuse has been delivered to 686 professionals. 3278 young people have received an educational session.
- Worked with the St Giles Trust and the Robins Foundation to engage with and mentor young people. To date 35 young people have been supported by the St Giles Trust. Nearly all of these young people have shown positive changes in their behaviour and attitude.
- Continuation of The Call In scheme in partnership with Golden Key and Bristol City Council, which gives young people arrested for drug dealing offences in the East of the city the chance to have their charges dropped if they engage with the course which offers education, training and mentoring in a bid to keep them away from the criminal justice system at the earliest possible chance.
- Funded drugs treatment workers to support those who have come into custody and whose crimes are likely to have been driven by opiate addiction towards treatment. The courts are also working with treatment specialists to increase the number of drug rehabilitation requirements given as part of a sentence, as opposed to custodial sentences.
- Increased engagement in Bristol Prison by:
 - Establishing a mentoring and support service for those who have been groomed into County Lines
 - Increasing enforcement around drugs going into the prison
 - Referring inmates who have drug addictions to drugs workers who can support them both inside prison and when they are released into the community
 - Upgrading the IT system to ensure that health records can be transferred easily between the prison and community NHS services
 - Employ specialist workers from Nelson Trust to support female prisoners inside the prison and in the community
- Fund trainee drugs workers with Bristol Drugs Project who are in recovery themselves, who use their lived experience to deliver expert advice and support those living with addiction. BDP are also doing outreach to support people vulnerable to exploitation or who may be causing anti-social behaviour in their communities to make positive changes.

"The traineeship has really challenged me to get out of my comfort zone but it has also built my confidence and given me a new life, one where I don't have to depend on benefits or handouts.

"I can hold my head up and support my son and family and be an example to the wider community showing that we can change. The fact that organisations like BDP can give opportunities to someone like me with a long history of offending and addiction to become drugs workers it's amazing."

A trainee drugs worker with Bristol Drugs Project, who has lived experience of drug addiction and is now working to help other people thanks to Project ADDER.

County Lines

County Lines has become a very public example of organised crime groups, dealing in drugs pushing their harm into different communities. In the Avon and Somerset area, there are more than 30 active lines at any one time. You can read more about Op Scorpion (below) which is a recent joint operation targeting County Lines. This has been an ongoing priority for Avon and Somerset Police as can be seen in the below examples.

Case study: two men who brought class A drugs to Somerset from London have been jailed.

Two men were involved in transporting heroin and cocaine from London to Bridgwater between December 2020 and March 2021. The pair were arrested as part of a joint investigation between Avon and Somerset Police and the Metropolitan Police and pleaded guilty to being concerned in the supply of heroin and cocaine.

The pair appeared at Taunton Crown Court for sentencing in April 2022 and one was sentenced to four years and six months for his controlling role in the operation and the other was jailed for three years and six months.

Case study: five sentenced for conspiracy to supply class A drugs

Three men and two women were brought approximately 5kg of cocaine and heroin to Taunton, Bridgwater and Yeovil from London between August 2020 and February 2021. This was a joint investigation between Avon and Somerset Police and the Metropolitan Police. Four pleaded guilty to two counts of conspiracy to supply class A drugs and the fifth was found guilty at trial in November 2021.

Judge James Townsend said in court the defendants were involved in a sophisticated, well-organised and large-scale county lines supply operation, before sentencing them according to their level of involvement. He described the operation as a menace bringing intimidation, misery and violence to young people in Somerset. The sentences were as follows:

- prison sentence of 15 years in prison*
- prison sentence of 52 months*
- prison sentence of 45 months*
- prison sentence of 18 months, suspended for two years.*
- prison sentence equal to the 13 months he had already served on remand and an exceptional community order.*

Detective Inspector Richard Horsfall said: "I would like to highlight and praise the public for their support in bringing this case to court; without their information and engagement, the team would not have had the opportunity to target this group and take a county lines drug group out of action."

Serious violence

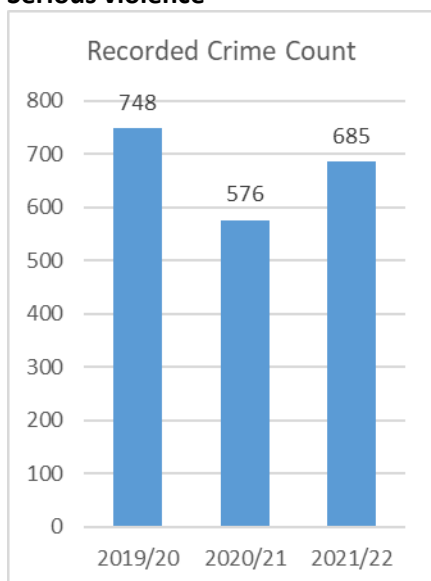


Figure 7: Avon and Somerset Police recorded **serious violence** crimes for the years 2019/20 – 2021/22.

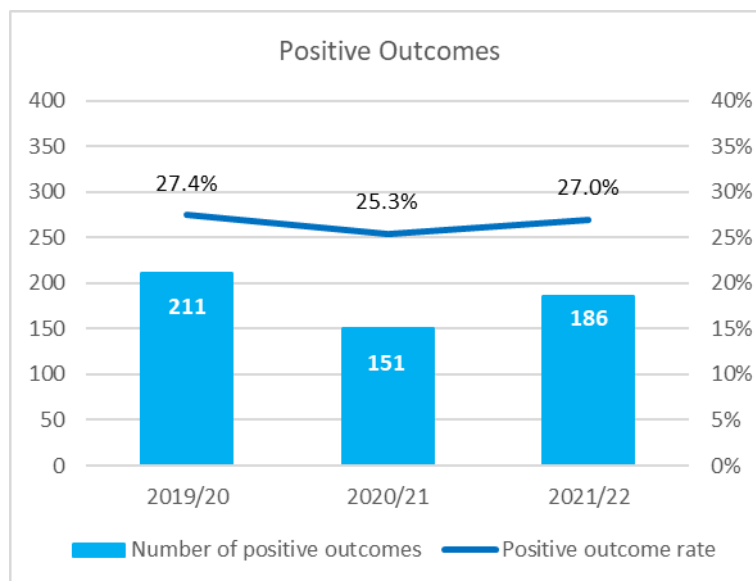


Figure 8: Avon and Somerset Police crime outcomes; positive outcomes (and rate) for **serious violence**; for the years 2019/20 – 2021/22.

NB this is the Home Office definition of serious violence which are offences that result in the death of a person, “endanger life” or “wounding offences”.

Grip funding

The Home Office awarded 18 forces *Grip* funding in order to help reduce serious violence. Avon and Somerset police received just under £774,000 in the last year. An important aspect of this funding was to conduct Pulse Patrols: these are short but frequent visible police patrols in areas with higher levels of violent crime (hotspots). The first seven months (from June to December 2021) were evaluated to understand how effective they were and if they were providing good value for money.

It is likely the use of Pulse Patrols in a Hotspot will lead to a decrease in violent crime. It is highly likely serious violent crime will fall or remain stable in Hotspots where Pulse Patrols have been carried out.

The decline in violent crime is in-part counterbalanced by an increase in violence surrounding the Hotspot areas. Some violent crime is likely to be dispersed to neighbouring areas by patrols as opposed to being prevented completely. However, the same dispersion cannot be seen with serious violence offences. It is highly unlikely that serious violence will merely be moved geographically by patrols. In the majority of cases where a Hotspot has seen a decline in serious violence, so too has its surrounding area.

It is unlikely that pulse patrols will increase occurrences of any other crime type. It is likely the use of a pulse patrol will lead to a decrease in Public Order Offences, Burglary, Theft, and Robbery. Where patrols work to reduce violent crime, they will also have a greater effectiveness to reduce these other crime types.

Given the above conclusions it is fair to say the Pulse Patrols were effective, albeit there were some hotspots that saw an increase in violence and more needs to be done to understand that.

Another benefit of these Pulse Patrols, which has not been measured, is the impact on public confidence. Visible policing is something we know is important to the public and there is a correlation between when a person last saw an officer and their confidence. So higher levels of visible policing like this will hopefully have improved public confidence also.

Operation Sceptre

In November 2021 Avon and Somerset Police took part in Operation Sceptre, a national week of action which sees police across the country intensify efforts to reduce the number of knives on our streets. Key highlights and successes of the operation include:

- 32 weapons sweeps resulting in the recovery of 16 knives
- 127 knives surrendered to 14 bins across the force area
- 82 retailers visited in the largest test purchase operation Avon and Somerset Police have ever carried out, to check retailers' compliance with the law prohibiting the sale of knives to under 18s. 22 stores failed and sold a knife to a child. They have been, or will be, issued guidance and warning notices from officers
- 22 community meetings and educational visits to schools and youth groups including delivery of the Blunt Truth workshop – a collaboration with NHS partners
- 20 intelligence led high visibility patrols in areas of high demand
- Six community leaflet drops informing about the change to the Offensive Weapons Act – making items that were previously legal to possess in private now illegal
- Social media campaign with a reach of 150k impressions, using pop up ads in specific apps targeting 12-25yr olds, signposting them to anonymous knife crime reporting via Fearless.org

Violence Reduction Unit (VRU)

Another important work stream in this area are the VRUs. The PCC has successfully secured £1.16 million in additional grant funding, for each of the years from 2019/20 through to 2021/22. This grant was to set up and then maintain VRUs. In this third year the model continued, as it did in the previous two, with funding devolved to the five Community Safety Partnership areas based on population and levels of serious violence. All VRUs continued to be overseen through a Strategic Governance Group and an [Avon and Somerset VRU Annual Report can be accessed on the website](#).

In addition to the core funding two additional grants were secured totalling over £680,000. The first was for school inclusion approaches, ensuring that young people at risk of exclusion are given the support to stay in education. The second was to scale up and roll out trauma-informed training across the network of VRU partners.

Avon and Somerset VRU 2021/22 – working in partnership to tackle serious violence

- 923 young people at risk of serious violence discussed at multi-agency VRU meetings
- 851 young people at-risk or involved in violence have received targeted interventions
- 3469 young people receiving universal intervention through schools programmes
- 3269 contacts made with young people through detached outreach
- 727 professionals have received training on trauma-informed practice, as well as 78 attending further training for managers/supervisors.

The PCC has successfully secured VRU funding for the next three years, from 2022/23, at an increased level: £2.04 million; £1.53 million; and £1.51 million.

4. Neighbourhood crime and anti-social behaviour specifically burglary, car crime, robbery, theft, hate crime and rural crime

Acquisitive crime

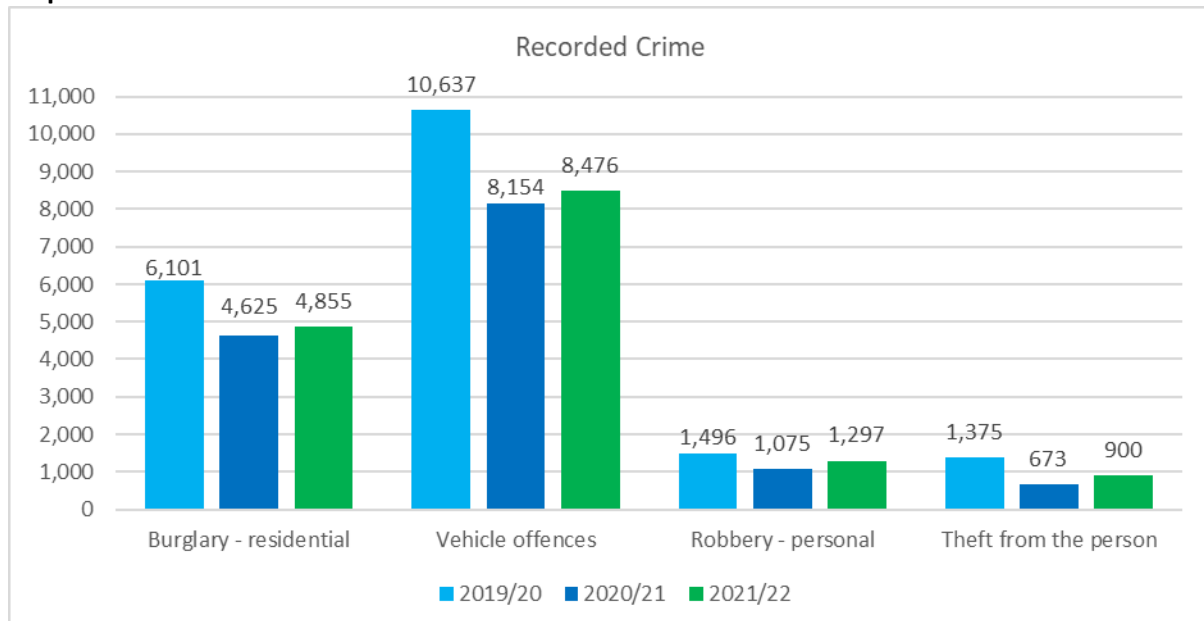


Figure 9: Avon and Somerset Police recorded crime for burglary (residential), vehicle offences, robbery (personal) and theft from the person; for the years 2019/20 – 2021/22.

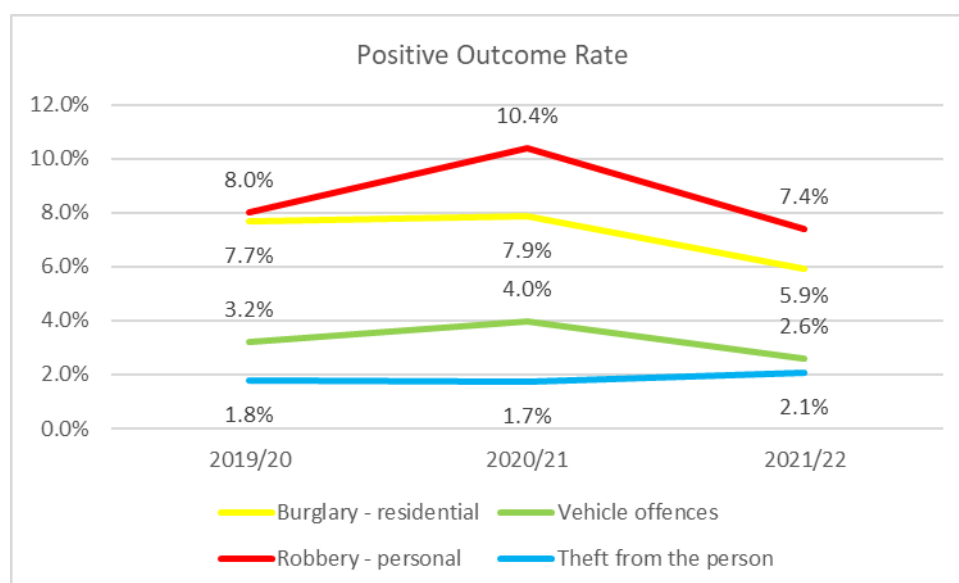


Figure 10: Avon and Somerset Police crime positive outcome rates for burglary (residential), vehicle offences, robbery (personal) and theft from the person; for the years 2019/20 – 2021/22.

There was a significant reduction in acquisitive crime in 2020/21 as a result of the pandemic and lockdown restrictions. Although the levels of crime have increased in 2021/22 they are still lower than the pre-pandemic.

Hate crime

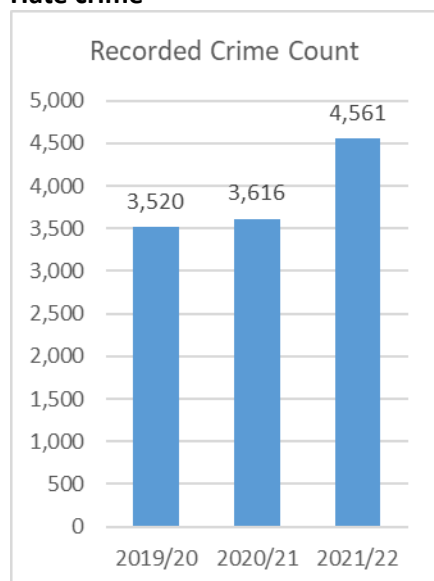


Figure 11: Avon and Somerset Police recorded hate crime for the years 2019/20 – 2021/22.

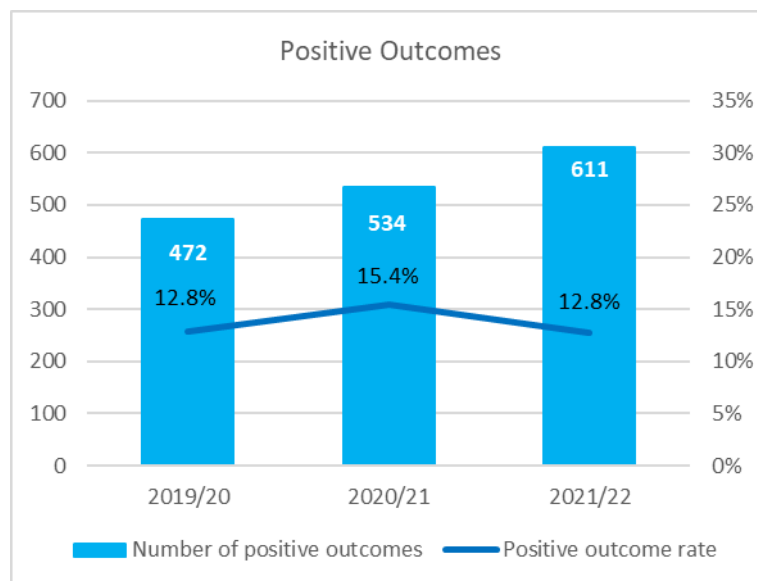


Figure 12: Avon and Somerset Police crime outcomes; positive outcomes (and rate) for hate crime; for the years 2019/20 – 2021/22.

