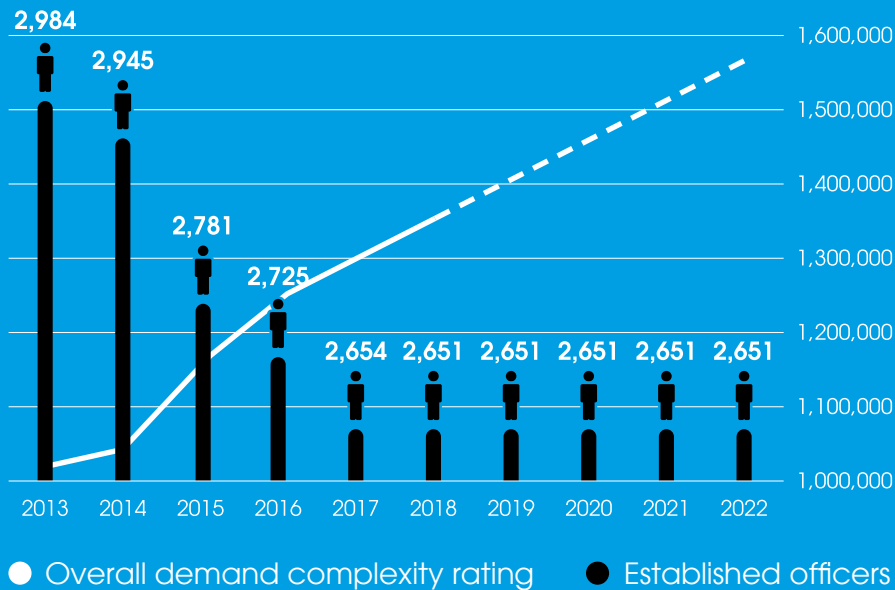




FORCE MANAGEMENT STATEMENT 2018



COMPLEXITY FORECAST



116 
**VIOLENT
CRIMES**

are recorded almost every day by Avon and Somerset Constabulary



22 **MISSING
PEOPLE**

are reported to us on average each day, 2 of which are typically assessed as high risk



49 CALLS PER DAY

on average are logged that relate to **mental health**
33 of which require immediate priority response

**8 DAILY RECORDED CRIMES ARE
FLAGGED AS HATE CRIME** 

FACT: 3 in 4 reported hate crimes account for racial hate crime

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OUR PLANS FOR FURTHER CHANGE.....	24
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ABOUT THIS REPORT

This is our first annual force management statement. This new statement, which fulfils the requirements set by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), is our self-assessed statement and explanation of:

- The current and future demand we face
- Our current ways of working, performance and the status of our workforce and assets
- Our plans to make changes to our workforce and assets
- What gaps might still exist in our ability to meet demand.

UNDERSTANDING OUR DEMAND

It's evident that our demand is changing. Many of the threats our communities face are growing more complex, creating demand for our services which is often less visible to the public. If we fail to effectively tackle this demand, the impact on individuals and communities will be substantial.

Our demand can come in many forms and from many sources.

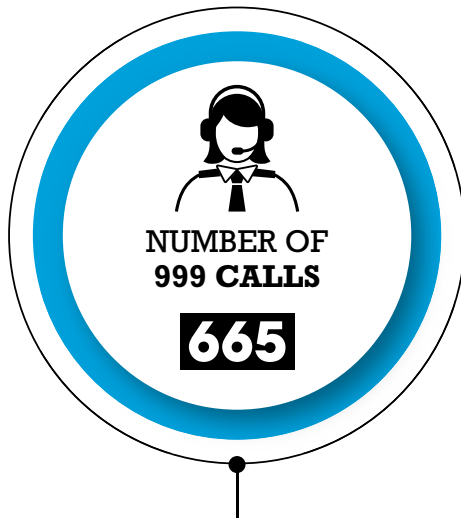
We're continuously balancing the need to provide a service which is responsive to public demand, while ensuring we're able to proactively resource our preventative work to minimise threat and risk, and in turn reduce our responsive demand. Balancing this dynamic, while delivering substantial financial savings over the

past 8 years has placed great strain on our organisation and workforce.

Complex crimes are increasing. To better understand this and deploy our resources to best effect we have developed crime complexity analysis as part of our predictive analytics capability. This allows us to understand current volume and complexity of demand down to individual officer level, as well as forecast likely future demand with some confidence.

RESPONSIVE DEMAND

A TYPICAL DAY IN THE



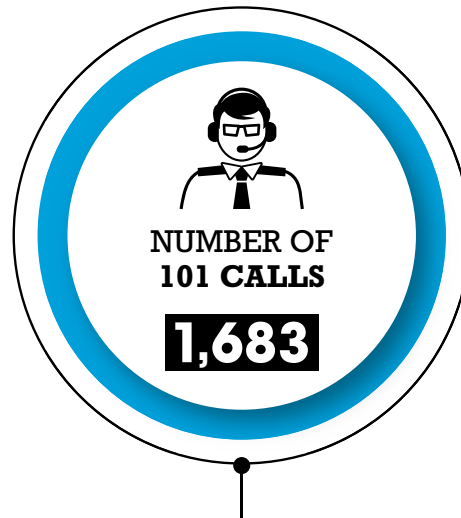
398
are converted to calls for service

166
require immediate priority
deployment

104
require priority deployment

118
are resolved without deployment

11
are resolved with scheduled
deployment



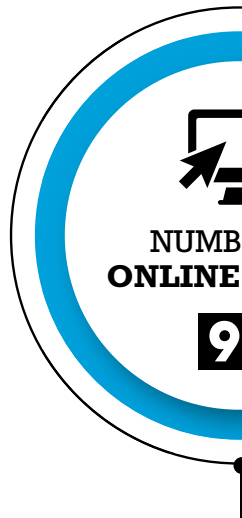
539
are converted to calls for service

50
require immediate priority
deployment

207
require priority deployment

191
are resolved without deployment

90
are resolved with scheduled
deployment



Online forms a
the pu

report sh
submit CC
submit dashcam
upload digit
(video/
report cycling/

TOTAL OF DAILY REC



ALLOCATION OF



Filed with no
further action



Passed to IAU for
desktop investigation

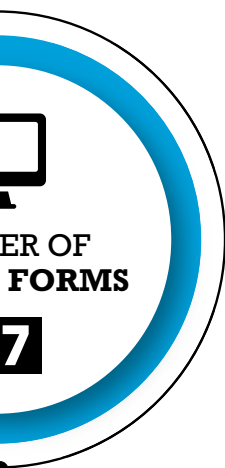


Passed to
Patrol Team



Passed to
Investigati

LIFE OF AVON AND SOMERSET CONSTABULARY



are available for public to:

lifting
TV footage
n video footage
al evidence
(image)
horse near miss



201

result in the completion of a transaction

Police station enquiries can include reporting of:

collisions
vulnerable people
found property input
lost property enquiry



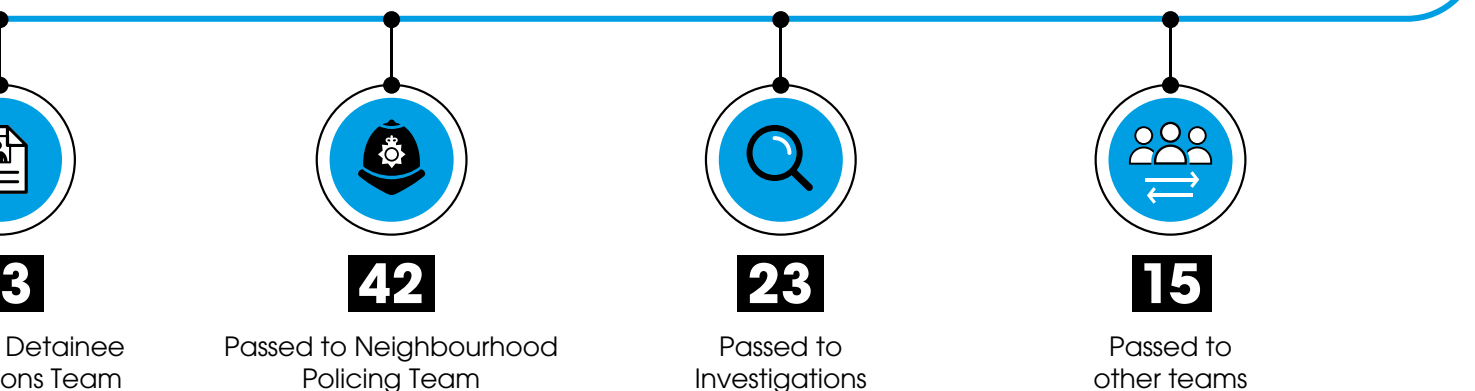
Other routes include reporting via:

Police officer
Ambulance
NHS
Direct email

RECORDED CRIMES (385)



