



FORCE MANAGEMENT STATEMENT 2019



A YEAR IN STATISTICS

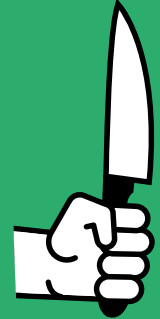


MENTAL HEALTH

30% of all incidents involving a victim or offender have mental health as a factor. Mental health related calls have increased by 8%.

VIOLENT CRIME

Recorded crime has increased in the following areas; Possession of weapons up 11%, Robbery up 6%, and violent crime is up by 3%



ONLINE CRIME

Cyber-dependant crime increased by 17%. 84% of reported fraud was cyber-enabled.

CITIZENS IN POLICING

Our Avon and Somerset citizens in policing programme includes:



4,000 Neighbourhood Watch Schemes



750 Community Speed Watch volunteers



323 Special Constables



260 Volunteer roles



240 Police Cadets with **60** adult volunteers



NEIGHBOURHOOD PROBLEM SOLVING

178 location-specific Problem Solving Plans for neighbourhoods has seen an 8% reduction in incidents.

GO ONLINE TO FIND OUT MORE

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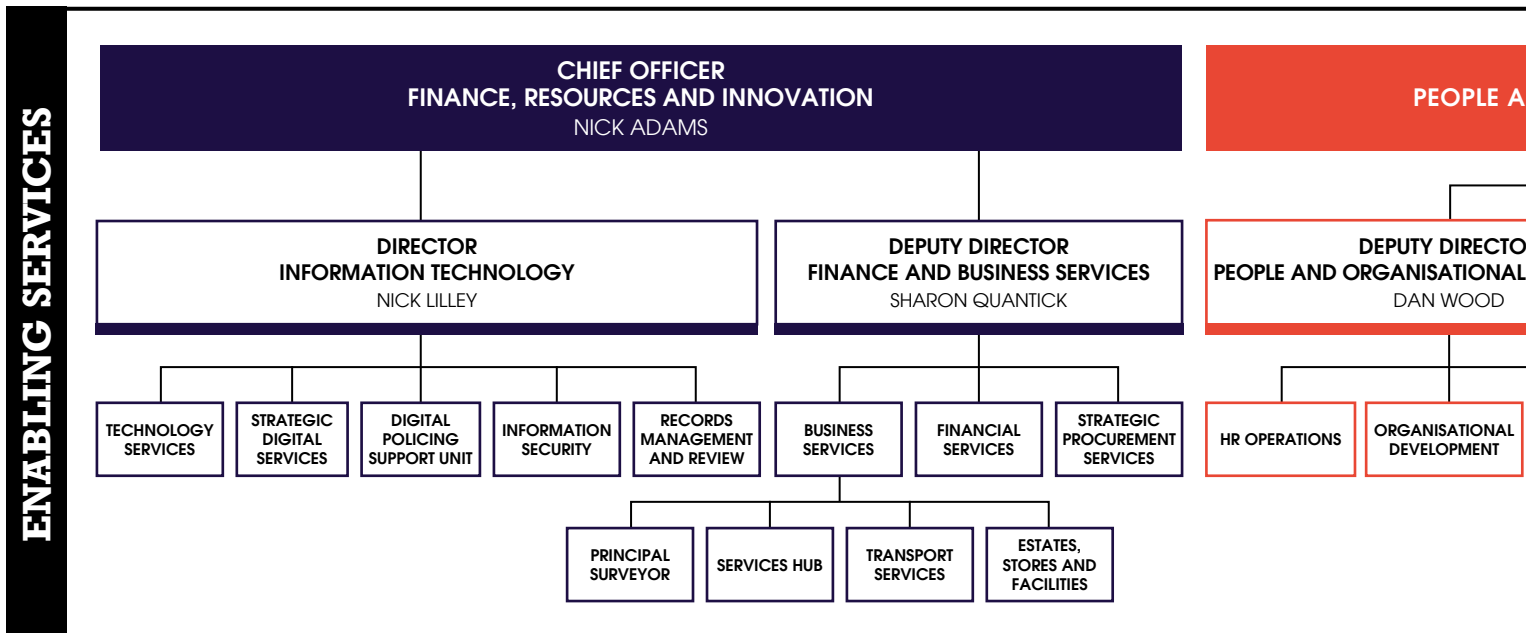
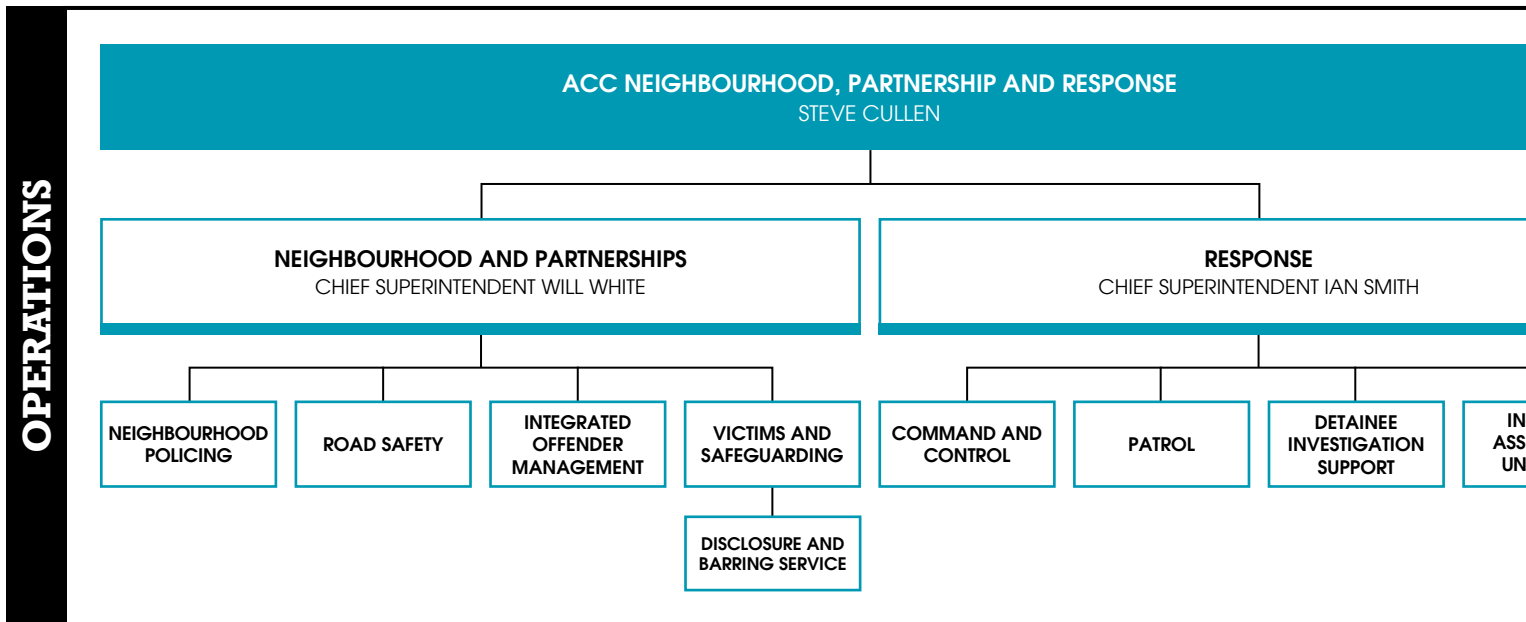
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ABOUT THIS REPORT

Since our last Force Management Statement there has been a significant period of change, improvement and innovation within Avon and Somerset, aligned with our ambition to be an outstanding police force.