Unlike overall crime, recorded hate crime increased during the pandemic. Hate crime has continued to increase at a national level as well as locally. In 2021/22 the number of recorded hate crimes in Avon and Somerset has increased by 26% to over 4,500 crime. The increases in crime are thought to be caused by a combination of more offending, more reporting to the police and better recording practices.

Although the positive outcome rate has decreased to pre-pandemic levels the number of positive outcomes has increased in line with the volume of crime.

A really important aspect of hate crime is to raise awareness of these incidents to encourage reporting and build confidence in different aspects of the community. The National Hate Crime Awareness Week provides an opportunity to do this. In October 2021, the two areas of focus were LGBTQ+ and disability related hate, due to increased offences and under-reporting. Events took place across the force throughout the week, including PCSO engagement in communities and a Twitter 'take over'. Inputs were also provided at schools and academies in Bristol, as well as engagement by 'Taxi Cop'. Avon and Somerset Police also joint hosted an online multi-agency conference with Stand Against Racism & Inequality (SARI), with Hate Crime Policy Lead from the National Police Chiefs' Council and the Mayor of Bristol delivering inputs. There was also a hate crime education and engagement event on Instagram.

Over the last twelve months, a number of other work streams have been completed to increase awareness and reporting of hate crime. In order to support those victims who speak little or no English, some short outreach videos were created in collaboration with Corporate Communications. These were designed to encourage communities across the force area to report Hate Crime. The videos feature a police officer or PCSO, with a member of the community. They deliver the key messages together. To date the videos have been created in Arabic, Punjabi, Somali, Urdu and English. These languages were selected to reflect the Constabulary's current priority groups. The videos were released in August 2021. This same format is being considered for other communities and groups, for example using British Sign Language and/or Makaton.

In addition to this, a Hate Crime TAC (tactical, advocate champion) network has been created to support hate crime. The PCSO/PC 'tier' of this network are tasked to undertake community engagement to increase awareness of hate crime and improve public confidence in the Avon and Somerset Police's commitment to dealing with it appropriately. This includes work through schools, football units, places of worship and community groups.

It is also worth noting that Avon and Somerset Police are one of three forces – with Hampshire and West Midlands – piloting a Hate Crime Out of Court Disposal. This pilot has been running since July 2021. Referral numbers have been lower than initially anticipated with only 12 referrals. It will be important next year to consider how this pilot can be better utilised to be able to test the effectiveness of it and understand if it is preventing further hate crime offences by those referred. To this end a piece of work will be undertaken to identify those missed opportunities where cases could have been referred.

Rural crime

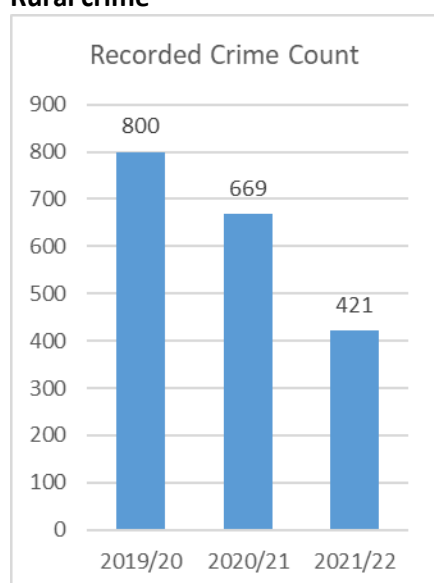


Figure 13: Avon and Somerset Police recorded rural crime for the years 2019/20 – 2021/22.

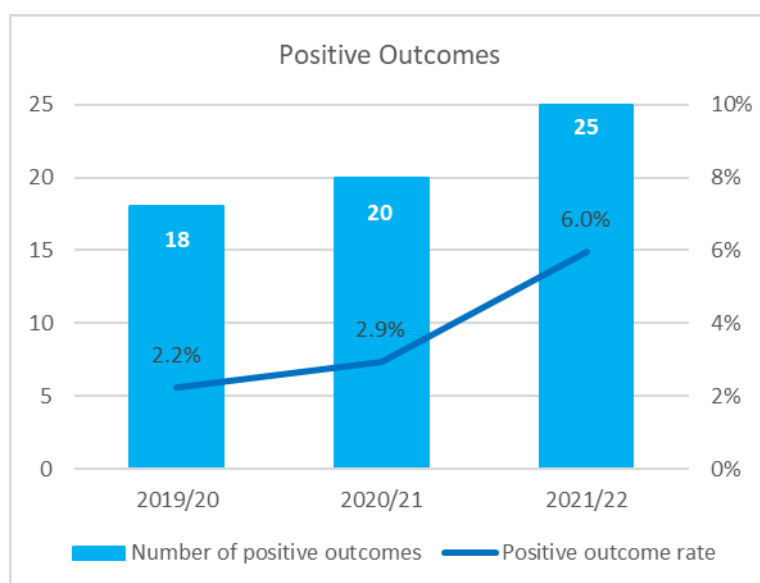


Figure 14: Avon and Somerset Police crime outcomes; positive outcomes (and rate) for rural crime; for the years 2019/20 – 2021/22.

About two thirds of rural crimes are acquisitive crimes. All acquisitive crimes reduced as a result of COVID lockdowns. However the further significant reduction in rural crime in 2021-22 is not in keeping with other crime and was likely due to the crimes not being flagged as rural when they should have been.

In the last year the positive outcome rate for rural crime has more than doubled from 2.9% to 6%, although this is against a backdrop of fewer recorded crimes.

Unlike some other forces Avon and Somerset does have a dedicated Rural Affairs Team, within Neighbourhood Policing, consisting of a Sergeant, two PCs and a PCSO. Recognising this new area of focus for the PCC a new Superintendent took the lead for Rural Affairs in May 2021. It has also been agreed that two additional officers will be assigned to the Rural Affairs Team as part of the Uplift programme. However due to the sequencing of officer placements this has not happened in the last year but will need to be implemented in the coming year.

In July 2021 a new Avon and Somerset Police Rural Affairs Delivery Plan was launched. The overarching aim of this is for rural communities to have more trust and confidence in the police and some of the key actions are below.

- Improve training and internal communications about rural affairs.
- Improve collection and analysis of rural crime data.
- Co-ordination of force resources to tackle rural crime.
- Increased collaboration across the South West forces with a focus on disrupting Organised Crime Groups.
- Better crime prevention by upskilling the workforce and working with partner organisations and community groups like Farm Watch.

Case study: theft and dishonest handling of property from farms across west Somerset

Two men from Bridgwater both pleaded guilty to the charges after a thorough police investigation. The offences were a number of high-value thefts that took place during the first half of 2020 including thefts of quad bikes and trailers, a 4x4 vehicle and a motorhome with a combined value of around £45,000.

The pair appeared at Taunton Crown Court for sentencing in February 2022 and one was sentenced to 16 months imprisonment, suspended for two years. He was also made subject to an overnight curfew and fitted with an electronic tag. The other was given a Community Order for 180 hours and disqualified from driving for two years.

Superintendent Dickon Turner, Somerset Commander and Rural Affairs lead, said: “this conviction is a result of hard work by the Sedgemoor neighbourhood team, Rural Affairs Unit and our dedicated burglary officers. A thorough, intelligence-led investigation, assisted by members of the Somerset Farmwatch community, has resulted in the disruption of serious criminal enterprise and enabled the recovery of high value stolen property, which we were pleased to be able to return to its rightful owners.”

Anti-social behaviour (ASB)

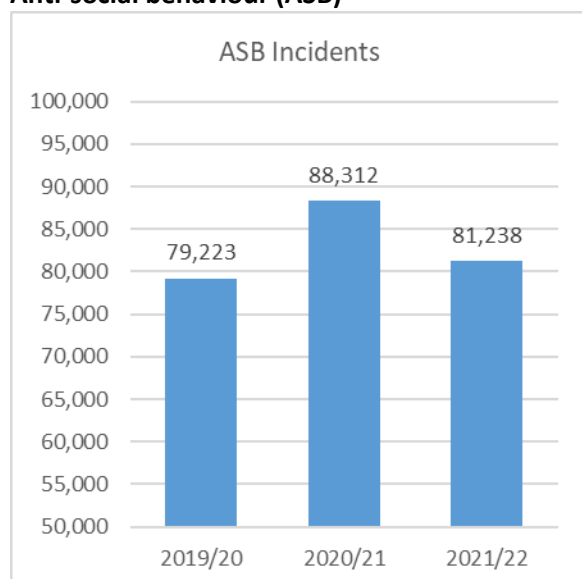


Figure 15: Avon and Somerset Police recorded ASB incidents for the years 2019/20 – 2021/22.



Figure 16: Avon and Somerset Police recorded ASB victim satisfaction rate for the years 2019/20 – 2021/22.

Unlike recorded crime, ASB incidents grew in 2020/21 by 11.5%. They have returned to lower levels in 2021/22 as pandemic restrictions were eased.

Over the last year there has been a small increase in resource in the ASB teams particularly focussed in high demand areas. This has also been supported by some additional funding working with local authorities in Bristol and Somerset. The police have also been working with all local authorities to try and build a more consistent approach to dealing with ASB associated with the street community and ensuring appropriate support is available. This links with the engagement Avon and Somerset Police have had with the Home Office about replacing the Vagrancy Act with updated legislation.

Case study: closure order for Bristol property linked to drug crime and ASB

Avon and Somerset Police ASB, Legal Services and Neighbourhood teams worked together with partner agencies to apply to magistrates to close 44 Comb Paddock in the Henleaze, after it was repeatedly linked to drug crime and anti-social behaviour. The order was granted to last for three months.

The application outlined how, since 2017, drug related activity linked with the property had resulted in numerous instances of disorder and had caused local residents to 'live in fear'. In April 2019, a search warrant was executed at the address in which a Taser device, class A drugs and other drug paraphernalia were recovered. The following month, neighbours reported an altercation late at night which resulted in significant criminal damage to the property. In 2021, police received a number of reports of drug dealing with many people coming and going from the property. Drug activity also expanded to the lane outside and a large 'rambo knife' discovered in bushes near the property was suspected to be linked to criminal activity there. A further search warrant executed at the address in November 2021 resulted in the recovery of numerous phones, a machete, a large amount of cash and suspected class B drugs.

Officers attempted to work with the registered tenant and an Acceptable Behaviour Contract was agreed, but this was subsequently breached on multiple occasions.

Local residents also contributed to the application for the order, telling magistrates how they were subjected to daily anti-social, and occasionally violent, behaviour by a constant stream of people attending the property throughout the day and night.

Chief Inspector Robert Cheeseman said: "Drug use and supply, and related crime and anti-social behaviour associated with this address has had a huge negative impact on local residents.

"We are grateful to the community for providing us with the information we needed to execute warrants at the address and gather the evidence required to present a robust case at court."

Over the last year a lot of work has been done by Avon and Somerset Police to develop a new ASB Service Standard. This standard sets out an enhanced level of service for victims of ASB ensuring greater follow-up from Beat Managers. This follow up should also allow for better identification and recording of crimes and vulnerability of victims. This new standard is due to be signed off in quarter two of the coming year.

Neighbourhood Policing

As a team, neighbourhood policing has a much broader role than the crime and ASB talked about above this includes prevention, engagement and citizens in policing. Neighbourhood policing have roles which support the administration and coordination of the Watch schemes.

Case study: Neighbourhood Watch supporting communities after Storm Eunice

In February 2022 Storm Eunice hit the UK and was one of the worst storms for decades with considerable impact for local communities. Neighbourhood Watches were asked to support the work being done by the police, the army, utility services and other agencies. Members of Neighbourhood Watches asked to check on the residents in their area and also give an indication of which areas were without power, allowing the services to send help to the areas in most demand. Co-ordinators were making contact with their residents and bringing them into their own homes if they were vulnerable. They even identified a man who had just come out of hospital with stomach cancer, who was being fed through a tube, but had no electricity. Had he been left until power was restored, some two days later, he may have been in a very bad way; they were able to get him a generator, which kept him being fed.

The schemes came together to help each other in a real sense of community. All of this would not have been possible without the Avon and Somerset Police staff members who gave put in long and additional hours to coordinate and support this.

Another important prevention function within Neighbourhood Policing are the Designing Out Crime Officers (DOCOS). This team review planning applications across the force area, liaising extensively with city and urban planners, architects, lighting specialists, licensing and counter terrorism to implement design and security measures mitigating the opportunity for crime and disorder in new developments, regeneration projects and change of use applications. The specialist training and knowledge of the DOCOs, along with official police security initiatives, work to improve the security of buildings and their immediate surroundings, providing safe places to live, work and visit.

Case study: Brabazon Arena and associated development, Bristol and South Gloucestershire

The development is vast and – in addition to the 17,000 capacity arena – current proposals include 6,500 dwellings; several schools, nurseries and other educational establishments; pubs, bars and nightclubs; three hotels; a railway station; and many other business premises and community facilities such as doctors' surgery, library, and a community centre.

The team have been working on this since 2018 and the work undertaken includes significant consultation with counter terrorism colleagues, estates, operations planning, licensing and neighbourhood officers, along with regular meetings with the applicant, architects, their security specialists, and planning officers, to ensure the required resources and infrastructure are considered by the developers. This will address the requirement for the developer/applicant to comply with the safety and security requirements of the National Planning Policy Framework (NPPF) and also addressing crime prevention through environmental design (CPTED) principles to mitigate the long term impact on crime and disorder of this development and the demand on police.

5. Fraud and cybercrime

Avon and Somerset PCC

The PCC has taken on the Association of Police and Crime Commissioners (APCC) lead role for Economic and Cybercrime (which includes Fraud). The PCC, with his deputies, are able to influence at a national level and represent the views of PCCs through the following forums:

- Fraud and Cybercrime Reporting and Analysis Service (FCCRAS) – is the next generation procurement process to update the current mechanism – Action Fraud and National Fraud Intelligence Bureau – for reporting and analysing public reporting of fraud. The PCC is a member of the programme board that oversees the process.
- Fraud Performance Oversight Board (FPOB) – set up by the Home Office in order to monitor the work of the City of London Police as the National Lead Force for fraud. The PCC is a member of this Board.
- Justice Committee Inquiry into the approach of the criminal justice system to fraud – the APCC submitted a response to this inquiry and the PCC attended an oral hearing.
- The APCC leads jointly wrote to all PCC colleagues, in January 2022, asking them to improve their police force's response to fraud and setting out steps they might take to do so.

In addition to the above the PCC has continued to amplify national crime prevention messages and campaigns through links with local communities and partners and on important dates e.g. Black Friday or Valentine's Day for relationship fraud. The PCC has also responded to local and national media enquiries to raise the profile of fraud and supported and promoted the important work of the South West Cyber Resilience Centre who protect small/medium sized businesses from cyber-attacks and cyber enabled fraud.

Avon and Somerset Police

The Vulnerable Victims of Fraud Co-ordinator (VVFC) triages and assesses the level of policing response required for victims; in one year the VVFC contacted 1079 victims. All victims showing as 'some' or 'enhanced' vulnerabilities will receive support and advice from Avon and Somerset Police. This will take the form of fraud advice by phone or letter; an in person visit from the Neighbourhood Policing Team; or an in person visit from Fraud Protect Officers. In combination with the Volume Fraud Team and Fraud Protect Officers, established in the previous year, the re-victimisation across Avon and Somerset has reduced by 9% since quarter four of 2020/21.

Throughout the last year the team have also continued to raise awareness and engage with the public on this topic: including at community events, through universities and various forms of media such as social media, local and national radio, Neighbourhood Watch scheme and local GP newsletters.

Case study: Gift card scams

Avon and Somerset Police has identified and supported a number of fraud victims thanks to a new partnership with supermarkets designed to help prevent scams.

Fraud Protect Officers launched the initiative back in April 2021 after seeing a noticeable rise in scam cases where romance fraud victims were being asked to purchase gift cards instead of sending money in the more typical ways. The team has since been contacted multiple times by stores who have recognised the signs of customers being coerced into buying gift cards by fraudsters.

Sainsbury's in Taunton contacted police in May amid concerns for a shopper who had made several purchases of Steam cards totalling £140. When officers made contact with the victim, it transpired they had been contacted by several people via a gaming app claiming to be single mothers unable to feed their children. In total, he parted with approximately £2,000.