RECORDED CRIMES



PREVENTATIVE DEMAND STATISTICS

4,076 VISITS

Have taken place with
Registered Sex Offenders



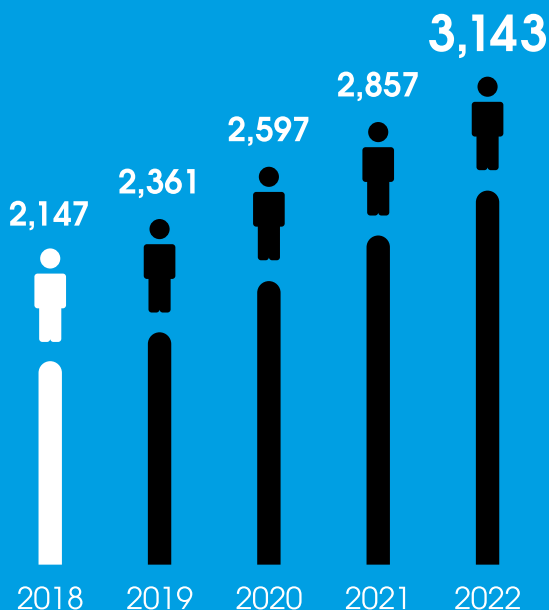
24,969

Domestic Abuse, Stalking
and Harassment (DASH)
risk assessments have
been conducted

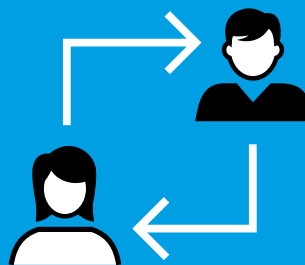


18,342hrs

Have been spent conducting
Registered Sex Offender visits

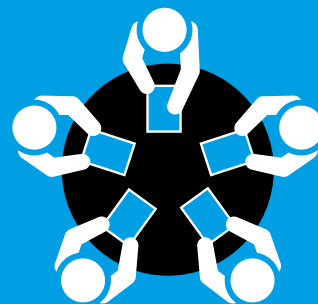


REGISTERED SEX OFFENDERS PREDICTED FUTURE DEMAND



20,416

Safeguarding referrals
have been put in place

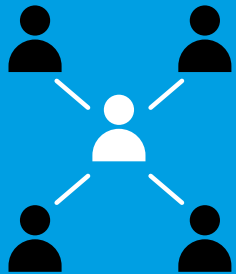


2,877

Domestic Abuse Victims have been
referred to a Multi Agency Risk
Assessment Conference (MARAC)

ACTIVITIES FROM THE LAST 12 MONTHS

Total number of identified Organised Crime Groups (OCGs) = 90



**PRIMARY
CRIME TYPE
OCGs**

Drugs (importation, production & supply)	64
Fraud	6
Sex Offences (organised prostitution)	3
Modern Slavery (including sex and labour exploitation)	5
Child Sex Exploitation (CSE)	1
Organised Acquisitive Crime	10
Firearms	1



360

Domestic Violence Prevention Orders approved



60

Registered Sex Offenders (RSO's) are assigned to **each** of our offender managers

The national recommendation is 50 per manager



1,604

**OFFENCES
LINKED TO
IMPACT
MANAGED OFFENDERS**



12%

OF TOTAL RECORDED CRIMES (17,485) have been categorised in our top 10 strategic demand areas

13%

OF TOTAL CALLS FOR SERVICE (53,968) have been categorised in our top 10 strategic demand areas

OUR WORKFORCE AND ASSETS

PERFORMANCE, CAPACITY AND CAPABILITY

OUR OPERATING MODEL

We introduced a directorate model across our operational departments in April 2017 (see following double page spread for reference). This structure, and our associated new ways of working ensured our resources continue to remain aligned to our changing demand, as well as deliver against four set design principles:

- Minimise unnecessary disruption to our officers and staff
- Deliver performance for the public
- Improve morale and promote wellbeing
- Achieve the required level of savings.

NEIGHBOURHOOD AND PARTNERSHIPS

This directorate brings together our frontline community problem solving and early intervention capabilities into one place. It is aligned to our communities and partners, enabling us to work together to prevent and protect our communities from harm:

Neighbourhood Policing

Through our neighbourhood policing teams we're able to work closely with partners and local communities to lead citizen and community engagement, problem solve through early intervention, reduce and manage the demand for service and maximise citizen participation.

Road Safety

Through our road safety department we work closely and proactively with local communities to address concerns around road safety and to reduce harm to road users.

Victims and Safeguarding

Through our victims and safeguarding teams we provide a single point of support, signposting and safeguarding for those who are vulnerable, intimidated or persistently targeted.

Integrated Offender Management (IOM)

Through our IOM teams we tackle and manage our high risk and high demand offenders to reduce the threat that they pose to our communities.

RESPONSE

This directorate combines frontline services under a single command to co-ordinate and improve our service delivery from first point of contact, to initial recording and dispatch of response, to quality investigation:

Command and Control

Through these teams we provide

the first point of contact for the public to deal with their requests for service and to ensure the efficient deployment of resources in response to them.

Incident Assessment Unit

Through these teams we review incidents and classify those that are crimes, carrying out initial desktop enquiries and making decisions to either file the crime at source or allocate for further investigation.

Patrol

Through our patrol teams we provide a borderless policing function - ensuring that we are visible, there when the public need us and can respond to their calls for assistance.

Detainee Investigations

Through these teams we provide an efficient and professional investigation in the processing of detained people to achieve the best outcomes for the public.

INVESTIGATIONS

This directorate contains our core investigative policing function, providing accredited investigators who are focussed on delivering positive outcomes for vulnerable victims, as well as serious, complex and organised crime.

OPERATIONAL SUPPORT

This directorate provides many of our more specialist resources and capabilities which underpin and enhance our ability to keep our communities safe, and bring offenders to justice:

Criminal Justice

Through this department we ensure the safe and lawful detention of detainees and work collaboratively with Criminal Justice partners to bring offenders to justice.

Operations

Through this department we oversee the provision of proactive and specialist capabilities to meet tasking requirements in the organisation, including the planning for significant events and policing requirements.

Intelligence and Tasking

Through this department we encompass all of our intelligence, tasking and surveillance capabilities - supporting all areas of operational policing to solve problems and protect the public, ensuring that valuable resources are used in a focussed, accountable and transparent manner.

COLLABORATIONS

There are also aspects of our operational policing which are delivered in collaboration with partners, providing both efficiency and resilience. These

collaborations report into two regional ACC's as follows:

Tri Force collaborations (Avon and Somerset Constabulary, Gloucestershire Constabulary, Wiltshire Police)

Through these collaborations we currently provide all armed policing, road policing and dog handler response, as well as firearms training and major crime investigations. We acknowledge there is room for improvement in these arrangements, and the partners share a desire to move to a second generation approach to collaboration based on our collective learning over the past 10 years. To achieve this these collaborations are currently under review and will be restructured either into new host force model, enabling us to share common processes and systems, or to more local control to ensure our continued efficiency and effectiveness in the delivery of these operational functions.

Regional collaborations (all South West forces)

Through these collaborations we currently host both the South West Regional Organised Crime Unit (SWROCU) and the South West Counter Terrorism Intelligence Unit (SWCTIU). In addition, we also collaborate on special branch policing, and the provision of forensic services (Gloucestershire are not a party to these two collaborations).

To complement and support our operational directorates we're in the process of restructuring our enabling services functions. This restructure is now possible following the completion of our joint venture contract 'Southwest One'. Our business services were returned to us during 2017, and our IT services will return to us with effect from July 2018 - thereby allowing us to implement new structures and processes which are complimentary of our wider organisational ways of working.

Once we have completed this restructure we will see a directorate structure for our enabling services

(see following double page spread for reference).

INFORMATION TECHNOLOGY

We expect to have our new IT directorate in place by the end of 2018. This will combine our entire core IT services (those currently delivered through Southwest One) with other capabilities (eg digital services, digital policing support), under one common function.

FINANCE AND BUSINESS SERVICES

This directorate provides all of the financial, procurement and business services support to the organisation. It encompasses all aspects of estates and facilities management, fleet management, administration and enquiry office services, as well as transactional and strategic financial and procurement services.

