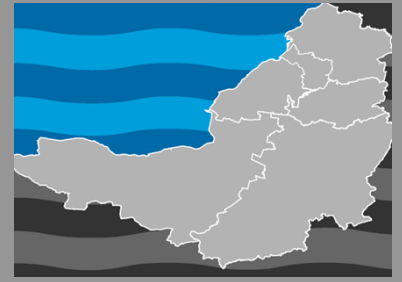


Avon and Somerset Police and Crime Panel



Hosted by Somerset County Council Democratic Services



Tuesday 12th March 2019
6.08 pm The Town Hall, Walliscote Grove Road,
Weston Super Mare, BS23 1UJ

Membership:

Bath & North East Somerset
Bath & North East Somerset
Bristol City Council
Bristol City Council
Bristol City Council
Mendip District Council
North Somerset Council
North Somerset Council
Sedgemoor District Council
Somerset County Council
South Gloucestershire Council
South Gloucestershire Council
South Somerset District Council
Taunton Deane Borough Council
West Somerset District Council

Cherry Beath
Mark Shelford
Asher Craig
Afzal Shah
Mark Weston (Chair)
John Parham
Nigel Ashton
Roz Willis
Ann Bown
Josh Williams
Mike Drew
Heather Goddard
Martin Wale
Jane Warmington
Stuart Dowding

Independent Members:

Richard Brown, Joseph Mullis, Andrew Sharman, Clare Torrible.

Contact Officer: Patricia Jones
Principal Democratic Services Officer
07855 284506
pljones@somerset.gov.uk

Agenda published: 4th March 2019
Somerset County Council
County Hall, Taunton
TA1 4DY



RNID typetalk



Agenda

Public Information Sheet

Guidance about procedures at the meeting follows the agenda. This meeting will be open to the public and press, subject to the passing of any resolution under Section 100A (4) of the Local Government Act 1972. This agenda and the attached reports and background papers are available on request prior to the meeting in large print, Braille, audio tape & disc and can be translated into different languages. They can also be accessed via the council's website on www.somerset.gov.uk/agendasandpapers

**** Public Guidance notes contained in agenda annexe ****

1 **Apologies for Absence**

2 **Public Question Time**

Statements or questions should be e-mailed to PLJones@somerset.gov.uk, or sent to the Democratic Services Team, County Hall Taunton TA1 4DY (marked for the attention of Patricia Jones). Statements must be received no later than 12.00 noon on Monday 11th March 2019. Questions must be received no later than 5 clear working days before the meeting - **5pm on 6th March 2019.**

3 **Declarations of Interest**

The Statutory Register of Member's Interests can be inspected by contacting Patricia Jones in the Democratic Services Team on Tel: 07855 284506 or PLjones@somerset.gov.uk.

4 **Minutes of the meeting held on 5th February 2019 (Pages 7 - 18)**

To confirm as a correct record.

5 **Matters Arising**

6 **Chairman's Business**

7 **Commissioner's Update Report (Pages 19 - 38)**

8 **Scrutiny of the Draft Refreshed Police and Crime Plan (Pages 39 - 98)**

9 **Operation Remedy - Presentation**

10 **Link Member Reports (Pages 99 - 104)**

- Recommissioning Victims Services – Cllr Willis
- Proposal for future working 19/20

11 **Standing Complaints Report** (Pages 105 - 108)

12 **Work Programme** (Pages 109 - 112)

13 **Date of Next Meeting**

Wednesday 26th June 2019 (Provisional)

This page is intentionally left blank

Avon & Somerset Police and Crime Panel

Public Information Sheet

Inspection of Papers/Register of Member Interests

You can find papers for all our meetings on our website at www.somerset.gov.uk

Please contact Patricia Jones, Senior Democratic Services Officer on telephone: 01275 885788 if you wish to inspect the papers or the Statutory Register of Member's Interests.

Public Question Time

Members of the public may make a written statement to most meetings, provided that:

- the statement is received by the Democratic Services Team no later than **12.00 noon on the working day before the meeting**; and
- the statement is about a matter the Panel has responsibility for.

Statements should be e-mailed to PLJones@somerset.gov.uk or sent to Somerset County Council, Democratic Services Team, County Hall, Taunton, TA1 4DY.

Any statement submitted should be no longer than one side of A4 paper. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in Public Question Time business, we will assume that you have consented to your name and the details of your submission being recorded in the papers circulated to the committee. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record.

We will try to remove personal information such as contact details. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Statements will not be posted on the council's website.

Process during the meeting:

- Public Question Time is normally one of the first items on the agenda. If a statement concerns a specific item on the agenda, it may be taken just before the item concerned.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- You may direct any questions or comments through the Chairman. You may not take direct part in the debate.
- Your time allocation may have to be strictly limited if there are a lot of submissions before the meeting.
- You do not have to speak or even attend the meeting at which your submission is being taken. However, if you do not present it, then it will not be read out. It will nevertheless be noted by Members.

Emergency Evacuation Procedure

In the event of a fire alarm sounding, you are requested to leave the building via the nearest available signposted emergency exit and make your way to one of the assembly points around the building. Officers and councillors will be on hand to assist.

Excluding the Press and Public

Occasionally, there will be items on the agenda that cannot be debated in public for legal reasons and these will be highlighted on the agenda as appropriate. In these circumstances, the public and press will be asked to leave the room and the Panel will go into Private Session.

Recording of Meetings

Somerset County Council supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public providing it is done in a non-disruptive manner. Members of the public may use Facebook and Twitter or other forms of social media to report on proceedings and a designated area will be provided for anyone who wishing to film part or all of the proceedings. No filming or recording will take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the clerk so that the Chairman can inform those present at the start of the meeting.

We would ask that, as far as possible, members of the public are not filmed unless they are playing an active role such as speaking within a meeting and there may be occasions when speaking members of the public request not to be filmed.



Minutes of the Police and Crime Panel

Thursday 5th February 2019

Present:

Local Authority Representatives:

Nigel Ashton (North Somerset Council), Cherry Beath (Bath & North East Somerset), Ann Bown (Sedgemoor District Council), Asher Craig (Bristol City Council), Stuart Dowding (West Somerset District Council), John Parham (Mendip District Council), Afzal Shah (Bristol City Council), Mark Shelford (Bath & North East Somerset), Jane Warmington (Taunton Deane Borough Council), Mark Weston (Bristol City Council), and Roz Willis (North Somerset Council).

Independent Members:

Richard Brown, Joseph Mullis, Andy Sharman and Clare Torrible

Host Authority Support Staff

Julian Gale - Strategic Manager

Patricia Jones - Principal Democratic Services Officer

Police and Crime Commissioner and Supporting Staff:

Sue Mountstevens - Police and Crime Commissioner

John Smith - Chief Executive Officer

Mark Simmonds – Chief Financial Officer

Joanna Coulon - Criminal Justice and Commissioning Officer

1. Apologies for absence

Councillors Wale, Drew, Goddard and Williams. Councillor Weston (Vice-Chair) chaired the meeting in the absence of Councillor Wale.

2. Public Question Time

The Panel heard from Trevor Mealham and considered a statement submitted in advance of the meeting by Noel Edmonds. Both matters concerned allegations of criminality involving Lloyds Banking Group and complaints against Police officers involved in the related fraud investigation.

Mr Mealham and Mr Edmonds sought the assistance of the Panel in initiating a full investigation into this matter.

Councillor Shelford (Chair of the Panel's Complaints Sub-Group) stated that the issues raised by Mr Mealham were the subject of a complaint against the PCC. It was noted that this would be considered privately outside of this meeting in accordance with the Panel's Complaints Protocol. Mr Mealham and other members of the public present at the meeting were advised that the Panel was sympathetic to their concerns and relevant information would be considered. They were assured that where possible, clarity would be sought around the issues raised in pursuance of the Panel's duty to hold the PCC to account.

For this purpose and to assist the Panel in reaching a conclusion, it was noted that agreement had been reached with the PCC in advance of this meeting that the Complaint's Sub-Group would be given access to the investigating officers and the details of the investigation carried out by the Constabulary into the Lloyds Bank Recovery issues.

The PCC stated that she was aware that this matter was of the utmost importance to the people present and that she intended to fully cooperate with any further enquiries. The PCC then read out a statement advising that extensive investigations had been carried out by the Constabulary and National Crime Agency and no evidence of criminality had been found.

3. Declarations of Interest

None.

4. Minutes of the meeting held on 13th December 2018

Resolved – that the Minutes of the meeting held on 13th December 2018 be confirmed as a correct record and signed by the Chair.

5. Matters Arising

Councillor Shelford extended his thanks to the Chief Constable for the update on the Police investigation in Bath involving CCTV evidence.

6. Chairman's Business

None.

7. Commissioner's Update Report

The Commissioner provided the following updates:-

- a process to appoint an Independent Chair to Chair the Lammy Review Group commenced in January and key local stakeholders would be involved on the appointments Panel. The assistance of the Panel Members was sought in circulating the recruitment details.
- collaboration opportunities were being explored following a meeting with the Chair of Avon Fire Authority.

- A pilot was being trialled in North Somerset working with offenders identified as having a range of complex needs. Start to Finish aimed to reduce their risk of reoffending.
- The Panel would be briefed in advance of a statement regarding the Policing base in Bath.
- The Commissioner welcomed the Panel's proactive Scrutiny of the additional responsibilities placed on PCCs in relation to serious violence and knife crime. The final draft of the refreshed Police and Crime Plan would be brought to the Panel final meeting of the year on 12th March. A dedicated Serious Violence officer post was planned to support the development of the OPCC strategy. The PCC has committed to establishing a fund of £100k in local funding to be accessed on a match funded basis to take forward partnership activity to deliver the Serious Violence Strategy.

Below is a summary of the issues and questions raised by Panel Members:-

- - the PCC was invited to meet with the Taunton Domestic Violence Abuse Forum to discuss and plan for a more proactive approach to DA Awareness week in the coming year.
- It was acknowledged that support for families affected by the criminal justice system was under pressure. It was recognised that family law (a civil matter) did not fall under the remit of the Commissioner.
- It was suggested that the decision not to co-locate Police and LA services in Shepton Mallet and the breaking of ties with Mendip Council was a backward step in terms of collaboration. The Commissioner stated that Mendip had benefited from significant investment including last year's Precept rise with a number of vacancies filled.
- 5 PCCs would meet as a regional board as part of the development of the Reducing Reoffending strategy. The Commissioner assured the Panel that its objectives exceeded that of a "talking shop" and dialogue with the Ministry of Justice and Probation Service would continue to ensure that this remained a priority.
- The Commissioner was asked if there had been an increase or decrease in reported crime since the introduction of PCSOs. The Commissioner stated that reported crime in Avon and Somerset was lower than average. The Panel heard that early intervention was paying dividends in combatting crime. Violent Crime and Knife Crime in Avon and Somerset had increased by 5% and 6% respectively in contrast to national increases of 19% and 8%.
- It was suggested the role of disciplined sport and its ability to provide a distraction to crime should be acknowledged in the Police and Crime Plan. The Commissioner stated that the Police worked closely with boxing and football clubs and small grants were made available to them. She agreed to do more to promote activity.
- The Panel felt there was logic behind bike patrols but suggested the message/rationale could be conveyed more positively to the public. The Commissioner agreed to take this back to the Constabulary.
- The refurbishment of Yeovil Police station was delayed until March 2019. The Commissioner agreed to share a status update to the Panel following the meeting.

8. Standing Complaints Report

The Panel considered and noted a report of the Chief Executive (OPCC) providing an oversight of all complaints made against the Commissioner.

9. Work Programme Report

The Panel noted the Work Programme.

10. Formal Scrutiny of Medium Term Financial Plan and Precept Proposal

The Chief Financial Officer introduced the report and outlined the MTFP updates since the last briefing.

It was reported that the Commissioner proposed an annual Precept increase of £24.00 in line with the flexibility provided by the Government to raise additional money locally from Council Tax by up to £2 a month for the average band D household. The Panel noted that this would generate £15m new funds in 2019/20 subject to a 1.5% tax base increase.

It was acknowledged that the increase covered more than cost increases, but future planning after 19/20 had assumed a flat grant settlement, a return to a 2% capped precept rise, a 2% pay increase and this year's pension grant being a "one-off". The rise would enable the deficit to be avoided in 19/20 and provide funding for the recruitment of 100 new officers and a Policing strategy called Operation Remedy to specifically combat burglary, drugs and knife crime. A briefing note setting out the purpose of Operation Remedy was circulated at the meeting.

A financial analysis of the deficit positions for 3 levels of Precept was also circulated at the meeting. It was reported that a £12.00 increase would create an immediate deficit position, creating the need for immediate efficiency savings. The capital position was described as significantly under-funded with depleting estates.

Below is a summary of the issues and questions raised by Panel Members:-

- The Panel sought assurances that the recruitment programme would translate into additional officers and not just balance the establishment. The Commissioner stated that the Public had to see a difference and that she would ensure the Constabulary delivered on the recruitment pledge and the targeted areas for improvement.
- The Panel stated that certain parts of the force area were inherently disadvantaged by the Precept proposal – significantly more Band D properties existed in Mendip than Bristol with residents paying more per head as a result. Spending on Policing in Bristol far exceeded that spent in rural areas. The Commissioner outlined on-going activities and engagement in rural areas. The Panel was advised that this had been possible because of last year's ring-fencing of Neighbourhood Policing. She stated that Operation Remedy would work hand in glove with the Neighbourhood Teams and would ensure a specialist task force to work in the neighbourhoods.
- The Commissioner confirmed that the Police officer workforce was currently 5 officers and 30 PCSOs below establishment but this would be resolved by May 2019. The overall recruitment would counter the 150 retirements taking place over the coming year but also provide 100 new

constables and bring the establishment to 2750. It was clarified that serious crime would still be passed to a specialist investigative team and the detail was still to be worked on. The additional 100 recruits would target their response where needed irrespective of urban or rural demand.

- The Commissioner was asked how confident she was in the strategy behind the recruitment process. She conceded that the task was difficult but that she intended to focus on delivery and the assurances provided by the Chief Constable and HR. The CEO added that the Apprenticeship Scheme would inevitably make the task more achievable.
- The Commissioner was asked how she could justify the current Neighbourhood and intelligence gathering model given the 6% detection rate. If the cornerstone of Neighbourhood Policing was fostering local contacts to gather intelligence that ultimately led to arrests and sanctions for offenders, how was the Chief Constable being held to account for performance in this area.

The Commissioner stated that performance in this area could not be defended but there was now an opportunity to invest and make progress.

The Commissioner was asked how the Chief Constable was challenging his officers and PCSOs around Leadership to ensure that appropriate information as being gathered and developed - local Intelligence gathering in the Neighbourhood Teams(linking into the National intelligence model) was the bed rock of task allocation for the additional 100 officers being deployed under Operation Remedy. Given the current 6% detection rate for Burglary, the Commissioner was invited to comment on the change planned in intelligence gathering in order to make Operation Remedy a success.

The Commissioner stated that a holistic approach would be adopted and the Constabulary must deliver on investigations.