That same month, a customer who had bought a number of Steam gift cards over a period of weeks then tried to buy a £500 voucher. When approached by staff at Argos in Street, she said she had been asked to buy them for a man living in America who wanted to marry her. Officers made contact with the victim and established she was the victim of romance fraud. She had been in conversation online with someone with a fake profile and had sent a total of £4,000 to the fraudster.

Since then, under Project Raven, Avon and Somerset Police has been working closely with supermarkets across Avon and Somerset to educate store staff around the threat posed by 'gift card scams' and how to refer possible victims to police, preventing loss of monies to fraudsters.

This initiative helps Avon and Somerset Police target romance fraud, which is one of the most reported frauds in the UK. This type of proactive work allows for disruption of the fraudsters' activities: stopping communication with victims, and stopping them from benefiting financially from the fraud.

6. Road safety

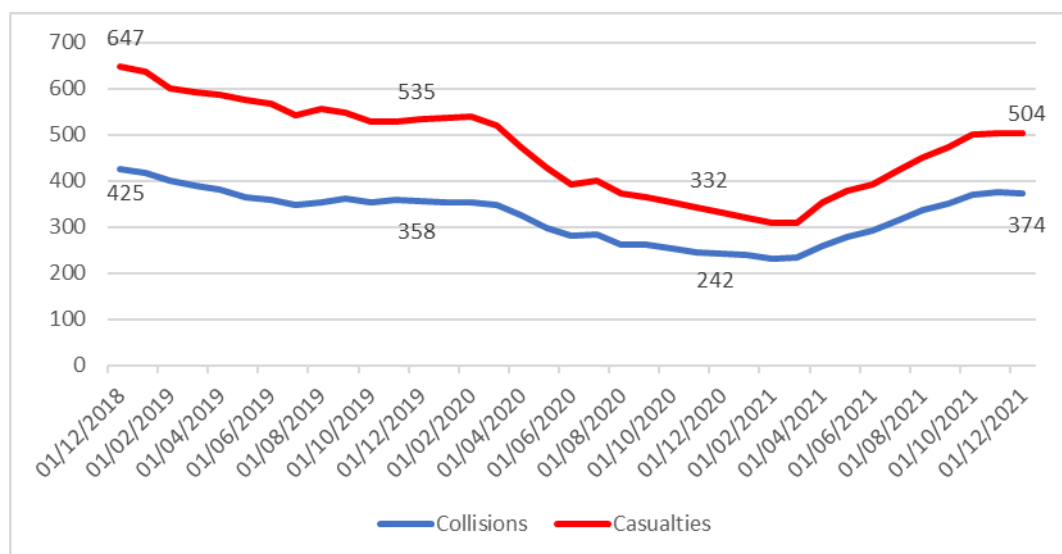


Figure 17: number of people killed or seriously injured (and the number of collisions) in road traffic collisions in Avon and Somerset per year from 2018 – 2021.

The significant reduction in 2020 from the previous year was as a result of the pandemic and lockdowns. The 2021 figures have returned to similar levels to pre-pandemic. When considering collisions – resulting in death or serious injury – that involved vulnerable road users listed in table 1 a similar pattern can be seen.

Table 1: percentage of all road traffic collisions Avon and Somerset involving vulnerable road users and number of collisions resulting in death or serious injury involving vulnerable road users in Avon and Somerset; for the years 2018-2021.

	Percentage of all collisions involving vulnerable road users				Number of collisions resulting in death or serious injury involving vulnerable road users			
	Pedestrian	Pedal cycle	Motorbike	Ridden Horse	Pedestrian	Pedal cycle	Motorbike	Ridden Horse
2018	5.9%	6.6%	4.2%	0.0%	91	67	98	0
2019	7.5%	8.8%	5.1%	0.0%	82	48	68	1
2020	7.5%	7.9%	6.0%	0.0%	51	30	66	0
2021	6.8%	8.4%	6.1%	0.0%	73	58	96	1

Third Party Reporting

The development of Third Party Reporting is seen as the single biggest influence on road safety for a number of years; this is where members of the public submit video evidence to the police e.g. dash-cam footage. Avon and Somerset Police are recognised nationally as one of the leading forces in this area of road safety. In 2021/22 there were 3,907 reports resulting in 2,275 warning letters and 1,617 Notices of Intended Prosecution. Planning is also underway to ensure additional resources are being put in place to be able to continue and effectively respond to this demand.

Community SpeedWatch (CSW)

Following feedback and consultation a new Neighbourhood Policing CSW Service Level Agreement was put in place in early 2022. There are now over 1,700 volunteers signed up to support CSW, this is up from approximately 1,400 3 years ago. In 2021/22 there were 4,573 sessions conducted and 58,789 letters issued which is more than the year before the pandemic (3,066 sessions and 35,993 letters).

Other updates

An additional experienced roads policing officer has joined the Road Safety team to help address and respond to community road safety concerns.

Avon and Somerset are part of Operation Tutelage: a national programme that targets uninsured drivers. Recent developments here now enable the police to identify and respond to offenders who are using the roads with no insurance, no tax and/or MOT.

Throughout the last year a local partnership initiative has been running called [Raise Your Ride](#). Avon and Somerset Police have worked with Somerset Road Safety to put on courses, run for motorcyclists by motorcyclists, where attendees will be introduced to the police system of motorcycle riding including cornering, reading the road, overtaking and planning and hazard avoidance.

Priority 2 – Engaging, supporting and working with communities, victims and partner organisations

1. Public engagement - particularly with underrepresented groups

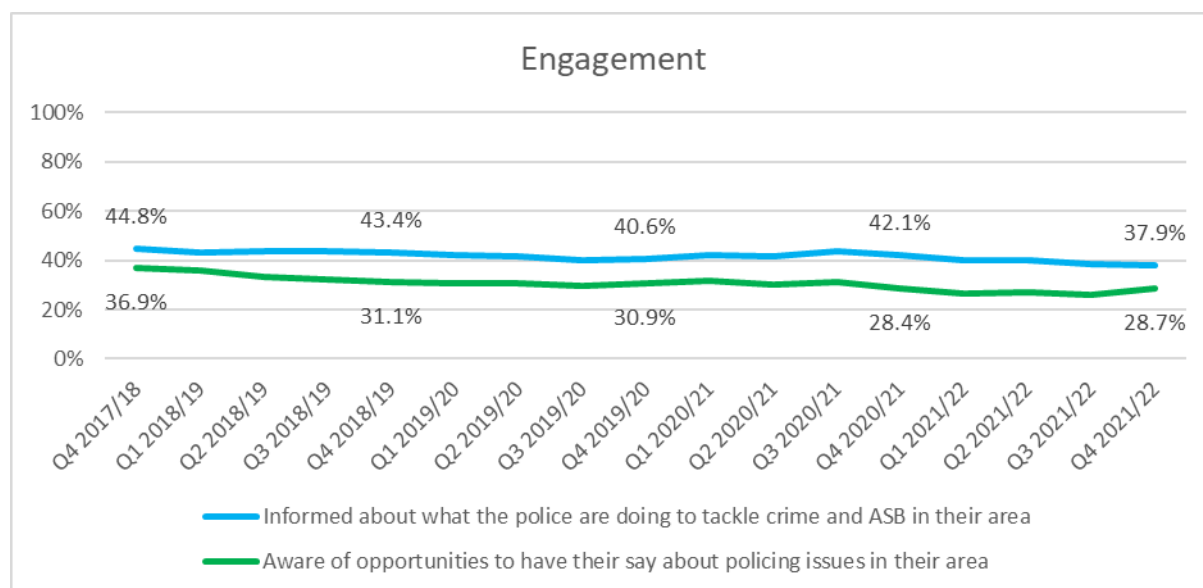


Figure 18: people that feel informed about what the police are doing to tackle crime and ASB in their area and people that are aware of opportunities to have their say about policing issues in their area; as measured through the local police and crime survey.

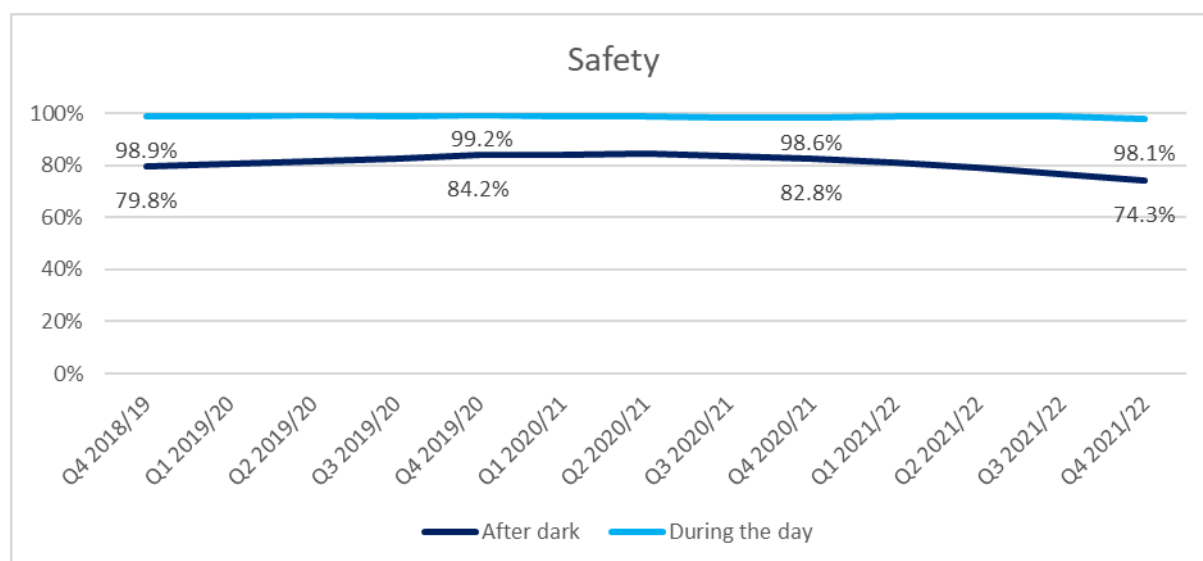


Figure 19: people that agree they feel safe in their local area as measured through the local police and crime survey.

Avon and Somerset Police have an engagement plan structured around three elements:

- Informing – this is first step and is about the police ‘doing the talking’ to let people know about crime and policing and providing useful information.
- Consulting – this second part really focuses on listening; this is about involving the public in policing issues and ensuring that policing is done with the community and not just done to the community.

- Co-operating – this is mainly about citizens in policing (which are covered in the below ‘area of focus’).

The ‘consulting’ element is where the engagement work is being prioritised. The need for this is supported by figure 18 which shows that the number of people aware of opportunities to have their say about policing issues is about 11% points lower than the number who feel informed about what the police are doing to tackle crime and ASB.

The police regularly engage with community leaders and have built relationships with them to facilitate engagement which can help during times of crisis and adverse incidents. As with any person or organisation the police will continue to make mistakes. When they do it is really important these are properly addressed and the community feel they are involved in this. In the last year the Bedminster bus incident was one such example where this consultative approach with the community has been really important to address the concerns raised.

Independent Advisory Groups (IAGs) – which are made up of members of the public – provide an important conduit for this consultation. Avon and Somerset Police run IAGs across their local policing areas as well as a Strategic IAG, and IAGs for women and Counter Terrorism. IAGs meet a number of times a year to discuss topical issues but representatives are also involved in specific initiatives and pieces of work. An example from the last year involved the women’s IAG being involved in the planning work to police protests, particularly around male violence against women and girls. This allowed for the community input at an early stage to help ensure these protests were policed in the right way. This is the space that Avon and Somerset Police want to move into more ensuring people can have their say as part of normal business and not just relying on this engagement when something has gone wrong; good relationships are built outside of times of crisis.

Avon and Somerset Police are also ensuring their engagement focuses on people and communities that the police have traditionally struggled to engage with. They are beginning to establish a Youth IAG and ensuring the young people representing this group are not just selected by the police but are working with others in the community to choose the right people. In addition to this the police are increasing their engagement in spaces where they know young people will be, especially those that may have negative perceptions of the police; examples include Empire Fighting Chance boxing club and Trojan Free Fighters club.

It is also acknowledged that Black, Asian, mixed and minoritised people often have lower levels of confidence in the police and experience disproportionality in the service they receive (discussed below in areas of focus 4.1 and 4.2). For this reason engagement has also been focussed on these communities. Bristol East is the most ethnically diverse area of Avon and Somerset and this is where additional engagement work has started. The neighbourhood team in East Bristol conduct ‘walking tours’ with the workforce, particularly new officer recruits, in order that they can see and meet people in the community; this also includes visiting places of worship for the world’s major religions.

The Rural Affairs team also continue to engage directly with farmers and connected communities by attending rural shows (e.g. Royal Bath and West), contributing to the Rural Affairs Forum, offering crime prevention advice, servicing the popular and slowly growing Farm and Horse Watch schemes. The team are also engaging people through social media and these interactions have actually helped Avon and Somerset Police recover several items of stolen equipment in the last year.

The pandemic restrictions also drove the importance of digital engagement and the neighbourhood teams were supported by Corporate Communications to improve their social media engagement including online beat surgeries and engaging with online community groups. The neighbourhood

teams Facebook pages were only created in November 2020 and by March 2021 had 73,000 engagements. Across the first whole year (2021/22) these pages had 176,000 engagements. The single highest month for engagements was May 2021 which is when most content was put out by the teams which shows the importance of regular content. The Corporate Communications team have been using this data and evidence to learn from and try and maintain and improve on this digital engagement.

2. Special Constables and citizens in policing

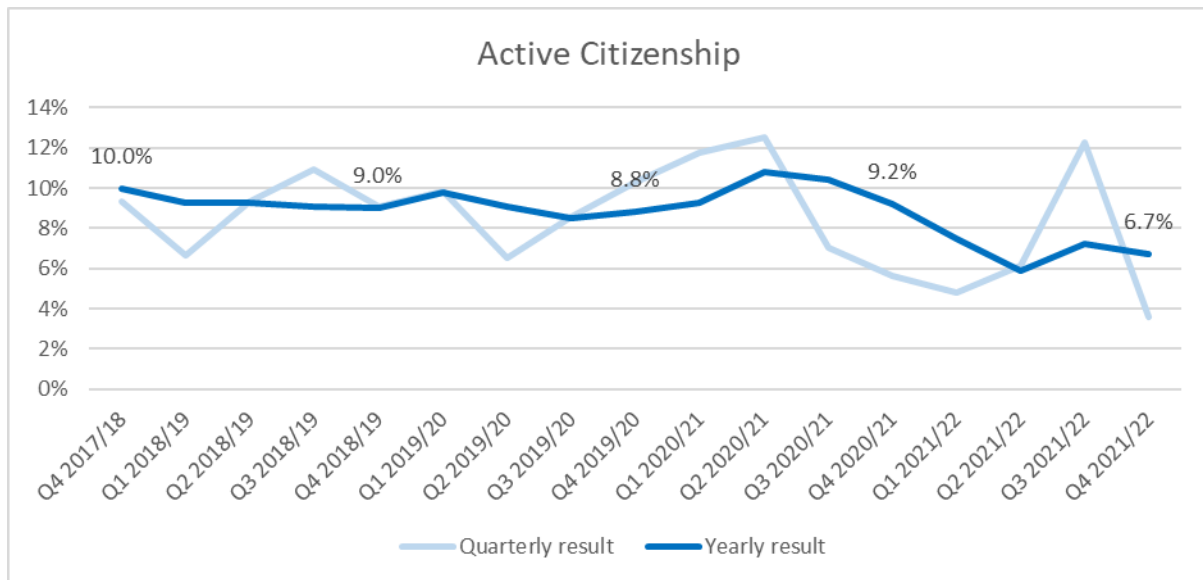


Figure 20: people engaged in active citizenship in Avon and Somerset as measured through the local police and crime survey.

People who volunteer their time are a critical part of policing; enriching the organisation with their unique talents, skills and experiences, their ongoing contribution and commitment helps us to deliver a better service to the public and make Avon and Somerset a safer place to live, work and visit.

The volunteers include Special Constables, who are warranted police officers with the same powers as employed police constables. They perform a range of important frontline policing duties including responding to calls for help from the public, neighbourhood policing and patrols, roads policing duties and supporting policing operations such as our Christmas anti drink/drug drive campaign. At the start of the year there were 314 Specials and this had reduced to 291 by the end of the year. There were two main reasons for this reduction: firstly there were a number of long serving Specials who retired. Secondly there is less organisational capacity to recruit Specials with the focus on the large scale recruitment of regular officers through Uplift. This smaller number is expected to continue over the coming year and the focus of Avon and Somerset Police is to ensure they are able to better support smaller numbers and build on the capability they add to the organisation. Despite the smaller number of Specials the hours contributed were greater than the year before the pandemic.