PEOPLE AND ORGANISATIONAL DEVELOPMENT

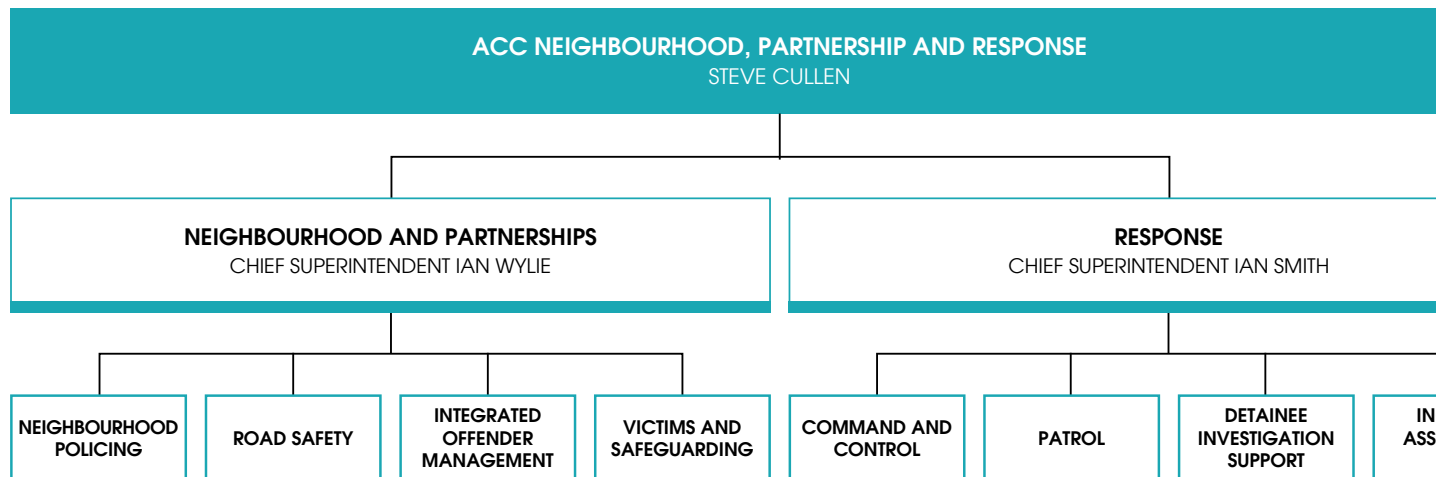
This directorate brings together all areas of our people functions, including our HR operations, organisational development, learning as well as our occupational health and safety and our legal services teams.

TRANSFORMATION AND IMPROVEMENT

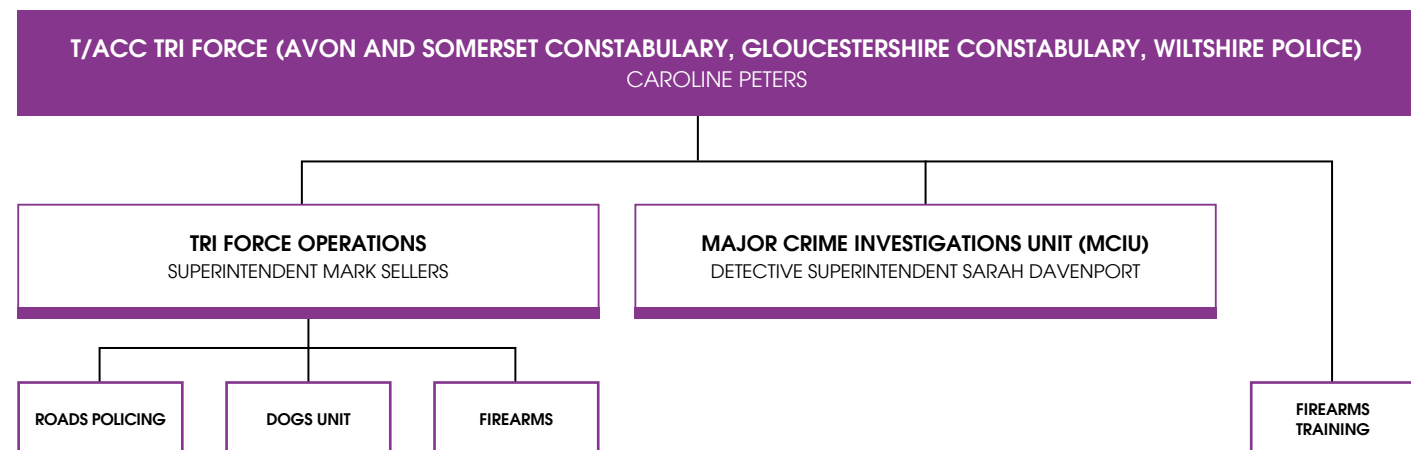
This directorate incorporates all of our transformational and improvement functions and capabilities, as well as our force crime incident registrar, corporate communications and professional standards teams.