- There was general agreement that the scale of County Lines and the related violence and exploitation of young people posed a significant threat to the Public and a challenge to public services. The Panel recognised the resulting impact on Police officers with increasing sickness rates and mental health pressures, both of which contributed to increasing costs. It was suggested that if the Public was more aware of the wider implications, this could make the Precept rise more acceptable.
- The Panel stated that they were mindful of the impact on the Constabulary if the Precept proposal was not approved. If approved, the Panel stated their scrutiny in the future would benefit from an interim report on the strategy detailing the achievements/gains emerging from the investment.
- There was discussion around the Public's expectation of the Constabulary and the understandable disillusionment when reported crime was not addressed or followed up. The Commissioner accepted that the Public required reassurance and emphasised that prevention was key. PCSO numbers had been maintained and she was confident the Public would see a difference in performance around drugs, burglaries and knife crime. The Commissioner

emphasised that the intention was to increase the number of positive outcomes and deliver real improvements.

- The Panel advised the Commissioner that the proposal required something of measurable value that would demonstrate how effectively the organisation was achieving its objectives. The CEO urged caution around the negative effect of Key Performance Indicators which he felt had been shown to lead to the wrong behaviour.

There was a short adjournment and the Commissioner and OPCC staff withdrew from the room.

- Following discussion and on being put to the vote, the Panel RESOLVED to approve the Commissioner's proposal to increase the Policing Precept by £24.00 per annum for an average Band D property (14 members voting in favour and 1 against). This approval was subject to the following recommendations which were notified to the Commissioner:-
 1. An urgent improvement in transparency. The briefing note on Operation Remedy lacked detail and its tabling at the meeting was not acceptable.
 2. The development of a range of performance measures and matrices to enable the Panel to make an assessment of the effectiveness of the Budget and its allocation in the longer term
 3. Tangible improvements in tackling crime, particularly burglary and rural crime.
 4. The monitoring of the recruitment process by way of a timeline report to each Panel meeting on progress and levels achieved.

The Commissioner stated that she would do everything she could to deliver and hold the Chief Constable to account. The Commissioner commented on the Panel's reference to transparency and stated that a benefits package would be shared with the Panel and worked on with the Constabulary.

11. Proactive Scrutiny Session – Serious Violence Strategy and Refreshed Police and Crime Plan

Ann Reeder from Frontline Consulting introduced the item and summarised the purpose of the Panel's Development Day on 30th January 2019. This had enabled in-depth scrutiny of the responsibilities placed on PCCs by the Serious Violence Strategy and facilitated a more strategic approach to the Panel's review of the Police and Crime Plan.

Below is a summary of the principal issues raised with the Commissioner:-

- The Panel reiterated previous concerns around collaboration and the pace of change following co-location of the Fire Authority at Portishead. It was emphasised that dynamic leadership was needed to create operational effectiveness. Assurances were sought that collaboration would be at the forefront of decision making to make savings for the front line. The Commissioner stated that when the FA approved the Collaboration Strategy she would be asking the Chief Constable to take the appropriate steps in partnership with the Chair of the Fire Authority.
- The Panel sought a better understanding of the plans for Neighbourhood Policing and the Budget allocation process. Operation Remedy was highlighted as an example of targeted funding (£2m) and the Commissioner was asked if it was common practice to break the

Budget down to Constabulary departments for specific projects. The Commissioner reported that the Chief Constable was required to deliver the Police and Crime Plan and resources were allocated to priorities. The Panel stated that in order to hold the Chief Constable to account, it was important to be able to make a measurable assessment of performance – when it looked good and when it did not.

- The Panel stated that the key objective to “Protect the most Vulnerable from Harm” carried the risk of imposing a wider remit on the Police than tackling crime. It was suggested the Police could not operate as another branch of social services in the current economic climate. The Commissioner stated that resources were allocated on an “at risk” basis - examples of high risk being missing children and elderly people with dementia.
- The Commissioner was asked to comment on the lengthy timescales frequently involved in investigating and resolving complaints against Police officers. The Commissioner reported that 6-9 months was a target but this could be subject to other factors such as the IOPC’s method of working. The Commissioner stated that Body Worn Video was proving particularly useful in this context and the Deputy Chief Constable had challenged the IOPC on the length of suspensions. The Panel made the point that the Commissioner was now being directly challenged on this issue.
- The Commissioner was asked to comment on the reduction in the number of custody suites across the force area and the impact on officers in rural areas involved in transferring prisoners. The Commissioner stated that the changes to Police custody arrangements had resulted in fewer people being taken and held in custody. Experience had shown that less capacity was needed than was originally envisaged when the review took place.
- The Commissioner confirmed she had met with the new Sister’s Independent Advisory Group.
- The Commissioner was asked if the Panel should expect a formal response to the Key lines of Enquiry document provided in advance of the meeting.
- The #Jogon Campaign and the first successful prosecution of FGM were welcomed by the Panel. It was felt that Chief Constable Sara Thornton’s recent comment that misogyny should not be classified as a hate crime was unhelpful.
- It was recognised that Cyber Crime involved considerable resources. The Commissioner stated that there were plans to include Cyber Crime in Strategic Priority 2 – Strengthen and Improve Local Policing Teams.
- The Panel expressed concern about the sustainability and continued funding of the Road Map Call-In Project, a six month pilot programme aiming to reduce gang, drug and violent crime in the community. The Commissioner stated that it would be evaluated and an assessment made on its viability. The CEO added that the plan was to go forward on a match fund basis with partners and the new co-ordinator post was key to this.

It was reported that work was also underway with the Princes Trust involving pupils most at risk of grooming/exclusion in 5 schools in the force area.

- The Commissioner was asked if she intended to produce local versions of the strategic overarching plan. It was confirmed that local plans were now joint so this depended on the Local Authority - only Somerset had indicated they might be inclined to go this way. The CEO confirmed that the cover report would clarify this.
- The Commissioner was asked if a lack of emphasis on rural crime had impacted on the ability to address County Lines. The Commissioner stated that rural crime and County Lines went hand in hand and rural crime would be an added focus as a result of Operation Remedy. The Panel reported that County Lines was an increasingly serious problem in Yeovil. In the absence of a specialist Drugs Squad within the Constabulary, the Commissioner was asked if the challenge would now be primarily addressed by the Regional Organised Crime Unit as opposed to the Neighbourhood Team. The Panel also sought clarification of any plans to engage with social providers to reduce the impact of “cuckooing” on vulnerable people targeted by criminals. The Commissioner stated that Operation Remedy would work with Neighbourhood Teams to upskill officers. It was reported that Police efforts in Yeovil had been seeing positive results but the introduction of another line was a setback. The Commissioner gave assurances that the Constabulary would use all powers and engage with local regional and national organisations to reduce the problem in Yeovil and other areas.
- Data Analytics was generally regarded as an exciting development. The Panel asked what the £30k savings in this area would be used for. The Commissioner highlighted the increasing need to share personal data to deal with knife crime and urged all partners where possible to accept this as a necessary move in support of a radical step change in protecting the vulnerable. It was recognised that Health was not straightforward with a number of barriers to the sharing of patient data within the healthcare system. The restrictions placed on a blanket sharing of information by the Information Commissioner was an added consideration.

12. Date of next Meeting

- 12th March 2019 10.30am (formal Panel Meeting, Weston Town Hall)

(The meeting ended at 1.25pm)

Chair

This page is intentionally left blank

Attendance 2018/2019

Cllrs/ Co-optees	26th June	9th October	26th November	13th December	30th January	5th February	12th March
Ashton	P	P	A	A	A	P	
Beath	P	P	A	A	A	P	
Bown	P	P	A	A	A	P	
Brown	n/a	P	P	P	P	P	
Craig	P	P	A	P	P	P	
Dowding	P	P	P	P	P	P	
Drew	P	P	P	P	P	A	
Goddard	P	A	A	A	P	A	
Mullis	P	A	P	P	P	P	
Parham	P	P	P	A	P	P	
Shah	P	P	A	P	P	P	
Sharman	P	P	P	P	P	P	
Shelford	P	P	P	P	P	P	
Torrible	n/a	P	P	P	P	P	
Wale	P	P	P	P	P	A	
Warmington	P	P	P	P	P	P	
Weston	P	P	A	P	P	P	
Williams	n/a	P	P	P	A	A	
Willis	P	P	P	P	P	P	

This page is intentionally left blank

AVON AND SOMERSET POLICE AND CRIME PANEL

COMMISSIONER'S UPDATE REPORT

12 MARCH 2019

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 5 February 2019.

Governance and Scrutiny

Governance

At the request of the PCP Chair, the Avon and Somerset PCC Governance, Decision Making and Scrutiny Policy, Avon and Somerset Policing Protocol and Terms of Reference with respect to PCC and Constabulary governance arrangements is attached at **Annex A**. This is the locally agreed version of the national Policing Protocol setting out roles and responsibilities with respect to police governance. This document is also available on the PCC website at the following link:

<https://www.avonandsomerset-pcc.gov.uk/Document-Library/TERM-TWO/Policies-Procedures/2018-Governance-Scrutiny-Policy.pdf>

Police and Crime Plan Refresh

The final draft of a refreshed Police and Crime Plan (to run 1 April 2019 to 31 March 2021) has been prepared for the Panel to consider. The priorities are relatively unchanged from the previous Plan. The performance framework has been strengthened in terms of evaluating delivery of objectives and outcomes and also in better-reflecting partner contribution to Plan delivery.

There is a Plan and PCNA workshop planned for 22 March to update stakeholders on finalisation of the Plan and to begin the next iteration of the needs assessment.

Performance will continue to be published quarterly on the OPCC website:

<https://www.avonandsomersetplan.co.uk/performance/>

with the first cut of measures against the refreshed Plan due for publication in July (reflecting April-June 2019 performance). Some measures remain unchanged from the previous Plan and therefore there will be some measures where trended information will still be shown.

HMICFRS

We have published a response to the Mental Health report ('Picking Up the Pieces') on our website.

The Constabulary are preparing their submission of Force Management Statements.

Police and Crime Board

Agendas and minutes of the Police and Crime Board are published at the following link:

<https://www.avonandsomerset-pcc.gov.uk/Openness/Reports-and-meetings/Police-and-Crime-Board.aspx>

Performance

In order to assist the Panel in development of their approach to performance scrutiny, discussions have taken place to agree the future approach to share regular performance information with Panel Members and thematic performance and assurance information through the new Link Member arrangements.

Key Decisions

The following decisions have been made since the last meeting:

- Victim Services Recommissioning (6/2/2019)

Decision notices and accompanying documents are published at the following link:

<https://www.avonandsomerset-pcc.gov.uk/Openness/Decisions.aspx>

In order to strengthen the approach to pre-decision scrutiny, a draft Forward Plan is attached at **Annex B**. This will be developed with Panel officers in advance of the Annual Meeting.

Independent Residents' Panel

The Independent Residents' Panel (IRP) scrutinise completed cases of complaints - made by members of the public against Avon and Somerset Police – and their next meeting is on 7 March 2019. This session is planned to review specific complaints from victims of rural crime and business crime and any repeat victims of crime, as well as cases with allegations in the category of 'Other neglect or failure in duty' (Independent Office for Police Conduct (IOPC) category 'S'). As a standing item, the Panel also review complaints that have been informally resolved by the 'Early Intervention' timely process. During January 2019 the total number of successfully completed informally resolved (logged, early intervention) complaints was 38 (compared to 22 in January 2018). There were 75 formally recorded complaints (compared to 90 in January 2018). The total number of complaints recorded from 1 April 2018 to 31 January 2019 is 735. This compares to 767 during the same time period the previous financial year. The Panel's reports are published on the PCC's website at:

<http://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny/Independent-Residents-Panel.aspx> .

Scrutiny of the Use of Police Powers Panel

The 7th quarterly Scrutiny of Police Powers Panel meeting took place on 27 November 2018 at Patchway Police Centre, with an HMICFRS inspector observing the Panel's work, as part of the PEEL Legitimacy inspection. The three sub-groups of members reviewed the high profile January 2017 Taser incident, which has been awaiting the Court hearing and Misconduct Hearing outcomes. Other Taser use, Stop and Search and Spit & Bite Guard use incidents were reviewed, during the time period of October to November 2018. Members reviewed the associated narrative from the Police 'Niche' record database as well as Body Worn Video (BWV) camera footage. During the meeting there was a Constabulary presentation on Mental Health from a Police perspective in handling incidents with members of the public and a Q&A session took place. The 'reading pack' circulated before the Panel meeting included the Lammy review monthly report (PCC's office); National Decision Making (NDM) model information; Quarterly bulletin for Stop & Search (July-Sep 2018); Mental Health and

Restraint: Article on Royal Assent of a new Law; Published article (3 parts) regarding Mental Health street triage and the Police service; the Independent Office for Police Conduct (IOPC) Learning the Lessons Bulletin – Nov 2018 – Stop and Search feature. On separate dates, two Panel members observed Officers' Taser training for the new 'X2' Taser (CED: Conducted Energy Device) and positive feedback summaries were circulated to Members. Once authorised, the Panel's reports are published on the PCC's website at: <http://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny/Scrutiny-of-the-use-of-Police-Powers.aspx>

Out of Court Disposals Scrutiny Panel

The Out of Court Disposals Scrutiny Panel will meet on 20 March to consider cases on the theme of domestic abuse in order to scrutinise the use of arrangements introduced in the new year which allow the use of Conditional Caution in domestic abuse cases where appropriate with referral to an intervention using the Project CARA model developed in Hampshire. Avon and Somerset is one of three Forces to have been granted dispensation by the Director for Public Prosecutions for the use of Conditional Cautions in relation to domestic abuse. The Scrutiny Panel has amended terms of reference to reflect their role in providing assurance around the use of the new Out of Court Disposals Framework.

Commissioning and Partnership Working

A&S Criminal Justice Transformation Programme

The programme continues to strengthen its new approach under the incumbent SRO, and has been busy delivering a number of strands of work since the last update at February's panel.

The SRO has conducted a peer review of the police file quality plan during December 2018 and January 2019, reporting to Assistant Chief Constable Nikki Watson and John Smith, Chief Executive, OPCC on the findings in mid-February. The report highlights a number of areas for the constabulary to focus on including wider 'buy in' to the file quality improvements needed beyond the criminal justice department, some refining of the existing action plan and to give some consideration to the structure of how criminal justice department expertise is best aligned to support the operational policing teams.

While a number of programme activities classed as quick wins were completed in the last 12 months, the remaining activity is made up of transactional type actions across each agency and on the surface do not appear to be 'transformative' to the local criminal justice system. These transactional actions are however valid in their existence because there is common agreement among stakeholders that collectively we must improve how certain working practices and cultural issues continue to impact service delivery. It is the opinion of the SRO that these transactional activities will, if *all* of them are completed and the outputs of which deliver new capabilities, through the aggregation of marginal gains across the local criminal justice system *may* bring about a degree of transformation. Furthermore the achievement of some transactional change will provide a solid foundation for overlaying these achievements with further truly 'transformative' approaches which are being developed

Our first programme board under the new programme governance will review the status of each project but also be used as a forum to cultivate some initial ideas for further, truly transformation strands of work which can be aligned within each existing project.

On the horizon in the spring is the evaluation of the pilot activity for the Postal Requisition front sheets aimed to improving the Failure to Appear rate and testing of some of the behavioural science techniques identified through the work of the Behavioural Insight Team. This work is aligned to one of the programme projects and the evaluation will be undertaken by the police criminal justice department and finding shared with partners.