Case study: Special Constables help meet demand on busy Friday nights in Bristol

A dedicated team of Specials has been set up in Bristol city centre to tackle Anti-Social Behaviour and other crimes associated with the night-time economy. Initially, it was set up to fill a gap in resourcing before the full night time economy operation commences. Each week the team commence high-visibility foot patrols from 6 p.m. to midnight. Over a programme of regular patrols, they have proved successful, with outcomes involving a number of arrests; responding to public order incidents, violence and traffic offences; responding to issues of mental ill-health and concern for welfare.

Bristol North Central Neighbourhood Police Inspector Adam Dolling said: "I am extremely grateful for the ongoing hard work of the special constables and for the invaluable support they have offered the Bristol Central Neighbourhood team. The city centre can be a challenging environment to police at times, especially since the re-opening of the night-time economy at the end of last summer. They continue to tackle a number of tough issues with notable energy and enthusiasm, providing a reassuring friendly face to the public as they strive to make the city a safer place. My own team of officers have benefitted considerably from the Special Constabulary's regular contribution in dealing with heavy demand."

Table 2: total duty hours contributed by Avon and Somerset Police Special Constables and Police Support Volunteers for the years 2019/20 – 2021/22.

	2019/20	2020/21	2021/22
Special Constables	73,273	81,523	80,345
Police Support Volunteers	12,934	8,611	12,387

Police Support Volunteers (PSVs) work with a host of other roles. Significant support has been provided by our volunteer drivers who deliver and collect items and transport police officers and exhibits to and from court and our chaperones who provide support and guidance to people attending identification parades. Our volunteer cadet leaders provide support to young people across five units through a varied and police focused programme. The Black Police Association (BPA) engage with communities to give them a better understanding of their police service, help support their local communities and give them the confidence to pursue a career within the constabulary. Their work is supported by BPA volunteers who also provide reach into communities who have historically has strained relationships with local police. Many of these roles have opened to recruitment and we looked forward to welcoming more police support volunteers. At the start of the year there were 196 PSVs and this had increased slightly to 202 by the end of the year.

Police cadets are aged 13-17 across Avon and Somerset who are learning about policing, helping people in their local communities and volunteering alongside police officers and PCSOs at public events. In person cadet activities were paused, because of the pandemic, from March 2020 and only resumed in October 2021. The number of cadets reduced over this time and this had been compounded by challenges in recruiting adult volunteers to help run the cadets. Despite only being active for half of the last year they have used the time to increase their knowledge and understanding of the communities they support. They represented Avon and Somerset Police at remembrance parades across the area, volunteered their time raising awareness of local priority crimes in their communities and took part in numerous test purchases including Op Sceptre in November 2021 when they completed over 80 visit to retailers in one day.

Mini Police is an innovative police engagement programme, aimed at children aged 8 to 11 years old, which is delivered in schools with the support of local PCSOs. The scheme provides a fun and interactive way to introduce children to a positive experience of policing and to get them involved in the local community. This scheme was also affected by the pandemic restrictions and went from 48

schools to fewer than 10 in April 2021. However over the last year this has started to be rebuilt and by the end of the year there were 38 schools participating.

3. Supporting victims of crime and anti-social behaviour

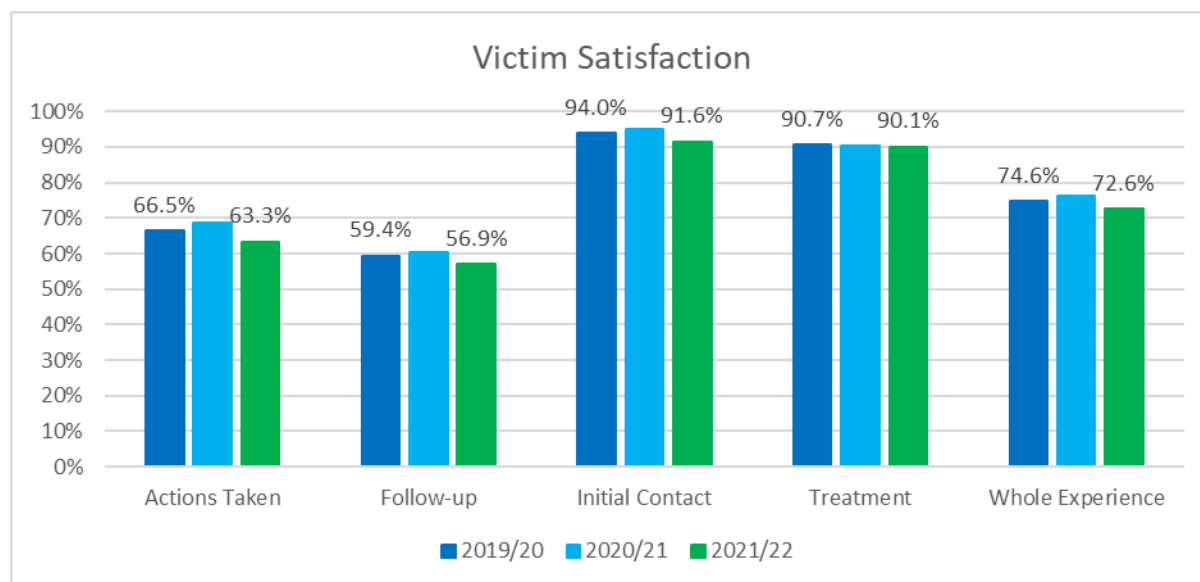


Figure 21: Avon and Somerset Police victim satisfaction for the years 2019/20 – 2021/22.

As can be seen from the above graph there was a small increase in people's satisfaction with Avon and Somerset Police during the first year of the pandemic followed by a decrease in the most recent year.

There are also continue to be significant variations across the aspect of service being surveyed. Follow-up and actions taken are the lowest and these negatively impact people's overall experience. There are four measures which provide insight here: no victim contact after 5 / 28 days and no review after 7 / 28 days. Over the last 400 days all four of these measures have decreased two of which with a measurable downward trend (i.e. this is positive as there are fewer cases with these outstanding). This was recognised and why investigative standards and victim contact were identified as two of the performance priorities (discussed in 4.6 below). These areas have been a focus for the operational teams with supervisor oversight and reviews being critical to move this forward.

Victim support services

The PCC commissions a number of victim support services which are available for victims irrespective of whether they report their crimes to the police. The PCC receives regular grants, from the Ministry of Justice, for this purpose. During 2021/22 – the services commissioned with this core funding – have supported over 21,200 victims. Services are available for a broad range of victims and there are specialist services for sexual offences and children. In addition to this core funding the PCC's office also apply for additional funding when made available. In 2021/22 almost £1.6 million of additional funding was achieved which went to support nearly 8,500 victims. The additional funding saw considerably more resource for victims of domestic abuse and sexual violence including Independent Domestic Violence Advisors (IDVAs) and Independent Sexual Violence Advisors (ISVAs). This additional victim support complements the other focus areas such as Bluestone and broader male violence against women and girls.

Sexual Assault Referral Centre (SARC)

NHSEI Health and Justice South West is the lead commissioner for the Avon and Somerset SARC, with the OPCC and Constabulary co-commissioners funding part of the core service and forensic medical examiners respectively. The Avon and Somerset SARC is based in Bristol and also serves children and young people from Gloucestershire, Swindon and Wiltshire as a regional Paediatric Centre of Excellence. A new contract due to commence 1 October 2022 will bring these two previously separate elements together into an integrated service for the first time and transfers the contract management responsibility for the forensic medical element (currently managed by South West Police Procurement) to health. The awarding of this contract comes after over two years of planning and a robust procurement process led by the NHS Commissioning Support Unit. The seven year contract brings stability to this vital service and allows for service development to meet national standards and ever increasing demand as well as improve access. The work support by the OPCC won the award for Best Procurement Delivery – NHS and Healthcare Organisations at the Government Opportunities (GO) Excellence in Public Procurement Awards 2021/22.

4. The criminal justice system

Court Backlogs

Time taken for cases to reach court is a longstanding challenge that pre-dates the pandemic. Court closures during the pandemic made the situation worse. The result is both an unacceptable delay in offenders being brought to justice, and a detrimental impact on victim experience, as highlighted in the PCC's postbag, causing additional distress and risking victim attrition – choosing to drop out of the process altogether. This is a national challenge, exacerbated by a reduction in sitting days in 2019. Despite the focus on managing the backlog and COVID-19 recovery, a substantial challenge remains, with a national target to reduce the number of live Crown Court cases to 53,000 by March 2025, which as of May 2022 was still at 58,000. This illustrates the impact on demand and capacity and the scale of the continued challenge faced across the criminal justice system.

As Chair of the Local Criminal Justice Board (LCJB), the PCC has had a key role in galvanising partners to work together in response to this challenge at a local level. A strong partnership approach through weekly, then monthly LCJB meetings during the pandemic has placed Avon and Somerset in a strong position responding to the challenge. This is evident in the number of post-pandemic Crown Court cases: nationally the number of cases in the system grew by 45% whereas in Avon and Somerset this number of outstanding cases has only grown by 17% in the same period. Working together around a single focus – to effectively tackle the backlog, embrace innovation and use of technology where appropriate, allow for contingency planning and put in place effective management of priority cases through the system – has cemented strong and effective partnership working, providing firm foundations as LCJBs are placed on a legal footing and the PCC role in criminal justice is set to grow.

Lack of data to enable oversight of the criminal justice system at a local level has presented a barrier in effective partnership working, a lack of data from HMCTS presenting a particular challenge in being able to see the true picture of timeliness and managing backlogs. The recent publication of a new national and local CJS scorecard will provide a valuable tool to support PCCs in working together to ensure an efficient and effective criminal justice system, improving transparency, understanding demand, and driving forward improvements as enhanced partnership responsibilities take effect over the coming year.

Police Investigations

The police are the gateway to the criminal justice system and it is essential that they conduct good quality investigations that put victims at the heart of the process while also ensuring due process for suspects, to uphold the right to a fair trial. They also need to do this in the most efficient and effective way possible.

In the last year Avon and Somerset Police conducted a root and branch review of their teams that support investigations that can (or may) progress through the criminal justice system. Although it is too early to provide the details in this report the proposed changes have come about through consultation with officers and staff involved in the process and really looks to ensure that investigators are properly supported by civilian staff so there is an appropriate division of labour with the aim of driving up file quality and therefore more timely and successful prosecutions.

5. Reducing reoffending

Integrated Offender Management (IOM)

Over the last year Avon and Somerset Police Integrated Offender Management (IOM), together with partners, have continued to manage approximately 3000 people. At the same time IOM has been through a transformation programme embedding new nationally recognised cohorts according to the [national IOM strategy](#). Locally the cohorts include the following:

- Fixed (previously IMPACT) – Neighbourhood Crime / Serious Acquisitive Crime including robbery, burglary, theft of/from motor vehicle.
- Flex – 18–24 year olds who are in transition between Youth Offending Team and Adult Services; and Electronically Monitored offenders (GPS tag upon release from prison).
- Free (previously IRIS) – high harm and high risk sex offenders, gang members, OCG members and domestic abuse high harm cohort. This also includes the high volume cohort of MOSOVO.

Avon and Somerset IOM are also one of six pathfinder forces to be using Electronic Monitoring of Acquisitive Crime offenders (ACEM). Initial signs indicate this is changing behaviour of those previous prolific offenders and has been used to prove or disprove their role in criminal offences. Avon and Somerset Police were the first force to use this technology to support the prosecution and conviction of a prolific burglar.

Drive

This specialist domestic abuse perpetrator programme which operate in various areas across the country. It was first used in a three year trial (in areas outside of Avon and Somerset) which was subject to independent evaluation by the University of Bristol.

Given their previous success the PCC supported funding of this scheme to be set up in South Gloucestershire. The team were established quickly and ahead of schedule in spring 2021. Early outcome data suggests that over the past year there have been 29 closed cases. Out of these cases abuse continues to significantly reduce across all categories:

- Physical abuse reduced by 60%
- Sexual abuse reduced by 71%
- Harassment and stalking behaviours reduced by 46%
- Jealous and controlling behaviours reduced by 43%

Worth noting that Drive service users are the most prolific and high-harm offenders. 84% of them commit multiple / repeat offences. While on Drive this reduces to 41% meaning 29 women to date

being saved from abuse. Avon and Somerset Police also use a harm score to take into account the seriousness of an offence: after completing the Drive programme harm has been halved.

Ready for release

The Ready for Release team was set up in spring 2021 and have seen 602 inmates who they have helped resettle back into the community on completion of their sentence. This unique 'through the gate' service based at HMP Bristol have offered support and guidance in the following recognised pathway areas with a view to supporting effective resettlement and therefore reducing further offending:

- Accommodation
- Education training and employment
- Finance
- Substance misuse
- Relationships
- Health and wellbeing

6. Collaboration and partnership working

South West Police and PCC Collaboration

In a significant new approach – whose direction has been set by the five PCCs – police across the South West have combined their operational powers to tackle cross border drugs supply activities.

Operation Scorpion took place from the 7th March 2022 and across the South West led to:

- 194 arrests in connection with drugs related offences
- 55 warrants carried out
- 400 drug line disruptions
- £404K (at least) of suspected drugs seized
- £131K (at least) of cash seized
- 320 vulnerability / welfare checks carried out and people safeguarded
- A vast array of weapons seized including Tasers, knives and machetes

The five regional police services (Avon and Somerset, Dorset, Devon and Cornwall, Gloucestershire and Wiltshire), alongside their respective offices of Police and Crime Commissioners, the British Transport Police, South West Regional Organised Crime Unit (SW ROCU) and the charity Crimestoppers, set aside regional boundaries, just as criminals engaging in drugs activity do, to harness their collective power and disrupt the South West drugs market, dismantling drugs supply networks and arresting those who profit from them.

Coinciding activity with National County Lines Intensification Week led by the National County Lines Coordination Centre (NCLCC), police officers used a range of tactics including enhanced surveillance of the road and transport networks, increased high visibility patrols in areas of high demand, carrying out warrants at addresses used for drug dealing and welfare checks on vulnerable people. A further, similar, operation is planned for later in 2022.

"This operation is about combining the resources, intelligence and enforcement powers of all the police forces across the South West to create a "ring of steel" against organised criminals looking to cause harm in this part of the country.

"We know that those who supply and distribute illegal drugs operate in a borderless way, creating complex networks of drugs lines in our towns and cities, and we need to mirror that if we are going to be successful in taking a strong and robust stance against this sort of criminality."

Assistant Chief Constable of Wiltshire Police Mark Cooper

"This is the first time that all five forces in the South West have come together with the same priority – to hit those involved in illegal drug activities and County Lines. I am extremely proud of the way in which all the partner agencies have worked together to coordinate this unique operation.

"Criminals don't see county borders when it comes to drug supply and dealing activities and now, neither do we. The message to those involved is clear – don't come to the South West because Scorpion will be waiting and it has a nasty sting in its tail!"

Dorset PCC and APCC co-chair for Substance Misuse and Addiction David Sidwick

Crime Prevention Fund

During the last year work was undertaken to set up new funding opportunities for crime prevention. This culminated in the launch of the Commissioner's Crime Prevention Fund in April 2022. This will support community projects and activities across Avon and Somerset that help to reduce crime and ASB. There is £200,000 available in the first year and community groups and charities can apply for grants of £1,000 to £5,000.

The PCC wanted to make this new process as efficient and effective as possible and recognised the expertise and reach of Community Foundations which help get funding to people and causes that need it. This new fund will be administered by Somerset Community Foundation and Quartet Community Foundation (for the other four local authority areas).

Priority 3 – Leading the police to be efficient and effective

1. Recruiting officers

As can be seen from table 4 (below) Avon and Somerset Police finished the 2021/22 year with 3,118 officers which surpassed the Home Office target of 3,107. This is 50 more officers than at the end of the previous year. They had previously planned to finish the year with more officers than this but higher numbers of leavers meant this was not possible; these higher numbers started to appear in the second half of the year. This is a problem that has been experienced nationally, so much so that the national programme told all forces to account for a higher number of predicted officer leavers going forward. When you take into account leavers the actual number of new officers recruited to achieve this increase was 295.

Avon and Somerset Police have been working at a local level, and with the national programme, to understand this increasing number of officer leavers. Exit surveys have been refreshed and 'stay' surveys are being introduced to better understand how new recruits are feeling to try and head off problems before they trigger somebody resigning.

They are also taking practical steps such as ensuring familiarisation events better communicate the realities of being a police officer before people apply. Another significant step is to provide better support for student officers when they are policing as well as during their academic studies: to this end a new Chief Inspector role has been created in the Patrol team to better support these officers and the officers that tutor them (Patrol is where all new officers start their policing career). A new Retention Strategy was drafted in March 2022 which aims to take this work further.

In the spirit of hoping for the best but planning for the worst, despite the work underway to improve retention, Avon and Somerset Police have already made adjustments to their recruitment scheduled intakes and are still anticipating meeting the Uplift target of 3,291 officers by 31st March 2023.