AVON AND SOMERSET CONSTABULARY

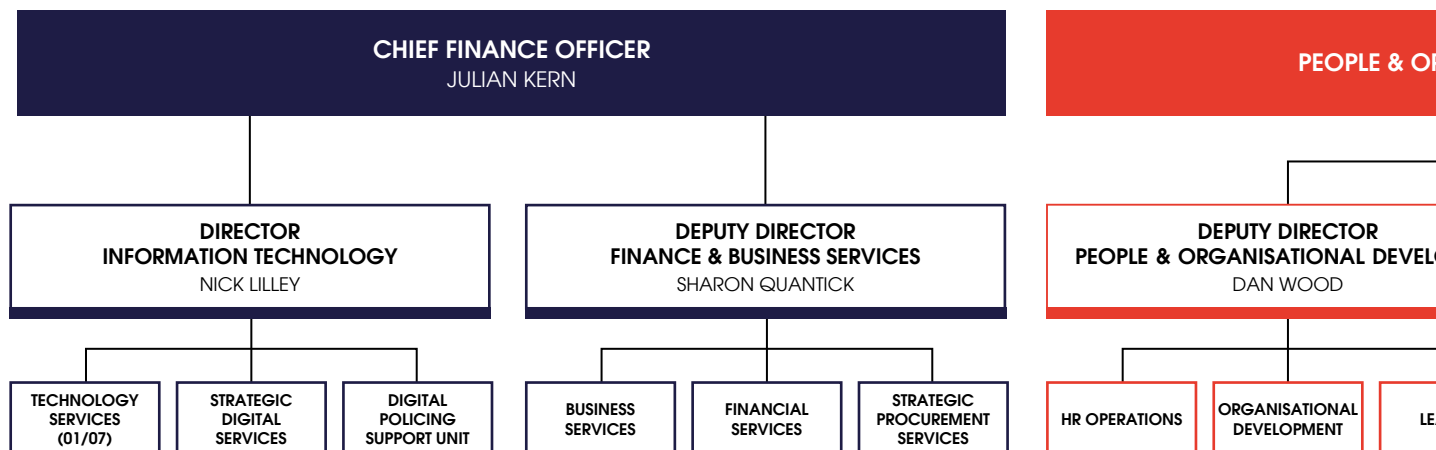
OPERATIONS



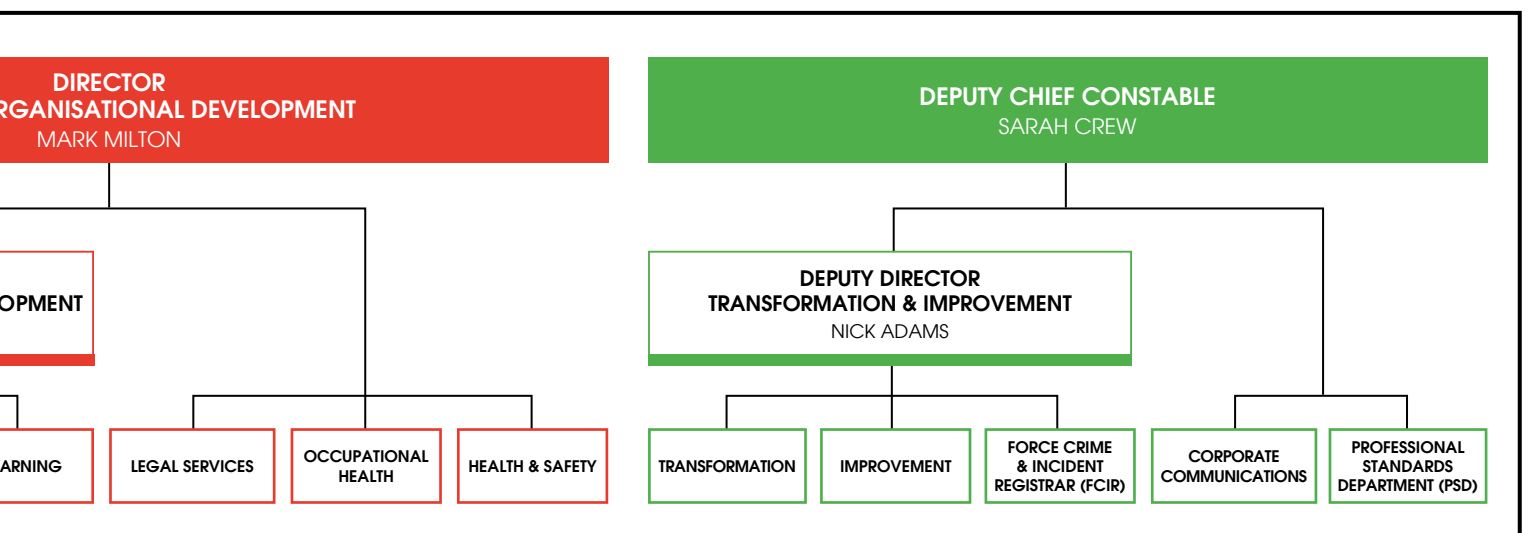
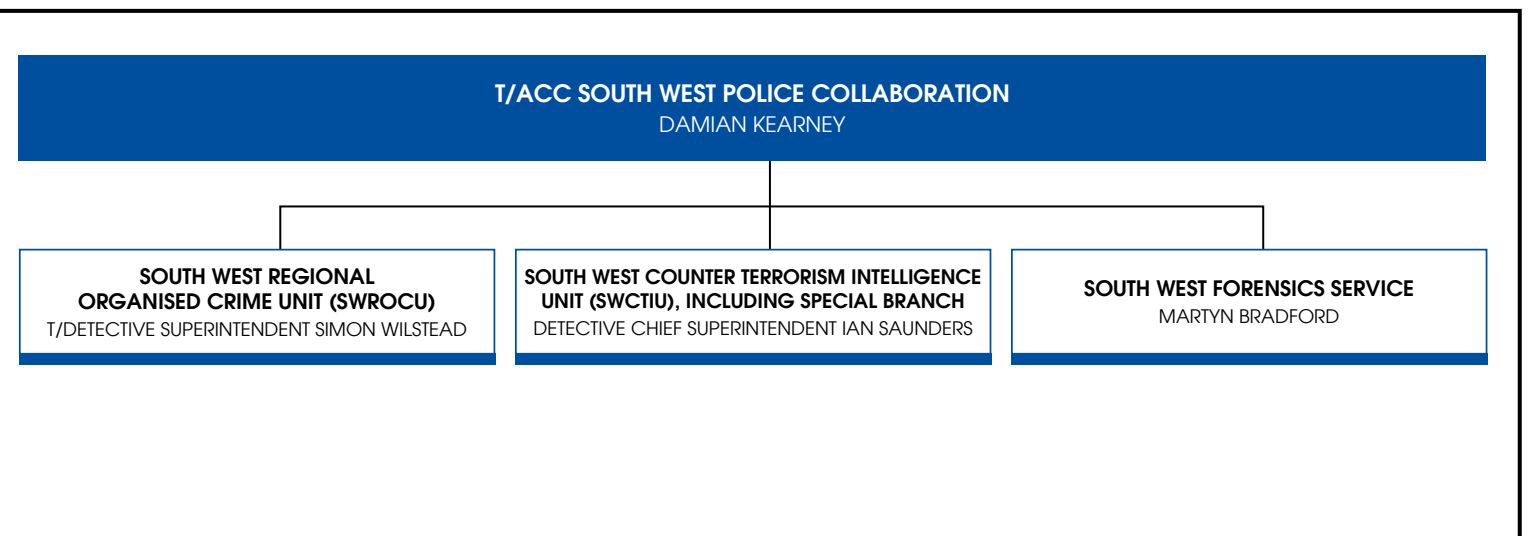
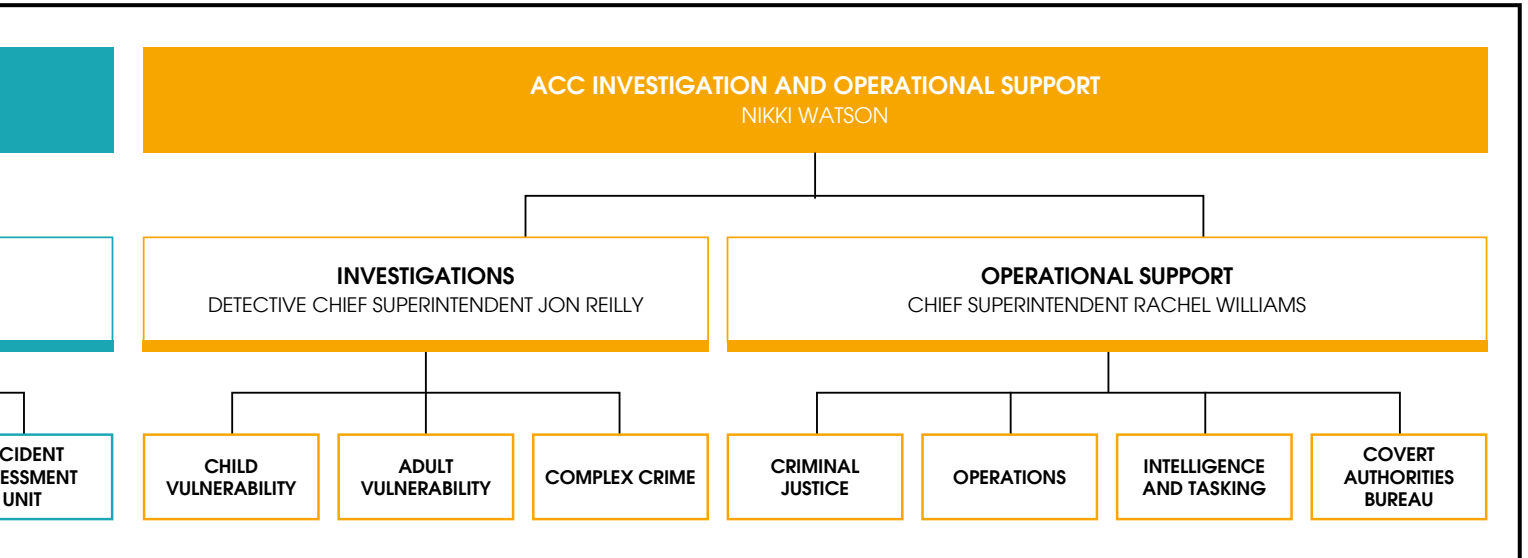
COLLABORATIONS



ENABLING SERVICES



ULARY HIGH LEVEL STRUCTURE



OUR KEY PROCESSES

The changes we have introduced to our operating model have been supported by new processes and ways of working, illustrated below. Through our processes we are able to manage and prioritise our activity, both in response to our demand and in our preventative activities to reduce demand.



Strategic process

Producing and reviewing our strategic threat assessment and control strategy to identify, analyse and provide recommendations on the strategic issues/problems that impact most on the Force and its communities.

(eg ROCU) and national (eg NCA) resources), agree plans and owners of actions.

One Team Tasking process

Alternating on fortnightly cycle between forcewide, and local meetings to provide a tactical assessment of our immediate priorities against the control strategy, considers and approve resource requests (including in forcewide meeting those where we are bidding into regional

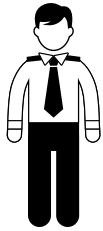
Daily Tasking process

Centred around our daily pacesetter meeting at noon each day, informed by a daily briefing of exceptional incidents or intelligence prepared at 6.30am, and with input from the local area daily tasking meetings which take place at 9.30am each day, reviewing the relevance of incidents/intelligence over the last and next 24 hour period to determine if the One Team Tasking priorities and resources allocated require changing.

DYNAMIC COMMAND STRUCTURE

We have dynamic response structures in place to ensure we're effective in our response to emerging critical incidents and threats in live time.

24/7 RESOURCE TEAM



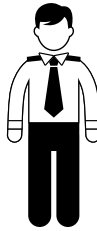
FORCE INCIDENT MANAGER (FIM)

Inspector on duty overseeing the control room.



LIVE INTELLIGENCE CELL

Operating in command and control. Team led by a Duty Sergeant who supports the FIM and is able to provide live intel in support of demand and incidents as they occur.



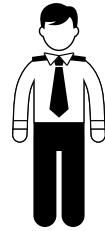
FORCE DUTY OFFICER (FDO)

Chief Inspector on duty as the lead of the patrol team on duty (5 patrol teams 5 Chief Inspectors), whose role it is to oversee the patrol response, take command of incidents as they occur, and to co-ordinate duty and on-call specialist resources as required.



DUTY GOLD COMMANDER

Chief Officer Group/ Chief Superintendent kept updated on incidents and events by the FDO as the situation requires it. Taking strategic command decisions when the situation requires it.



DUTY SUPERINTENDENT

Providing PACE cover (PACE requires an officer of Superintending rank to carry out certain reviews and decisions relating to detainees in custody), as well as on-call support to the FDO and the FIM should the incident require it.

ON DUTY/ON CALL SPECIALIST RESOURCE TEAM



OPERATIONS SUPPORT INSPECTOR

Offering specialist advice and support relating to missing people.



OPERATIONS PLANNING TEAM

Available in the event that an incident is one for which we would have a prepared planned response (eg extreme weather).



CHEMICAL, BIOLOGICAL AND NUCLEAR OFFICER

Offering specialist advice and support relating to any Chemical, Biological and Nuclear Officer (CBRN) aspect.



INVESTIGATIVE CAPACITY

Including on call Superintendent/ Chief Inspector, Inspector, and Duty Sergeant providing oversight of any investigation



ON CALL HOSTAGE NEGOTIATORS

Providing support in event of hostage situation.

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 then again with the Police and Crime Commissioner (PCC).

There are aspects of our performance we are rightly very proud of, and there are aspects where we strive to see improvement.

Our HMICFRS assessments demonstrate a positive position for the force, reinforcing our continued improvement.