There is a strong relationship being fostered between the SRO and key partners, with a number of 1:1 stakeholder meetings being held and the SRO himself being actively mobile and working from partner locations across the area on a frequent basis.

Overall, based on the current path and assessment of all activity underway, the programme is on track to deliver the actions within its delivery plan but the SRO is being ambitious in wanting to go further and truly develop some sustainable transformative approaches that will improve the service for victims in the future.

Victims Governance

As Members will recall, a Victims Governance Sub-Group has been established. The group is chaired by the OPCC and brings together statutory partners with a role in delivering services for victims of crime with the aim to improve victims' experience of criminal justice services in Avon and Somerset. The group reports to the A&S Criminal Justice Board. The group met for the second time on 7 February. The group considered a draft framework to monitor compliance with the Victims Code of Practice, development of the workplan and horizon scanning to identify changes in legislation, policy and organisational restructures which would have an impact on victims.

Lammy Review

The OPCC is leading a process to appoint an Independent Chair for the Lammy Review Sub-Group. The group was established to look at local implementation of the Lammy Review of BAME representation in the criminal justice system. Representatives include: the National Probation Service, the Community Rehabilitation Company, Bristol Prison, the Crown Prosecution Service, Avon and Somerset Constabulary, Local Magistracy, the Police and Crime Commissioner's office and the Bristol Race Equality Commission.

Avon and Somerset Reducing Reoffending – Resolve

Executive Board

The membership of the Executive Board has been strengthened with additional Local Authority representation and engagement. The Board is scheduled to meet every six weeks for 2019 in a range of venues across Avon and Somerset, hosted by many of the different partner agencies represented on the board. The Avon and Somerset Reducing Reoffending initiative has been branded '**Resolve**' to reflect the commitment from all partners to work together to find solutions which will strengthen the personal resilience of ex-offenders.

Workstreams

There are 7 active work streams currently running within Resolve, each led by a different partner agency but all requiring commitment and engagement from a range of stakeholders across the region:

- Accommodation: chaired by NPS. The Ministry of Justice and Department for Housing and Communities Accommodation Project at HMP Bristol is due to award contracts in April 2019. The team are seeking to engage with Registered Providers at their existing Registered Provider Forum.
- Employment: chaired by the DWP. This workstream is seeking to arrange a series of employer events seeking to engage employers from across the region and support them in their concerns or knowledge gaps when employing ex-offenders. This workstream is also working with HMP Bristol to improve employability skills for offenders before their release.
- Gender Responsive Pathway: chaired by PHE. This workstream continues to grow in scope and size as partners from across the South West engage with Crest Advisory in an attempt to improve the offer made to offenders released from HMP Eastwood Park. There is also a sub set of the workstream which was granted funding to work with the specific needs of transgender offenders in custody and a bid has been submitted to improve the release experience of women from HMP Eastwood Park.
- Domestic Abuse Pilot: chaired by the Constabulary. This workstream is piloting the Integrated Offender Management approach to domestic abuse perpetrators. Providing intensive management and oversight and seeking to identify a provider to give specific IDVA intervention for perpetrators to allow for evaluation of its efficacy.
- Start to Finish: chaired by North Somerset Council. This geographically specific pilot seeks to work with a cohort of North Somerset offenders who have been identified as having a range of complex needs which need sequencing and enhanced support in order to reduce their risk of reoffending.
- Adverse Childhood Experiences: chaired by Golden Key. This workstream has appointed a psychologist to lead a Psychologically-Informed approach to working with statutory agencies to improve awareness and skill sets of staff who are dealing with offenders who have suffered ACE in their past. The workstream is also seeking funding for a pilot to work with offenders in custody to give them skills and understanding to help their own children manage their experiences under the Children and families pathway. The Golden Key have recruited a specific member of staff to work on this project.
- POSitive Recall: chaired by the OPCC, HMP Bristol and Golden Key. This workstream amalgamates two previous pieces of work looking at the systemic failures leading to an increased risk of recall for offenders on licence. Taking a whole-systems approach, service user experiences and action learning sets to seek systemic solutions as well as working closely with a cohort of offenders identified as being high risk of recall to improve the information sharing, release experience and consequential thinking mind-set to implement the solutions generated by the action learning sets. It is intended to closely link this project with the HMP Bristol accommodation pilot.

Performance framework

The creation of a Reducing Reoffending dashboard is ongoing, seeking to combine a range of data from different agency sources to provide some business as usual data in addition to the headline Reducing Reoffending data and the workstream tracking information.

Resolutions Conference

On the 10th January 2019 the Resolve Reference Board was convened for its inaugural conference. The focus was on sharing updates and seeking input from a wider range of stakeholders- including a strong number of voluntary and community sector organisations from Avon and Somerset. The afternoon was a CLINKs-facilitated session to look for improved ways of partnering through the Resolve initiative to successfully bid for grants when they are made available. It was a positive event and will be repeated in the summer of 2019.

South West Regional Reducing Reoffending Board

During the design process within the MoJ of the new probation structures for England, there has been identified an opportunity to form a Regional Reducing Reoffending board, pulling together OPCCs and other stakeholders from across the South West region. This proposal was accepted by the 5 PCCs in December and the initial meeting is taking place on 1 March. Discussions will include the announcement of the recent change in SW Community Rehabilitation Company provider.

Victim Services Recommissioning

Following the procurement process for the recommissioning of victim services, contracts have been signed for the following services and mobilisation is underway ahead of service commencement on the 1 April 2019:

Tender Lot	Successful Provider
Lot 1 – Practical and Emotional Support Service for adult victims of any crime or Anti-Social Behaviour (ASB)	Victim Support
Lot 2 – Enhanced Adult Support Service for victims of any crime or ASB	Swan Advocacy
Lot 3 – Children and Young People Support Service for victims of any crime or ASB up to the age of 18 (or 25 where there are additional needs)	Young Victims' Service (North Somerset Youth Offending Service)
Lot 4 – Independent Sexual Violence Advisor (ISVA) Service	Safelink
Lot 5 – Restorative Justice Service for victims of any crime or ASB	Resolve West (Bristol Mediation)

The OPCC very much values the work that Avoice (The Care Forum, SEAP and SARI) delivered to support adult victims of crime and ASB over the last four years. The OPCC will be working with both Avoice and Swan Advocacy to ensure an effective transition for the Enhanced Adult Support Service (Lot 2).

Therapeutic Services for victims of sexual assault

The OPCC continues to work with Clinical Commissioning Groups (CCGs) across Avon and Somerset and NHS England to recommission acute therapeutic services for victims of sexual assault. At the time of writing evaluation is ongoing. The new contract is due to commence on 1 June 2019.

Drug Education Programme (DEP)

Under the delivery of the ASCC (Advice Support Custody and Courts) service (co-commissioned by NHS England and the OPCC) the DEP has been further developed and rolled out beyond its initial pilot in Bristol, to now include North Somerset. Since going live in the New Year, the North Somerset February course is full (13 people) and a further 6 have been referred so far for March. The DEP is a health based intervention that provides a one-time opportunity for those found in possession of drugs. This intervention seeks to educate and prevent further use; where attendees engage and comply, they will not receive a criminal sanction. Following its positive receipt in Bristol it will be rolled out by the delivery provider; across the force over the up and coming months. An academic evaluation is being sought.

Mental Health

The Avon, Somerset and Wiltshire Mental Health Crisis Concordat Group has recently been re-established, chaired by BNSSG Clinical Commissioning Group. At the first meeting it was agreed that the group need to focus on the most strategic and cross cutting themes of work. A number of areas were suggested and will be revised down, but included conveyancing, data sharing, integrated urgent care, night liaison, control and street triage, high intensity users, police access to primary care and acute behaviour disturbance. The Control Room and Street Triage Steering Group has also recently been re-established. Discussions at the meeting focused on the current success and challenges of triage. Ahead of the next meeting it was agreed the group should review the objectives of the service and ensure these are still relevant and appropriate. It was also agreed to commission an external academic review of triage to inform future commissioning of the service (the current service is funded until September 2020).

Recruitment Update

Following a request from Panel Members, please find set out below an update on the latest position on actual police officer and PCSO numbers as at 1 April 2018 and 31 January 2019:

Staff Group (Holder)	FTE as at Apr-18	FTE as at Jan-2019
Police Officers	2,593.63	2,689.92
PCSOs	331.44	316.57

Standing Updates:

Fire Governance: No further updates since the February meeting.

Estates: An update will be circulated to Members in advance of the meeting.

National Updates

Home Office Serious Violence Strategy

As Members will recall, the Home Secretary announced in September that the Government would consult on a legal duty to support a public health approach to preventing and tackling serious violence. This would underpin the multi-agency and public health approach to

tackling violence crime. The consultation is expected to be published in late January and PCCs have been asked to contribute to options for inclusion in the consultation, including a potential role for Community Safety Partnerships.

In order to implement this strategy locally, the OPCC is undertaking a number of activities. These include:

- Secured Home Office funding for Behavioural Insights Team to support work to develop and Avon & Somerset approach / strategy;
- Arranging jointly with the Constabulary and A&S wide summit with partners to look at current good practice, opportunities to deliver the strategy in each Local Authority area;
- £100k match funding from the OPCC to support local delivery.

The OPCC will continue to support the development of local partnership approaches to tackling serious violence through engagement in partnership meetings.

Contact Officer - John Smith, Chief Executive

AVON AND SOMERSET POLICE AND CRIME COMMISSIONER GOVERNANCE, DECISION MAKING AND SCRUTINY POLICY – October 2018

1. INTRODUCTION

The Police and Crime Commissioner for Avon and Somerset (the "Commissioner") is committed to open and transparent governance and scrutiny of policing and crime issues in Avon and Somerset in accordance with relevant legislation (including the [National Policing Protocol](#)) and best practice in relation to governance. The Commissioner and the Chief Constable both believe that a joint understanding of and respect for each other's roles is a key factor in effective governance and scrutiny activity and have agreed a Joint Vision for working together in the best interests of the communities of Avon and Somerset which is attached at Appendix 1. The Commissioner and Chief Constable have also agreed a detailed Scheme of Governance which sets out the roles and responsibilities of the organisations and officers, the decision making process as well as the relevant delegations and procedures which can be viewed [online](#).

This document is intended to summarise the principles which will inform the Commissioner's governance, decision making and scrutiny process and to summarise the key meetings and focus and priority of those meetings.

2. PRINCIPLES OF GOVERNANCE AND SCRUTINY

The following principles will be applied:

- The governance process will be dynamic, risk based and driven by the agreed priorities set in the Police and Crime Plan and by local priorities and issues identified by members of the public;
- The Commissioner and OPCC will always be mindful of their role in carrying out scrutiny activity and in particular respecting the operational independence of the Constabulary;
- Scrutiny meetings will be supported by work programmes to ensure that relevant areas of business are covered, however processes will not be bureaucratic or burdensome and will be driven by the principle of having the right evidence in the right format at the right time to inform decision making;
- There will be a shared commitment to transparency and making information publicly available wherever possible;
- There will be scrutiny at a strategic and force wide level but there will also be scrutiny and accountability at a local level considering the local Police and Crime Plans and other issues raised by local people; and
- Trade Associations, Unions and OPCC and OCC staff will be kept informed of issues and involved in planning activity.

OPCC and OCC staff shall work collaboratively in their scrutiny and oversight of the force, brief SLT and the wider OPCC as appropriate and be responsible for escalating issues and risks through existing monitoring processes.

3. GOVERNANCE AND SCRUTINY FRAMEWORK

Governance and scrutiny will be dynamic and risk based as above. Below is a framework of the key meetings and engagements which will be used to deliver governance and scrutiny in accordance with the principles.

Police and Crime Board – The PCC has established a Police and Crime Board (the 'Board') to support the carrying out of her statutory functions including overseeing delivery of the Police and Crime Plan, being the forum for formal decision making by the PCC and otherwise allowing for the PCC to scrutinise the work, performance, key projects and budget of the Constabulary and other partners. The Constabulary will have a responsibility to refer matters to the Police and Crime Board in accordance with the Scheme of Governance. The terms of reference for the Board are attached at Appendix 2.

Bilateral Meetings and Joint Meetings - the PCC and the Chief Constable will meet regularly at least once a week to discuss current issues, performance and joint planning especially around communications. Bullet points of issues discussed will be published on the [PCC website](#). Other officers will meet regularly as required. OPCC Senior Leadership Team (SLT) members and COG members will also be invited regularly to each other's meetings to encourage joint working.

SLT/COG – OPCC SLT meetings are held every Monday morning and COG are invited to attend. The High Level Objective Statement for these meetings is: The OPCC SLT meetings are a weekly planning meeting between the PCC, the OPCC SLT and the DCC or a Constabulary COG representative. The meeting considers the PCC's immediate priorities and issues, reviews recent events, plans for upcoming events, shares key information, receives an operational and IOPC investigation update from the Constabulary, receives OPCC subject area updates, reviews national updates and plans responses to APCC circulars.

Public Forum Meetings - the PCC and the Chief Constable have agreed a series of quarterly public forum events to be held across the force area targeted at members of the public and held in community venues. These will be focused on addressing issues and concerns of local people and will include presentations from the Chief Constable and opportunities for local people to ask questions or raise issues. The dates and notes of these meetings including questions and answers will be published on the [OPCC website](#). Feedback and comments from these meetings will be captured and fed into the data which is used to work with the force to influence the quality of policing service.

Local Area Days and other Local Scrutiny - the PCC will carry out a series of local visits to Local Areas. These will be focused on meeting local staff and partners. The visits will include an opportunity for the PCC and officers to review delivery of local Police and Crime plans and issues raised by local people.

Constabulary Meetings - the PCC and officers are generally welcome to attend Constabulary internal and partner meetings including Gold Groups. The OPCC will respect the focus of the Constabulary on carrying out their operational duties and their operational independence. The OPCC's attendance at Constabulary meetings

will not imply PCC agreement to any particular issue unless expressly agreed. Formal decisions of the PCC will be made at the Police and Crime Board.

Performance Information and Briefings - performance information will be produced for the Police and Crime Board to inform the management by the force and scrutiny by the PCC.

Independent Audit and Joint Audit Committee - a joint PCC/Constabulary independent audit function and committee has been established. The internal audit reports and other committee papers will be published on the [PCC website](#). There are regular Joint Audit Committee updates considered at the Police and Crime Board and vice versa.

Independent Residents Panel - the PCC has established an Independent Residents Panel to dip sample complaints made by members of the public and dealt with by the Constabulary. The Panel will provide reports to the PCC and Chief Constable which will be published on the [PCC website](#) along with a Constabulary (PSD) response.

Scrutiny of Police Powers Panel – the PCC has established a SOPP Panel to review Body Worn Video footage of the use of police powers such as stop and search and Taser. The Panel will provide reports to the PCC and the Chief Constable which will be published on the [PCC website](#) along with a Constabulary response.

Out of Court Disposal Panel – The Panel will independently review a selection of cases that have been resolved by use of an out of court disposal (OOC) within Avon and Somerset. Its aim is to determine whether the method of disposal is considered appropriate, based on a review of the information/evidence available to the decision maker at the time.

The Panel can give feedback at an organisational level to promote best practice and identify potential policy development or training needs for consideration by the force or other agencies. The panel will be made up of representatives from voluntary sector agencies working with victims and youth offenders, CPS, magistrate benches and an independent representative.