The Police and Crime Plan cited two teams that would see significant growth through Uplift: Op Remedy (the proactive teams) and Bluestone. Bluestone was a new team introduced in 2021/22 and by the end of the year had 57.2 (full time equivalent) officers. Op Remedy 'force level' has been assigned the twelve additional officers as planned however the local proactive teams have not yet had officers moved into posts. It should be noted that these roles were never due to be filled by new officers. It was only by new officers be recruited that would release capacity in other parts of the organisation to move into these teams. Given that Uplift only started at the end of 2019, and officer training now takes three years to complete, none of these additional Uplift officers had graduated by the end of 2021/22.

2. Capability including training, wellbeing, leadership, equipment, estate, data and technology

Although there is a more acute focus on officer numbers, due to the national Uplift targets, and the front line role they play, this should not take away from the vital role that police staff and PCSOs play in modern policing and the collective capability they bring to the organisation. Tables 2 and 3 show this growth across all three employee types in the last year.

Table 3: number of full time equivalent (FTE) Avon and Somerset employees at the start and end of 2021/22 (excluding career breaks).

Full time equivalent	Start of 2021/22	End of 2021/22	Change	Change %
Police Officer	2,990.2	3,050.0	59.9	2.0%
Police Staff	2,649.7	2,649.6	-0.1	0.0%
PCSO	376.6	360.7	-15.9	-4.2%
Total	6,016.5	6,060.4	43.9	0.7%

Table 4: headcount number of Avon and Somerset employees at the start and end of 2021/22 (excluding career breaks).

Headcount	Start of 2021/22	End of 2021/22	Growth	Growth %
Police Officer	3,068	3,118	50	1.6%
Police Staff	2,950	2,944	-6	-0.2%
PCSO	390	375	-15	-3.8%
Total	6,408	6,437	29	0.5%

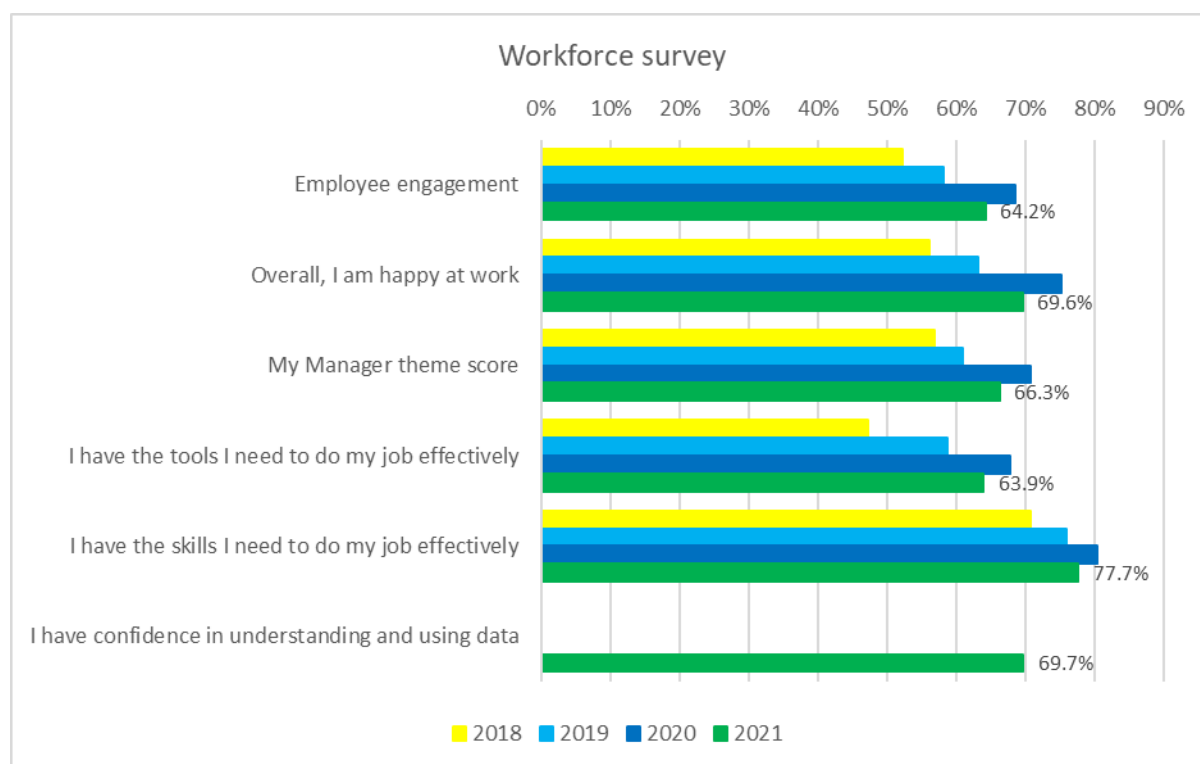


Figure 22: Avon and Somerset Police workforce survey results for the years 2018 – 2021.

Almost all measures from the workforce survey saw a decrease (at a force level) in 2021 compared to 2020; however they remained higher than in 2018 or 2019. It is difficult to assess the impact that the pandemic and the associated restrictions has had on these results. The results were scrutinised through the most senior governance meetings and individual directorates are taking forward actions based on the results; where there are particular teams that are negative outliers they will also receive support from People and Organisational Development team.

Investigations (CID)

There is a national shortage of detectives which is also seen in Avon and Somerset; CID has faced resourcing challenges for a number of years and the impact of this is being felt across the

organisation. It means CID are not able to investigate all the incidents they should do. These means that front-line Patrol officers end up carrying investigations which are more complex and time consuming. Not only does this impact the potential service given to those investigations carried in Patrol it also increase the overall demand on Patrol and hampers their ability to deliver their core business. For these reasons recruitment into CID has been prioritised to fill this capability gap.

Firstly Avon and Somerset 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. In the last year an additional 85 officers were recruited through this entry route.

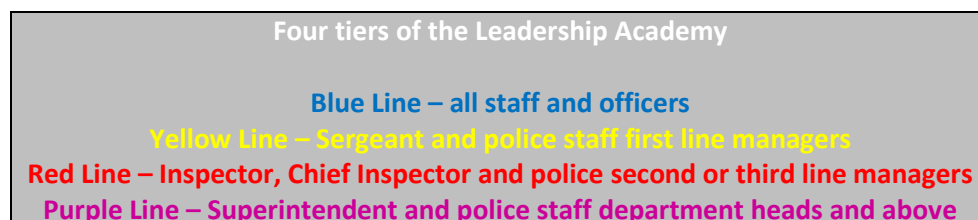
Secondly the Constabulary have established the Investigations Professional Development Unit (IPDU). This is a cohort of specialist trainers/mentors with a focus on ensuring supporting colleagues achieve their national accreditation for investigations. The IPDU currently consists of 10 permanent and two temporary team members. They have supported almost 100 Police Staff Investigators, 30 Detective Now student officers and are currently helping over 100 DHEP students on their journey towards becoming accredited detectives and 25 PCDA student officers.

At the start of the 2021/22 year there were 281 accredited detectives (Constable, Sergeant and Inspector rank) and by the end of the year this had increased to 302.5 FTE. Not all detectives are in CID as they may work in other roles such as offender management or Professional Standards. When looking just at CID, by the end of the year there 235.3 FTE which is 51% of establishment. The biggest gaps are seen at Detective Constable level which is evidence of the more recent challenges in recruiting into CID.

Leadership Academy

Avon and Somerset is clear in the ambition to develop leaders who understand and demonstrate the force values and College of Police Competency and Values Framework (CVF) to deliver outstanding policing. There has never been a more critical time in policing to focus on the development of culture to ensure all our people act in line with our values to ensure legitimacy and confidence; this is particularly relevant to other areas in this report such as male violence against women and girls, representative workforce and disproportionality.

It must also be recognised there is no single course or learning intervention that can address all that needs to be done, hence the development of a tiered Leadership Academy approach. This is not the sole route for the delivery of the cultural development needed, but is critical in building capability and requires support from the wider organisation in taking an interest in the development of the workforce, valuing the learning and development being delivered, promoting the resources and releasing people to attend appropriately.



The Avon and Somerset Police values – caring, courageous, inclusive and learning – and the fundamentals of emotional intelligence at the heart of this development. Every course has been

designed to enable progression and core elements include self-awareness, reflection and leadership. The Leadership Academy provides:

- Training available when they need it, proactive rather than reactive;
- Clear identification of leadership development products and resources available;
- Definition of four distinct levels of leadership development (Operational to senior leaders) aligned to the College of Policing framework;
- Creation of the 'Your Leadership Journey' personal development journey visually mapped through 'tube maps'; and
- Streamlined and simple 'booking on' self service capability.

The academy was launched in May 2021, from then until the end of the financial year nearly 1000 officers and staff have attended a leadership course.

3. Demand management to increase visible policing and time to fight crime

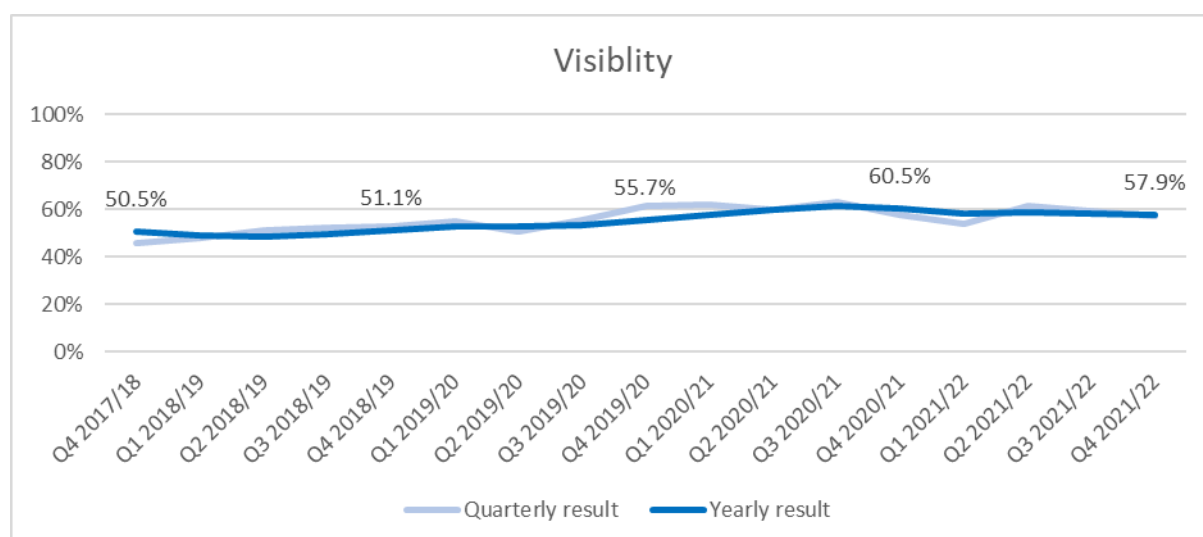


Figure 23: people who had seen a police officer or PCSO within the last month, as measured through the local police and crime survey.

As can be seen in the graph above police visibility had increased for three years peaking in 2020/21. This peaked during the first year of the pandemic which was to be expected as regular demand decreased and the police had to have a much more visible public presence enforcing COVID-19 regulations. It was also expected that in the last year – as normal demand began to increase and COVID-19 regulations were withdrawn – that visibility would reduce. It is positive that, even with this reduction the levels were still higher than before the pandemic.

Summer demand

Demand on the police is always higher during the summer period and this is a national challenge. Over many years Avon and Somerset Police have tried a number of ways to deal with this recurring issue.

In the summer of 2021 they took a different approach to this problem by directing additional resource to support the incoming demand: this primarily took the form of deploying Neighbourhood Policing and Op Remedy teams to support Patrol.

The primary objective of this was successful in that it managed the level of incidents unattended and outside of SLA compliance; meaning the vast majority of the summer in demand level one, unlike previous summers. However it is acknowledged this does not improve the levels of calls responded to within the SLAs and the perception of staff involved in this was mixed with a lot of negative feedback.

Avon and Somerset Police started their planning for summer 2022 early in the year and wanted to learn from what happened in 2021. There will be more clear communication with all staff involved to ensure they understand, not only what they are doing, but why they are doing it and how this will help improve the service to the public. One of the other points of learning from last year was the unavailability of student officers when they return to university for academic aspects of their course. The workforce planning teams have already worked with the university to better manage these absences during this coming summer. During the summer of 2022 Neighbourhood policing will support Patrol to respond to the incoming demand at an earlier stage i.e. before incidents fall outside of SLA; Remedy will be supporting the Investigations Directorate and the Tactical Support Team will also support with burglaries and road traffic collisions.

Creating frontline capacity

Soon after the PCC took office he set the Chief Constable the challenge of freeing up officer time to be out of the stations visibly policing; this was focused on finding better processes and efficiencies in ways of working. The Assistant Chief Constable for Response and Neighbourhoods policing has taken a lead for this work, supported through central business functions, which started in late 2021. The process is summarised below. The key to this work a 'bottom up' rather than 'top down' approach with an emphasis on respecting, listening to and engaging the people on the front line.

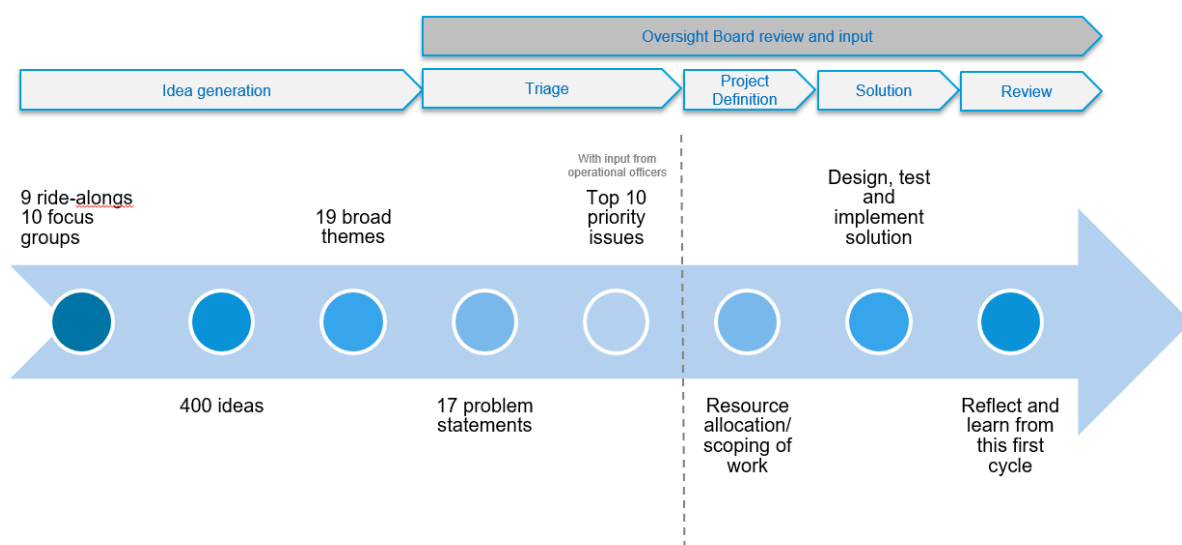


Figure 24: Avon and Somerset Police creating frontline capacity programme summary

A number of simple time saving ideas have already been identified such as streamlining the length of forms completed by officers, removing duplicated questions across different forms for the same incident and refining an automated process so that it does not incorrectly prompt officers to complete a form they did not need to.

This programme of work is in the early stages but once a robust system has been established the aim is embed this into normal ways of working rather than being seen as a short term project.

4. Crime recording and response to calls for service

Crime recording

The new PCC and Chief Constable recognised crime recording as something which needed a different approach as a number of previous interventions had not delivered the improvement required. Crime recording is also given greater prominence in the HMICFRS PEEL Inspection and relates to the service provided to victims. In order to respond to this a Superintendent has led a task force to drive this forward. Activities have included new 'bite size' training packages which can be delivered through routine briefings; mapping of crime recording processes throughout the organisation to plug any gaps in knowledge and processes; and work on reducing recorded crime outcomes errors.

The most significant improvement made was the introduction of recording additional crimes. When the Incident Assessment Unit review a crime, if they identify that there are additional crimes to record they do this directly within the team. From when this process went live, in July 2021, to the end of the year there were over 8,000 additional crimes recorded and over another 1,000 recordable incidents. Approximately a third of these recorded relate to Stalking and Harassment which has been identified by HMICFRS as an area where police forces do not perform particularly well. Just under a third of the additional recorded crimes/incidents related to Domestic Abuse; this means Avon and Somerset is now better meeting its obligations for this particularly harmful crime type.