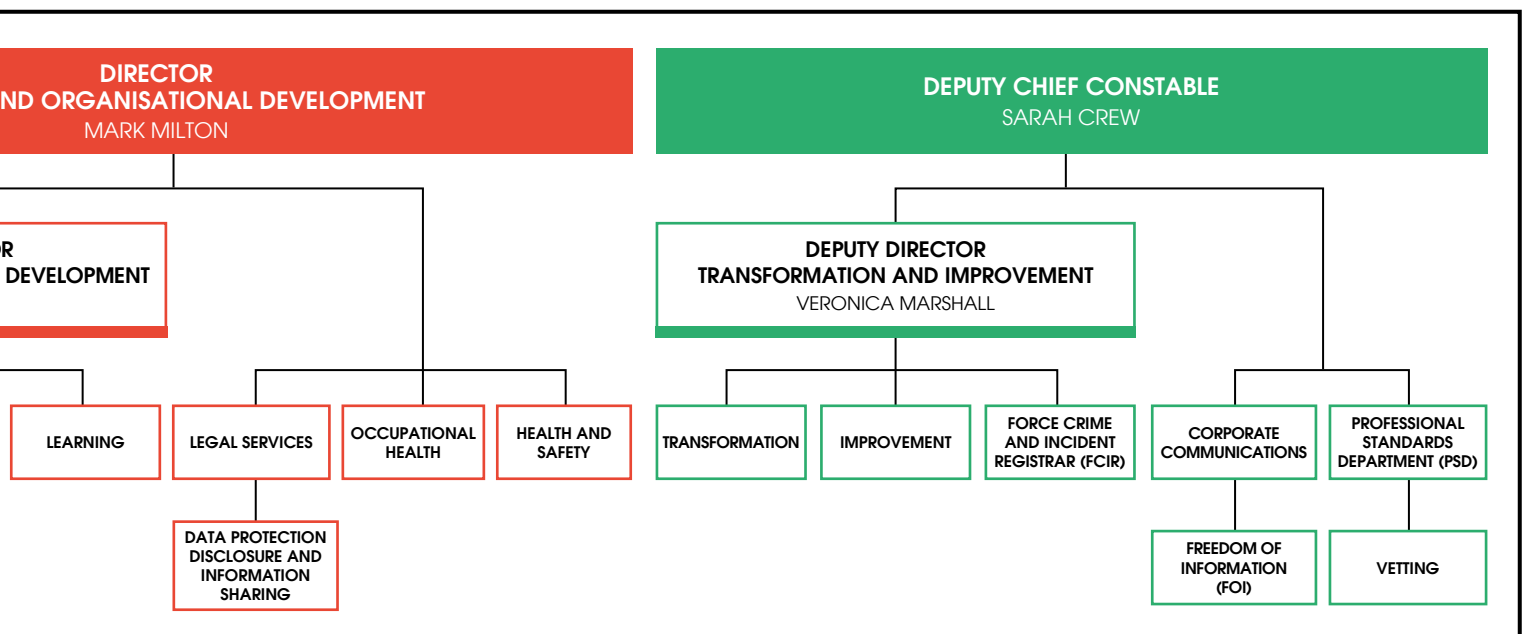
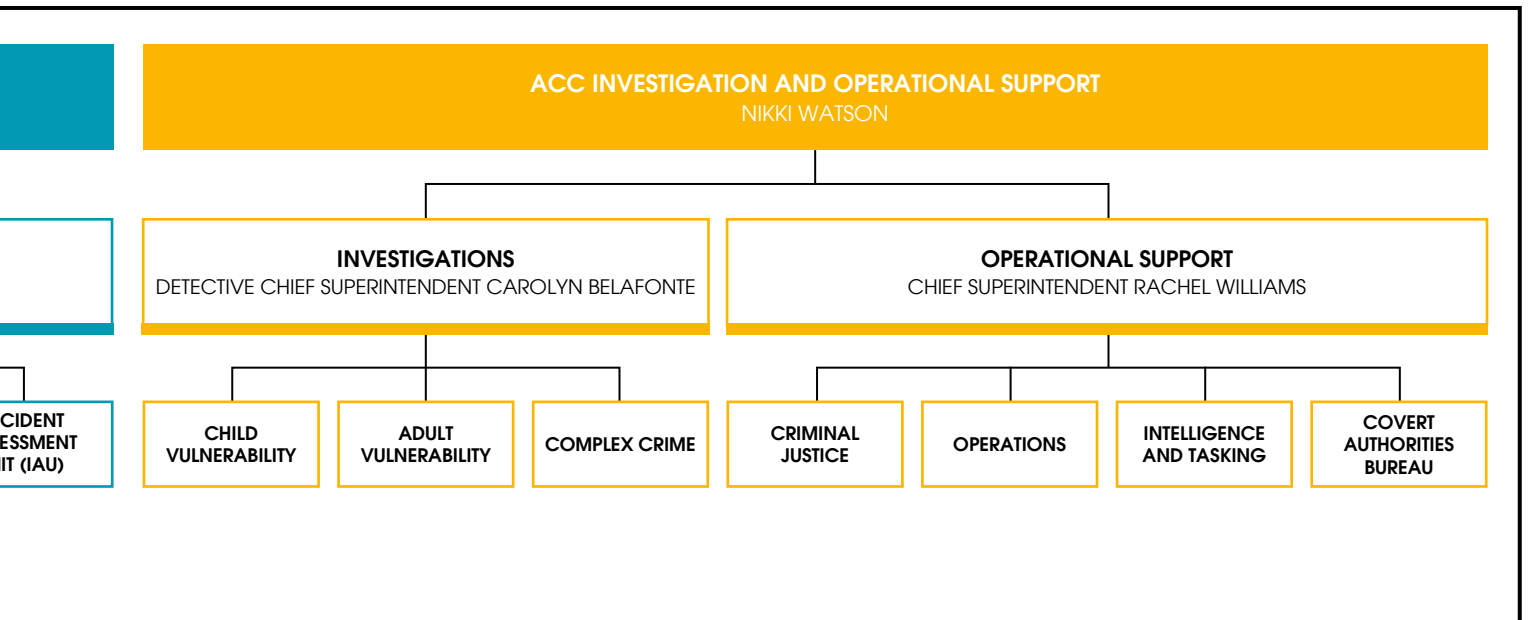
Below: Avon and Somerset Constabulary High Level Organisational Structure



During 2017, we introduced a directorate model across our operational functions. This structural change to our ways of working was informed by a sophisticated understanding of demand achieved through the application of data analytics. In the last year, we have continued to enhance our use of data analytics, using the insight gained to make improvements to our operating model. This has included refining our approach to Neighbourhood Policing and the restructure of our Enabling Services functions.

We now have an established and embedded directorate model across our operational and enabling functions. Removing local area boundaries has helped us implement a 'one team' approach.

We now have the right capabilities in the right places when we need them most, plus the ability to increase capacity and to flex to demand and change. We have four Enabling Services directorates and four Operations directorates, illustrated below.





Our mission

SERVE. PROTECT. RESPECT.

Our vision

Outstanding policing for everyone

Our values



CARING



COURAGEOUS



INCLUSIVE



LEARNING

OUR MISSION, VISION AND VALUES

Building on a settled operating model, we have focussed much of our activity in 2018/19 on defining our Mission, Vision and Values, around which we have designed our new Strategic Framework.

Our Mission is 'Serve. Protect. Respect.' This Mission is a really clear, simple and strong statement of purpose that reinforces a culture of engagement through service that is respectful and designed to protect people.

Our Vision of 'Outstanding policing for everyone' speaks to our commitment to strive for the highest quality of service possible for everyone we engage with whatever their background or circumstances, and regardless of the reason they encounter us.

Our Values, 'Caring', 'Courageous', 'Inclusive' and 'Learning', are essential characteristics that we expect to see in all our behaviours, decisions and interactions.

Again, they make crystal clear the importance we place as an organisation on engaging with communities, individuals and each other in the right way.

We have already done considerable work to socialise the Mission, Vision, and Values (MVV) and will continue to further develop our work here, ensuring that we embed them fully throughout the organisation. Key to this will be reviewing and revising all of our processes to demonstrate how they bring our MVV to life.

Examples of where we are already doing this are in our processes for promotion and selection, where we are explicitly assessing competence and potential against these values.

NEW STRATEGIC FRAMEWORK

A significant change in our strategic planning and delivery processes has been the design and development of a new Strategic Framework for 2019/20 (see pages 10-11).

Through this mechanism, we have sought to bring clarity to our strategic direction through the development of four corporate strategies,

'Service, People, Digital and Infrastructure', (see pages 8-9) against which we will align future improvement and change activity across the organisation.



Avon and Somerset Police **FORCE STATEMENT**

We will build safer communities that are recognised and heard, receive the support they need at the earliest opportunity, and are protected from harm.

- More effective engagement and partnership working = **a better understanding of our communities**
- Better understanding of demand = **more effective decision-making, prioritisation and smarter ways of working**
- Deploying our resources more effectively = **better service to victims and witnesses**

We will exploit our information and technology to improve our response to the growing complexity of policing in the modern digital age.

- Making the best use of data = **understanding demand and solving problems**
- The right kit = **more flexible and effective working**
- Encouraging and exploiting innovation = **learning from others and developing a digital culture**
- Managing information and technology = **common standards and disciplines**



Our values



CARING



COURAGEOUS

STRATEGIES



We will ensure our people are empowered, with the right skills, behaviours, knowledge and values.

- Workforce planning = **the right people, knowledge, skills and behaviours in the right place at the right time**
- Nurturing engagement and wellbeing = **helping people to be their best**
- Valuing everyone equally = **a more inclusive and diverse workforce and culture**
- High quality leadership and management = **the right working environment**



Our staff need to be able to count on having an effective working environment, tools, equipment and information available to them in the right place and at the right time.