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

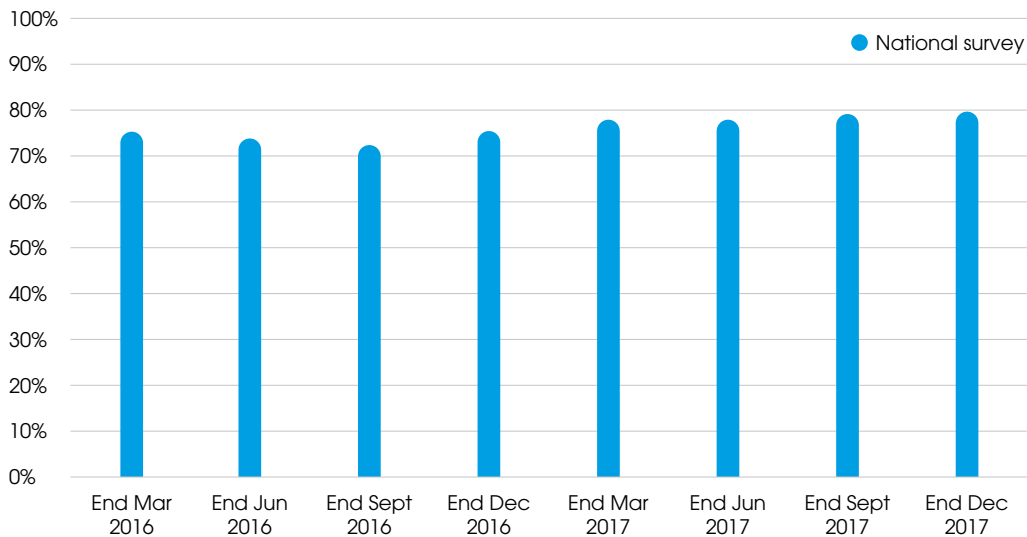
PUBLIC CONFIDENCE

Our public confidence is measured through the national survey. This has seen a relatively stable position over the past two years, with our most recent performance (as at 31/12/17) now standing at 79.5%, placing us 16th amongst other police forces.

Overall **we assess our performance here to be good**, and recognise that more

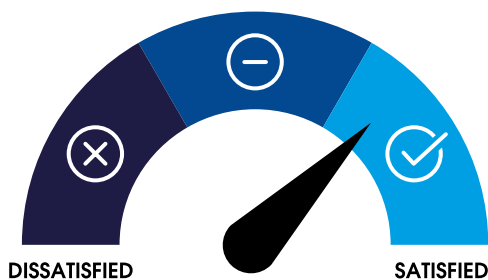
needs to be done in order to achieve outstanding public confidence.

PUBLIC CONFIDENCE PERFORMANCE



USER SATISFACTION

In support of our performance against the Police and Crime plan, we have a balanced approach to satisfaction reporting.



This has been developed to ensure a wide range of performance measures are considered which to reflect the wider priorities of the PCC, increasing the scope beyond crime types historically measured by the national user satisfaction survey.

Our approach blends existing data sources including user satisfaction surveys, Victim Code of Practice (VCOP)

compliance, our victim and safeguarding unit performance, and replies from the Independent Sexual Violence Advisors (ISVA) survey.

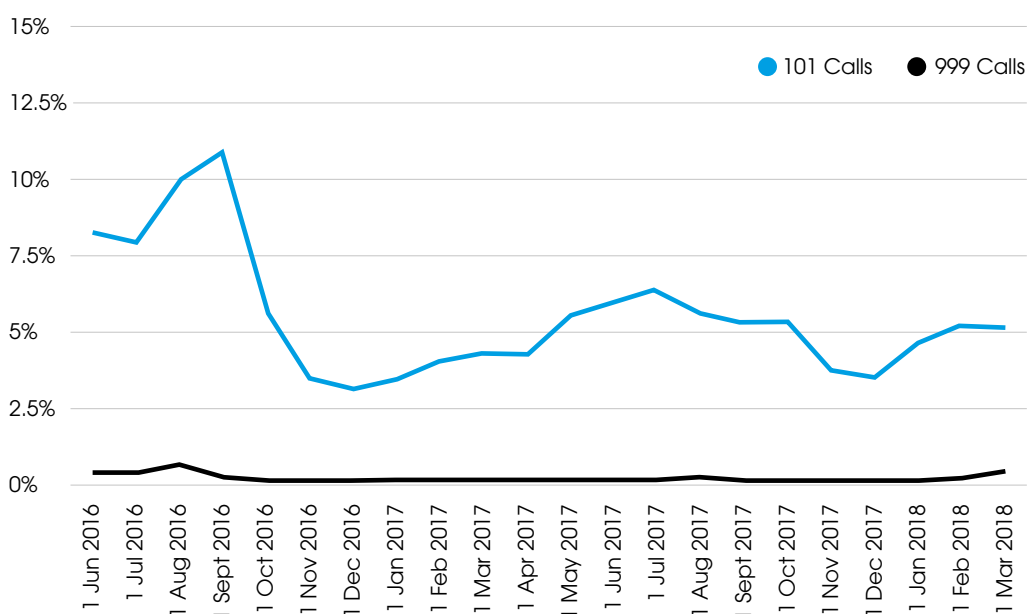
While we recognise there are many areas which are reporting a positive direction of travel (eg ISVA survey records 95% satisfaction with first responders, 88% with specially trained officers and 80% with detectives), there are equally areas for improvement, particularly in relation to burglary and Anti-Social Behaviour (ASB).

Overall **we assess our performance here to be requires improvement**, recognising our performance is reliant on the effectiveness of our follow up activities. Improvement in this area will lead to improved satisfaction overall.

FIRST POINT OF CONTACT

We continue to see strong performance in our call handling, with performance in answering 101 calls consistently now seeing abandonment rates of around 5%, and 999 performance consistently below 0.5%. Overall **we assess our performance here to be good**, and recognise the test for us will be to maintain this performance over the busy summer demand period.

ABANDONMENT RATE PERFORMANCE



POSITIVE OUTCOMES

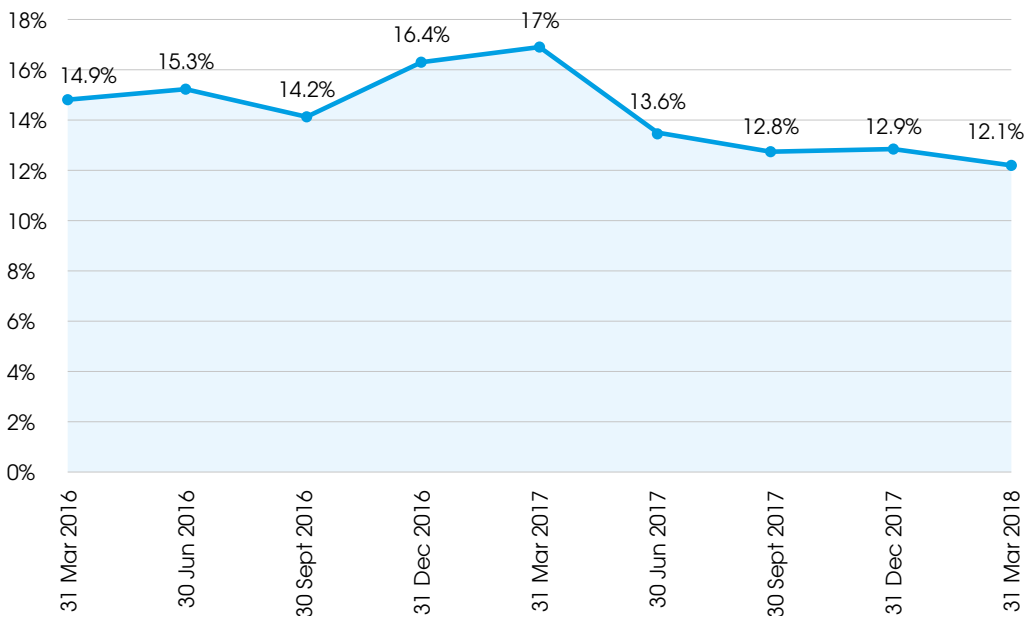
Our performance around positive outcomes remains below where we would like and expect it to be.

The overall positive outcome trend has seen a stagnant and reducing trend over the last two years. This position has occurred at the same time that our crime recording compliance has significantly increased (2014 64%; 2018 90%), resulting in there being significantly more crimes against which our positive outcomes are being measured.

We recognise in some of our lower volume but more complex crime types we've seen some strong performance

improvements. For example over the past three years our positive outcomes for Serious Sexual Offences has improved by 23% at the same time as seeing a 34% increase in the number of recorded crimes. In addition we recognise there are some innovative outcomes we're currently using, such as our Drugs Education Programme, which are not captured as a positive outcome. However, overall **we assess our performance here to be requires improvement**.