The Panel will provide reports to the PCC and Chief Constable which will be published on the [PCC website](#).

Independent Custody Visiting – the OPCC runs a well-established scheme whereby trained volunteers conduct unannounced visits to police custody units to check on the welfare of detainees and observe the conditions in which they are held. Feedback from visits is recorded and analysed. Quarterly reports will be provided to the PCC and Chief Constable and will be published on the [PCC website](#) together with the annual report at the end of each financial year.

External Governance Meetings - the PCC meets regularly with MPs, leaders of local authorities and other key stakeholders in Avon and Somerset. The PCC is developing substantive local Police and Crime Plans in each top tier authority area with partners. The PCC has agreed an approach with the local Community Safety Partnerships to agree joint agenda planning and to table key issues at CSP meetings

as well as to monitor effective delivery of projects commissioned through the Police and Crime Grant at CSP meetings. A similar approach of agreeing appropriate agenda items is taken with the Avon and Somerset Health and Wellbeing Boards. The PCC or a member of her team will attend the local Criminal Justice Board. The Chief Constable convenes a six-monthly meeting of Avon and Somerset Chief Executives and CSP Chairs at which the PCC will be represented. The PCC will meet with local leaders and Constabulary leaders regularly.

Tri Force Governance – the PCC has agreed a series of meetings to oversee the important Tri Force Enabling Services and Tri Force Operational Projects. These include specific Strategic Boards, Programme Boards and Design Authorities in accordance with best programme governance guidance.

Regional Representation and Tri Force Work - the PCC and Chief Constable meet quarterly with the other 4 regional PCCs and Chief Constables in the South West of England.

National Representation - the PCC has joined the National Association of Police and Crime Commissioners - through this access is gained to various national agencies and groups. The PCC is a member of the National Police IT Company.

Police and Crime Panel – The decisions and activity of the Police and Crime Commissioner is scrutinised, challenged and supported by the Avon and Somerset **Police and Crime Panel**. The Panel has various functions including considering the **Annual Report**, **Police and Crime Plan** and scrutinising the budget and certain key appointments.

Other meetings as required – The PCC may set up 1:1 meetings with heads of department as required, e.g. Head of Protect, Roads Policing briefings with the Superintendent and also informal meetings such as Estates and Sustainability.

Quality Assurance Visits and Panels – the PCC may execute her scrutiny function in other ways in discussion with the Chief Constable, such as quality assurance visits and scrutiny panels. The PCC carried out a series of **Service Delivery Assurance** reviews in 2015 and it is intended these will be carried out quarterly.

Decision Making Policy - Decisions will be made in accordance with the detailed provisions set out in the Scheme of Governance referred to above. In particular, all significant, contentious decisions will be made based on reports in an agreed format published on the **PCC's website**. Informal decisions of the PCC are also recorded on a separate page of the website where possible. Formal decisions will be made by the PCC at the Police and Crime Board unless exceptionally agreed otherwise.

AVON & SOMERSET POLICING PROTOCOL

Joint Vision and Approach - The Police and Crime Commissioner ('PCC') and Chief Constable ('CC') share a vision and commitment to make the communities of Avon and Somerset safe, and ensure that they feel safe and for local people to have increased confidence in the police.

They will work together to achieve this, understanding that their roles are distinct yet complementary. As the Policing Protocol puts it, "mutual understanding of, and respect for, each other's statutory functions will serve to enhance policing for local communities".

Police and Crime Commissioner role - The PCC is responsible for the totality of policing in Avon and Somerset, sets the police and crime priorities for the area in the Police and Crime Plan and is accountable to the electorate and to the Police and Crime Panel. The PCC will be a prominent, visible, representative voice of the community and will use that position to hold the CC to account for the actions and performance of the force and in particular for delivery of the Police and Crime Plan. It is the PCC's role to take an interest in all areas of Constabulary business, respecting the operational independence of the CC and his responsibility for direction and control of the force.

Chief Constable role - The CC is accountable to the law for the exercise of police powers and to the PCC for the delivery of an effective and efficient policing service and for delivery of the Police and Crime Plan. The CC and the officers under his command are operationally independent: the decision on who to investigate or how to deploy police resources on a day to day basis are things that the PCC should never seek to influence. The CC has agreed to support the PCC by providing enabling functions under his direction and control upon which the PCC relies – such as Finance, ICT, Estates, HR, Corporate Comms etc.

Ways of working - The PCC and CC are committed to establishing and maintaining an open and constructive relationship, built on straight and honest dealing. Everything that they do will be informed by the joint vision. Although the PCC's primary relationship with the Constabulary is via the CC she will have cause to communicate regularly with all parts of the organisation. The Constabulary will support the PCC in discharging her responsibilities by providing information, arranging access to Local Policing Areas and Departments and contributing to relevant boards and meetings. In particular, the Constabulary will support the Police and Crime Board which will be the main governance body underpinning the implementation of this protocol and will be the Board at which key decisions are

made by the PCC. The Constabulary will proactively raise all key decisions, strategic and other significant issues which could have an impact on delivery of the Police and Crime Plan or public confidence at the Police and Crime Board.

Engagement and Transparency - The PCC and CC will keep staff, the Police and Crime Panel and the public informed of progress to achieve this vision as well as other significant developments in their strategic relationship. The PCC will proactively engage with local people and other stakeholders to ensure robust public accountability. Both organisations are committed to transparency as a default approach in all cases.

Governance and Responsibility Model - The PCC has responsibility for commissioning community safety and victim support services, and will do so in consultation with the CC, co-ordinating all external spending. The PCC has a specific responsibility for the resourcing of Avon and Somerset Constabulary and holds the police fund, sets the policing precept, the Constabulary and OPCC budgets and approves any significant spend. The CC has responsibility to deliver the Police and Crime Plan with the budget allocated to him by the PCC.

The PCC and CC agree the following governance and responsibility model for policing services:

Direction	PCC	The responsibility of the PCC, set out in the Police and Crime Plan and otherwise as specified from time to time. The CC will be consulted.
Design	PCC & CC	A flexible approach, appropriate and proportionate to the service line being considered. If it is an externally commissioned service, the PCC will expect a high level of involvement in the design. If it concerns an in-house provision of a service the CC will expect to lead on the design, and consult with the PCC at an early stage of and throughout the design process so that scrutiny arrangements can be agreed.
Delivery	CC	The responsibility of the CC. The PCC will provide scrutiny.

Public Facing Roles - The PCC and the CC both have high profile roles in the community and will develop protocols to ensure that these roles, which will occasionally overlap, are complementary. The PCC will need to be given early notice of any incident, decision or action that would be likely to attract significant public or media interest. The PCC and CC will follow the agreed protocol about their respective public facing roles in the event of a critical incident attracting substantial local, regional and/or national media attention.

This Protocol sits alongside the Scheme of Governance which includes more specific descriptions and delegations of responsibility.

**Avon and Somerset Police and Crime Board
Terms of Reference**

Police and Crime Board

The Police and Crime Commissioner (the 'PCC') for Avon & Somerset will set up a Police and Crime Board (the 'Board') to support the carrying out of her statutory functions including overseeing delivery of the Police and Crime Plan, being the forum for formal decision making by the PCC and otherwise allowing for the PCC to scrutinise the work, performance, key projects and budget of the Constabulary and other partners. The Constabulary will have a responsibility to refer matters to the Police and Crime Board in accordance with the Scheme of Governance.

This Board will not be a public meeting though observers and relevant groups will be invited from time to time with mutual agreement – see the Transparency section regarding publications from the meeting.

The first meeting will take place in September 2016 and will occur monthly thereafter and be scheduled to last 4 hours.

Membership

The Board will be chaired by the PCC and regular membership will include the Chief Constable ('CC'), Deputy Chief Constable ('DCC'), Constabulary Chief Finance Officer – to be confirmed with the Chief Constable, Office of the Police and Crime Commissioner ('OPCC') Senior Leadership Team and other parties as invited on an agenda basis.

Either party may invite key partners or representatives to attend with agreement. The meetings will be administered and supported by the OPCC.

Agenda

A full agenda setting meeting will be held quarterly between the PCC, Chief Constable, Chief Executive Officer ('CEO') and DCC six weeks in advance of the first meeting of the next quarter – the first of these agenda setting meetings will be held in August 2016. In addition there will be an agenda setting meeting between the CEO and the DCC no more than one week after each meeting – scrutiny items will be tabled by the OPCC based on the OPCC issues log and risk register and highlighted at weekly OPCC SLT meetings with the DCC – ASC will proactively highlight key risk and performance issues as part of this process in the OPCC SLT meetings or the agenda briefing.

A quarterly update from the Joint Audit Committee ('JAC') will be provided and the Police and Crime Board will also provide an update to the JAC. There will be a standing OPCC SLT agenda item for any items that should be referred to the Police and Crime Board.

The first half of the board meeting will focus on delivery of Police and Crime Plan priorities with regular reports and rotating deep dive items. The second half will focus

on other scrutiny with regular items (to include Finance, Human Resources, Professional Standards, Equalities, Health and Safety, Gold Group updates and Major Projects) and commissioned reports.

Regular papers will not exceed 3 pages and will be provided to the OPCC 7 working days before the meeting – the report template is attached at Annex A. The Avon and Somerset Constabulary ('ASC') Staff Officer Liaison will provide support to secure timely delivery of papers. A draft agenda and annual plan is attached.

Transparency

Minutes: The Police and Crime Board will not be a public meeting but summary minutes, including key points and actions, will routinely be published along with the agenda. Minutes will be produced within 5 working days of the Police and Crime Board Meeting and circulated for comment/amendment. Minutes will be agreed at the next Police and Crime Board for publication within 5 working days.

Decisions: Decisions should be referred to the OPCC so that they can be logged and scheduled for agreement at the Police and Crime Board. The OPCC will issue a template decision notice for completion and a log number.

Completed decision notices should be submitted to the OPCC no later than 7 working days before the Police and Crime Board along with other reports for inclusion in the Papers for the meeting. Decision notices will state whether any background information is also for publication – if it is for publication it will not be marked restricted. Signed off decision notices will be published within 5 working days of the Police and Crime Board.

Other Reports for Publication: Any other reports submitted to the Police and Crime Board that require publication should be agreed at the Board. The monthly performance table will routinely be published.

Webchat: The PCC and CC will do regular webchats and/or Facebook Live events publicising the key points discussed.

Other changes

As part of setting up this board the following meetings will not continue: PCC/COG Quarterly Meetings; Major Projects Governance Board; PCC and Chief Officer Portfolio meetings. The OPCC will continue to regularly attend Constabulary Management Board and Constabulary Strategy Board. The PCC will continue to meet the CC weekly and informally with COG each quarter and request other briefings from ASC as required. OPCC leads will also continue to meet their ASC counterparts regularly with a special focus on priority areas. The DCC will continue to attend OPCC SLT. The OPCC will continue to have a standing invite to other Constabulary meetings including Gold Groups but will attend on an occasional/exceptional basis. When attending Constabulary meetings, the PCC and OPCC representatives will not make formal decisions unless otherwise expressly agreed. Formal decisions will be taken at the Police and Crime Board.

MEETING:	Date:	Agenda No
DEPARTMENT:	AUTHOR:	
NAME OF PAPER:		COG Sponsor:

1. PURPOSE OF REPORT AND BACKGROUND

--

2. OUTCOME/ FINDINGS

--

3. FINANCE FOR OPTIONS

--

4. EQUALITY ANALYSIS

--

5. SUSTAINABILITY

--

6. RECOMMENDATIONS

--

This page is intentionally left blank

Avon and Somerset Police and Crime Panel Forward Plan 2018/19
To be developed in consultation with officers in advance of the Panel AGM

Priority	PCC Decision	Link Member Role	Pre-Decision Scrutiny	Panel Meeting
Strategic	Plan Refresh	Cllr Asher Craig (Bristol) Strategic Planning Working Group	<ul style="list-style-type: none"> • Needs Assessment • Draft Plan Refresh • Final Plan Refresh 	October 2018 December 2018 March 2019
Strategic	Budget, MTFP and Precept		<ul style="list-style-type: none"> • Budget Briefing • Scrutiny of the Draft Budget • Precept Decision 	November 2018 December 2018 February 2019
SP1	Recommissioning of Victim Services	Cllr Roz Willis (North Somerset) Victim Recommissioning Board	<ul style="list-style-type: none"> • Commissioning Intentions / Engagement Period • Commissioning Plan / Specifications • Procurement Process / Notification of Award 	June 2018 October 2018 December 2018
SP2	Estates <ul style="list-style-type: none"> - Trinity Road - Yeovil Business Case - Minehead, Williton, Wells - Taunton and Shepton Mallet Disposal 			March 2019 February 2019 April 2019 March 2019

Decision notices are published at the following link:

<https://www.avonandsomerset-pcc.gov.uk/Openness/Decisions.aspx>

This page is intentionally left blank

POLICE AND CRIME PANEL

12 MARCH 2019

POLICE AND CRIME PLAN 2019-21

1. OVERVIEW

Alongside the development of the Police and Crime Needs Assessment in the autumn of 2018, the Avon and Somerset Police and Crime Commissioner produced and shared a project plan for refreshing her statutory Police and Crime Plan for the completion of her second term in office, required under the Police Reform and Social Responsibility Act 2011. The Police and Crime Panel are presented with this paper to accompany the draft Plan for their statutory review.

The Plan sets out the Commissioner's strategic priorities of:-

- Protect the most vulnerable from harm;
- Strengthen and improve your local communities;
- Ensure Avon and Somerset Constabulary has the right people, the right capability and the right culture; and
- Work together effectively with other police forces and key partner agencies to provide better services to local people.

The statutory Avon and Somerset plan covers the period 1 April 2019 to 31st March 2021. Progress in delivering the Police and Crime Plan is formally reported as part of the Commissioner's Annual Report in June each year, quarterly on the PCC website, and monitored and evaluated at monthly Police and Crime Boards. Delivery of the Plan is also assessed through a programme of assurance which include HMICFRS inspections, jointly commissioned audits, independent scrutiny panels and OPCC-led service delivery audits.

2. PROCESS

2.1 The Police Reform and Social Responsibility Act 2011 requires that the Police and Crime Plan, and any subsequent update of the plan, sets out for the Commissioner's remaining period in office¹ the:-

- policing of the police area which the chief officer of police is to provide;
- financial and other resources which the Commissioner is to provide to the chief officer of police;
- means by which the chief officer of police will report to the Commissioner on the chief officer's provision of policing;
- means by which the chief officer of police's performance in providing policing will be measured; and

¹ Up to the point at which the following statutory Police and Crime Plan must be issued by (in this case 31st March 2021).