- Sustainable solutions and advanced technology = **smarter ways of working**
- Inclusive environment to work in = **a great place to work where wellbeing counts**
- Reliable information, tools and equipment = **professional and quality services**
- Bringing finance 'alive' throughout the organisation = **value based decision making**

Police & Crime Plan

PRIORITY 1

Protect the most vulnerable from harm

PRIORITY 2

Strengthen and improve your local communities

PRIORITY 3

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

PRIORITY 4

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



INCLUSIVE



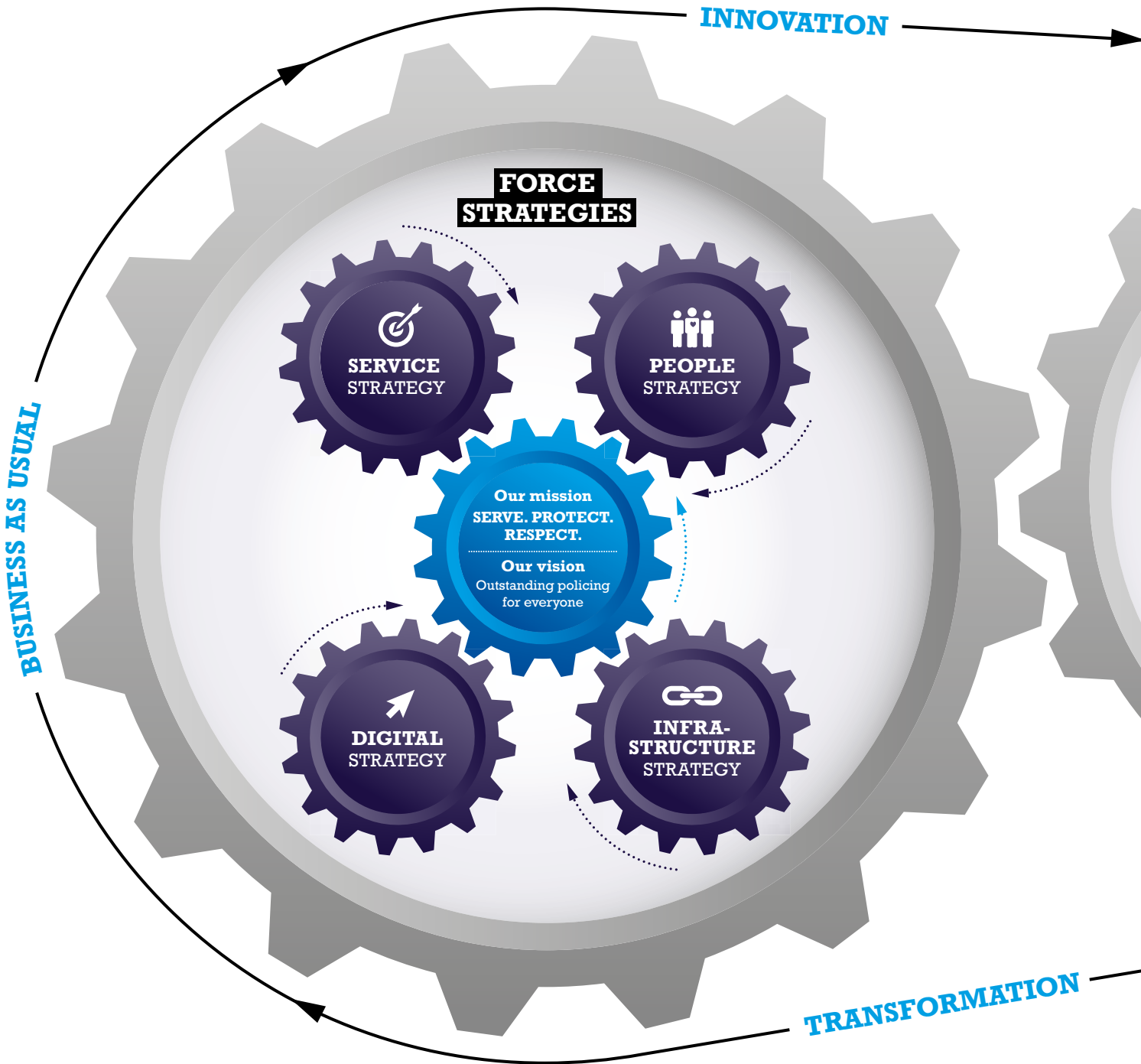
LEARNING



**AVON &
SOMERSET**
POLICE & CRIME
COMMISSIONER



Avon and Somerset Police STRATEG



Our values

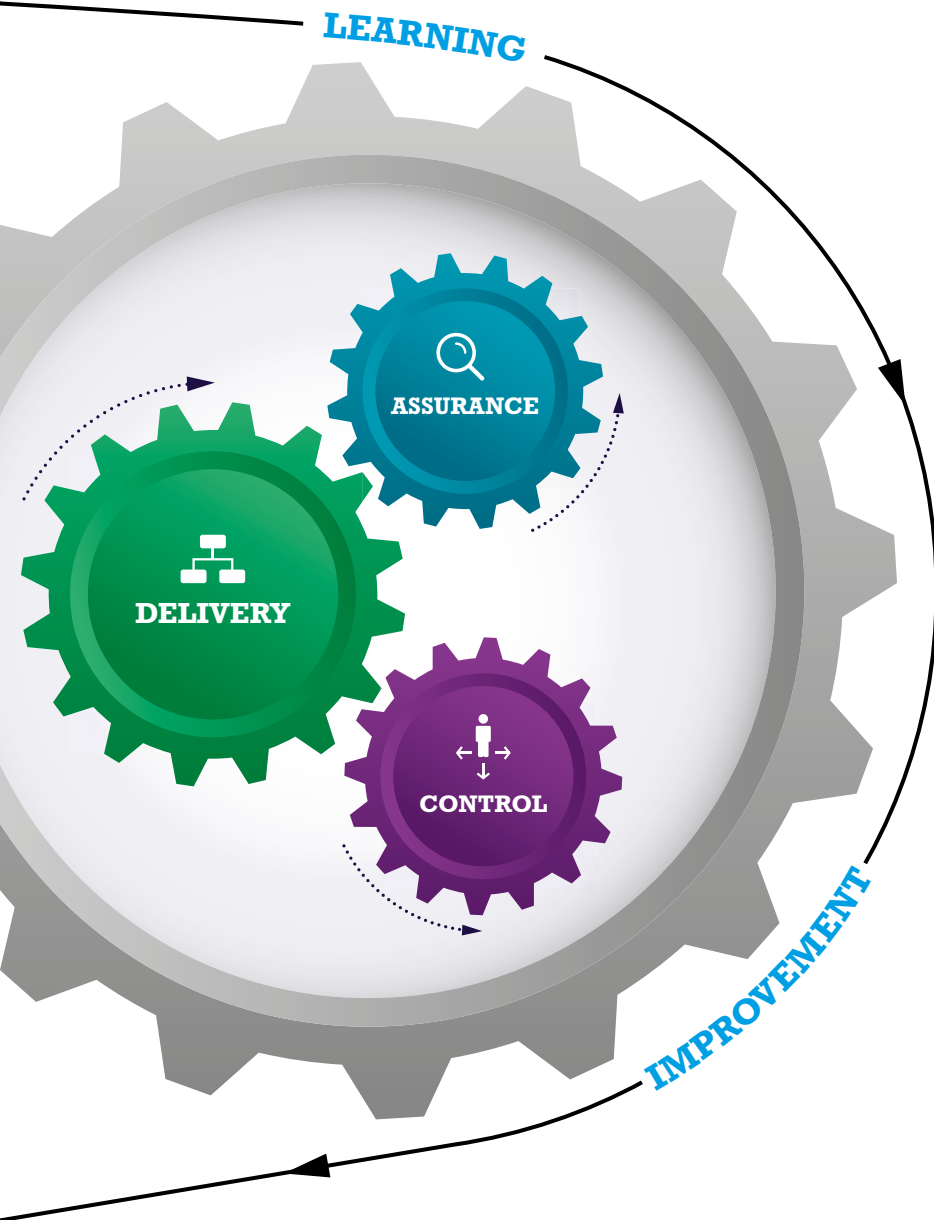


CARING



COURAGEOUS

IC FRAMEWORK



A SINGLE DELIVERY PLAN

In order to meet our objectives within the four strategies, we have developed comprehensive business management, governance and assurance processes, built around a single delivery plan.

The single delivery plan pulls together all our improvement and change activity in one place using an innovative new IT system, which our own Digital Services team designed and built.

This will replace the multitude of plans and strategies that we currently have and will enable us to view our activity through a number of different lenses, and clearly identify gaps and duplication.