POSITIVE OUTCOMES PERFORMANCE



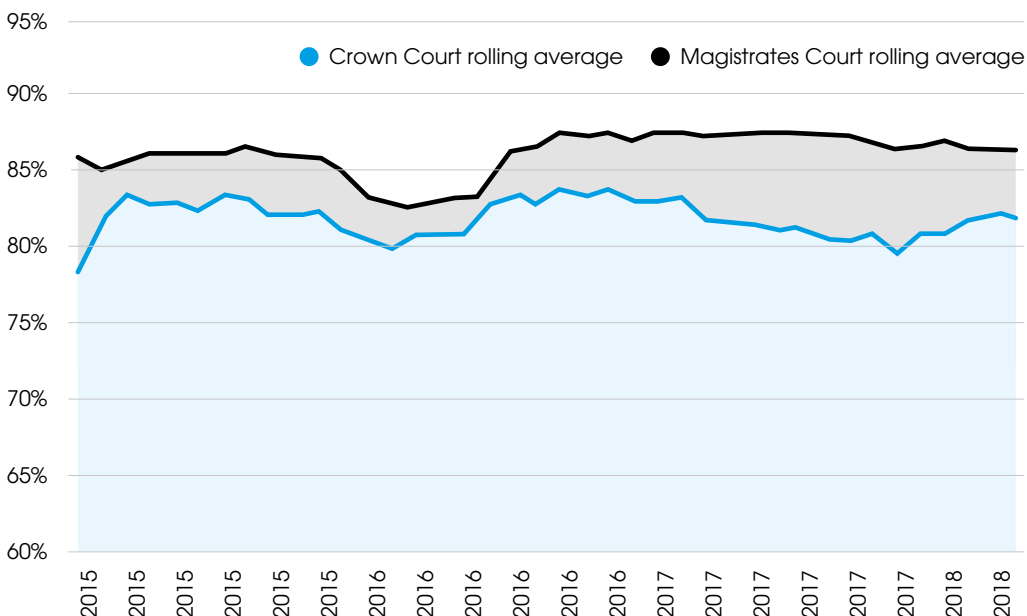
SUCCESSFUL OUTCOMES IN COURT

Successful outcome at court is a key measure through which we can demonstrate the success we have in bringing offenders to justice through the criminal justice system.

Our rates have remained largely stable throughout the last 12 months. Our position relative to other forces nationally is not as good as we would like it to be, being 25th

for Crown Court outcomes, and 36th for Magistrates court outcomes. Therefore **we assess that our performance here requires improvement.**

CONVICTION RATES PERFORMANCE

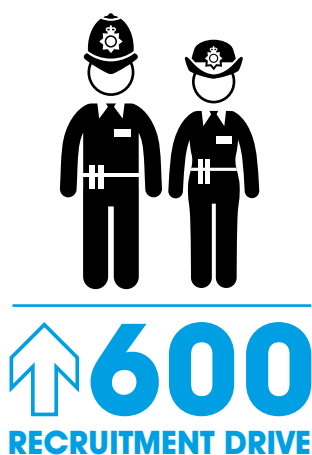


OUR CAPACITY

As at 31st March 2018 we had the following staffing positions:

EMPLOYEE ROLES	PLAN FTE	ACTUAL FTE	VARIANCE FTE
Police Officers	2,651	2,549	-102
Police Staff	2,393	2,230	-163
PCSO's	341	324	-17
TOTAL Employed Workforce	5,385	5,103	-282

We recognise we have a number of vacancies across all employee groups. Some of this is reflective of planned future reductions in headcount in order to realise savings (particularly in our enabling services functions), whereas some is a consequence of workforce planning not being as effective as we need it to have been. We recognise this is an area which requires improvement, and are addressing this through the restructure of our people and organisational development services.



We're working hard to close our vacancy gap. We expect to introduce nearly 600 new police officers into the Force over the next two years, as well as supporting ongoing PCSO recruitment in order to reach and maintain our planned numbers here.

To be recruiting to such an extent sends both a positive message to our workforce as well as to our communities. It also provides us with further opportunities to address the need for our workforce to become more representative of the communities that we serve. We recognise the increased pressures created by this on a number of aspects of our force (such as on training and tutoring).

We benefit from an increasing number of volunteers who fulfil a large number of varied and different roles. As of 31st March 2018, we have 307 Special Constables, 281 Police Support Volunteers and 240 Volunteer Police Cadets. In addition we also work with around 750 Community Speedwatch volunteers and just under 4,000 Neighbourhood Watch schemes across our communities.

Our recent force participation strategy sets out our intention and plans to not only increase these numbers across the force but to ensure our Citizens in Policing will be representative of our communities and their voice will help shape the services we provide.

We'll continue to develop a wide range of opportunities for the public to deploy and develop their skills, knowledge and experience to the level and extent they want and feel comfortable with. These opportunities will be sufficiently flexible to meet the changing needs of policing and enable our Citizens in Policing to feel valued, engaged and integrated into our policing family.



OUR CAPABILITY

As a strategic force, we have a large number of diverse specialisms and skills across our workforce and like most forces we are experiencing challenges around recruiting and retaining detectives.

Over the past year we have seen an average of 10% vacancies in our investigations directorate, and we recognise the strain this is placing on these teams. We're working hard to close this gap, linking in closely with the work being led nationally, and expect to see improvements over the coming year.

As we look to the future we recognise that as our demand grows ever more complex, the skills mix and requirements of our workforce will also need to evolve. This dynamic occurs at the same time where a lot of experienced officers, many of whom carry out important specialist roles, will be retiring from the service. Maintaining and growing our workforce capabilities will be a key aspect of our future workforce plans.

We've made investment in providing our officers and staff with new and improved tools to do their jobs. This has included investment in:

- Positive outcome rates for BWVC cases (minus community resolutions) is 20.7% and significantly above the Force average
- Complaints received by the Constabulary have reduced both generally, but specifically for assaults by officers
- Recorded use of force continues to decline, having started to reduce during 2016
- Number of officer days lost to injury has reduced, and continues to reduce.

Future developments of technical solutions with the Crown Prosecution Service (two way interface) should help drive performance even further forwards, examples of which are illustrated below:

EXAMPLE 1

PC Buckley was dealing with a suspect for possession with intent to supply. At the scene, the suspect was seemingly compliant and all was fairly routine until he launched a series of punches to Rob's face, with no suggestion of such a sustained and sudden attack. Thankfully, Rob had body worn camera on and the footage clearly shows the severity and surprise of the incident and led to an early guilty plea.

EXAMPLE 2

PC Ball and PC Elliot were called to the Ivy Brasserie in Bath because a man had not paid his bill. The defendant was stopped in the locality and during this interaction he spat in the face of PC Ball, as well as then kicking her in the head. Both PC's did an excellent job of restraining the defendant who was charged with assaulting a PC and obtaining services dishonestly. Thanks to the body worn camera footage, justice was swiftly dispensed, as the defendant was sentenced to 22 weeks custody, with a rationale provided that it was a violent offence on a police officer, being on licence and having a significant list of convictions for violence.

BODY WORN VIDEO TECHNOLOGY

The Constabulary has remained at the forefront of national implementation of Body Worn Video Camera (BWVC) as part of an extended suite of digital solutions. The Constabulary began the roll out of BWVC from late 2016 onwards, issuing 2,200 Police Officers and PCSOs with personal equipment. A further 300 camera units are also available for 'pool' use for those not requiring personal issue devices.

This equipment is now mainstreamed as part of daily operational activity and has delivered a number of measurable benefits:

- Guilty pleas at first hearings for where BWVC footage is used is 61% as opposed to 56% for all cases

SMART PHONES WITH POLICING APPLICATIONS



2,700 ROLLED OUT

Over the past 12 months we have rolled out our nearly 2,700 smart phone devices to deployable and agile frontline officers and staff. These devices, and the policing applications that are available on them, have been met with strong support from those who have received them:



First day using the new S7 (smartphone) and what a revelation! Just the systems we have available at the moment are a real step forward. Very good piece of kit that is already proving its worth. Overall my experience has been very good and my team are looking forward to getting theirs.

PC Ben Sale, Roads Policing Officer



The phones are really good and for those who have PNC access is a huge step in the right direction for front line officers. The potential of these devices is immense.

PCSO Nicholas Steele, Taunton



New Samsung Galaxy S7 – fantastic bit of kit! Am already a convert to the ePNB. Very quick response to searches on Niche and Command and Control (STORM). The device has been well received by colleagues too when shown the benefits and applications. No negatives!

**PC Martin Faithfull, Beat Manager
North Somerset**

business leads and users, have been able to develop an increasing range of applications providing real insight in support of day to day activities and decisions.

In the 18 months that we've had this capability it's become an immensely powerful tool for us, placing insight and intelligence into the hands of individuals and teams across the organisation – enabling them to make more intelligent decisions, and helping managers and supervisors track progress.

We'll continue to develop this capability, providing insight into further areas of our operational services and our enabling services functions. See positive feedback below:



Neighbourhood Officers more informed on emerging crime patterns and risks.

Local neighbourhood officers are using the self-service Qlik Sense application to keep a tight grip on emerging crime patterns, latest intelligence and high risk offenders and vulnerable people.

Officers can easily 'self-brief' on the latest incidents and intelligence for their specific beat area and proactively identify issues to be managed or elevated to local tasking.