- crime and disorder reduction grants which the Commissioner is to make and the conditions (if any) of those grants.
- 2.2 The plan has been developed by the Strategic Planning and Performance Officer in consultation with the Chief Constable, as required by the Act, and with the Strategic Plan Working Group (SPWG). This group comprises representatives of the OPCC, Constabulary, Police and Crime Panel and partner agencies. Panel member Councillor Asher Craig is the nominated panel representative on the SPWG.
- 2.3 Members of the SPWG were involved in developing the Police and Crime Needs Assessment (PCNA) in the autumn, which determined the current priorities were still relevant for the remainder of the PCC term. This was also supported by analysis of ongoing feedback from local people, indicating 98% of support for the priorities as previously set out. SPWG members participated in a workshop to review the PCNA findings, critique the current Plan objectives and measures and shape these for the refresh. In January 2019, the Panel were issued with a copy of a draft structure of the Plan, populated with the priority headings, priority objectives, resources available and financial planning information and proposed performance framework and methods of evaluating delivery progress. They were specifically invited to comment on the following:
- Whether the Plan accurately explains the financial context
 - Whether the objectives are right for the continuing four priorities and whether any are missing
 - Whether any of the objectives are likely to drive the wrong behaviours or achieve the wrong outcomes
 - Whether any of the objectives seem unachievable in the current climate
 - Whether the performance framework effectively matches the objectives
 - Whether the balance is right in relation to performance by the police and partners
 - Whether performance measures are set at the right level and are strategic
- 2.4 Further development of the Plan continued in parallel and on 6 February, the SPWG was issued with a draft of the Plan that was more complete in relation to the narrative to accompany objectives and spotlight features that illustrate core areas of focus either through their strategic importance or in relation to plans for significant improvement. Stakeholder feedback was invited and all feedback received was duly considered, with the majority of requests for change adopted.

3. DEVELOPMENT UNDERPINNING THE PLAN (INCLUDING SCRUTINY DESIGN)

- 3.1 Validation of the objectives for the Police and Crime Plan has not been limited to requests for stakeholder feedback. The Strategic Planning and Performance Officer has reviewed how each link to the stated outcomes of the Plan:
- People will be safe
 - Vulnerable people and victims will be protected and supported
 - Offenders will be brought to justice
 - People trust the police
 - People feel safe.

The same process has been done for the performance measures that will form the Central Dashboard, evaluating the linkage between both objectives and outcomes.

- 3.2 Consideration has been given to how to assess delivery. As the Panel have rightly pointed out, there is a need for both qualitative and quantitative measures. Governance arrangements were reviewed at the start of the second PCC term and with joint agreement between the OPCC and Constabulary were strengthened by the introduction of monthly Police and Crime Boards with thematic assurance reports accompanying regular performance reports.
- 3.3 Mapping the areas tested by HMICFRS and internal audit, the oversight provided by the Criminal Justice Board, Reducing Reoffending Board and Change Programme Boards, and the relative challenge of evaluating performance of each strategic priority (determining successful delivery of 'Protect the most vulnerable from harm' harder to evaluate in quantitative terms) it was agreed that the primary priority of Protect the most vulnerable from harm required more frequent review. It was also agreed that focusing internal audit on functional areas of the organisation would deliver best value for money, making best use of the auditors' knowledge, and avoid duplication with HMICFRS inspections.
- 3.4 A successful introduction of a risk-based approach to the annual internal audit plan was further improved by increasing the OPCC oversight of audit scopes. The same principles were applied to the thematic assurance reports and these have been jointly scoped by the Strategic Planning and Performance Officer, OPCC SLT lead for a priority area, the Constabulary's Governance Manager and relevant business lead. This has consistently improved the quality of scrutiny.
- 3.5 The introduction of the need to complete Force Management Statements as part of the HMICFRS annual assessment has advanced (alongside that brought from its investment in innovative technology) the Constabulary's understanding of its current and future demand, and its strengths and areas for development related to strategic threats and response to growing complexity of crime – particularly hidden crime, and need for a holistic approach to understanding vulnerability. These documents are a key source of assurance for both the Chief Constable and the PCC. The first set were completed in 2018 and shared with the Police and Crime Panel. Going forward they will be a key source for strategic decision-making. Alongside the Strategic Threat Assessment they will be the key Constabulary documentation to consider when refreshing PCNAs and developing Police and Crime Plans.
- 3.6 In considering the refreshed Plan and the new Strategic Framework that the Constabulary will launch in April 2019 (which includes revised governance arrangements for the Constabulary, and the development of a delivery plan that will underpin the Police and Crime Plan and internal assurance systems and processes), the Strategic Planning and Performance Officer has proposed revised governance arrangements for reviewing the Plan at monthly Police and Crime Boards. Preserved is the monthly overarching performance report, a thematic assurance report and the scoping approach to these referred to earlier in this paper. Changes include an appended report to the general performance report to cover delivery of Operation Remedy and its benefit realisation,

categorisation of the assurance that requires a qualitative assessment into areas that will align with OPCC and Link Panel Member Priority leads, and a dynamic performance assessment using Qlik technology that will generate actions to track through the delivery plan and report back to future Board meetings. The thematic areas of assurance and proposed frequency are:

- Vulnerability and effectiveness of victim support – quarterly
- Engagement and partnership – quarterly
- Prevention and enforcement – quarterly
- Capacity and capability – six monthly
- Strategic policing requirement – six monthly.

3.7 In determining the thematic areas of assurance, the Strategic Planning and Performance Officer has identified not only how the areas listed in the Plan for qualitative assessment would fit these categories but also which performance reports that sit in the layer beneath the central dashboard (see illustrative figure in the Plan) would likely inform the scoping of these reports (and so performance data from these could also be presented within the reports and reviewed at the Board).

3.8 A draft equalities impact assessment has also been carried out in relation to the process for developing the Police and Crime Plan and the anticipated impact of the Plan's delivery. This has been reviewed by the OPCC SLT. A copy of the current assessment can be obtained on request.

4. CONSIDERATION OF PANEL FEEDBACK TO-DATE IN PLAN DEVELOPMENT

4.1 The Panel provided feedback in July on the annual report. It acknowledged the assurance provided by HMICFRS inspection reports. The priorities for local communities are were also identified as road safety, ASB, drug crime, burglary. The PCC agrees with the Panel's view that the Constabulary need to make continued efforts to improve and has strengthened both the narrative in the Plan around local priorities but also ensured there are specific measures in the performance framework:

- inclusion of road safety measure in central dashboard
- 'tackling community priorities' measure has been expanded – continuing with national survey measure but also adding measurements relating to evaluation of problem-solving plans (road safety speeding issues and ASB)
- Operation Remedy performance framework will track performance of addressing drug dealing and residential burglary
- The thematic assurance reports offer the opportunity to assess performance in these areas in a qualitative way.

4.2 The Panel indicated it would want assurance from the PCC that she had confidence in the effectiveness of the Neighbourhood Policing model. The objectives set within Strategic Priority Two each align with a pillar of the model and having reviewed (through a previously scoped assurance report) the benefits realisation plan, measures identified to track benefits have been incorporated into the Central Dashboard of the Plan. The thematic assurance reports will also offer the opportunity to assess local policing performance in a qualitative way.

- 4.3 The Panel noted increasing gang violence in Bristol and Weston-super-Mare and the need to reflect responsibilities and responses towards this. The offer of support and challenge in addressing these issues is very welcome. The duty to galvanise a response to serious violence is reflected within the Plan and it carries a specific objective for the police and partners to work together to address serious violence and increase community cohesion.
- 4.4 The Panel accepted the increased precept in 2018 was to enable recruitment up to establishment of local policing officers in order to be increasingly visible, responsive and able to gather local intelligence. Acceleration of recruitment resulted and the early assessments of the neighbourhood model indicate that engagement and problem-solving activity has increased, with the technological advancements (mobile devices and laptops) have enabled greater visibility through reduced need to spend time at stations to access systems. This will continue to be monitored closely (with the Board receiving regular reports on recruitment progress and the oversight of the neighbourhood model benefit realisation, digital programme progress and now additionally through monitoring of the impact of Operation Remedy).
- 4.5 The Link Panel Member actively participated in the shaping of the Police and Crime Needs Assessment which considered performance and areas of required development (as assessed internally and externally) and levels of crime as well as rate of victimisation, complexity of crime and of victim and offender needs. The Panel was invited to review the Needs Assessment and determine the issues that would need to be addressed in refreshing the plan. Emerging threats as noted within this document have been reflected in the refreshed Plan.
- 4.6 The Panel's concerns about the ability to resource policing in rural areas is noted. To assure, a borderless approach to policing in Response has been adopted and the ability to make a timely response to priority calls to rural areas has recently been tested and proved successful. All areas other than South Bristol are reporting increased capacity since the model was implemented. When looking at where the risk of being a victim of crime lies, residents of Bristol are twice as likely to be a victim of crime as the other Local Authority areas. The levels of resource are monitored regularly within the Constabulary, but it will not be possible to completely evaluate the success of the allocated resources until the full complement of officers and staff is reached in terms of planned establishment.
- 4.7 Within the Key Lines of Enquiry document shared in February, the Panel showed interest in a number of crime types and questioned the approach to addressing them, whether there was sufficient emphasis on them in the Plan etc. The refreshed Plan moves away from listing crime types that need to be prioritised. This is deliberate and reflects a matured understanding about the nature of vulnerability (that vulnerable people can become victims of more than one crime) and in recognition that it is more beneficial to focus on standards that would apply across the crime types. However, a number of the Panel's areas of interest have been selected as spotlight features to provide more information about challenges and areas for planned improvement.

5. NEXT STEPS

- 5.1 Following the review of the draft Plan by the Panel, once the PCC and Chief Constable have considered comments from the Panel and have approved a finalised version of the Plan (reflecting changes as appropriate), the Plan will be issued to designers for publication. The Plan will be published on the PCC website (using the existing Plan microsite that also incorporates quarterly performance updates). The easy read version of the Plan will be reviewed and updated as necessary. Liaison with Community Safety Partnerships will take place in relation to the developed Local Plans, agreeing whether these require any adjustment. Given the priorities remain in essence unchanged it is likely that it will not be necessary to produce new versions, but for the CSPs to assess their delivery plans against emerging priorities (this is part of their regular planning cycle).
- 5.2 Activity will continue in relation to scoping assurance and validation of delivery plans (particularly the Constabulary's as they embed their new Strategic Framework which will see them consolidate delivery plans into one single delivery plan). This will be led by the Strategic Planning and Performance Officer, liaising closely with the Constabulary, OPCC SLT priority leads and corresponding Panel Link Members.
- 5.3 Noted in the Key Lines of Enquiry document is the Panel's request to have a conversation on performance management, the selection and use of KPIs and frequency that the Panel could scrutinise performance. It is proposed to share general performance reports with the Panel on a regular basis as exempt papers and to share thematic assurance reports at quarterly priority meetings with Link Members.

6. RECOMMENDATIONS

- 6.1 The Panel is asked to review the Police and Crime Plan for 2019-21.
- 6.2 The Panel is invited to make final recommendations regarding the draft Police and Crime Plan, and ratify the Plan subject to those recommendations.
- 6.3 The Panel is invited to discuss with the PCC any feedback it has about the explanation of governance arrangements and planned scrutiny of Plan delivery as outlined in the paper.
- 6.4 The Panel is invited to discuss with the PCC any perceived benefit of working together in documenting the role of the Panel in holding to account arrangements.

**Avon and Somerset
Police and Crime Plan**

2019-2021

DRAFT

Working together, we can keep our communities safe and feeling safe.

Welcome

“This plan updates our commitments to continue to protect the most vulnerable in our society and to use the investment from the policing part of the council tax to make a real difference on the things that matter most to you. At the heart of this refreshed Police and Crime Plan is working together with the police and partners, and with our communities, to keep Avon and Somerset safe and feeling safe. I want you to be proud of your police service and the difference it’s making to your community”.

Police and Crime Commissioner Sue Mountstevens

“By working towards the Police and Crime Plan and taking steps to be as agile, efficient and cost effective as we can, we aim to be an outstanding force. This means providing an effective, efficient and legitimate service that our staff, officers, volunteers and the people serve can rely on and be proud of”.

Chief Constable Andy Marsh

Foreword

As your Police and Crime Commissioner I remain committed to ensure local people get the best possible policing service, to protect those who are vulnerable, divert people away from criminality, and provide the vital support victims and witnesses need and deserve.

This year we will see the largest investment in our police service since austerity began in 2010, thanks to local residents. The government took the decision to enable OCCs to raise a greater proportion of police funding from local taxpayers: setting PCC’s a new limit to raise the policing part of the council tax by £24 a year for the average Band D households. For the first time since I became the area’s Police and Crime Commissioner (PCC), after making planned savings and after absorbing pay rises, inflation and other unavoidable costs, we have new funds available to be invested in the delivery of the Plan, tackling key local priorities including residential burglary, drug crime, violent crime and the recruitment of 100 additional officers. From listening to the concerns you’ve raised with me, I am more determined than ever to lead the fight against crime: to give our police force the resources it needs to invest in frontline policing, to ensure it has the capacity to bring offenders to justice, and to support and protect victims of crime, helping them to recover from their experiences. Police and partners will focus on tackling organised criminals who use violence and the threat of violence and grooming of the vulnerable to profit through ruthless exploitation.

I have a duty to safeguard and promote the welfare of children. The Chief Constable, Andy Marsh and I are very clear that keeping the most vulnerable safe from harm remains our

over-riding strategic priority. However, the police cannot do this alone. They need to work with partners on a prevention based approach. The plan outlines just some of the ways that this will be done, tackling issues through implementing early interventions and focusing on breaking the cycle of crime. For example, ensuring an effective range of support is consistently available for the most vulnerable and complex people, tailored to individual needs will reduce reoffending.

I am determined to engage strongly in the delivery of an efficient and effective criminal justice system where victims' needs are at the heart of the process. Building stronger communities and ensuring effective justice is a responsibility for all partners including community safety, criminal justice agencies and the courts, and my ambition is that we fulfil the Police and Crime Plan's aims together.

Continued partnership working, supporting and building trust with local communities, and the provision of strong protection and support for vulnerable people and victims of crime, remain key priorities within this plan. Through our collective commitment we can make a real difference and I look forward to delivering this Plan with your support so we can continue to keep Avon and Somerset a wonderful and safe place to be enjoyed by all.

Signature

Sue Mountstevens
Avon and Somerset
Police and Crime Commissioner

Commitment

My commitment to you:

I will:

- ✓ be **open and transparent** about plans and performance, how money is spent, and the basis for decisions
- ✓ **drive collaboration** and integrate services in the interests of local people
- ✓ **speak out locally and nationally** about the vulnerability of children to abuse and exploitation including Female Genital Mutilation (FGM)
- ✓ **encourage innovation** to address community problems and deliver the Police and Crime Plan objectives
- ✓ **maintain independence** and keep politics out of policing
- ✓ ensure the Plan will be a living document that is **regularly reviewed**
- ✓ **continue to listen** – to issues, concerns and accounts of what's working.

I will work together with the police, other local organisations, victims and local people to:

Protect the most vulnerable from harm

I want to be a fierce advocate for the people who are vulnerable, ensuring they are identified, protected and supported.

Strengthen and improve your local communities

I want to ensure communities are strengthened and receiving the support they require to prevent crime, and resolve local issues.

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

I want to see the Chief Constable focus on embedding the force values: caring, courageous, inclusive and learning, increase representation of Avon and Somerset communities within the workforce and improve capability to deliver this Plan.

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

I plan to influence the Police and Partner agencies to share estates, intelligence and services; to transform the criminal justice system locally into a criminal justice service; and to deliver this Plan.

The Chief Constable's foreword

I welcome next year's investment in policing, the biggest since austerity began in 2010. We'll use the additional money to make a difference to frontline policing by taking a new focus on residential burglary, drugs and serious violence, particularly knife crime, and the corrosive effect these crimes have on our communities and vulnerable victims. Our innovative use of new technology will continue as we respond to the changing shape and complexity of demand.