An integrated assurance process will highlight areas of risk, capture learning, and provide a clear evidence base for streamlining and prioritising activity.



STRATEGIC DEMAND OVERVIEW

The demand on policing continues to evolve – becoming more complex and often hidden from public view. Bucking national trends, in Avon and Somerset overall recorded crime levels saw a small reduction of 2.4%, inferring that improvements in crime recording compliance have now normalised, and that some of our demand reduction activity is starting to have an impact.

We are driven to be continually improving and innovating, and aim to be a trailblazer for developing our use of technology. We have received recognition for our early adoption of a self-service data analytics platform; and over the last 12 months have made considerable advances in use of data science and analytics, particularly in our ability to model and predict future demand – essential for us to effectively plan how we will deliver our service to the community.

With a greater understanding of our demand, we have a much stronger evidence base for making difficult decisions, particularly regarding resourcing levels and ensuring that we continue to deliver an excellent service to the community.

In addition to supporting tactical and operational decision making through future demand predictions, we have developed applications that have focused on obtaining a better understanding of future demand by understanding trends in the relative complexity of that demand.

We have long applied complexity scores to both call for service and recorded

crime demands to identify the true demand for the force, and where the greatest focus needs to be. For example, dealing with a missing person incident takes an average of 12 hours of officer time, whereas as a nuisance anti-social behaviour incident takes much less – although both may be given the same deployment priority. Therefore, understanding where the complexity and most time consuming demand areas are, can assist in our future planning and focus.



We have also seen a channel shift, with an increase of 43% in online transactions. This shift is due to increasing numbers of services that we have made available online, combined with signposting callers using 101 to our digital services. In 2018, we rolled out 32 new and improved online services.

RESPONSIVE DEMAND A TYPICAL DAY AT AVO



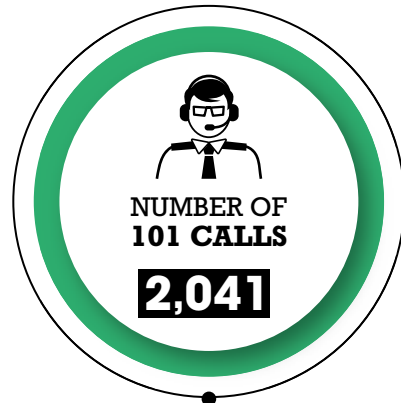
402
are converted to calls for service

169
require immediate priority deployment

125
require priority deployment

36
are resolved without deployment

72
are resolved with scheduled deployment



534
are converted to calls for service

51
require immediate priority deployment

260
require priority deployment

58
are resolved without deployment

165
are resolved with scheduled deployment

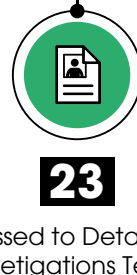


Online forms are submitted via the public portal. The public portal report shows the number of forms submitted. CC forms are submitted via the dashboard. Digital evidence is uploaded via the public portal report cycling/

TOTAL OF DAILY RECORDED CRIMINALS



ALLOCATION OF RECORDED CRIMINALS



N AND SOMERSET POLICE



are available for public to:

- lifting
- TV footage
- m video footage
- ence (video/image)
- horse near miss



Police station enquiries can include reporting of:

- collisions
- vulnerable people
- found property input
- lost property enquiry

CRIMES (377)



via police enquiry office



via other routes

CRIMES



Neighbourhood Policing Team



Passed to Investigations



Passed to other teams

HIDDEN DEMAND

Much of the demand on policing resources is often unseen. Once demand comes in via the first point of contact it moves into a much wider system of activity, which can create extra layers of demand.

Over 60% of our demand is 'non crime'

Non-crime can include reports of concern for welfare and missing people, statutory demand such as managing Registered Sex Offenders (RSOs), completing statutory reviews, or working with partners to respond to safeguarding concerns. Statistics from the last year include:

50% increase in Multi-agency Public Protection Arrangements (MAPPA) offenders

Management of **2,275 RSOs**

4,439 home visits in 2018

115 human trafficking reports

28,111 Domestic Abuse, Stalking and Harassment (DASH) assessments completed

2,497 Hate crimes reported

18 Child Abduction Warning Notices issued

940 Child Protection Conferences attended

Custody dealt with **19,335 detainees**

The total number of **mental health related calls have increased by 8%** - this is the equivalent of 3,400 extra officer hours spent at the scene.

OUR PERFORMANCE

Our performance is measured against the Police and Crime Plan priorities and objectives. It is reviewed at Board level monthly, both within the force and again by the Police and Crime Commissioner (PCC).

We use technology to visualise and dynamically monitor our operational performance at strategic and tactical levels across the organisation.

In addition to monitoring our performance through specific measures, we have introduced a risk based assurance framework, which looks at the quality of our activity and assesses how well we are delivering our service. Assurance provides confidence that what needs to be happening is actually happening in practice and is achieving our goals. It places a requirement on collecting evidence associated with specific activities and changes the culture from 'tell me' to 'show me'. Assurance forms a critical

part of the continuous improvement cycle (think, plan, do, review), where the 'review' element ensures we have good scrutiny and oversight of activity.

We are also subject to regular audits from an external audit partner – and inspection and assessment from HMICFRS (see table below), which demonstrates a positive position for the force.

We focus our activity on areas where we feel we need to see continuous improvement. For example, this year we have been striving to improve our positive outcomes and user satisfaction, particularly in relation to domestic burglary.

| INSPECTION | QUESTION | GRADING |
|---------------|--|-------------|
| EFFECTIVENESS | How effective is the force at keeping people safe and reducing crime? | Good |
| | How effective is the force at preventing crime and anti-social behaviour? | Good |
| | How effective is the force at investigating crime and reducing re-offending? | Good |
| | How effective is the force at protecting vulnerable people? | Good |
| | How effective is the force at tackling serious and organised crime? | Good |
| | How effective are the force's specialist capabilities? | Not graded |
| EFFICIENCY | How legitimate is the force at keeping people safe and reducing crime? | Good |
| | How well does the force understand its current and likely future demand? | Outstanding |
| | How well does the force use its resources to manage current demand? | Good |
| | How well is the force planning for demand in the future? | Good |
| LEGITIMACY | How efficient is the force at keeping people safe and reducing crime? | Good |
| | To what extent does the force treat all of the people it serves with fairness and respect? | Outstanding |
| | How well does the force ensure that its workforce behaves ethically and lawfully? | Good |
| | To what extent does the force treat its workforce with fairness and respect? | Good |

PUBLIC CONFIDENCE

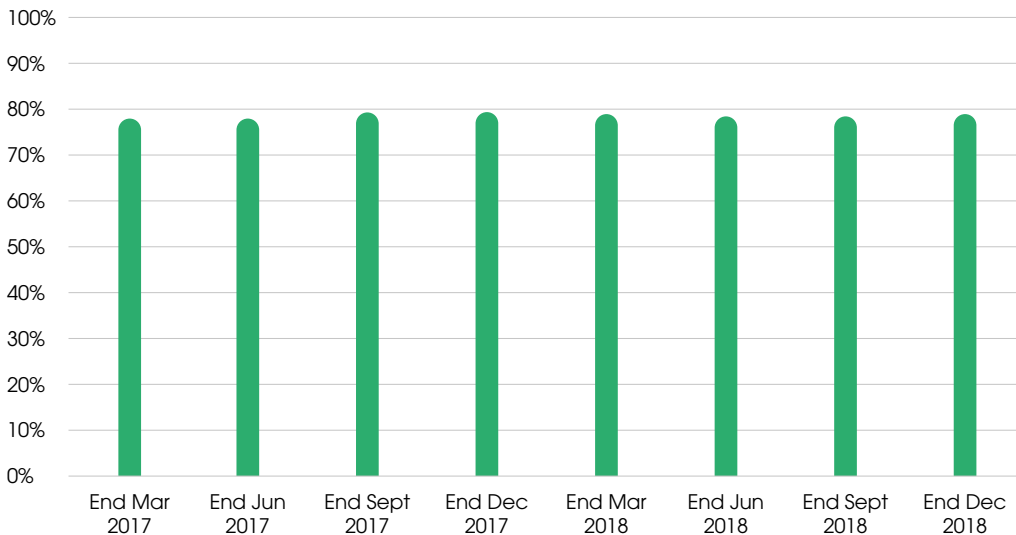
We assess our performance here as Good

Our public confidence is measured through a national survey and also via a local survey commissioned by the PCC. Our current public confidence level is 78.8%, which takes us to 12th nationally.

We have seen consistent improvements across all the Crime Survey of England and Wales measures and are now in the Top 10 nationally for treating people with respect.