Before the implementation of these self-service tools, local officers would not always be as best informed about key events as the information was not easily accessible. With more informed local neighbourhood officers, they can focus and prioritise their problem solving and risk management activity better, to the direct benefit of local communities.



Qlik gives me the ability to make data driven decisions. I have used it to help ensure my PCSO's are routinely patrolling the right areas.



When creating problem solving plans we can use Qlik to analyse our data to ensure we are focusing on what we really need to be.

BUSINESS ANALYTICS

We've invested in our business analytics capability through our QlikSense system. This is used by our business intelligence team, who working in conjunction with

OUR STAFF WELLBEING

Despite a strict curb on pay increases, police officers and staff have shown resilience, professionalism and commitment, carrying out some of the toughest jobs in increasingly difficult circumstances.

We recognise our officers and staff are our most 'critical asset'. The importance of maintaining their wellbeing is essential to sustaining a happy, healthy and motivated workforce that will make a positive difference to the public.

In our 2017 staff wellbeing survey we saw more than 2,500 responses, with the

headline that overall 66% of our officers and staff are happy at work.

Individual managers were provided with the results of the staff survey through a QlikSense application, enabling them to understand and analyse the results, and implement action plans to address the issues being raised in their teams.

WE TOOK 3 KEY MESSAGES FROM WHAT OUR WORKFORCE WERE TELLING US:

- 01** We want to feel more valued at work
(48% of respondents felt valued)
- 02** We want to feel more in control of our workload
(54% of respondents felt in control)
- 03** We want to feel that we are being treated fairly
(63% of respondents felt they were treated fairly)

These headlines have been our corporate focus, including further chief officer led engagement activities in order to better understand the results. As a result we've led activity to focus on our procedural justice, continued to work through initiatives with intention of reducing demand, and led on a number of initiatives through our Health and Wellbeing board.

We're currently surveying our staff again, which will give us the opportunity to assess the responses of our workforce to inform our future plans.

We're working hard to continue to address

sickness absences, and have seen further success in the number of individuals with high sickness records (measured by those with a Bradford score of over 192), reduce from 8.2% of staff to 5.8% of staff.



Over the past 12 months we've lost nearly 396,000 hours to sickness – which was a 12% improvement on the previous year.

In January 2018 we introduced the use of spit guards. This was in response to representations from our workforce, including recognition that 16% of all assaults against an officer involved spitting.

The decision was made after extensive stakeholder consultation. Spit guards are only used when an officer's body worn video has been turned on, all use is formally recorded.

The use of spit guards is reviewed quarterly by the PCC's Scrutiny of Police Powers Panel. Since their introduction they have been used 43 times, with no public complaint.



I was upset that night. I couldn't come home and kiss my children like I normally would. They asked me why. I didn't trust what this man would or wouldn't have. And as the spit landed in my mouth I couldn't trust exactly what I would or wouldn't catch.

Police Officer, Bristol

During the year we've also renewed our 7 point promise to help our staff and volunteers who are the victim of an offence, to now include abuse and hate crime. As part of this plan we've improved our data recording practices around the number of assaults on our workforce, with a total of 395 incidents recorded in 17/18. Our new approach includes a new tiered

care plan process, which helps us tailor our response to ensure everyone receives the support they want and need. We plan to review the success of this promise during 2018, helping us to further refine and capture any intelligence from the data which will improve our training plans and operational deployment decisions.

OUR FINANCES

Since 2010 we have delivered **£74m/25% in revenue savings**, brought about by a 7% reduction in funding and an 18% increase in costs. Whilst we have worked hard to protect the frontline from the full impact of these cuts, we have seen our officer numbers shrink by 650 (19%).

The 2018/19 police funding settlement was more positive than we previously feared, with a freeze on grant funding and further flexibility for the PCC to raise more through council tax. However, despite this improved settlement we still forecast that a deficit of £12m/4.4% will develop over the next 4 years – and this is after we have assumed maximum annual increases in our council tax precept.

We've also seen substantial reductions to our capital funding, with our annual capital grant funding standing at £1m, 60% less than in 2010. Capital funding

is critical to not only sustain our current assets, but also to support the investment needed to continue to transform. As a consequence we're using our reserves to support investments, and having to set aside more of our annual revenue budget to support future capital investments.

A sustainable financial settlement will be critical to ensuring we're able to meet the growing challenges of complex demand. Failure to secure this will have further consequences on the size and scale of the service we're able to offer our communities.

OUR PLANS FOR FURTHER CHANGE

A NEW STRATEGIC FRAMEWORK

As a leaner organisation facing increasingly complex challenges it's vital we remain focussed on our core purpose, **making the communities of Avon and Somerset be safe and feel safe.**

With that aim we're revising and refining our strategic framework, defining more sharply our strategic priorities in support of the Police and Crime Plan, and ensure these are reflected in our future delivery and continuous improvement plans.

We're currently developing four key corporate strategies, through which we'll establish the direction of the force for the next three to five years.



OUR SERVICE STRATEGY

This strategy will establish the focus and priorities for our operational service. At its heart will be an organisation that is **engaged with its diverse communities**, confident in its **identification of vulnerability**, particularly through **partnership working**, and effective and efficient at understanding and managing the demand that it faces.



OUR PEOPLE STRATEGY

This will establish the focus and priorities for our people, both those employed to work for us and those who choose to volunteer with us. At its heart will be a vision of an organisation that is **reflective of the diversity** of the communities that it represents, with people who are **well led, well developed and well supported** throughout their time with us.



OUR DIGITAL STRATEGY

This will establish the focus and priorities for the future development of our information and technology capabilities. At its heart will be a vision of an organisation that is **data literate**, with good and improving **data quality**, and that have the **tools and technical infrastructure** which enables its people to perform their roles with increasing efficiency and effectiveness.



OUR INFRASTRUCTURE STRATEGY

This will establish the focus and priorities for our infrastructure capabilities. At its heart will be a vision of an organisation that has an **effective estate and fleet**, supporting our need to remain **visible in our communities**, and responsive to our demand. It will **unlock the expected benefits** of digital mobilisation, and realise both capital and revenue savings where possible.

Through this work we will evolve our values, establish our key corporate strategic priorities, and ensure that we embed these more clearly throughout our governance processes and assurance framework.

This framework will:

- Ensure we remain focussed on the key actions and activities that we believe will help us to achieve our vision to be an outstanding force
- Support greater empowerment of our workforce, placing decision making in the hands of those best placed to deliver the outcomes we want
- Enable us to develop a clearer and more consistent narrative to help us bring all our stakeholders on our future transformation journey with us
- Deliver better working lives for our people and better public outcomes for our communities.

CONTINUED TRANSFORMATION

Our plans to achieve our vision will require us to continue to transform. Our well established transformation programme will see us deliver significant change across our organisation:

ASPIRE TRANSFORM

SERVICE DESIGN TRANSFORMATION

There are a number of future initiatives here, including:

ENABLING SERVICES

We'll complete the restructure of our enabling services functions, including the implementation of a new IT directorate following the return of these services from our Southwest One joint venture. This will be supported by the transition of our key HR, Finance and Procurement system and transactional services into the 'Bluelight' Multi-Force Shared Service (MFSS).

NEIGHBOURHOOD POLICING

We'll deliver the outcome of our neighbourhood review, through which we are protecting our overall neighbourhood teams. This review has been informed by our 6 pillar model for neighbourhood policing:

- **Responding to calls** – Ownership for responding to calls for service where a scheduled response is appropriate

- **Offender Management** – Ownership for lower risk offender management and some localised organised crime group activity, as well as intelligence gathering
- **Safeguarding** – Playing an active role in the management and safeguarding of vulnerable individuals and groups within our communities
- **Problem Solving** – Delivering early intervention and crime prevention activity focussed around our most vulnerable people and places
- **Engagement** – Providing a visible patrol presence, attending public meetings and events, working with partners and schools, and leading on our citizens in policing work to grow our use of volunteers to support our management of demand
- **Investigations** – Supporting ongoing investigations, particularly around organised crime groups and 'County Lines' groups.

FURTHER REVIEWS

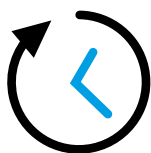
We'll embark upon new organisational reviews – starting with a review of our intelligence function which is due to report in the autumn 2018.

DIGITAL TRANSFORMATION

Through this programme of change we'll continue our digital mobilisation work. This will see us complete the roll out of smart phones to all deployable and agile officers and staff, and introduce personal issue laptops across our organisation to replace our current desktop working environment. This programme of work will continue our journey to provide staff with the digital equipment which will help them to efficiently and effectively carry out their duties:



I have been an early adopter for the new laptops and Smartphones and have to say they really are making a difference to the way I work. Take this as an example – on a late late shift we dealt with an unprovoked assault on a vulnerable female. We took her to A&E. We were there for several hours but whilst there, I was able to take injury photos as the bruising was developing.