While the investment in policing is welcome news it will not fix everything. Our service has previously suffered cuts of nearly £80 million and lost nearly 700 officers. Crime has become increasingly complex with much of it hidden (abuse and exploitation) and technologically advanced (online) and with both victim and offender needs becoming increasingly harder to meet (in volume and complexity). Services have responded to these demands by taking difficult decisions about what is prioritised, acknowledging the need to work in partnership and by encouraging more help through our volunteer programmes such as 'Citizens in Policing.'

We will continue to value local neighbourhood policing, protecting the current numbers until 2020. Neighbourhood policing is the 'eyes and ears' of your communities and our commitment to resourcing local policing, across villages, towns and cities, will ensure you receive the best possible local policing service possible. We have been modernising and strengthening your local policing model so you can see and feel an increase in policing presence. We have also considerably invested in the 'digital beat', equipping our workforce with the latest technology and data analytics to carry out their roles, including body worn video for all uniformed officers and PCSOs, and over 5,000 laptops and smartphones. We need a range of skills and capabilities within the police service and we will continue to invest in the crucial skills and technology needed to deliver justice.

Signature

Andy Marsh
Avon and Somerset
Chief Constable

Roles

The PCC

The key statutory functions of the PCC are set out below. I am determined to use my role to effect system change, focusing on the needs and priorities of local people. This is the approach I am taking with partners in areas such as Criminal Justice and Mental Health.

The Police and Crime Commissioner

- ✓ Sets the strategic direction for policing in Avon and Somerset
- ✓ Publishes a Police and Crime Plan, in consultation with the Chief Constable and local people
- ✓ Sets the budget for the police
- ✓ Sets the policing part of the council tax
- ✓ Holds the Chief Constable to account for delivering policing
- ✓ Appoints, and if necessary, dismisses the Chief Constable
- ✓ Commissions services and awards grants
- ✓ Supports and challenges police performance
- ✓ Engages with communities

The Chief Constable

The Chief Constable:

- ✓ Responsible for day-to-day operational policing
- ✓ Directs and controls the Constabulary's officers and staff
- ✓ Maintains the Queen's Peace
- ✓ Personally sets and promotes high standards of professional conduct
- ✓ Lead by example to create and uphold a quality service to local people
- ✓ Keeps the communities of Avon and Somerset safe
- ✓ Delivers the Police and Crime Plan

Partners

Police and Crime issues are too important to be handled by the police alone. I am committed to working closely with local partners such as local authorities, health, criminal justice partners and the voluntary and community sector. Increasingly I am seeking to develop co-commissioning relationships with fellow commissioners in order to effect system change to address local people's priorities. I have developed local police and crime plans with local partners in each local authority area.

Police and Crime Panel

The Police and Crime Panel is made up of local councillors and residents and requires both a political and geographical balance.

The role of the Panel is to scrutinise, challenge and support the PCC in the effective exercise of her functions. The roles and responsibilities of the Police and Crime Panel are set out in the Police Reform and Social Responsibility Act 2011 (Police and Social Responsibility Act).

The Panel scrutinises the work of the PCC by:

- ✓ Reviewing the Police and Crime Plan and Annual Report
- ✓ Scrutinising (and potentially vetoing) the proposed council tax precept for policing
- ✓ Holding confirmation hearings for the PCC's proposed appointments of a Chief Constable, Chief Executive and Chief Finance Officer (the panel may veto the Chief Constable appointment)
- ✓ Scrutinising the actions and decisions of the Commissioner (but not the performance of the police force)
- ✓ Considering complaints against the PCC of a non-criminal nature

Our Priorities

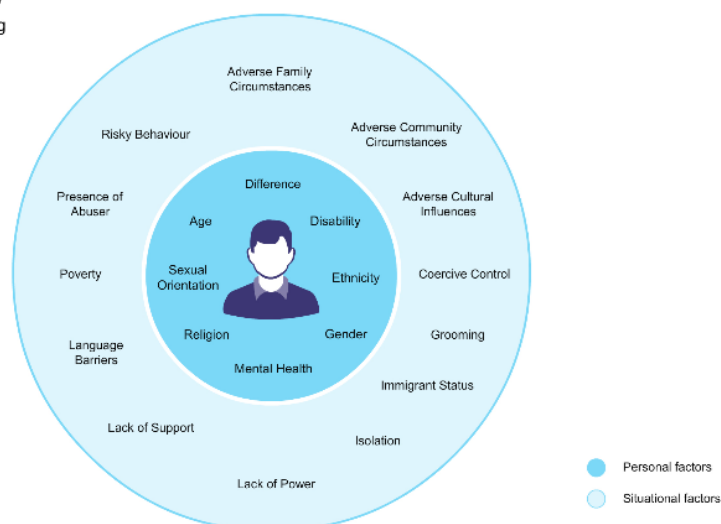
Priority 1 - Protect the most vulnerable from harm

Everyone is vulnerable at some point in their lives. The College of Policing (2015) definition, which Avon and Somerset Constabulary have adopted, is:

“A person is vulnerable if, as a result of their situation or circumstances, they are unable to take care of or protect themselves or others from harm or exploitation”.

The diagram below illustrates how ‘personal factors’ and ‘situational factors’ can combine. Any person could be or become vulnerable and every person will require a response that understands and is suited to the uniqueness, complexity and associated risks involved for the person in their circumstances.

Vulnerability
an aid to understanding



Source: College of Policing, 2017

Throughout my time as Police and Crime Commissioner I have prioritised supporting victims and vulnerable people and good progress has been made in this area. However an increasing number of victims are being identified as vulnerable and there are also a growing number of vulnerable people in local communities. Vulnerable people who come into contact with the criminal justice service have complex needs and therefore police and partners need to have a victim centred approach in supporting them.

We still face challenges in effectively identifying, resourcing and delivering support to victims. I am also looking to see improvements in outcomes for vulnerable victims. Too many victims are not getting the support they are entitled to and it is crucial that agencies work together to ensure that this changes.

I will continue to be a fierce advocate for victims and ensure the most vulnerable are protected. I want organisations within Avon and Somerset to take on the challenge outlined in government policies, such as the cross government Victims Strategy, the Victims Code of Practice and the Serious Violence Strategy.

Key Objectives - What do we plan to achieve?

1. Identify victims and those at risk of victimisation and effectively engage with and safeguard them
2. Ensure the provision of effective services to enable victims to cope and recover
3. Ensure the provision of effective preventative approaches
4. Organisations provide an effective victim-centred response
5. Identify offenders who pose risk and act appropriately to reduce future harm
6. Operation Remedy will protect vulnerable people exploited by organised criminal groups and support vulnerable victims of violent crime

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

Intelligence gaps exist within the Constabulary. Documentation assessing the knowledge level of strategic threats indicate that there is room for improvement (60% of factors assessed were rated as having a poor level of knowledge). This means there are 'hidden' victims or 'hidden demand'. This applies to people who do not wish to, or are unable to, come forward to either the police or to independent support services who would offer help without the need to report a crime. This also applies to people who do not know or do not identify as a victim (often in relation to cyber-crime, modern slavery, grooming and exploitation). These victims may continue to be victimised, unsupported, and unprotected, with perpetrators not brought to justice. The Constabulary needs to develop its intelligence, and a 'listening culture' in its approach. Services need to build capacity to support victims once identified. Training and assurance work needs to be undertaken to minimise the risk of failing to identify and support victims.

I want to raise awareness of 'hidden' crimes such as child abuse, child sexual exploitation and modern slavery so that as a community we can all begin to recognise the signs that an individual might be at risk. I want to ensure we highlight the many ways in which people can report their concerns and the routes victims can take if they wish to report. Alongside this agencies will need to increase engagement with vulnerable communities and those at risk from harm. Significant work has been undertaken by the Constabulary and partners to improve the way that vulnerable people are safeguarded, but more remains to be done to ensure that processes are effective and no-one falls through the gap. Effective information sharing and use of intelligence will allow the Constabulary and our partners to safeguard the vulnerable and disrupt those who target and exploit them.

"Neglect, abuse, and exploitation are all abhorrent crimes and some of the most emotionally challenging to deal with. We need to work together across all professions – with teachers, GPs, social workers, and youth workers – to spot the signs early and put a stop to

child abuse. It's a shared responsibility. We need to tackle it together" Chief Constable Andy Marsh

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

Effective support services are central to enabling victims to cope and recover. I have recently re-commissioned a range of services to support victims and have worked with partners to co-commission some services, such as the Sexual Assault Referral Centre and the Child Sexual Exploitation service. I want to continue to work with partners to explore further opportunities around the commissioning of services which meet the needs of our most vulnerable.

It is important that commissioned services are effective and achieve the outcomes set out by the Ministry of Justice in the cope and recover framework. In addition to this I will utilise a range of methods to monitor delivery, including visits to services and hearing from services users directly.

Ensure the provision of effective preventative approaches

I recognise the importance of early intervention and crime prevention and included an Early Intervention and Prevention Fund as part of the victim services recommissioning process. Working with NHS England I have also co-commissioned a service in custody and at court to support people with substance misuse and mental health needs, in order to try and prevent them reoffending. Part of this service includes the provision of the Drug Education Programme in Bristol, which will be rolled out across the whole of Avon and Somerset over 2019.

Cyber-enabled crime is increasing in line with technological advances and is used in several crime types such as fraud, drug crime, domestic abuse and child sexual abuse and exploitation. Prevention plays a critical role in keeping people safe online and there are a number of crime prevention and educational guides available. A schools website has been developed to support educating young people about staying safe online and to discourage getting involved in gangs. I have used money generated by activities to recover proceeds of crime to invest in a new post of Cyber Prevention Officer. This role focuses on working with vulnerable people to raise awareness of cyber-crime to reduce the risk of being victimised and also with victims to reduce the risk of re-victimisation.

Organisations provide an effective victim-centred response

Across Avon and Somerset there are some fantastic examples of organisations coming together and working to provide effective services to some of our most vulnerable. It is vitally important that victims receive an empathetic response when they first contact the police (or any service), that there is a good quality investigation and that they are kept updated and supported throughout the process.

I want to improve victims' satisfaction with the services they receive. I will work closely with the police and partners to ensure that victims experience high quality, joined-up support that is tailored to their needs and that the voice of the victim continues to be heard in the criminal justice system.

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

Serious and organised crime threatens our security, the economy and causes harm within our local communities. Organised Crime Groups are involved in a range of criminal activity including:

- Trafficking of Drugs and Firearms
- Modern Slavery and Human Trafficking
- Child Sexual Exploitation
- Organised Acquisitive Crime
- Counterfeit Goods
- Cyber Crime
- Fraud
- Organised Illegal Immigration

The Government's current Serious and Organised Crime Strategy placed a clear responsibility on Law Enforcement Agencies, Local Government Agencies and other statutory and non-statutory bodies to coordinate resources and capabilities to better target serious and organised criminality.

Local Authority-led Serious and Organised Crime Disruption Panels have been established to undertake this responsibility. The panels bring together knowledge and expertise of a range of partners to take co-ordinated action to disrupt Organised Crime Gangs based in, or operating in, their areas.

Through effective information sharing between agencies, effective problem-solving, and actions using a range of different powers, they aim to reduce the number and severity of crimes committed by these groups and ultimately render them inactive.

Examples of actions and impact of the SOC Disruption Panels include:

- Information was shared with HMRC related to a landlord suspected of not declaring income, to disrupt their suspected activity related to modern slavery;
- Licensed premises were targeted with multi-agency visits to ensure compliance with their license conditions to disrupt suspected organised criminal activity;
- A garage premises linked to organised crime shut down and disappeared following multi-agency visits;
- A premises raised by the local authority as a concern was ultimately found to be linked to organised crime and resulted in a recovery of a firearm during a Police led raid.

“Better information sharing between partner agencies is providing increased opportunities for us to take action together to safeguard vulnerable people and bring offenders to justice. Doing so means that we are able to reduce risk of harm within communities, increasing community safety”. Joint Statement from Serious and Organised Crime Disruption Panel Chairs across the five Local Authority areas.

Domestic Abuse Spotlight:

The UK government estimates that perpetrators of domestic abuse cost the economy £66 billion a year - more than the cost of alcohol and drug misuse, cigarettes and obesity combined.¹ In 2018 the Constabulary recorded 18,700 domestic crimes and 12,800 non-crime incidents. In the last twelve months (1 February 2018 – 31 January 2019), DA represented 13.5% of all recorded crime. Domestic abuse is therefore a high volume crime as well as a high risk area of work for the Constabulary and other agencies, making it daily business and an area that requires sustained focus.

Over recent years the response to domestic abuse has been the focus of many inspections, statutory reviews and legislative changes as consolidated by the publication of the Domestic Abuse Bill in January 2019. We have seen the introduction of new technology, powers and processes as the multi-agency response to this issue has developed to better-meet the needs of victims. This has included use of Body Worn Video, Domestic Violence Protection Notices/Orders and education programmes for perpetrators aimed at changing behaviours. At the same time, great strides have been made to raise awareness of this crime and increase confidence to report which is ensuring that more victims are receiving the help they need.

It is imperative that progress continues. We need to ensure the appropriate allocation of resources, take the time to step back and review the services victims receive and build upon areas of good practice. It is critical that agencies – particularly the Constabulary and the CPS - and communities work together to meet the needs of the victim and their children, working efficiently and effectively to reduce harm and save lives.

County Lines Spotlight:

‘County Lines’ criminality has been assessed as the highest strategic threat facing Avon and Somerset Constabulary. ‘County Lines’ is essentially the name for phone lines that are operated outside of the area to sell drugs. Organised criminal groups use violence and threats to control and exploit vulnerable adults and children, using them and their properties to store and sell drugs and money. This is known as cuckooing.

There are approximately 30 known County Lines that are active in the Avon and Somerset area (Bath, Bridgwater, Taunton, Weston-super-Mare, Yate and Yeovil).

The Constabulary has established a new drugs strategy, with the aim of reducing illicit and harmful drug use as well as bringing those involved in the supply of drugs to justice. We are

¹ <https://www.gov.uk/government/news/government-publishes-landmark-domestic-abuse-bill> 23.01.19

working jointly with other law enforcement agencies and partners, focusing actions to disrupt and dismantle the supply of drugs into their communities, particularly targeting County Lines operations and urban drug dealing networks.

Our priority is reduce exploitation and safeguard the vulnerable by protecting them from harm. Signs that someone or places may be involved in County Lines include:

- People receiving more calls and texts than usual;
- Carrying multiple phones;
- Unknown visitors staying at peoples addresses;
- People carrying weapons and/or having unexplained injuries;
- People suddenly appearing to have more money e.g. new clothes, new phones;
- People going missing from school or their home;
- An increase in cars pulling up close to a property often for short periods of time;
- Visitors to a property at odd times; and
- Curtains or blinds of a property are closed all of the time.

If you have concerns about an individual or a property and believe they or it could be involved in County Lines activity, please report it to the Police. Your information could make your community safer.

Spotlight on Operation Remedy

Recognising the local priorities for local people, the PCC and Chief Constable determined there should be a centrally-funded and co-ordinated plan (starting in April 2019 and entitled 'Operation Remedy'), to focus on improving the Constabulary's performance in relation to offences of residential burglary, knife crime and the illegal supply of drugs.