PUBLIC CONFIDENCE PERFORMANCE

% that have confidence in the police (national figures)



USER SATISFACTION

We assess our performance here as Requires Improvement

We measure our user satisfaction by looking at a wider range of measures, which blends direct surveying with victims of a variety of crime types; speaking with our most vulnerable victims via the Independent Sexual Violence Advisor (ISVA) survey; and our compliance with Victims' Code of Practice.

Our area for improvement is particularly in relation to victims of volume crime, such as domestic burglary. However, through Operation Remedy we expect

to see improvements over the next year. We consistently have higher satisfaction levels with our most vulnerable victims, which demonstrates the additional focus we place on victims of more serious crimes.

We are currently reviewing how we measure user satisfaction to gain an even better understanding of areas for improvement, but we know we need to continue to improve our victim follow up and ensure victims are updated.

FIRST POINT OF CONTACT

We assess our performance as Outstanding

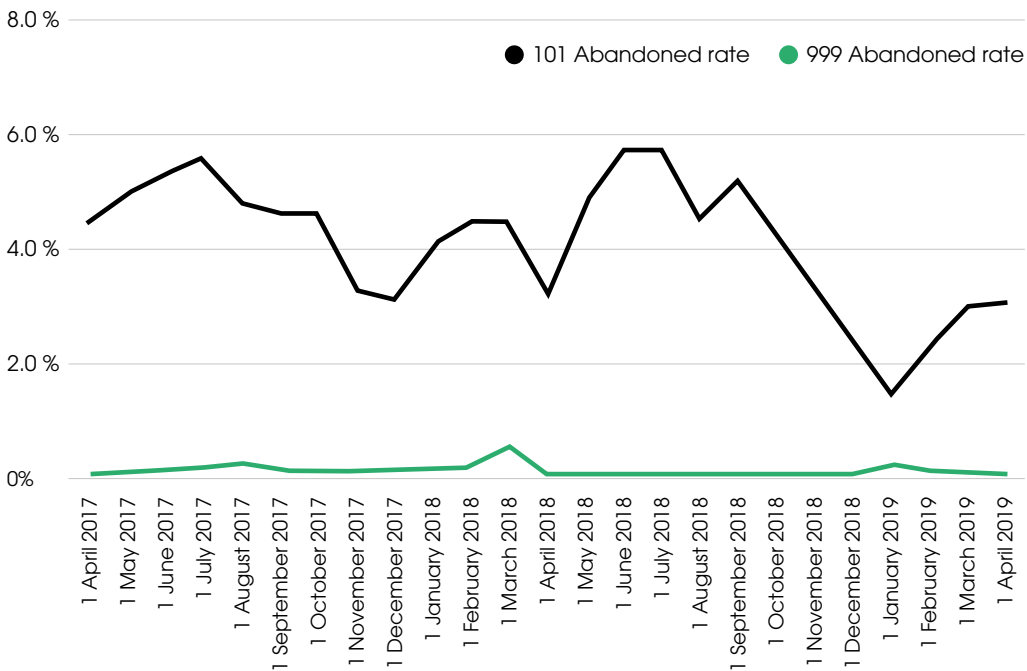
Performance in the force answering 999 and 101 calls for service continues to improve. Current figures show us answering 99.9% of 999 calls in an average time of 1.4 seconds, which is nationally recognised as excellent.

Our 101 performance has also continued to improve with further reductions to our abandonment rate, which is now consistently under 5%, currently at 3.7%.



 **99.9% OF 999 CALLS ANSWERED IN 1.4secs**

ABANDONED CALL RATE PERFORMANCE



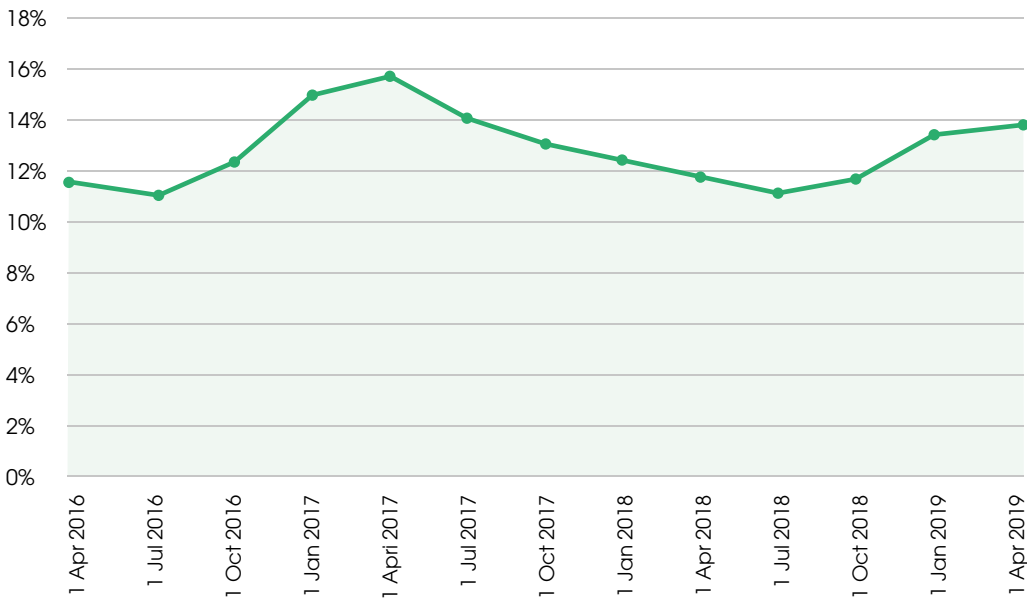
POSITIVE OUTCOMES

We assess our performance as Requires Improvement

Over the last year, we have made a sustained effort at improving our investigations and our positive outcome rate is currently at 14%. We are continuing to improve our positive outcomes for complex

crime, which is at 39%. We recognise, however, that we still have room for improvement, in particular with our outcomes for domestic burglary (see information on Operation Remedy).

POSITIVE OUTCOMES PERFORMANCE



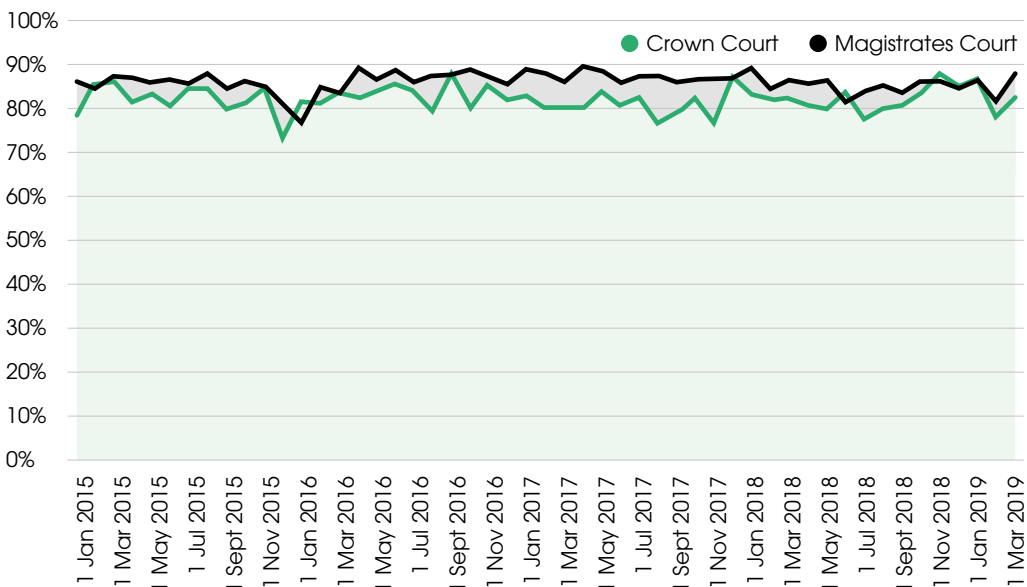
SUCCESSFUL OUTCOMES IN COURT

We assess our performance as Requires Improvement

The outcome in court helps us to measure how effective we are at bringing offenders to justice. Our outcome rate has remained stable over the last year although our national position has

improved over the last quarter. Although court outcomes have not changed, we have made significant improvements in our file quality – moving from 33rd to 13th nationally over the last year.

SUCCESSFUL OUTCOMES IN COURT



OUR WORKFORCE

CAPACITY, CAPABILITY AND WELLBEING

CAPACITY

| WORKFORCE (as at 31 March 2019) | ACTUAL FTE | ACTUAL HEADCOUNT |
|-----------------------------------|--------------|------------------|
| Police Officers | 2,660 | 2,754 |
| Police Community Support Officers | 304 | 320 |
| Police Staff | 2,277 | 2,567 |
| Total employed workforce | 5,241 | 5,641 |

RECRUITMENT

We have worked extremely hard during 2018/19 to address our Police Officer and PCSO vacancies, meeting our targets for recruitment with officer numbers (including student officers) being above establishment at the end of March 2019.