HOURS SAVED WITH NEW TECHNOLOGY

Two females had been arrested, so while waiting with the victim, I was able to use my laptop connecting to Musgrove Park Hospital Wi-Fi and populate the Niche

record, type up the prisoner handover form and upload the injury photos. This saved at least a couple of hours upon return to the station. I was only two hours late off instead of four! This is going to get even better as in-vehicle Wi-Fi gets rolled out and our in-building Wi-Fi improves.

We can also now tether to a hotspot from the new phones to enable Wi-Fi access to the laptops, meaning even where there's no Wi-Fi we can access everything we need. If it's using the laptop to take statements at the scene, or updating your Niche OEL's whilst mobile, or conducting your own PNC checks on Airpoint, the new devices will definitely change the way you work. Not having to go back to the station to complete admin will save you time and make things easier, but may take some time to get used to.

Blog update by PC Rachel Hobbs, Patrol PC Taunton and 'Digi-SPoC'

INFRASTRUCTURE TRANSFORMATION

Through this programme we'll continue to transform our estate, realising the benefits and opportunities presented by digital mobilisation, ensuring we're providing our workforce with the best possible working conditions we can sustain. We will realise savings from the running costs of our buildings which will better protect our frontline resources. We'll also complete a review of our fleet, ensuring this remains an appropriate size and profile to support our operations.

CONTINUOUS IMPROVEMENT

Our continuous improvement activity brings forward actions which help us to realise ongoing incremental improvements in our efficiency and effectiveness. These will include:

DIVERSITY AND INCLUSION

We'll harness diversity as strength, and place inclusion at the heart of our values. This will be achieved through building strong community relations, ensuring our services are inclusive, accessible and free from inequality. We'll work hard to deliver a diverse workforce, that's more representative of the communities we serve, and ensure our practices and culture are inclusive to drive insight, innovation and improvement.

BUSINESS ANALYTICS

We'll continue to develop and embed our business intelligence and analytical capability, both internally and through our 'Office of Data Analytics' project. Funded by the Home Office's Police Transformation Fund (PTF), this project brings together public sector partners to collaborate around data sharing across a common platform. The programme builds on the established business analytics capability within Avon and Somerset, with the intention of unlocking shared insight to help us collectively identify and protect vulnerable people at the earliest opportunity.

LEADERSHIP

We introduced our ASPIRE leadership programme in 2016, and to date we've achieved a lot, including the delivery of coaching skills for leaders to over 400 officers and staff, held a series of 'Think Tank' guest speaker lectures, delivered a leadership exchange programme and introduced our people development programme. We'll continue to develop our activity in this area, aligning our work to the College of Policing three step approach; understand leadership, develop leadership and display leadership. Through this we'll deliver the

products and opportunities that will enable all staff to realise their full leadership potential, and the potential of others they may lead.

ORGANISATIONAL LEARNING

We'll continue to develop ways to capture and embed organisational learning, in a structured and consistent way. This will allow us to learn from our mistakes, as well as from our successes and ensure this learning is embedded in our procedures, processes, plans and training packages.

COLLABORATIONS

We'll continue to work with partners to deliver improvements across our existing collaborations, exploring options to improve our model for delivery and governance, and deciding on the best structure through which the most effective and efficient service can be delivered. In addition we'll explore and cultivate new opportunities for collaboration with existing or new partners, enabling us to develop further options and opportunities for collaborative service delivery and enhancement.

MINERVA

We'll continue to be an active member of the national Minerva group, representing all 23 forces across the country that use the same Records Management System (Niche) for crime, intelligence, case and custody management. Through this group we'll continue to share best practice, and support the long-term ambition to move to a single national build and configuration that will ensure all Forces can access each other's data.

GAPS

MANAGING INCREASING COMPLEXITY

The shocking terrorist atrocities in both the UK and on mainland Europe provide a stark reminder of the importance that all intelligence agencies have in identifying and managing the threat to our communities.

We'll rightly be expected to continue to play our part in improving the overall intelligence picture, reducing the risk of radicalisation and managing and mitigating the risk in order to minimise the threat to our communities.

The advancements in technology are providing criminals greater opportunity to facilitate their offending, leading to a greater number of complex investigations and the need for ever more specialist resources and tactics.

The abuse and exploitation of vulnerable people represents some of the highest threats affecting our communities. We've seen significant growth in our demand arising from incidents involving

people at their most vulnerable, including missing persons and those suffering mental health crises.

We've also seen significant growth in the preventative demand associated with vulnerability. Over the last 10 years we have seen 10% annual growth in the number of registered sex offenders requiring management.

We'll never be able to completely predict what will happen to our demand. This uncertainty is heightened in light of the increasing complexity and pace of change we face. We recognise there will always remain a residual risk that the nature of our demand changes in ways which we couldn't have been able to accurately predict.

MAINTAINING LEGITIMACY

We believe policing is fundamental to the fabric of our society. Our British policing model is rightly envied and copied around the world. At its core is the concept of policing by public consent – "the policing are the public and the public are the police". If we are to maintain the consent and co-operation of our communities, it is vital that we remain relevant to their needs.

It's evident the demands of our society on policing are changing and evolving. Continuing to keep our communities safe in a growing and complex world requires us to prioritise our services, thereby maximising the impact that our finite resources can have. Increasingly this means that our services are

less visible to the public as we focus on the hidden harm across our communities.

While our demands are changing rapidly, the public expectation of our police service are still rooted in the traditional vision of the British community policing model.

We're committed to neighbourhood policing, and recognise this remains the cornerstone of our operating model.

However, there remains a risk that the

growth in our complex demand will increasingly require us to place ever more resources into our less visible response services, at the expense of our more visible preventative neighbourhood model.

PARTNERS AND COLLABORATION

Policing can't operate in isolation, and must work effectively in collaboration with its partners. Our success depends on this joint working to provide the services the public need and expect of us.

PARTNERS WHO WE NEED TO EFFECTIVELY WORK WITH INCLUDE:

Other police forces

Providing resilience across the service and unlocking savings and efficiencies.

Other 'bluelight' services

Providing operational resilience in our planning and response, ensuring the most appropriate service responds to the public demand.

Our NHS services

Ensuring that the provision of services, particularly in relation to Mental Health, remains sufficient to cope with the demand in this area.

Our criminal justice partners

Ensuring effectively joined up working through policing into the CPS and court services.

Our local authorities

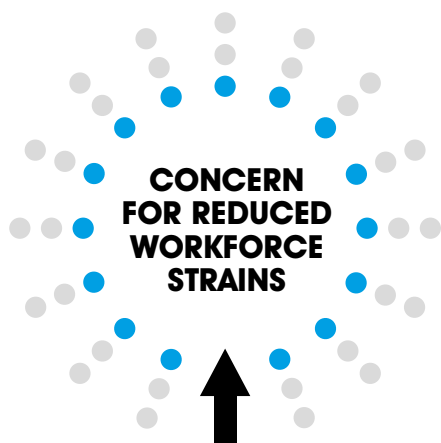
Providing effective safeguarding services to manage the vulnerability across our communities.

We're confident we have effective relationships with all key partners, and will continue to maintain and develop these relationships into the future. However, the wider challenges

that these organisations themselves will face, particularly as they grapple with their own demand context and face continued austerity, may present further challenges to us.

A CHANGING WORKFORCE

We recognise that there are a number of dynamics which are placing and will continue to place pressure on our workforce.



As this Force Management Statement demonstrates, we're a much smaller organisation now than we were in 2010. In the context of the increasingly complex and challenging demand we face, this poses risks to the wellbeing, motivation and retention of our existing

workforce, as well as potentially impacting our ability to attract and recruit the right individuals into the organisation. While we will work hard to manage and mitigate these risks, we'll never be able to completely remove them.

At the same time we're seeing new entry routes into the policing profession, including the introduction of the degree apprenticeship, fast track, Police Now and direct entry. All of these changes bring with them huge opportunities which we're keen to embrace, but equally they bring with them risk and cost which will need to be managed with care.

There remains the prospect of further reform to pay and conditions. While some of this might enable us to offer greater flexibility in an increasingly competitive marketplace, we cannot ignore the potential impact that this could have on our staff.

UNCERTAIN FUNDING

Our funding, both revenue and capital, has seen substantial reductions since 2010. We've met the challenge this presented, transformed our organisation and maintained our performance and the confidence of our communities.

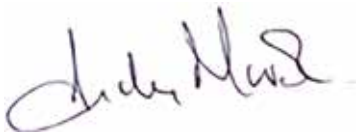
We know we need to continue to transform and improve. The increasingly complex and challenging demand that we face is reason enough for us to continue to realise further efficiencies and productivity gains. If we have to cash these savings in order to meet continued austerity, then we will face some tough choices about the level of service we are able to offer our communities.

We recognise the continued affordability challenges faced across the public sector, and the strain that council tax increases will place on stretched household budgets.

However, a sustainable funding settlement, which provides a longer-term forecast of funding levels, will be essential to our continued ability to meet the challenges of our future demand.

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, appearing to read 'Andy Marsh', is positioned above the printed name and title.

ANDY MARSH QPM
CHIEF CONSTABLE

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