Response to calls for service

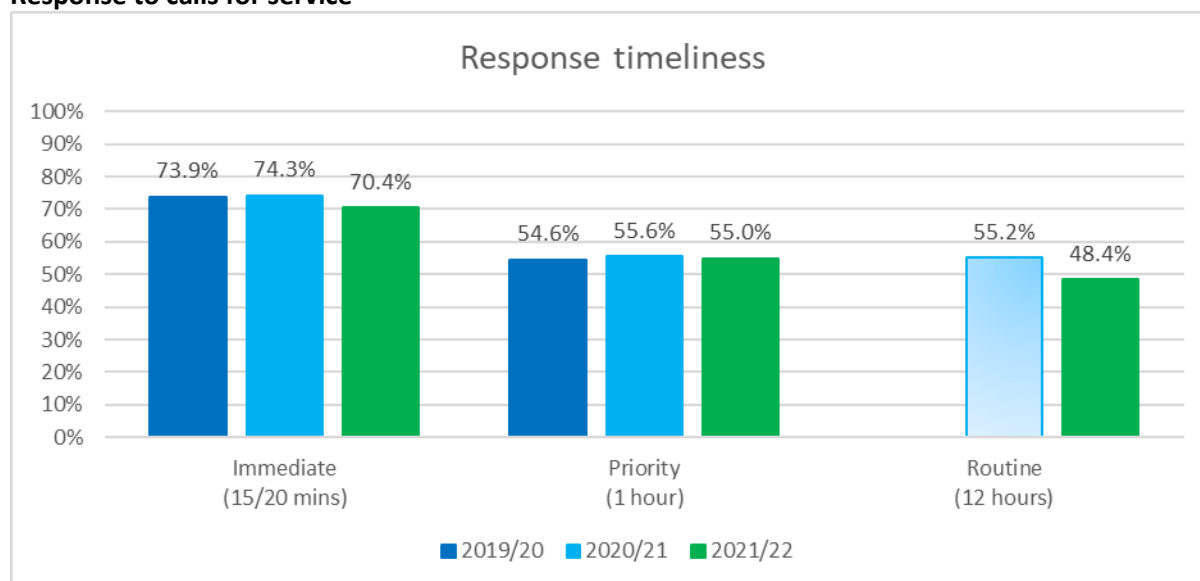


Figure 25: Avon and Somerset Police compliance with response SLAs, for calls graded 1-3, for the years 2019/20 – 2021/22. NB The Routine grade was only introduced from October 2020 so the 2020/21 data only represents half a year.

Response timeliness has decreased on the previous year as demand began to return to normal levels. The ability to respond in a timely way is a symptom of the broader demand-resource challenges, particularly in Patrol, discussed in this report.

In the last year a new 'eight base model' was put in place in Patrol; there were previously six bases. This was done to ensure a more equitable split of demand across the geographical areas. This was supported by an increase in Inspectors in Patrol to provide greater and more consistent leadership. This enhanced leadership was particularly import given the growth in numbers and inexperience in Patrol officers. This model was further revised following review and feedback in November 2021 to further 'tweak' the demand distribution but without any need to move staff, fleet or estates.

5. The 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 PCC's Police and Crime Board. In the last year this self-assessment was reviewed and discussed at Police and Crime Board in June and November 2021.

Child sexual abuse and exploitation (CSA / CSE)

Operation Topaz is the Avon and Somerset Police response to CSE. Topaz proactively finds offenders and remains proactive in response to the threat posed by organised crime networks. Avon and Somerset Police are advanced in their use of data science to give greater understanding of those at risk of exploitation and proactively support them through a multi-agency response, rather than waiting for them to become a victim. They want to find the exploitation which isn't being reported.

Data science also enables Avon and Somerset Police to create a hostile environment for offenders, disrupting their criminal behaviour through a range of tools available, including CSE warning letters, Child Abduction Warning Notices, Sexual Risk and Sexual Harm Prevention Orders, as well as more intensive means of disruption.

In 2021, the number of Operation Topaz engagement officers was increased: they are allocated to support and help a child identified as being at risk of being exploited. Officers do this through developing a professional and empathetic relationship with the child, building up trust and confidence, which increases the success of both safeguarding measures and any necessary investigation. Around half of the children the engagement officers speak to provide an account of what has happened to them.

"The force's location-specific disruption activities have included working with housing officers to evict suspects from an illegal sub-tenancy and a two-week operation at a park in Bristol.

Disruptions and prosecutions undertaken by Operation Topaz are often done without disclosures from, or support of, child victims. This meets one of the key difficulties in responding to CSE which we have seen on a national level, namely the considerable barriers to disclosure of exploitation by children."

[Independent Inquiry, Child Sexual Abuse – Child sexual exploitation by organised networks – Investigation Report February 2022](#)

This report also highlighted good multi-agency partnership working and information sharing in Bristol, and went on to cite a case in which a CSE perpetrator was disrupted, arrested and convicted for knowingly inducing a child to run away, or stay away from care.

The report does highlight examples of where victim blaming language has been used in the past. This is unacceptable and Avon and Somerset Police have come a long way in making sure officers recognise the signs of exploitation and are empowered to challenge this type of behaviour or language if witnessed. We are very clear – the abuser is always responsible, never the victim.

Through the invaluable work of their dedicated CSE prevention and co-ordination officer the police are continuing to build stronger relationships with residential children's homes, schools, religious communities, GP surgeries, community groups and businesses such as hotels, taxis and nightclubs – with this officer providing awareness and training sessions to more than 21,000 schoolchildren, professionals, police staff, business employees and parents in just one year. This training reiterates the need to avoid victim-blaming language.

As well as being proactive in disrupting CSE it is also critical the police are able to investigate thoroughly and help ensure convictions of dangerous people who abuse children.

Case study: four men convicted of child sex offences

In April 2022 four men were sentenced at Bristol Crown Court for over 45 offences which took place between 1996 and 2003. Their crimes were committed against two girls between the ages of seven and 15.

The convictions follow a police investigation which began in 2016 following a disclosure by one of victims. The subsequent enquiries led officers to conduct numerous enquiries throughout the UK and the review of significant amounts of historical records held by social care, education establishments, digital media, previous investigations and complaints to other forces. The sentences were as follows:

- prison sentence of 16 years for 35 offences.*
- prison sentence of nine years, with an extended licence period of three years, for eight offences of indecent assault, indecency with a child and possession of indecent images of children. The judge said he was a dangerous offender who was predatory, calculated and manipulative and had shown no remorse whatsoever. Finding him to pose a significant risk of physical, sexual and emotional harm to young people he directed that he should not be released from prison until assessed by a parole board as no longer being a risk.*
- prison sentence of two years and six months for four offences of indecency with a child and indecent assault.*
- prison sentence of two years, suspended for two years, for two offences of indecent assault.*

Lead investigating officer Detective Sergeant Neil Wood said: "These men acted independently of each other but all identified and took advantage of two young girls who were extremely vulnerable because of their age and personal circumstances. Their offending was predatory and abhorrent.

One of the victims said to the men: "What you have done will never be okay, it will never be fixed. This isn't something that 'sorry' makes all better. Our lives are forever impacted by your actions and your choices toward us. I can only be thankful that you can't hurt anyone now and I hope that this experience and outcome has taught you something valuable – that your actions have consequences and you have no control over us. We are now stronger than we have ever been."

6. Environmental impact

Given the increased focus on this through the Police and Crime Plan, an important part of what has been achieved this year is the development of a new Sustainability Plan for Avon and Somerset Police. The plan has been considered on the context of the United Nations' 17 Sustainable Development Goals; the local plan focuses on three areas as seen below.










We'll cut our direct carbon emissions by another 50% by 2026.

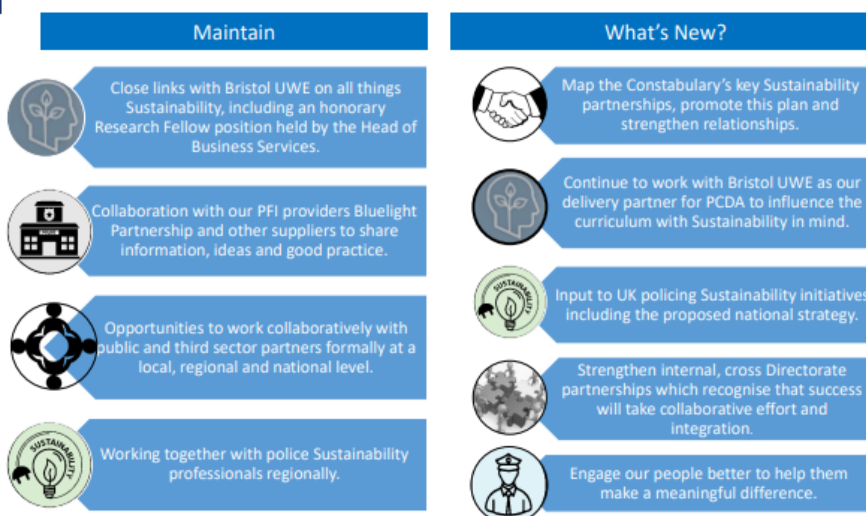
Maintain	What's New?	Measuring success
 Invest in carbon saving technology and manage our buildings with energy reduction and efficiency in mind.	 Including our supply chain in our carbon footprint	<ul style="list-style-type: none"> • Reduce carbon emissions from our buildings by a further 50%. • Reduce use of electricity and gas use by 20% respectively • Increase the amount of renewable energy we generate ourselves by 50% • Reduce the carbon emissions from our fleet by 30% • Reduce fuel used by our fleet by 20% • Electrify 20% of our fleet by 2027
 Replace fuel inefficient vehicles with greener alternatives.	 Do more to decarbonise heat in our buildings	
 Invest in our electric vehicle charging infrastructure.	 A design guide for greener police stations	
 Invest in bikes for Neighbourhood Policing	 Promote, engage, educate - from frontline and senior leaders to prospective recruits and the public	
	 Use data better to understand and improve the efficiency and carbon footprint of our buildings and vehicles	



We'll buy and use our assets responsibly and waste less.

Maintain	What's New?	Measuring success
 Ask new suppliers to evidence their environmental credentials when we buy from them.	 A new regional sustainable procurement policy that helps us balance cost, environment and society in our purchasing decisions and consider 'whole-life' costs	<ul style="list-style-type: none"> • By end 2022, we will quantify the carbon footprint of our supply chain for the first time. • By end of 2022, we will complete a comprehensive waste audit across our operations and set challenging waste reduction targets based on the outcome. • We will align recycling rates in all our buildings with those achieved in the PFIs
 Working with our existing suppliers to improve the environmental impact of their goods and services	 Buy and use less, including optimising our use of vehicles and buildings.	
 A digital first strategy to reduce our use of paper and the costs and emissions from storing it.	 Better target waste reduction by understanding the source and makeup of the waste we produce.	
	 Working in partnership with other forces and academia to calculate the carbon footprint of our supply chain.	

We'll recognise that good collaborations are essential to meet ambitious Sustainability objectives.



As with all aspects of their business Avon and Somerset Police strive to be evidenced led in their decisions and planning. In the last year dedicated analytical support has enhanced data quality significantly. This has increased the confidence in the data and the next phase will be to make this information readily accessible, through Qlik, allowing for greater scrutiny as it will form part of a new sustainability performance management process. It is acknowledged that there are still some gaps in the data – for example relating to suppliers – and this will look to be resolved over the coming year.

Indicative findings from Avon and Somerset Police for 2021/22 compared to the previous year.

- Carbon emissions from buildings fell by a further 11%.
- Estimated carbon emissions arising from business travel fell by 28%, with miles travelled falling by an estimated 330,000 miles.
- Electricity use reduced by 15.7% although gas use remained broadly constant.
- On-site micro renewable energy generation continues on an increasing trajectory with an estimated 2.2GWh generated across the estate.
- Nine electric vehicles added to the fleet (four marked 'Beat' cars) with 21 more to be deployed throughout the coming year.

Priority 4 – Increasing the legitimacy of, and public confidence in, the police and criminal justice system

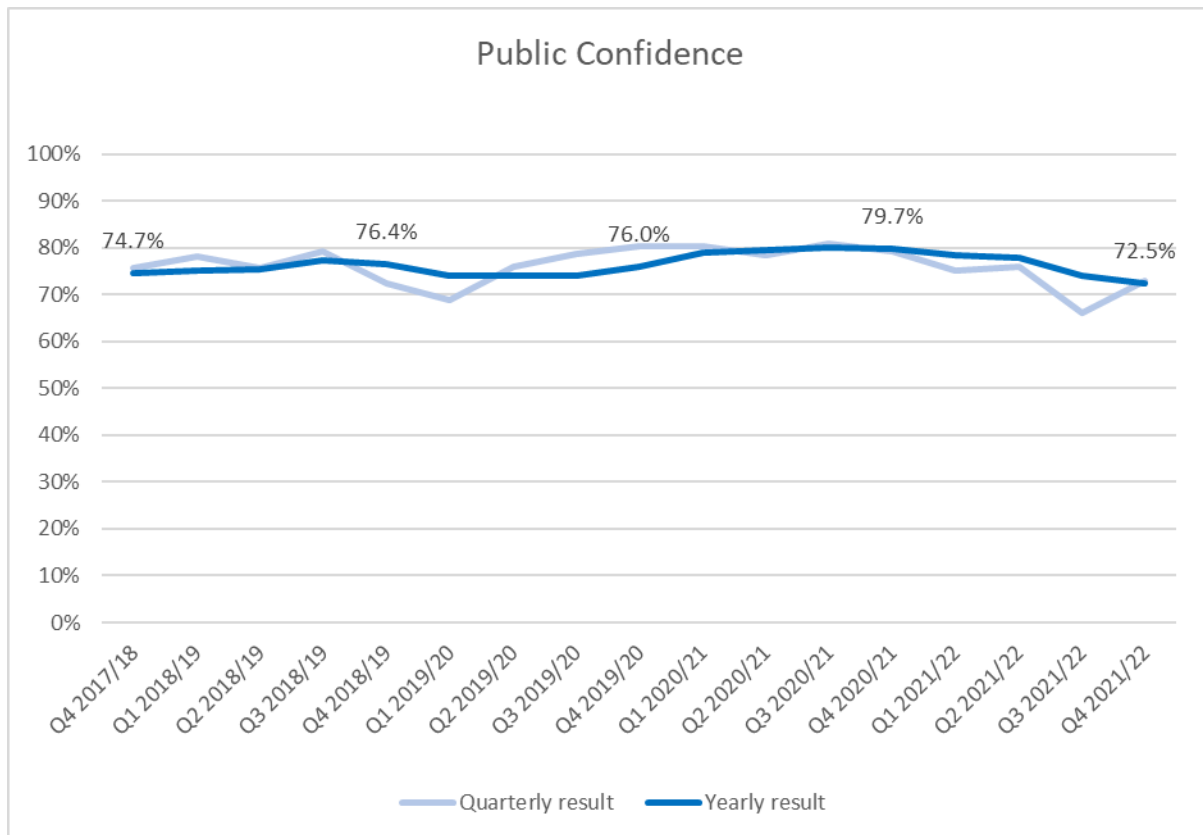


Figure 26: people that agree they have confidence in Avon and Somerset Police as measured through the local police and crime survey.

This local survey has been conducted from the year 2014/15. The previous year (2020/21) saw the highest financial year's result since the survey started. However in the most recent year (2021/22) the opposite is true and this is the lowest result since the survey began.

There used to be comparative data available through the Crime Survey of England and Wales but this was paused due to COVID-19. This has made it difficult to determine if other forces are experience similar issues and it also makes it difficult to understand how people's confidence is influenced by national policing issues as opposed to issues with Avon and Somerset Police in particular.

1. Representative workforce

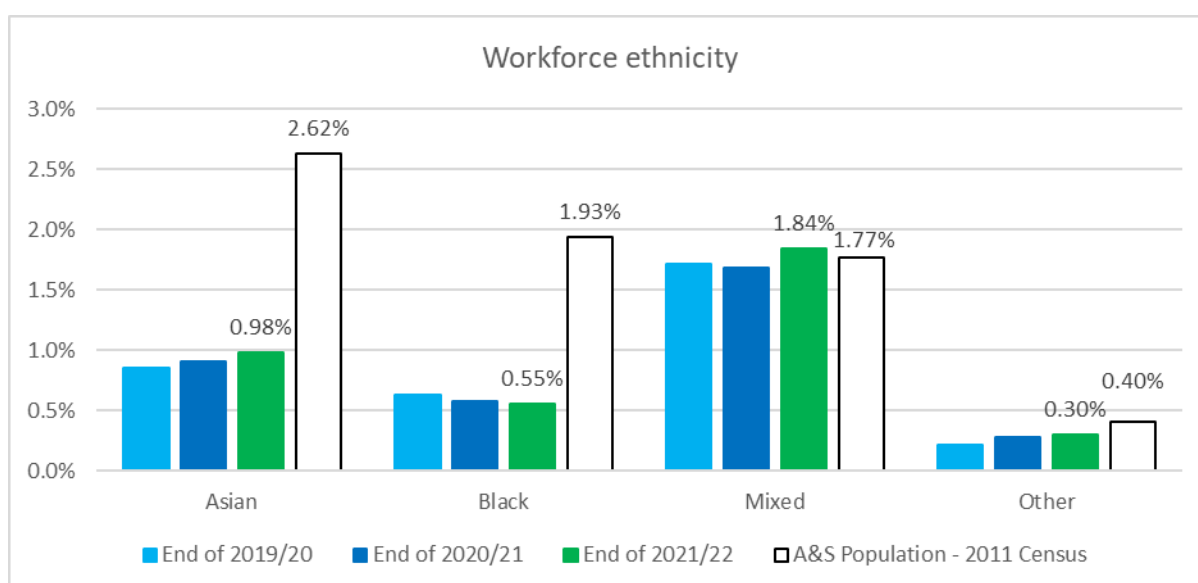


Figure 27: proportion of Avon and Somerset Police workforce whose ethnicity is Asian, Black, Mixed or other; for the years 2019/20 – 2021/22; compared to the Avon and Somerset Population as at the 2011 Census.