We still have more to do to achieve the same position with our PCSO and staff vacancies, as well as supporting the uplift of our establishment by 100 additional officers, made possible through our financial plans.

We have worked closely with the College of Policing and the national trailblazer group to understand the requirements of this entry route and we are excited to be among the first forces involved in the roll out of the new programme.

CITIZENS IN POLICING

Through our Citizens in Policing (CIP) programme, we aim to increase and improve the capacity, capability and contribution of Specials, Volunteers, Cadets and the public within our communities.

POLICE CONSTABLE DEGREE APPRENTICESHIP



In May 2019, we received our first intake of officers within the Police Constable Degree Apprenticeship (PCDA), which is a new qualification to enter into policing and replaces the existing training programme.

Informed by national, regional and local best practice, we have introduced the Employer Supported Policing Programme. This supports the ethical, social and community aims of many organisations in society by working with local employers to encourage them to support their staff towards volunteering for the force.

VOLUNTEERS

We benefit from a number of volunteers who fulfil a large number of varied and different roles. As at 31 March 2019, we have 299 Special Constables, 286 Police Support Volunteers and 223 Volunteer Police Cadets. In addition we also work with around 750 Community Speed Watch groups, and nearly 4,000 Neighbourhood Watch schemes across our communities.

ENHANCED OFFERING

Recognising the changing nature of crime, we're recruiting Specials and Volunteers with the skills to help us combat cyber-crime. We work in partnership with neighbouring forces and have introduced a drone unit, staffed by PCs and Special Constables, which will enhance our capability and offering to the public.

MINI POLICE

This year, we have further developed our Mini Police programme, which first piloted in South Bristol in one school.

Following the success of this, eight further units were started in September 2018 and we have secured funding to recently launch 22 further units.

CAPABILITY

NEW NEIGHBOURHOOD POLICING MODEL



Unlike many other forces nationally, we are committed to maintaining our neighbourhood policing capability and have introduced a new Neighbourhood Policing Model in direct response to feedback from the public and partners regarding their expectations of visibility and accessibility of neighbourhood teams.

Internal data analysis showed that neighbourhood teams were being drawn into administrative activity and response tasks, leaving less time for visible community engagement, problem solving and offender management. The changes implemented have sought to refocus neighbourhood teams directly on activity that the public values - around what we call the 'Six Pillars': Responding to calls, Investigation, Community Engagement, Problem Solving, Offender Management, and Safeguarding.

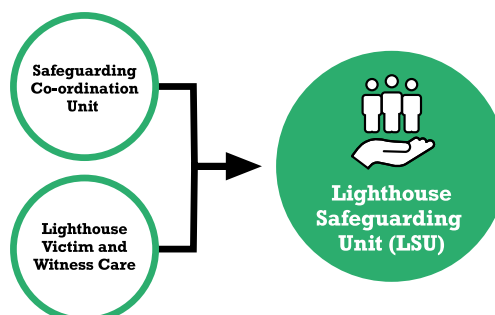
We achieved this through reducing the number of immediate and priority calls for service allocated to neighbourhood

teams, effectively placing greater demand on patrol resources. This was recognised and catered for within our planning, with efforts made to ensure that the Response Directorate was sufficiently prepared for the change.

Neighbourhood teams are already demonstrating success in reducing upstream demand through effective problem solving plans, thereby ultimately reducing downstream demand for patrol colleagues and the organisation more generally.

SAFEGUARDING

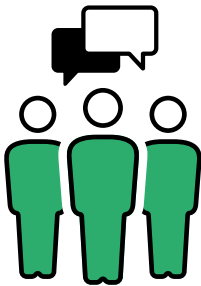
In April 2018, the Lighthouse Victim and Witness Care teams, and the Safeguarding Coordination Units merged and restructured forming the Lighthouse Safeguarding Unit (LSU). The primary reason for the restructure was to manage increasing demand through greater efficiency and increasing resilience between the two teams.



The restructure enabled us to increase the absolute number of Safeguarding Officers, to create five Advanced Practitioner roles dedicated to the five Multi-agency Safeguarding Hub (MASH) arrangements within the force area, and introduce a Partnership Liaison Officer – reflecting the increasing demand on the safeguarding aspect of the LSU’s work.

OPERATION REMEDY

In direct response to concerns raised by the public to the Police and Crime Commissioner, to senior leaders and through our engagement mechanisms, we launched Operation Remedy in April 2019. Funded as a result of new flexibility to increase the precept, 100 additional police officers will be recruited over the next 12 months.



Operation Remedy provides the force with an enhanced capability and additional capacity to proactively respond to drug, domestic burglary, knife and associated crime that has significant impact across all our communities.

The objectives of Operation Remedy include solving more of these crimes, and increasing the number of offenders brought to justice. We will also increase the level of collaboration with our partners for early intervention and harm reduction, and seek opportunities for increased innovation.

Data science has been used to pinpoint crime hotspots and identify patterns of criminality. This information has been used to develop an operational tasking strategy to disrupt the activities of offenders, increase our presence in our communities and enhance public confidence.

Operation Remedy is a key part of our neighbourhood policing approach, which aims to reduce demand by developing deeper relationships with our communities

through sharing crime information and better collaboration on community problems.

DIGITAL MOBILISATION



We are just completing the roll out of over 3,500 laptops and 6,000 mobile phones to support forcewide digital mobilisation and agile working.

A Benefits Task Group has been established to monitor mobilisation and track benefits. This is helping to ensure the cost of mobilisation delivers value for money through increasing the visibility and accessibility of our workforce, enabling much greater flexibility to work outside of police premises, as well as increasing the efficiency and engagement of the wider workforce.

The implementation of this programme has happened at pace, and ahead of schedule, and our people and the community alike have been hugely positive about the transformation they have seen and we are starting to see the efficiency benefits being realised.

DATA ANALYTICS

The use of data analytics technology is helping to make us smarter and sharper as a force.



Some noted benefits for the organisation include supporting problem solving; call handling productivity; better suspect and victim management through greater visibility;

monitoring disproportionality in the use of police powers; live time performance dashboards; improving data quality; and increasing efficiency and research capability within the Intelligence department.

A successful bid for Police Transformation Funding was used to develop a prototype office for data analytics, which is the basis for our new Data Science and Innovation Centre. The aim of the original prototype was to develop locally based partnerships to share data and develop a local analytics capability that would enable better multi-agency collaboration on issues such as road safety, knife crime, youth offending and serious violent crime. Current demand for the Data Science and Innovation Centre services is still embryonic, although this picture is expected to change this year.

As part of this approach we are developing new models, working with Insights Bristol to increase our understanding of serious violence and knife crime, which will significantly enhance our partnership analytics capability and improve our ability to intervene earlier and achieve reductions in violent crime.

BODY WORN VIDEO



From July 2018, Police Officers were able to use their Body Worn Video (BWV) cameras to attend crime scenes and conduct suspect interviews. This replaces the use of contemporaneous notes and we are using this for suspect interviews on average 100 times a month.

As a result, the quality and consistency of evidence recording has improved significantly. When used in court, it provides juries with contextual information that can't be derived from hand written notes.

BWV is also helping to resolve incidents where officers' professional conduct is in question, it helps support greater transparency and enables public scrutiny.

OUT OF COURT DISPOSALS

In November 2018, the force adopted a two-tier framework in relation to Out of Court Disposals (OoCD) with the overall aim of providing meaningful interventions for offenders before they enter the Criminal Justice system.

The intention is to reduce re-offending, which will ultimately reduce demand across the whole of the system, as well as long-term social impact by reducing the number of people with a criminal record. The force has introduced six ASCEND (Avon and Somerset Constabulary Engage, Navigate, Divert) workers.

Once a decision has been made to issue an OoCD, an offender is referred to an ASCEND worker who will meet the offender to develop an individual intervention plan. This includes, for example, access to courses on anger management, drug therapy and counselling services.

COLLABORATION

During 2018/19, the force has worked with many other organisations to deliver a number of services collaboratively, both informally and through more formal structured collaborations.

During the course of 2018/19, the force worked with both partner forces and police and crime commissioners to seek improvements to the Tri-Force Specialist Operations collaboration with Wiltshire Police and Gloucestershire Constabulary on armed policing, roads police and police dog services. Unfortunately we were not able to reach agreement on the specifics of the changes needed, and as a consequence we are ending this collaboration and returning officers and staff to our force structures during the 2019/20 financial year.

We remain committed to collaboration, recognising the huge benefits that this can bring in terms of resilience and efficiency. We will build on our experience of collaborations to date and seek out new opportunities with partners to collaborate where circumstances are favourable and in the best interest of the communities of Avon and Somerset.