Following the same approach as the Police and Crime Plan, achieving the objectives of this specific operational plan will lead to communities throughout the Avon and Somerset area being and feeling safer as a result of vulnerable people being protected and supported as offenders are brought to justice.

The objectives of this plan are to:

1. Solve more crimes relating to residential burglary, knife crime and drug related offences, through an improved focus on Intelligence, Prevention and Enforcement activities.
2. Increase the numbers of offenders brought to justice specifically in relation to residential burglary, knife crime and the supply of illegal drugs.
3. Improve communication with the public around the offences of residential burglary, knife crime and illegal drug supply.
4. Reduce the numbers of residential burglary offences and increase satisfaction levels for burglary victims.
5. Increase the number and effectiveness of disruptions of Organised Crime Groups involved in the illegal supply of controlled drugs.

6. Maximise the use of data and analytics from multiple partners to inform decision making.
7. Improve the confidence of the public around the activities of local police, in response to reports of concerns relating to residential burglary, knife crime and supply of illegal drugs.
8. Collaborate with partners to deliver effective education, early intervention and harm-reduction opportunities and pathways.
9. Capture insight and learning, evaluate and develop a sustainable proactive policing model for the longer term.

To follow is just one example of activity and how the combination of offering support to the vulnerable and bringing offenders to justice then increases community safety:

Drug users will be identified and referred for the Drugs education programme - to better-understand the risks of substance misuse and to be offered support to reduce/stop their drug-taking. Drug dealers will increasingly be prosecuted and convicted for supplying drugs.

In the short-term, this would be likely to reduce the incidences of burglaries as a significant proportion of these crimes are linked to drug abuse. In the long-term, the community should see less criminal activity related to drugs, and a reduction in drug deaths and serious violence linked to drugs, gangs and organised criminal groups.

In order to improve, and sustain performance, the Constabulary will engage and work with a range of partners and stakeholders, including local people.

Examples of how you could support this work would be to report information you have about criminal behaviour (this could be done online or by telephoning 101 or Crime Stoppers), to consider a role as a Police volunteer or to volunteer in community activities that are designed to divert young people who are vulnerable and at risk from misusing substances, being exploited, engaging in criminal activity etc. You could join a neighbourhood watch scheme, or offer support to participate in organised weapon sweeps which the Constabulary plan to organise in 2019.

Priority 2 - Strengthen and improve your local communities

The Police and partner agencies are working together to build strong, resilient communities, tackling crime and disorder, and protecting vulnerable people. We want all local people to be safe and feel safe and to be able to contribute to community life.

Local policing priorities are identified in PACT meetings and through a local confidence survey (with around 3000 responses each year) and these have consistently shown to be:

- 1) **Wanting increased police visibility for crime prevention and responsiveness to incidents**
- 2) **Road safety**
- 3) **Anti-social behaviour**
- 4) **Drug-related crime**
- 5) **Burglary**

As PCC I need to balance what local people feel should be police priorities and what is known about crime affecting the area. The crime that people are most likely to become a victim of is **online fraud**.

Knife crime is increasing across the force area, reflecting national trends. The Strategic Threat Assessment 2017-18 reported a 35% increase in incidents classified as possession of a bladed article. Most of the knife crime occurs in larger populated areas such as Bristol, Bath, Weston-super-Mare, Taunton, Bridgwater and Yeovil, and repeat offences tend to occur in residential areas where there is social housing. Intelligence indicates a strong link between knife possession and drug dealing, particularly in East Bristol. In South Bristol, however, offences are more closely linked to domestic issues or community conflicts.

Incidences of violence against the person are also increasing. A proportion of these crimes is attributable to gang related violence (seen predominantly in Bristol involving gang rivalries and Weston-super-Mare linked to County Line drug activity and drug debts). The rates of violent crime in Bristol is the highest of the core cities. In recognition of these challenges, the Government launched its Serious Violence Strategy in 2018.

Following the funding settlement for 2018/19, the Constabulary have established Operation Remedy to proactively address key local problems of residential burglary, drugs and knife crime with additional resources.

Based on the above, I also feel that **violent crime** and **fraud** affect the community and should be locally prioritised for action.

Key objectives - What do we plan to achieve?

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

2. The police and partners engage with local communities to inform them how local priorities are being addressed and to develop relationships and build trust in order to increase community resilience and active citizenship
3. The police and partners are focussed on reducing harm and solving problems related to the crimes that matter most to local communities
4. The police and partners are working together to prevent and address serious violence and to increase community cohesion
5. The police and partners manage and support offenders to protect local communities and reduce re-offending
6. Operation Remedy will prevent and improve outcomes in relation to residential burglary, drugs and knife crime.

The police and partners are accessible and responsive when needed

The Constabulary typically handles just under one million calls for service in a year. Cuts in funding to other organisations have resulted in increased calls and pressure on the police. I will ensure the Communication Centre continues to be able to respond effectively to calls. Abandonment rates continue to be low but I know at times queues can still be an issue. To address this, in January 2019, the Constabulary introduced new functionality in the system used to handle calls. This now means that any caller who has been waiting on the line for more than a few minutes to speak with a call handler will be offered an automated call back in which they retain their space in the queue but do not have to hang on the line. The system will then automatically return the call once they reach the front of the queue. This functionality is available from 8.00am to 10.00pm, 7 days per week (101 is available 24/7 seven days a week).

“I know that police visibility is important to local people as it provides reassurance as well as helping to prevent crime. It is a challenge to maintain visibility of policing in neighbourhoods where the pressure to respond and investigate crimes of a complex nature such as child abuse, sexual offences and domestic abuse is increasing. However, I have protected the number of **frontline policing officer posts** (circa 700) and invested in technology that is enabling increased police visibility”. Police and Crime Commissioner Sue Mountstevens

The police and partners engage with local communities to inform them how local priorities are being addressed and to develop relationships and build trust in order to increase community resilience and active citizenship

Public confidence in the Police within Avon and Somerset, as measured by the Crime Survey for England and Wales, has been relatively stable over the last two years and currently stands at 78% (as at 30/6/18). In the same survey, the proportion of local people who feel that police are dealing with local priorities has also been stable and currently 58%. The Neighbourhood Model implemented in October 2018 has been designed to enable local policing to spend more time engaging with local communities and to problem-solve.

I want to ensure everyone has an opportunity to support this Plan. The Constabulary want to promote more productive relationships with the community. I want to see an increase in

the number of people joining the Special Constabulary and volunteering to support the Constabulary through groups such as Constabulary Volunteers (e.g. the volunteer driver service) Neighbourhood Watch, Farm Watch Community SpeedWatch, Cadets and members of forums (rural crime, business crime), and OPCC/Constabulary scrutiny and advisory panels.

I would like to see the percentage of people feeling that local priorities are dealt with increase – as a result of both collective action to resolve issues and through communication within communities so that the impact of this work is widely understood.

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

I will ask the Constabulary to take a flexible approach to local policing, focusing on the priorities raised by you. Priorities vary across communities but the most typical are road safety, anti-social behaviour (ASB), drug crime and burglary.

I recognise that these crimes and issues can have a serious impact on daily life. I want to see the Constabulary reduce the prevalence of them, and improve outcomes where there are victims, including the victim experience of the policing service.

I would like to see evidence that Neighbourhood Teams' problem-solving plans are effective at reducing anti-social behaviour in communities. A reduction in drug crime and residential burglary should result from the additional investment that has been made from increasing the precept.

In partnership with Local Authorities, the Highways Agency and active citizens involved in Community Speed Watches, the Road Safety team will continue to work hard to make the roads in the force area safe and secure.

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

The Government's Serious Violence strategy set out the challenge for PCCs, Community Safety Partnerships and other local partnerships to respond to serious violence and involve communities in tackling it. The strategy has four strands:

- Tackling County Lines and drug misuse
- Early Intervention and prevention
- Supporting communities and partnerships
- Effective law enforcement and criminal justice responsibilities

The Strategy sets out a key role for PCCs in galvanising the local partnership approach in tackling serious violence in the communities they serve.

The strands of the strategy align with the Police and Crime Plan priorities, and in particular with the following additional objectives in the Plan:

- Identify victims and those at risk of victimisation and effectively engage with and safeguard them
- Ensure the provision of effective preventative approaches
- Identify offenders who pose risk and act appropriately to reduce future harm
- The police and partners are focussed on reducing harm and solving problems related to the crimes that matter most to local communities
- Work to strengthen partnerships in order to intervene early
- Work with police and partners to transform the local criminal justice service in order to make it effective and efficient and improve the experience of victims and witnesses
- Better support offenders in their rehabilitation to reduce their risk of harm and prevent their reoffending

Examples of planned activity that will address those objectives include:

- The establishment of an Avon and Somerset wide Serious Violence Strategy and a Serious Violence Board to oversee delivery of the strategy
- Recruitment of a Serious Violence Co-ordinator to co-ordinate activity across the area and with regional and national colleagues
- Establishment of an Avon and Somerset Serious Violence Fund available for match funded application from local partners to kick start local delivery of the strategy
- County Lines is the highest rated strategic threat and a focus for Intelligence and Investigative teams. The Home Office will support a new National County Lines Co-ordination Centre to take action to tackle County Lines
- Each Local Authority has established a multi-agency Serious and Organised Crime Panel to co-ordinate activities to disrupt and dismantle groups involved in organised crime.
- The roll out of Operation Topaz approach enables the identification and support of vulnerable people at risk of exploitation.
- Sedgemoor District Council and the Constabulary are jointly hosting a Home Office pilot to develop new and innovative approaches around early intervention and the prevention of serious and organised crime, diverting people at risk and building community cohesion.
- Tackling drugs is an identified local priority and the three areas of focus for Operation Remedy are drugs, residential burglary and knife crime. Problem-solving is one of the pillars of local policing. A proportion of problem-solving plans will involve diversionary activities.
- The police and partners have improved the availability of pathways that can be offered as Out of Court Disposals for low-level crimes. These are considered to be more effective in reducing re-offending. An example would be the 'Call In' project,

being piloted in East Bristol which defers prosecution and through mentoring and education, seeks to reduce young people's involvement in gangs, drugs and violent crime.

- The Office of Data Analytics programme (funded through a successful bid for Home Office Transformation funding by the Constabulary) is seeking to identify and protect vulnerable people at the earliest opportunity by developing an integrated hub for the collation and sharing of data between multiple agencies. Data from multi-agencies (e.g. police, ambulance and public health, fire and rescue, local authorities) will be collated and the ODA can apply predictive analytics and visualisation to offer a collaborative view on vulnerability, risk and early intervention opportunities.
- Recognising the growing evidence base that adverse childhood experiences increase the likelihood of people becoming perpetrators and victims of serious violence, I will work closely with Directors of Public Health, Clinical Commissioning Groups and other local partners to adopt a public health approach towards serious violence, tackling root causes to reduce harm and risk of harm.

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

Dangerous and prolific offenders are managed under a multi-agency approach that was pioneered in Avon and Somerset.

High risk offenders are managed by specialists within the Neighbourhood and Partnerships Directorate. Local policing teams are responsible for managing and supporting lower risk offenders living and operating in their area. They will engage with them and the community, gathering intelligence, offering support and undertaking investigations as appropriate.

The police will also continue to work with other agencies such as the probation and prison services to ensure effective supervision of offenders on licence, the swift apprehension of those who have been recalled on licence and improved communication between all agencies to ensure risks are quickly identified, efficiently communicated inter agency and effectively managed.

Fraud Spotlight:

Online fraud is typically reported to Action Fraud and assessed by the National Fraud Intelligence Bureau (NFIB) who refer a proportion to the Constabulary to investigate. These are usually allocated for desktop investigation unless it is a business high value fraud which would go to Investigations for a more specialised investigation. Specialists from the Economic Crime Team (ECT) are able to review and assist desktop investigators with decision making as required.

This team review all fraud received in Force – via a call for service or from referrals from the NFIB – and add advice, assistance or guidance where appropriate to officers that are investigating fraud offences. Further, monthly fraud surgeries are held on each local policing area by the ECT to give advice and assist with investigation strategies for fraud offences in line with the fraud investigation model.

Operation Signature is a safeguarding process for vulnerable victims of fraud (VVF) that was launched in November 2017. Every month Action Fraud sends details of approximately 650 fraud victims that live in the Force area but are not currently receiving any service from the police as there is no live investigation linked to their circumstances. The VVF process identifies the most vulnerable of these (10 to 20 per month) that will receive a uniform home visit by a Neighbourhood officer. The uniform visit is integral to the process as it has been shown to be the most effective means of breaking the fraud cycle. This is particularly the case where victims have fallen foul of a bogus police/HMRC fraud and believe they are transferring funds as part of a police sting operation.

The visiting officer will aim to implement protective measures, arrange follow-up visits or signpost to support agencies and information. Fraud vulnerability does not just relate to the elderly but affects all ages: those who are isolated, bereaved, suffering mental health issues, repeat victims, those sold on in lists as previous victims of frauds and people suffering domestic financial control.

Vulnerable victims of fraud are also identified when initially calling in to the Force to report a crime. Rather than being referred to Action Fraud, these people are referred as part of Operation Signature. A number of vulnerable victims of fraud are identified through sensitive intelligence shared by the financial sector and in these cases, the victim is often not aware that they are a victim of fraud. These individuals receive a home visit from a member of the Financial Investigation Unit (FIU) to provide fraud prevention advice and awareness specifically in relation to sending money abroad. Safeguarding opportunities are followed up through appropriate referrals. Digital Media Investigators are also often asked to produce information to share with victims in order to help them see that their friend / partner / investment is not genuine.

Digital Services Spotlight:

Serving just under 2 million users every year, the Constabulary's website service (www.avonandsomerset.police.uk) delivers a high quality operational policing service to the public.

In the last year, digital reporting has grown by over 43% as 32 new online services became available. This has resulted in a significant shift towards digital services, providing the public with an alternative to telephoning or travelling to a station's enquiry desk. Public satisfaction from using these services is at 96%, whereas industry standards are around 70%.

The in house team continually evolve and adapt the service in line with public feedback and changing needs, working closely with the call handling and front office teams.

Highlights of some of the services available include:

- Online reporting of accidents, shoplifting, suspected drink or drug driver, and anti-social driving

- Uploading of digital evidence (CCTV and Dashcam)
- Online payments, including firearms licensing

An online triage tool assists local people by signposting them to the correct form or service for what could otherwise feel like a complex process. The forms have been designed to automatically integrate with internal systems which has improved efficiency and data quality.

Scott Fulton, Head of Digital Strategic Services says “Performance of our digital services in the last year has saved 2,000 Officer hours that would have been spent retrieving CCTV footage, and instead put officers back out on the streets. Accident reporting, launched in summer 2018 now accounts for more than 50% of all online reports received and is a much easier process for local people. The work the team has done has made a significant contribution to the Constabulary becoming able to answer and manage our 999 calls for service and 101 (non-urgent) demand with our abandonment rate consistently now below 5%”.

What’s it like to be a Special Constable Spotlight:

What’s it like to be a Special Constable?

Special Inspector, Kelly MacBryde says: “It’s not all about arresting people, there is so much more to it and sometimes helping someone can give you the biggest reward. Reuniting a parent with a missing child or working with other emergency services to help an injured person is just as rewarding as keeping the peace on a busy Friday night.