Table 5: number and proportion of Avon and Somerset Police workforce whose ethnicity is Asian, Black, Mixed or other; as at the start and end of 2021/22.

	Asian		Black		Mixed		Other	
	Number	%	Number	%	Number	%	Number	%
31 March 2021	61	0.91	39	0.58	113	1.68	19	0.28
31 March 2022	66	0.98	37	0.55	124	1.84	20	0.30

The workforce has become more ethnically diverse in the last year, albeit by a very small margin: the number of people who are Other than White has increased from 232 (3.44%) 247 (3.67%). As can be seen above the Avon and Somerset Police have particularly struggled to recruit Black people.

This is despite continued efforts to engage people from diverse communities and supporting them to join the police. The Outreach Team have continued to work in this important space running Discovery Workshops as part of this. These workshops allow those interested in careers with Avon and Somerset Police a chance to hear about how the work and how they can join. These were initially just for uniformed roles but in August 2021 new Discovery Plus Workshops were introduced to facilitate the same process for police staff roles as well. In one year the team have delivered 18 workshops to 150 participants.

As well as these introductory group workshops the team offer personal one-on-one contact with potential candidates and pre-interview workshops: which provide advice on interviews. There have also been sessions conducted within Further Education and Higher Education establishments to try and inspire young people to join the organisation. The team have also restarted there 'pop up' stalls where they go into the community to important locations or significant community events.

It is recognised that it is not enough to simply 'get people through the door' and work is ongoing to build a truly inclusive culture which will help people fulfil their potential. Again the Outreach Team have continued to play an important part in this using their experience and knowledge to provide insight to the wider organisation through bespoke or group sessions as well as being represented on

governance Committees. This is not being left to a single team and training is being provided in a large scale across the organisation. Avon and Somerset Police have an ambition to be the most inclusive police force in the country and recognise that this will not happen unless they empower their leaders through skills and knowledge development which will build confidence.

Training: Cultural Intelligence and Inclusive Leadership

This is a one day workshop which is mandatory for everybody at the rank of, or above, Inspector and police staff second line manager. By March 306 people had completed the training (including Chief Officers) and all newly promoted are scheduled to attend.

Aim

To improve leadership practice using Cultural Intelligence and make Avon and Somerset Police a more inclusive organisation.

Objectives

- *Think about culture differently and in its broadest context.*
- *Increase understanding, awareness and knowledge about how Cultural Intelligence can equip leaders and their teams, to make the organisation more inclusive and culturally intelligent.*
- *Improve leadership professional practice within the teams and, for those who are public facing, in the service delivered to the people and communities.*

Synopsis

This Cultural Intelligence masterclass is focused on the underlying theory behind Cultural Intelligence and Inclusive Leadership. Cultural Intelligence (CQ)[™] is the capability to function and relate effectively in culturally diverse situations and contexts. This will support and improve leadership practice.

Course contents

- *Why Culture matters.*
- *Mapping Cultural diversity.*
- *What's your CQ (a measure of your cultural intelligence)*
- *Action planning on how you will apply and develop you CQ.*

Avon and Somerset Police have achieved recognition in a number of ways over the last year including:

- Stepping Up Award from Bristol City Council for Outstanding Contribution to Diversity Award. This award recognises the support for their Stepping Up programme over the last 4 years to support underrepresented groups into leadership.
- Being ranked as 75th place (out of over 500 employers) on Stonewall's Top 100 Employers List for LGBTQ+ people. This also included a Gold award for commitment to inclusion and were also in the top five in the Emergency Services Sector.
- Superintendent Tony Blatchford, from Patrol, won Mentor of the Year (Public Sector) at the South West Mentoring Awards. The awards promote diversity, learning and development, and mentoring in the workplace. The awards recognise organisations and people who have been inspired, developed themselves and improved their workplace through mentoring.

2. Inequality and disproportionality

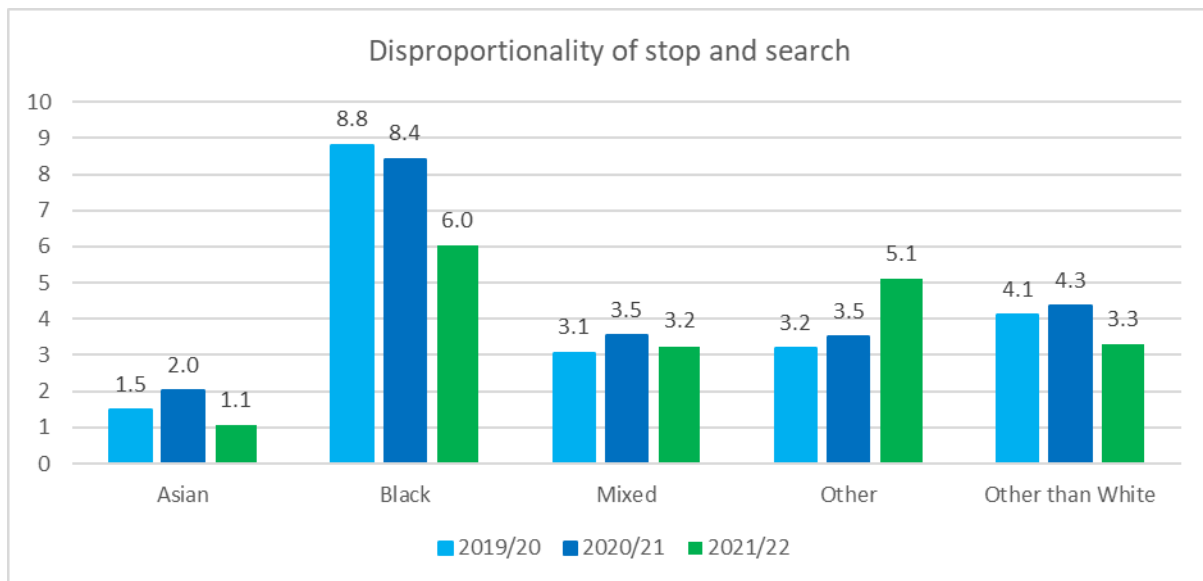


Figure 28: disproportionality of stop and search in Avon and Somerset for the years 2019/20 – 2021/22. This shows how many times more people, of the given ethnicity, were stopped and searched when compared to White people.

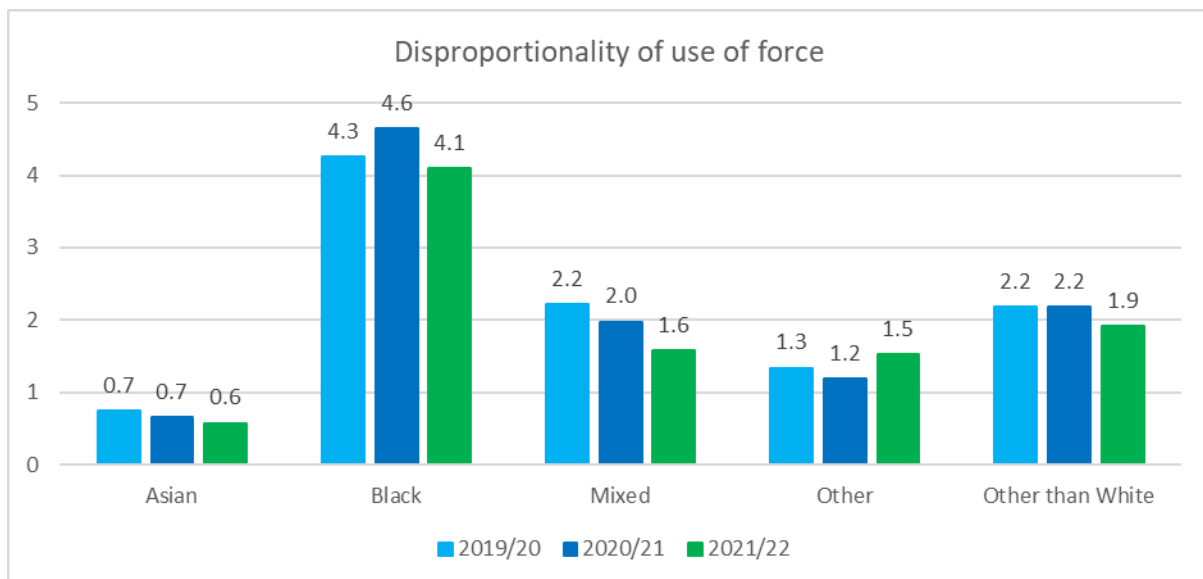


Figure 29: disproportionality of use of force in Avon and Somerset for the years 2019/20 – 2021/22. This shows how many times more people, of the given ethnicity, had force used against them when compared to White people.

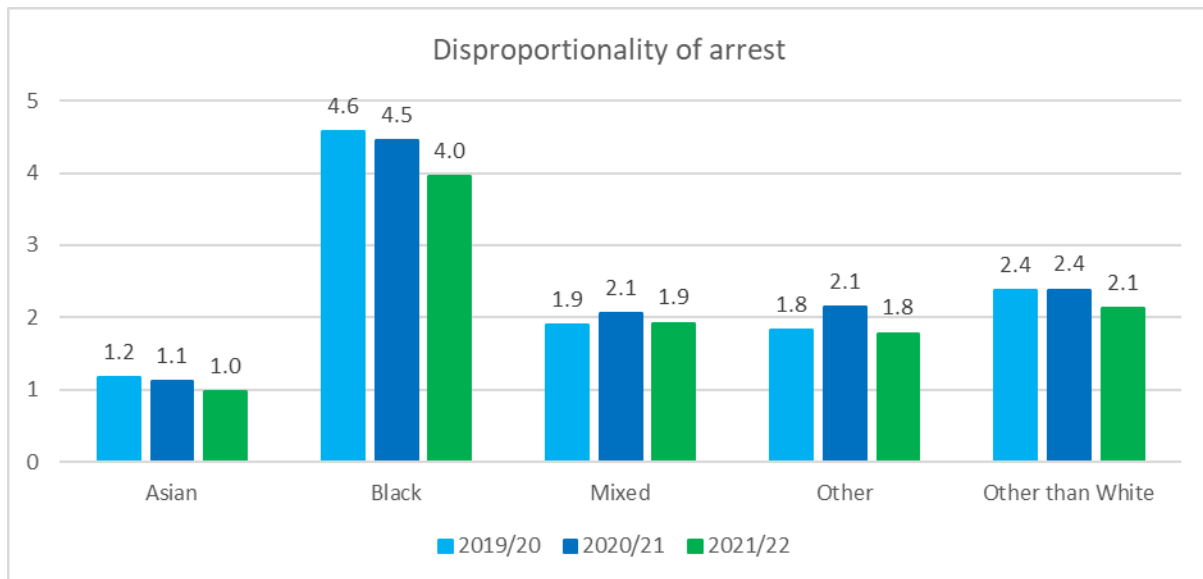


Figure 30: disproportionality of arrest by Avon and Somerset for the years 2019/20 – 2021/22. This shows how many times more people, of the given ethnicity, were arrested when compared to White people.

There is still significant disproportionality in the use of stop and search and use of force by Avon and Somerset Police. Findings from an HMICFRS report showed that in 2019/20 these figures were broadly similar to national levels. Similar disproportionality can also be seen in the arrest data.

It is recognised that internal culture is an important part of the solution to help reduce disproportionality. The Chief Constable has made clear empathy is critical in all aspects of policing and understanding people, differences and lived experiences will help grow individual and organisational empathy.

Training: Inclusive Policing with Confidence

A ground breaking partnership programme with Stand Against Racism and Inequality (SARI), Babbassa, WECIL and Diversity Trust completed who bring a range of expertise from the areas of difference including protected characteristics as well as poverty and socio-economic status.

Phase 1 training with over 2,500 frontline officers and staff from September 2021 to March 2022. Phase 2 commenced in March and concluded in June 2022.

Aim

A cross-cutting understanding of intersectionality, using lived experience to ensure the workforce are supported to see beyond silo identities to the complex and nuanced diverse needs of the communities.

Objectives

- *Appreciate the context in which inequalities play out in the world we live in*
- *Understand “difference” and the mind-set needed to navigate it*
- *Consider privilege and its impact*
- *Recognise different forms of bias*
- *Become comfortable with terminology and understand respectful language*
- *Begin to understand barriers to meeting the needs of different equalities community and how to overcome them*

- Move from being bystanders to up standers
- Understand how equality, diversity, and inclusion underpin Peel's Principles of Law Enforcement

Synopsis

The 'Inclusive Policing with Confidence' programme is part of our Leadership Academy and has been specifically designed for operational police officers and police staff to support what they need in their roles.

Course content

Phase 1 – Initial workshops and expert seminars.

Phase 2 – conversation workshops with a focus on lived experience. Attendees chose two of the following most relevant to their own policing communities and learning: disability in society; understanding neurodiversity; sexual identity; gender identity; Black history; Islam; Somali cultural awareness; Gypsy Roma Traveller awareness; poverty and socioeconomic status.

In February 2022 [Identifying Disproportionality in the Avon and Somerset Criminal Justice System](#) was published. This began as a local response to the Government's Lammy Review and is the culmination of several years' work led by an Independent Chair, Desmond Brown. A launch event in March 2022 saw over 100 people from organisations and the communities come together to discuss the importance of this report and the work to take this forward.

There were 83 recommendations in total covering the police, the PCC, CPS, Her Majesty's Prison & Probation Service, the Local Criminal Justice Board, youth justice and local authorities. The oversight of all recommendations will be through a sub-group of the Local Criminal Justice Board chaired by the Chief Constable.

Avon and Somerset Police had the majority of recommendations; the below list shows those that included the police even if not exclusively:

- Stop and search – 13
- Youth justice – 8
- Out of court disposals – 9
- HR – 10

The delivery of police recommendations from this report will be overseen by an Assistant Chief Constable and progress will be reported to the quarterly, public, Performance and Accountability Board. It also worth noting that in May 2022 the NPCC and College of Policing released the [Police Race Action Plan](#) and recommendations from this will also be overseen through this governance structure.

Vehicle stops

Unlike stop and search, stops of vehicles are not subject to the same regulatory vigour nor subject to the same community and media attention. However it is a commonly used police tactic and there have been growing calls for more oversight and transparency of the use of this power. Avon and Somerset were one of the first forces in the country to respond to this and now record these vehicle stops. In the first four months of recording (to the end of March 2022) there were 2,276 vehicles stopped which involved 3,429 people. Based on this early data Black people were stopped four times more than White people. Going forward this will be reported into the internal scrutiny panel (see below).

3. Use of police powers

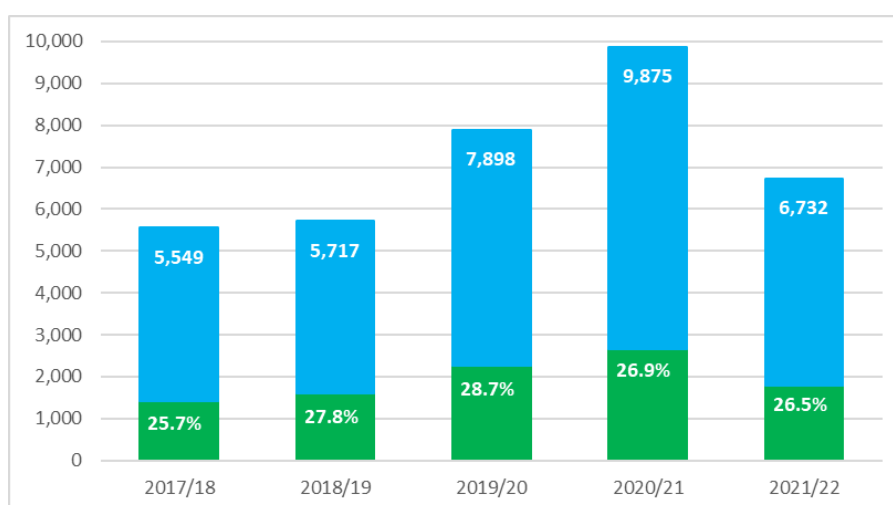


Figure 31: number of stop and searches conducted in Avon and Somerset and percentage that resulted in positive outcomes for the years 2017/18 – 2021/22.