WELLBEING

Our people – officers, staff and volunteers – join us to make a difference. They help make our communities safer and stronger by serving the public, preventing harm and protecting people, including some of the most vulnerable in society. They face increasingly complex, fast changing and growing demand. Our people are the heartbeat of policing. If they are to continue to meet the challenges and pressures of the job effectively while remaining healthy and productive, we must focus more than ever on supporting their wellbeing.

PEOPLE STRATEGY

In our new People Strategy, we have set a clear objective, which is ‘to systematically improve both engagement and wellbeing to drive better working lives and productivity’. We recognise that this requires a multidimensional approach with a combination of specific initiatives and support services to promote and enable wellbeing, alongside integrating wellbeing into our core working practices and culture.

PEOPLE SURVEY



In May 2018, we launched our new People Survey, which is based on the Civil Service Annual Survey. This attracted 2,545 (52%) responses from Police Officers, PCSOs, other members of staff and volunteers. Wellbeing was an integral part of the survey, with one of the key themes being ‘wellbeing, inclusion and fair treatment’.

We have developed a Staff Survey Qlik Sense app and are using analytics to better understand the results of the survey and drive improvement activity.

| MEASURES | FORCE |
|--|-------|
| Employee engagement | 52 % |
| I am happy | 56 % |
| Thinks the force values the individual | 59 % |
| Feel supported by manager | 66 % |
| Treated with respect by colleagues | 75 % |

As this is the first year we have delivered this survey, we have no comparative data – we are due to conduct this year’s survey imminently, which will enable us to identify changes.

SICKNESS ABSENCE

The average percentage of hours lost due to sickness absence over the course of the year is 4.01%. This is a broadly static position compared with the previous year and is in-line with national trends.

Cumulative hours lost for all officers and staff from April 2018 to January 2019 is 339,042, compared to 339,161 hours in the correlating period of April 2017 to January 2018. This is a differential of only 0.04%, showing that overall sickness absence has not changed as a trend in the past twelve months.

Psychological disorders have been the top reason throughout the year, accounting for 32.9% of the total sickness absence, with musculoskeletal being the second most common reason at 21.6%.

SUPPORT

We are working to ensure that every member of our organisation feels confident that we actively support their welfare and wellbeing throughout their career; that a culture of supporting wellbeing is embedded; and that individuals have access to appropriate support when they need it. This includes physical and mental health as well as the broader concept of wellbeing, which enables individuals to realise their potential, be resilient, and be able to make a productive contribution to the workforce.

We share the commitment to achieving a culture that focuses on prevention, early intervention and support for individuals;

embedding clear, consistent, evidence-based standards in welfare and wellbeing support provided to police and staff.

We do this through Occupational Health and effective line management; signposting to relevant police charities and other providers who deliver treatment and support when requested; and, effective sharing of innovation and best practice.

INCLUSION AND DIVERSITY STRATEGY

Our Deputy Chief Constable has led the development of a new and reinvigorated Inclusion and Diversity Strategy for 2019 to 2024, the focus of which is outlined below:

SITTING WITHIN THE PEOPLE STRATEGY, OUR INCLUSION AND DIVERSITY AMBITION IS BUILT AROUND FIVE FOCUS AREAS:

01 An inclusive culture

We will build a fairer and more respectful workforce at every level where diversity is harnessed as a strength and where people are valued as individuals and helped to flourish whatever their unique background or characteristics.

02 A diverse workforce

We will proactively tackle under representation and create a workforce that far better reflects the diversity of the communities we serve.

03 Inclusive practices

We will embed inclusive policies, processes and practices at every level, meeting or exceeding recognised standards against which these will be benchmarked.

04 Inclusive services

We will ensure greater dignity, fairness and respect in treatment and outcomes, tackling prejudice, unintended bias and reducing inequalities in service delivery.

05 Community engagement

We will better understand and engage with diverse communities, building stronger relations, trust and confidence in policing and contributing to a more inclusive society.

In order to create the step change required in 2019/20, we are taking forward 'Five Big Initiatives' (illustrated on pages 26 - 27).

This does not preclude progressing other related work regarding fairness, respectful

treatment, diversity and inclusion in the organisation. Instead, it seeks to work in tandem with them to accelerate and make a significant step change in the overall capability of the organisation in relation to diversity and inclusion, and the fair treatment of everyone.

Inclusion and Diversity Strategy

THE BIG 5 INITIATIVES

04

Recruiting for difference



02

Three tier approach to embedding diversity and inclusion forcewide through learning



OUTSTANDING



05

Mobilising the whole workforce



03

Strengthening our capability to attract diverse talent

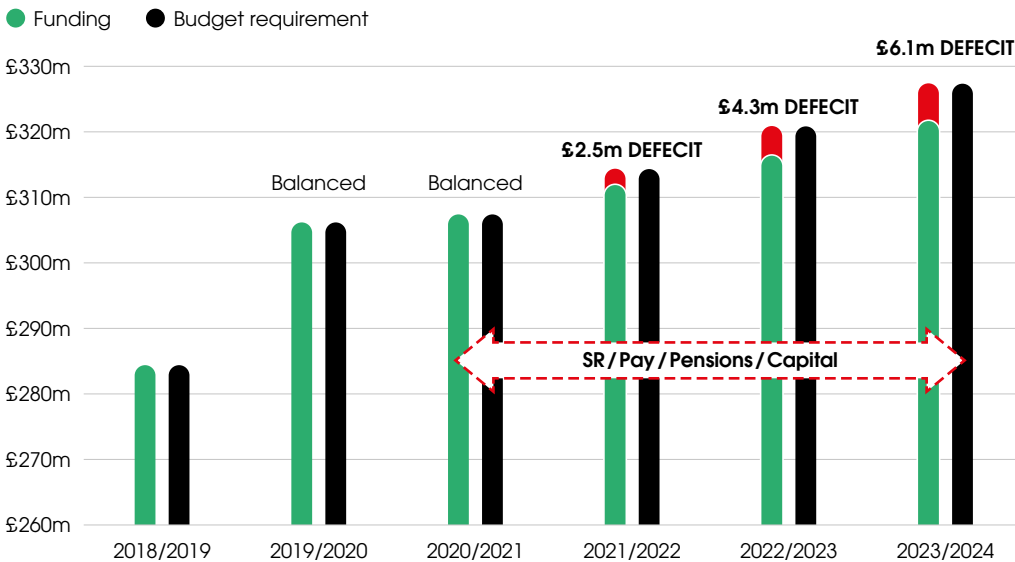


01

External accreditation for diversity and inclusion

FINANCE

Our revenue budget was balanced in 2018/19 after the delivery of £3.8m of in-year savings, largely achieved through the restructure of our enabling services. Further savings of £5.1m are planned over the next two years. When these savings are combined with our improved funding position, they have enabled us to not only balance our revenue budget in 2019/20 and 2020/21, but also to release capacity to support investment.



Over the course of 2019/20, we will increase our officer establishment by 100 more officers.

WE WILL RECRUIT
100
EXTRA
OFFICERS
IN 2019/2020



Our revenue forecast is more positive than it has been in the past, which is largely a consequence of the increased flexibility

afforded to the PCC in raising extra funding through the council tax precept. However, the forecast is not without its challenges.

Over five years, our projections suggest that increases in our costs will outstrip our funding growth, requiring us to identify and realise further savings from 2021/22 onwards. In total, we forecast at this stage that new savings of £6.1m will be required by 2023/24.

Our capital forecast similarly presents both opportunities and challenges. Throughout our capital plans, we are balancing a need to maintain and replenish

our existing capability and capacity, alongside the opportunities to change and transform this. We are planning for a mix of local and national projects across the next five years.

Our plans are dependent on the provision of good, accurate information coming from those national programmes, enabling us to have confidence in our forecasts. This is not always the case, with examples such as the national Emergency Services Network (ESN) programme proving particularly difficult to forecast accurately at a local level.

Our sources of capital funding are reducing. We have seen significant reductions to our capital grant funding, alongside a decline in our capacity to realise capital receipts. Therefore, we have increasingly had to grow our revenue funding for capital, and further growth in this is reflected throughout our medium term plans. Even with this,

we recognise the need to maintain a strong focus on prioritising our capital investments, thereby potentially limiting our scope to invest in further capital enabled transformation and innovation.

Our immediate financial position is more positive than previously reported, thanks both to an improved funding settlement and the delivery of revenue savings. The medium term suggests we will continue to have some challenges around both our revenue and capital budgets, however we recognise that we have an opportunity to focus current efforts on delivering targeted performance improvements and productivity and efficiency gains. These will enable us to continue to realise improved capacity across the force, allowing for realignment of resources towards areas of strategic focus or delivery of cashable savings, as required.



HOW HAVE WE MANAGED OUR DEMAND?

In the last 12 months our demand has decreased overall, bucking the national trends and we have introduced a range of interventions to manage our demand across the force. We are an innovative and agile force and are prepared to test new approaches to continue to deliver an outstanding service to the community.

DEMAND STATUS PLAN

In mid-2018, we introduced a Demand Status Plan informed and monitored using our analytics software. The plan uses predicted and live demand data concerning frontline teams, to determine activity across the organisation.

Firstly, we use predictive analytics to anticipate expected demand levels for the next 12 months ahead, so that resources can be adjusted and planned accordingly.

Secondly, the plan sets four demand levels, with level 1 being business as usual and level 4 representing exceptional demand, with various actions triggered at each level. Appropriate thresholds have been determined within this demand to ensure any status change is proportionate and necessary.

Finally, the demand levels are monitored live time and clear roles and responsibilities are set out in terms of activity required by force commanders at the commencement of a threshold trigger.

APPOINTMENTS PILOT

We established the Appointments Pilot in November 2018 to improve the way we approach some aspects of demand for our patrol teams. We have resourced this

initiative through realignment of our patrol establishment.

Since its introduction, our Appointments team has dealt with 2,654 appointments across the force. 40% of these have resulted in a further investigation being required and allocated to the relevant duty team, and the feedback from victims attending appointments has been hugely positive so far.

WEBSITE DEVELOPMENT

We are also at the leading edge of police website development and specifically the development of easy to use online services. We have developed a tool called 'Formation' just for this purpose.

Using the best evidence base available on user preferences, we continue to develop a growing suite of online services, which fully interface with all our core systems. Members of the public input data using simple, easy to use forms and the data is automatically routed into the relevant core system for action.

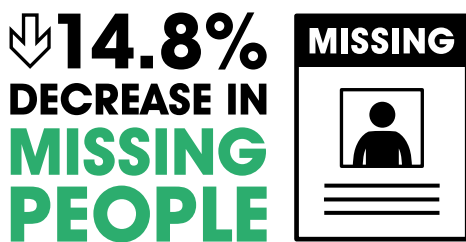
45%
OF ALL **SHOP
THEFT**
REPORTED ONLINE



The scale of demand shift from telephone to online is most notable when applied to shoplifting. 45% of all shop theft is reported online, including the ability to upload CCTV and other forms of digital evidence, which saves front line officers considerable time.

IMPROVEMENT PROJECT FOR MISSING PEOPLE

Over the previous 12 months, we dealt with 8,298 missing person investigations, an average of 22 missing person investigations per day. Predictive modelling indicated that this demand would continue to increase to beyond 9,000 investigations. This led to the implementation of an improvement project for missing people. The project improved prevention, reduction, investigation management, and partnership working.



At the end of December 2018, demand for missing person investigations has decreased by over 10% and the number of missing people has decreased by 14.8%.

We have subsequently developed additional proposals, for example, where low risk missing adults will be managed via a desktop investigation processes; and adoption of the Herbert Protocol, which is a national scheme that encourages carers to compile useful information which could be used in the event of a vulnerable person going missing.

OPERATION TOPAZ

We rolled out Operation Topaz forcewide from April 2019, as our approach to tackling Child Sexual Exploitation (CSE).

The operation uses analytical techniques to identify perpetrator patterns of behaviour and children who are most likely to be at risk before they become victims of crime.

This has enabled the force to develop a number of perpetrator disruption strategies and more effective ways of working with partner agencies to identify and protect the vulnerable.

Because of Operation Topaz, and the analytical work undertaken to identify hidden demand, the increased capacity to identify potential victims and intervene early, we have seen a decrease of 7.8% in the number of child victims of any crime over the last year.

REDUCTION IN CONCERNS FOR SAFETY HOSPITAL REPORTS

We work closely with our partners to manage our demand demonstrated in a project to reduce demand from Concerns for Safety reports from hospitals. In the two years to May 2018, 8,286 officer hours were spent at the scene of incidents where people had gone missing from hospital.

We have been working with six hospital trusts to address this issue and Concern for Safety calls from hospitals; this approach has been starting to demonstrate reductions in demand up to 43% with one hospital.

BRAG RISK ASSESSMENTS

We are continuing to embed BRAG risk assessments within our ways of working. The BRAG tool prompts officers to think about how they address any aspect of vulnerability, regardless of the level of risk.

It allows officers to record what action they think should happen in order to safeguard and protect any victim, or person. This enables us to make better decisions about when we should refer to social care and also for neighbourhood teams to identify where they can support vulnerable people locally and intervene earlier.

THE FUTURE - GAPS AND CHALLENGES

FINANCE

During the past year, we have faced financial pressures until the recent increased flexibility for the PCC to raise extra funding through the council tax precept. We have been able to use this to increase our establishment by 100 officers, which, through Operation Remedy's proactive surge capability, will be enhancing the impact of our new Neighbourhood Model.

Our forecast is now more positive than it has been in the past, however it is not without its challenges. Over five years, our projections suggest that increases in our costs will outstrip our funding growth, requiring us to identify and realise further savings from 2021/22 onwards. In total, we forecast at this stage that new savings of £5.8m will be required by 2023/24.

Our immediate focus will be on achieving the planned savings we already have and realising the focussed performance improvements we are targeting across burglary, knife crime and drug crime. We expect to continue to deliver and track efficiencies and productivity improvements, including those achieved through our investments in digital mobilisation, as well as through more targeted reviews.

VULNERABILITY

We need to understand more about areas of vulnerability such as Child Sexual Exploitation (CSE), which is a strategic risk area for the force, and although the intelligence picture is improving, we have gaps in our knowledge of hidden crimes, such as modern slavery. Our increasing capability for data science will support this alongside partnership working, continuing engagement and awareness raising in the community.

Funding and consequent staffing reductions in non-statutory organisations, particularly in the third sector, have resulted in reduced support for adults at risk in the community. Where an adult at risk may previously have had a support worker to address their needs, they may now be calling upon police to fill this gap.

There is a growing elderly population, which brings vulnerabilities around Dementia and Alzheimer's disorders.

Mental health related calls have increased by 8% this year, which is the equivalent of over 3,400 extra officer hours spent at the scene.

We have well developed relationships with our local social care and health partners and have the ability to present a strong evidence base, using analytics to demonstrate the demand placed on us because of mental health.

We have also seen increase in demand associated with mental health within custody, for example for initial assessments

and increases in use of S136 of the Mental Health Act 1983 powers.

Crime and violence linked to County Lines activity will continue to prevail in our rural communities. This is why our investment in Operation Remedy, in early intervention, problem solving and prevention activities with our partners and in data science, is so important.

CAPABILITY

The rapid development of technology continues to present a challenge, with increases in cyber dependant crime expected to continue. We anticipate that traditional volume crime offences will stabilise but more complex crimes, including cyber enabled and dependent and criminal child exploitation will continue to rise.

Our ambition to be at the cutting edge with our own technology presents its own challenges in ensuring we have the right people with the specialist and technical knowledge required to keep up with the pace of technology.

We also have a relatively inexperienced workforce in terms of length of service – of 1,300 Patrol staff, 50% have less than five years' service. We also face detective shortages in-line with the national picture and experienced officers are retiring.

Workforce planning at strategic level needs to be improved to reduce vacancies, improve succession planning, ensure we have the right skill sets to meet demand, and ensure our workforce can be re-deployed to meet immediate 'on the ground priorities'.

In order to address this, we have developed a critical staffing matrix tool to identify the requirements and gaps at an individual, team and service-wide level. We also have increasingly reliable and forward-looking data, which informs our future succession and recruitment planning.

We are positive advocates of the Police Constable Degree Apprenticeship Scheme and our first cohort started their service at the University of the West of England (UWE) in May. A long-standing partner of the Police Now scheme, we have also signed up to the Detective Now programme.

We want to be an outstanding organisation for everyone, our communities and our people, by balancing managing our demand with delivering an outstanding service. We recognise that to be an outstanding organisation, we must continue to evolve and adapt to the rapidly changing environment we are operating in and have the ambition to significantly enhance our use of technology, analytics and data science to become an increasingly data driven organisation.

With an increasing understanding of our demand and the flow through the organisation, we can become more adaptable, efficient and ensure we have the right resources available at the right time.

DECLARATION

This is the Force Management Statement for Avon and Somerset Constabulary. Except where stated otherwise, the information contained within this statement is complete and accurate in all material respects.

A handwritten signature in blue ink that reads "Andy Marsh". The signature is written in a cursive style with a large initial 'A'.

ANDY MARSH QPM
CHIEF CONSTABLE



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