External scrutiny

Independent Scrutiny of Police Powers Panel (ISOPP) – volunteers from the communities of Avon and Somerset come together with the PCC's office to examine the use of stop and search, use of force, use of Taser and body worn video. During 2021/22 the panel met five times: in April, June, September and December 2021 as well as March 2022. This panel was highlighted by HMICFRS as positive practice in their report 'Disproportionate use of police powers - A spotlight on stop and search and the use of force' (February 2021). [Reports are published on the PCC's website.](#)

Out of Court Disposals 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. During 2021/22 the panel met quarterly as planned in June, September, December 2021 and March 2022. [Reports are published on the PCC's website.](#)

Independent Custody Visiting (ICV) Scheme – is a legal duty for PCCs. This scheme involves volunteers from the community visiting police centres to check on the welfare of detainees in custody, the conditions in which they are held and that their rights and entitlements are being observed. A separate [annual report is published on the PCC's website.](#)

Internal scrutiny

Avon and Somerset Police have established an internal Stop Search and Use of Force Internal Scrutiny Panel which is led by a Chief Superintendent and meets on a quarterly basis. This group reviews internal performance and oversees internal and external recommendations including from the ISOPP. A peer review team has also been established: this team reviews cases/incidents and feedback is given to individual officers as well as findings being reported to this internal panel. An example of this process in action in the last year is that a concern was raised through the ISOPP about, what appeared to be, the routine handcuffing of individuals in order to conduct a stop and search. Handcuffing to conduct a stop and search is discretionary and should not be done as a matter of course. Avon and Somerset Police have responded to this by updating training and putting in place a six month pilot in order to reduce the use of handcuffing; the pilot is still running at the time of writing.

4. Complaints

Complaints against the police are either handled by the Independent Office for Police Conduct (IOPC) for the more serious incidents or internally by Avon and Somerset Police through their Professional Standards Department (PSD). All police forces must adhere to a legislative framework when handling complaints.

Given the disproportionality seen in policing and lower levels of confidence from Black, Asian, mixed and minoritised people PSD have recognised this as an area that needs to be improved. During the last year they have started to engage with the community directly and attended a number of community events. They have also started work, navigating some legal complexity along the way, to be able to build a pool of volunteers, known as lived experience practitioners, who will be able to help review complaints related to discrimination.

As with other aspects of policing PSD are not just reactive, responding to complaints, but are proactive in investigating officers and staff which are engaged in any form of wrongdoing; they have a Counter Corruption Unit for this purpose. This links particularly to male violence against women and girls because currently the top corruption threat in policing is abuse of position for sexual purpose. Encouraging colleagues to report concerns of other colleagues and rooting out this behaviour is an important part of the cultural change underway in Avon and Somerset Police.

Reviews and scrutiny

Where the complainant is dissatisfied with the outcome of a complaint they have a right to review. More serious complaints are handled by the IOPC, however, the majority of reviews will be undertaken by the PCC's office.

Table 6: number of complaints made to Avon and Somerset Police that had a right of review to the PCC and the number of review applications received by the PCC and the outcomes of these for the years 2020/21 and 2021/22.

	2020/21	2021/22
Number of complaints eligible for PCC review	891	1034
Number of review applications	190	221
% review applications upheld	19%	22%
% review applications not upheld	66%	69%
% review applications void	14%	9%

This table shows that in each of the last two years just over 21% of complaints, that were eligible for a PCC review, had reviews triggered. This review process was subject to internal audit and it found the process was being carried out to a good standard.

In addition to this formal review process the PCC has also continued to run the Independent Scrutiny of Police Complaints Panel – formerly the Independent Residents Panel. This is made up of volunteers from the communities of Avon and Somerset who come together with the PCC's office in order to examine complaints made against Avon and Somerset Police. In 2021/22 the panel met quarterly as planned in June, September, December 2021 and March 2022. [Reports are published on the PCC's website](#). This Panel now review the handling of discrimination complaints as a rolling agenda item. This was requested by PSD on review of their own processes.

5. Data and information

In the last year a key focus, and a significant undertaking, has been the development of a Data Strategy which was finalised and approved in quarter four. The below is a summary of how this strategy will help deliver against this Police and Crime Plan.

Avon and Somerset Police Data Strategy

How will the Data Strategy enable Avon and Somerset Police to show **sustained improvement** in each of the four priorities in the **Police and Crime Plan 2021-2025**?



It should be reflected here that there have been challenges in various police staff roles such as project management and those in IT and legal services. These vacancies have meant this work has not been able to progress at the pace it could have if operating at full establishment.

Another significant programme of work in this space is the replacement of the current Enterprise Resource Management and Duty Management systems. The principle is “to implement integrated Finance, HR and Rostering solutions that enable ASC to deliver outstanding policing services, facilitated by insight driven decision making and promote an efficient and enhanced end user experience.”

Although this is not something in public view, or may not even thought about in the scheme of things the organisation has to deliver, it is critical to get this right as this facilitates basic functions like paying the workforce and rostering officers and staff onto correct duties. However doing this correctly goes far beyond these basic functions and successful delivery of the ERP Futures programme will need to see a number of key benefits delivered, which includes a potential reduction in costs to run the systems, full compliance with regulatory requirements and efficiencies such as improved accuracy of real-time reporting, increased uptake of self-service and reductions in the requirement for manual manipulation of data.

At the time of writing Avon and Somerset Police have also contracted some external expertise to help them shape their information governance and ethics framework which is particularly important to ensure data is used in a legitimate way.

Avon and Somerset, Data Accelerator Programme

The Troubled Families team in Bristol successfully bid for £1 million of funding which is being used in an 18 month programme which started in October 2021. This programme is constituted of Applied Research Collaboration West, the police and five top-tier local authorities from Avon and Somerset.

This is about how partners can more effectively share information in order to deliver better interventions for young people and their families. The goals and objectives are described below:

- Establish a simple, sustainable and consistent approach to consistent approach to two way information sharing with the police.
- Develop a common approach to Information Governance and Data Ethics supported by high quality documentation.
- Create a series of tools, products and dashboards that can be deployed into local environments and configured to support local need.
- Generate the evidence base for onward sharing with external partners through a project with two schools in Bristol and Somerset.
- Support partners to streamline and automate their 'payment by results' processes to free up analyst capacity, and support these analysts in their development.

The PCC is chairing the governance board which comprises of senior leaders from each of the core partners to oversee the progress of this work. This meeting is held on a quarterly basis with the first two in November 2021 and February 2022.

6. Scrutiny, performance and learning

In the last year Avon and Somerset Police introduced a new performance control strategy in order to focus organisational scrutiny and improvement. These performance priorities align with the Police and Crime Plan and the below list shows how this joins up:

- Investigative standards (*Preventing and fighting crime*)
- Warrants management (*Preventing and fighting crime*)
- RASSO (*Vulnerable children and adults / Male violence against women and girls*)
- Victim contact/follow up (*Supporting victims of crime and ASB*)
- Crime Data Integrity (*Crime recording and response to calls for service*)
- Response timeliness (*Crime recording and response to calls for service*)

These priorities are included in the monthly Integrated Performance and Quality Report which has been overseen through the Constabulary Management Board (CMB) and the Police and Crime Board. You will have read throughout this report some of the work that has been undertaken in these areas. In March 2022 it was agreed (through CMB) that warrants management could be removed as a priority because sustained improvement had been seen over the year with number of live warrants reduced and practiced processes now in place in order to make this sustainable.

One of the most important sources of learning for the police are recommendations made by HMICFRS. Avon and Somerset Police had routinely tried to respond to these but had not always had a robust approach to collecting the evidence of what they had done or ensuring these were done to a sufficient standard. Recognising the need for improvement in this area a new system of governance was put in place at the end of October 2021. A Chief Superintendent has held regular meetings with relevant senior business leads to scrutinise what action has been taken and that this is evidenced so that it can be reported back to the Inspectorate. There were over 100 recommendations open and a significant proportion of these were subject to this oversight throughout the year. As well as improving internal governance this has also increased the scrutiny of the PCC in this important work as a member of the PCC's team attends these meetings to oversee the work. The position against these recommendations is now reported through the public facing Performance and Accountability Board.

In the coming year Avon and Somerset Police will be implementing a similar system for statutory case review recommendations as it has for HMICFRS recommendations; this again will allow greater oversight by the PCC's Office also.

4. Annexes

Annex 1 – Summary of Grants Issued and Commissioned Activity in 2021/22

Grant	Recipient	Service / Project
<i>Lighthouse</i> Integrated Victim Care £906,000 (approximately 35% of the total Lighthouse budget)	Avon and Somerset Police who 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.
Adult Support Service for victims of any crime or ASB – VOCAS (Victims of Crime Advocacy Service) £254,932	Swan Advocacy	Independent 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.
Children and Young People Advocacy Service – Young Victims' Service £165,000	North Somerset Youth Offending Team	A specialist advocacy support service for 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.
Independent Sexual Violence Advisors (ISVA) Service £289,344 (plus £150,169 from NHSEngland)	Safelink	A service that offers advice and practical and emotional support including a safe place to talk, access to counselling, support attending Sexual Health Services and help with medical attention. They provide support for all people, irrespective of age or gender, who have been victims 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 (plus £798,519 from NHSEngland who are the lead commissioner)	University of Bristol Hospitals Trust	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 £65,026	Southmead Project	Counselling and therapeutic services supporting victims of child sexual abuse, both recent and historical.
Child sexual abuse support services £48,213	The Green House	Counselling and therapeutic services supporting victims of child sexual abuse, both recent and historical.
Child sexual abuse support services £19,009	Somerset and Avon Rape and Sexual Abuse Support	Counselling and therapeutic services supporting victims of child sexual abuse, both recent and historical.

Grant	Recipient	Service / Project
Victims of Child Sexual Exploitation £222,884 (plus £222,884 from the five top tier local authority areas)	Barnardo's	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.
PCC's reserve funding Victims of Child Criminal Exploitation £140,000 (plus £160,000 from Bristol City Council & BNSSG and £15,000 from Somerset County Council)	Barnardo's	Specialist support for victims of child criminal 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 £21,075	Unseen UK	Specialist support service for 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 (plus £130,413 from 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 Service 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 (plus over £1 million from NHSEngland who are the lead commissioner)	AWP and Sompar	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') £44,200 (plus £33,500 from local authorities)	Brandon Trust and Somerset Youth Offending Service	Service to support and safeguard the welfare and rights of vulnerable adults detained or interviewed by the police.
PCC's Prevention and Intervention Fund £22,410	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 are significant issues of ASB.
Golden Key – Call In £15,000 (plus £15,000 from Avon and Somerset Police)	Second Step	Seeks to divert young people involved in drug-related offending by giving them the opportunity to take part in an intense programme of mentoring, learning and activities.
PCC's reserve fund – reducing reoffending £266,667	Ready for Release – HMPPS (HMP Bristol)	Support for inmates to help them resettle back into the community on completion of their sentence.
PCC's reserve fund – reducing reoffending £94,794 (plus £201,438 from partners)	DRIVE – Cranstoun Ltd and Next Link	A specialist domestic abuse perpetrator programme for the most prolific and high-harm offenders. A pilot running in South Gloucestershire.

Grant	Recipient	Service / Project
PCC's reserve fund – reducing reoffending £83,988	Court Up – Missing Link and National Probation Service	A programme to divert women away from the short custodial sentences and build and improve networks and referral pathways across mental health, domestic abuse and sexual violence.
PCC's reserve fund – reducing reoffending £25,500 (plus £24,500 from partners)	Julian House – Supported Accommodation	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.
PCC's reserve fund – reducing reoffending HMP Eastwood Park Coordinator £1,750 (plus £26,250 from partners)	Bthechange	The Coordinator addresses the needs of residents on release and post release to prevent recalls and brings in voluntary sector and legal 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.
Violence Reduction Unit £1,160,001 Home Office funded (plus £43,181 from PCC's reserve fund)	Grants issued to the five top tier local authorities	Multi-agency work, using a public health approach, to tackle serious violence.
Violence Reduction Unit £466,987 Home Office Teachable Moments Funding	Grants issued to the five top tier local authorities	Education Inclusion Managers / Coordinators (EIMs) who work closely with schools to look at their processes and responses to risk; EIMs work with school staff, the young person and their family to assess need. Where appropriate, young people are then referred to support workers (SW) for a minimum of 6 weeks of tailored support. Young people can also be referred on for additional interventions or linked into the VRU.
Violence Reduction Unit £214,066 Home Office Trauma Informed Funding	Rock Pool Life - Trauma Informed Support Provider	Used to deliver trauma informed training to professionals in the police and other partner agencies.
Ministry of Justice male rape fund £20,897	Trauma Breakthrough	Support for male victims of rape.
Ministry of Justice domestic abuse and sexual violence victims uplift 2021/22 funding – IDVAs & ISVAs £1,129,474	<i>Various</i>	<i>See Annex 2</i>
Ministry of Justice domestic abuse and sexual violence victims uplift 2021/22 funding – community based services £353,116	<i>Various</i>	<i>See Annex 3</i>
Ministry of Justice Critical Support Fund 2021/22 £93,486	<i>Various</i>	<i>See Annex 4</i>
Total	£8,274,096	

Annex 2 – Ministry of Justice domestic abuse and sexual violence victims uplift 2021/22 funding – IDVAs and ISVAs

Provider	Amount
Julian House	£37,761
Nextlink	£511,857
Opoka	£32,000
Southside	£66,900
You Trust	£112,500
Safelink	£327,037
Victim Support	£41,419
Total	£1,129,474

Annex 3 – Ministry of Justice domestic abuse and sexual violence victims uplift 2021/22 funding – community based services

Provider	Amount
1625ip	£19,000
Barnardo's	£18,216
Julian House	£20,000
Kinergy	£20,000
Mankind	£10,000
Nelsons Trust	£19,000
Opoka	£18,500
Nextlink / Safelink	£25,000
Somerset and Avon Rape and Sexual Abuse Support	£20,000
Southmead Project	£20,000
Southside	£15,500
The Green House	£9,843
Trauma Breakthrough	£20,000
VANS	£16,200
Victim Support	£40,761
VOICES	£24,500
Womankind	£17,771
You Trust	£15,500
Young Victims Service	£3,325
Total	£353,116

Annex 4 – Ministry of Justice Critical Support Fund 2021/22

Provider	Amount
Kinergy	£3,120
Opoka	£3,600
Somerset and Avon Rape and Sexual Abuse Support	£29,511
The Green House	£3,181
Trauma Breakthrough	£12,886
Womankind	£1,000
Young Victims Service	£40,189
Total	£93,486

Annex 5 – Glossary

Active Citizenship	<p>This is measured as the % of those surveyed that has attended or been involved with or as:</p> <ul style="list-style-type: none"> • ‘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
ASB	Anti-social behaviour is behaviour which causes, or is likely to cause, harassment, alarm or distress to any person; or behaviour capable of causing nuisance or annoyance.
Bluestone	Avon and Somerset Police response to rape and serious sexual offences.
County Lines	A type of serious organised crime in which drug dealers in major cities establish networks for the supply and sale of drugs to users in towns and rural areas, typically exploiting young and/or vulnerable people to carry, store, and sell the drugs as well as being used to carry out violent attacks on behalf of the Organised Crime Group.
CPS	Crown Prosecution Service
Cybercrime	<p>Cybercrime can be put into two distinct categories.</p> <p>Cyber-dependent – crimes that can be committed only through the use of Information and Communications Technology (ICT) devices, where the devices are both the tool for committing the crime, and the target of the crime. For example developing and propagating malware for financial gain or hacking to steal.</p> <p>Cyber-enabled – traditional crimes which can be increased in scale or reach by the use of ICT. This is where fraud and cybercrime significantly overlap.</p>
Disproportionality of the use of police powers	This looks at the number of people subject to the power, in each of the five ethnic groups, and then compares this to the population of that ethnic group in Avon and Somerset (based on 2011 Census data) to give a ‘rate’. The disproportionality figure displayed is the ratio of how many times more a person, who is Other than White, has had the power used against them compared with White people. 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.
Hate crime	A crime where the offender has either demonstrated or been motivated by hostility based on a person’s race, religion, disability, sexual orientation or transgender identity.
HMICFRS	Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services
Local authorities	Top tier local authorities in Avon and Somerset are Bath and North East Somerset, Bristol, North Somerset, Somerset, South Gloucestershire.
OPCC	Officer of the Police and Crime Commissioner
PCC	Police and Crime Commissioner
Police Visibility	This is measured by a 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).
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. The rate is the percentage of all outcomes which are positive.
Public confidence	This is measured by a question in the local survey; and is the percentage of people who have confidence in their local police.

RASSO	Rape and serious sexual offences
Rural crime	any crime occurring in a rural area which directly or indirectly affects a farming or rural business or the rural communities. Rural means a close association with or dependence upon the land within that location.
Timeliness of attendance	<p>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 Avon and Somerset Police, not mandatory. Timeliness is reported as the percentage of those incidents that were attended within the particular SLA.</p> <ul style="list-style-type: none"> • Immediate – 15 minutes for urban areas and 20 minutes for rural areas • Priority – 1 hour • Routine – 12 hours
Victim satisfaction	As measured by a local telephone survey of a sample of victims of ASB, burglary, hate crime and violent crime.

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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