“An incident which I was proud to be able to help in was when we, as a group of Specials, were able to secure the scene of a serious assault and administer first aid to the badly injured victim. Because of our fast response, we not only managed to contribute towards saving the victim's life but also allowed other officers to gather evidence and secure the conviction of the offender”.

You can read more on the Constabulary website:

<https://www.avonandsomerset.police.uk/jobs-and-volunteering/roles-within-avon-and-somerset-police/special-constabulary/hear-from-our-people/>

To find out more about recruitment of Special Constables, please visit:

<https://www.avonandsomerset.police.uk/about-us/recruitment/special-constabulary/>

Priority 3 - Ensure Avon and Somerset Constabulary has the right people, the right capability and the right culture.

We've begun a journey to ensure Avon and Somerset Constabulary better reflects the communities it serves. It's absolutely right that your police service is inclusive and attracts, retains and develops the best talent from across our communities. It's my belief that this priority is fundamental to the fairness and legitimacy of policing. The black, Asian and minority ethnic (BaME) population of Avon and Somerset is 7%². When we first launched this Police and Crime Plan in 2016 the amount of BaME police officers and staff was 2% and has risen to 2.9%. This is a step in the right direction however we need to do more. We need to make sure that inclusion and diversity is everyone's responsibility. Led by Chief Constable Andy Marsh, 'caring', 'courageous', 'inclusive' and 'learning' have become the organisation's values. Embedding these values across the organisation will ensure that officers, staff and volunteers can identify with them and translate them into daily forms of behaviour. Leadership will be developed throughout the Constabulary to ensure the values are consistently demonstrated.

This year we've committed additional investment and far-reaching range of ideas to advance our progress in this priority. (See spotlight feature on 5 Big Ideas). We've also reviewed our emphasis on technology following the successful roll out of body worn video cameras (BWVC), laptops, mobile phones and predictive analytics to better prevent crime and support victims. Going forward we will concentrate on capability and ensuring officers and staff have the knowledge, skills to do their jobs and ability to deliver this Plan and that the Constabulary is agile in its approach to respond to future policing challenges.

Key Objectives - What do we plan to achieve?

1. Understand the demand facing the police and partner organisations, ensuring that they are able to resource the most effective response
2. All victims, witnesses, suspects and detainees will be treated fairly and respectfully and receive the best possible policing service
3. Diverse communities will be engaged, well-understood and represented in the workforce
4. The Constabulary will consistently and accurately record crime, taking people seriously and offering an empathetic response when they report crimes
5. The working environment within the Constabulary will be one that embraces and consistently displays the organisational values: caring; courageous, inclusive and learning
6. Through recruitment and development of its people, optimisation of technology and adoption of agile ways of working, the Constabulary will develop its capability to deliver the Police and Crime Plan

Understand the demand facing the police and partner organisations, ensuring that they are able to resource the most effective response

² Based on 2011 Census. This figure is likely to be higher as population will have altered since 2011.

In order to offer the best service, it is imperative that the Constabulary and partner agencies reach a shared understanding of need, risk and the pressures on services.

Qlik Sense is a software tool that has been developed to give a real time picture of pressures on requests for service. It is supporting the police to improve their responsiveness and to balance investigative workloads.

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

Legitimacy is a core part of the annual HMICFRS inspections of the Constabulary. The inspection looks at whether the force consistently behaves in a way that is fair, reasonable, effective and lawful, and if they have the consent of the local people.

“Policing must be done by consent and the Constabulary are more likely to have this when they treat people well. Having the right culture is key”. Police and Crime Commissioner Sue Mountstevens

The Constabulary will recruit and train its staff and officers with the aim that all victims, witnesses, suspects and detainees will be treated fairly and respectfully.

The Independent Custody Visitor scheme exists to ensure detainees in custody are held in safe and appropriate conditions in accordance with their rights.

The Constabulary is committed to exercising its powers transparently and providing access to local residents so they can assure themselves about fair treatment.

Diverse communities will be engaged well-understood and represented in the workforce

We know that communities are not hard to reach it's often the organisation itself that does not know how to reach them. We've reflected on that, taken stock on what works and the Constabulary will continue to build on the successes of initiatives like mini-police, Citizen's Academy, Mosque Independent Advisory Groups (IAG) and targeted engagement around recruitment.

The Constabulary recognises the urgency and criticality of having a diverse workforce who represent the communities we serve. The approach being rolled out across Avon and Somerset is to support an approach to recruiting a diverse workforce, at all levels within the organisation, with the following objectives:

- Raise awareness of ASC commitment to recruitment of under-represented communities.
- Share a vision for policing which is inclusive and enables people from the underrepresented communities to see themselves as part of that vision.
- Build trust in our communities that this commitment is lasting and an integral approach to policing our communities.

- Break down barriers and obstacles that may be preventing people from under represented communities, particularly visible BaME backgrounds from joining the service.
- Simplify the selection and recruitment process.
- Create a cohort of people who are interested in joining the police and support them in a personal way to realise this ambition.
- Take a collaborative approach through Neighbourhood and Partnerships directorate, the Workforce Representation team and HR recruitment.

The Constabulary currently has 5.4% BaME Police Community Support Officers (PCSOs), 2.9% BaME Police Officers, 2.5% BaME staff and 3.1% BaME Specials. By comparison, 7%³ is the estimated BaME population in Avon and Somerset.

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

The Constabulary will follow recommendations from HMICFRS inspections on crime data integrity in order to deliver continued improvements in compliance with the Home Office Counting Rules and National Crime Recording Standard. The Constabulary has made concerted efforts in improving its crime recording performance since 2014. This has led to improvements in recording accuracy and timeliness in all areas, but there is still work to be done.

The working environment within the Constabulary will be one that embraces and consistently displays the organisational values: caring; courageous, inclusive and learning

“Our values guide us. They are apparent in everything we do, and they are:



These will resonate with people in different ways at different times. For example, courage is absolutely about running into danger, but it’s also about having moral courage. It’s about when we look back and wish we’d spoken up about something. It’s about having the courage in that moment to speak.

Inclusive is about the things that make us all unique. It’s about increasing representation of different groups within our workforce. It’s about all of us feeling included, rather than excluded.

Learning is about trying new things. And when they go wrong (as they will) we should find out why and learn from it, rather than blaming ourselves or others. It’s about sharing experiences, good and bad.

³ Based on 2011 Census. In reality, this figure is likely to be higher.

Caring is what we do every day. I see examples all the time in the letters I receive about the difference members of the police family have made to people in their time of need: the impact of being dealt with kindly, patiently and with empathy and care. These values need to be embedded in the organisation, demonstrated in the way the policing service should be delivered". Andy Marsh, Chief Constable.

Through recruitment and development of its people, optimisation of technology and adoption of agile ways of working, the Constabulary will develop its capability to deliver the Police and Crime Plan

In February 2019, the Police and Crime Panel approved my plans to increase the policing part of the council tax. This means that for the first time in over a decade we will see an investment in policing within Avon and Somerset and this investment will focus on addressing crimes that local people are concerned about such as residential burglary, drug crime and knife crime. The decision also means that the Constabulary will be able to recruit 100 additional officers, increasing the established levels for the first time since 2004.

Frontline staff will be increasingly visible in the community as they are able to access key information and workplace systems on work-issued mobiles and laptops. This reduces the need to return to stations to complete 'paperwork' as this can be done virtually and while remaining on patrol.

Unlike traditional data reporting practices, which typically report what has happened, predictive analytics uses an approach that focuses on generating intelligence to prompt an action based on the data, Predictive analytics can therefore be used to get an early insight into risk and behaviours at an early opportunity in order to minimise threat, harm, risk and to prevent future problems.

The Constabulary are actively utilising predictive analytics techniques to:

- Identify the risk of a victim being a repeat victim in the future;
- Identify high risk offenders;
- Identify vulnerable children at risk of child sexual exploitation (CSE);
- Identify high risk victims of anti-social behaviour;
- Identify high risk victims of domestic abuse; and
- Forecast local pressure to better manage resources.

It's Transformation and Improvement Directorate will forge links with industry and academia to ensure it can embrace learning and best practice from these fields, bringing continuous improvement to policing policies and procedures, informed by evidence of effectiveness.

Five Big Ideas Spotlight:

In addition to attracting and recruiting a more diverse workforce, the Constabulary needs to ensure it is inclusive as an organisation in supporting its people, both existing and new into

the organisation. It acknowledges the need to ensure it reviews culture, policies and practices to ensure full engagement, development and progression for all its people.

Over the life of the Police and Crime Plan there has been a significant focus on advancing diversity within the organisation and progress has been made. However, there remains a sense of impatience from both the Constabulary and the OPCC in relation to the pace and scale of the impact of work to-date. Although both organisations recognise that realising sustainable change in these areas is necessarily a long term endeavour, we believe we can achieve more with increased investment.

‘5 Big Ideas’ are proposed to accelerate progress on becoming a more diverse and inclusive organisation.

Lou Hutchison, Head of Organisational Development outlines each:

“Big Idea 1 – External Accreditation for Diversity and Inclusion

The proposal is to seek out partners who provide external accreditation in relation to diversity and inclusion. In attaining external accreditations, through assessments, we start to embed long term sustainable change, a beneficial impact in performance, innovation, efficiency and growth and provide a detailed roadmap with recommendations to help implement those areas requiring improvement. External accreditations look at the whole organisation in terms of policies, processes, people and how we can improve what we are doing. Examples include the work already underway as Stonewall Champions and towards becoming a Disability Confident Leader, however we will seek to engage in other standards across all strands of diversity such as the National Equality Standard. In this way the constabulary will not just be ‘marking itself’ but be open to assessment from external organisations who can benchmark and give guidance of national best practice across all sectors.

Signing up to such standards will provide a signal of our commitment to our own people and to external stakeholders that we are serious about diversity and inclusion.

“Big Idea 2 – Three tier approach to embedding D&I constabulary wide through learning

The proposal is for a three tiered approach to learning, to embed a better understanding and capability in relation to inclusion and diversity across ASC.

Tier 1 Leaders and Senior Leaders – The intention is to develop the cultural intelligence of our leaders in order to introduce ‘light bulb’ moments and self-awareness that enable our leaders to have a greater and shared understanding within our organisation of diversity and inclusion, without marginalising people. Our leaders will then start planning their own development and that of their teams, uphold standards, innovate and role model behaviours to support diversity and inclusion.

Tier 2 – Joint commissioning of training and learning intervention for operational police staff, PCs & Sergeants – The proposal is to have a joint commissioning process identifying what is needed to address learning at the operational level within the organisation. This

provides a transparent and collective approach where both internal officers/staff and external partners join together to commission what everyone believes will make a difference to how our officers and staff understand and serve the public with regards to diversity and inclusion.

Tier 3 - Initial police training is critical in setting the standards and behaviours we expect of our new recruits, but is also an opportunity to empower this cohort to bring this mindset into the main workforce and challenge and inspire where they do not see it happening. The new Police Degree Apprenticeship Programme will be introduced in Spring 2019, and as part of that diversity and inclusion is critical in two main ways:

- a) Through the attraction and retention of candidates from diverse backgrounds to join the Police Degree Apprenticeship Programme.
- b) Through the development of the curriculum, to ensure that diversity and inclusion are taken into account in how our officers are trained, for example in relation to engagement with our diverse communities.

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

The constabulary currently have a small Representative Workforce team who work hard on the attraction, engagement and development of people from our diverse communities to join the police. This might include supporting people who previously may never have considered a career in policing. This work has proved successful, but the team are only small. Therefore the proposal is to recruit three additional Diverse Workforce Outreach Workers on two year contracts, to support and enhance this work further. The additional resources for the team will enable greater visibility at community and education events, more talent to be creative and extend our outreach work and build wider and deeper partnerships, and provide more capacity to build an evidence base around what works and what doesn't, to ensure we are focussing our attention on the right areas and identify areas for improvement. The intention is to further expand a high performing team of motivated advocates who will encourage and support more people from under represented communities to join the constabulary.

Big Idea 4 – Recruiting for Difference

We recognise that one of the challenges to creating a diverse workforce, is not only attracting applicants from diverse backgrounds, but removing obstacles within our own recruiting processes. This requires ensuring that difference is valued and removing unconscious bias. We need to ensure that our recruitment teams and managers are trained to understand best practice regarding ensuring we introduce a sound methodology and approach to fundamentally change the way we think and act in our recruitment processes. This will mean we get better at recruiting a more representative workforce with all the diverse talent that can bring and that we don't miss the opportunities generated by all the other work we are doing to build trust and attract people to apply to work for us.

Big Idea 5 – Mobilising the whole workforce

We know that our people join the constabulary to serve the public. We want to ensure that the whole workforce understands the relevance and importance of Avon and Somerset Constabulary being a diverse and inclusive workforce – we want to genuinely engage with our people so they fully understand why we are so committed to diversity and inclusion, that it is not just a tick box exercise, that we genuinely care. We want to demonstrate why a diverse workforce is better for everyone. Therefore the proposal is to work with experts in behavioural change and communications, to build a communications and engagement plan that creates understanding and allows people to fully become involved in creating an inclusive workforce. We want to build understanding and momentum so that our people will be excited, motivated and proud to join our staff networks, to speak out for diversity and feel comfortable and empowered to become allies in building our diverse and inclusive organisation. We will also provide investment to support and build stronger staff support networks to build trust internally and to demonstrate externally that we are committed to hearing the voices of those who work for us and engaging with them in a meaningful way”.

DRAFT

Priority 4 - Work together effectively with other police forces and key partner agencies to provide better services to local people

There is a duty on Police & Crime Commissioners to collaborate in order to make best possible use of limited public sector resources and optimise the delivery of services to our communities. In Avon & Somerset around 10% of the policing budget in 2018/19 was allocated to police services that are shared with our neighbouring forces including tackling organised crime, accessing forensic services and investigating major crimes. Opportunities for further police collaboration and engagement with national police shared services are under constant evaluation. In addition there is a strong commitment and steady progress to work more closely with local partners to share resources, share appropriate data and streamline shared activities and processes to deliver a more efficient and more coordinated service to local people.

Key Objectives - What do we plan to achieve?

1. Work to strengthen partnerships in order to intervene early
2. Work together effectively to build safer, stronger and more cohesive communities
3. Work closely with other public bodies to increase effectiveness and efficiency, enabling better service delivery and outcomes for local people
4. Work with police and partners to transform the local criminal justice service in order to make it effective and efficient and improve the experience of victims and witnesses
5. Better support offenders in their rehabilitation to reduce their risk of harm and prevent their reoffending
6. Work in partnership to deliver an Avon and Somerset approach to addressing disproportionality in the Criminal Justice system.

Work to strengthen partnerships in order to intervene early

The continued financial climate has seen cuts to services and reduced investment in prevention and early intervention as partners look increasingly inwards. I will work with partners to build the case for investment in early intervention, using the Office of Data Analytics to enable multi-agency information sharing to get upstream of issues, shape services to provide effective support at an early stage and reduce costly interventions later down the line. Specific initiatives include: a project led by Barnardos to identify and divert young people at risk of criminal exploitation (funded through the Home Office Early Intervention Fund) and to work in partnership with the Directors of Public Health to develop a public health and Adverse Childhood Experiences (ACE)/trauma-informed approach to tackling serious violence.

The Constabulary will work with schools, youth clubs, young offending teams, community leaders and charitable organisations like Crimestoppers and the Princes Trust to increase preventative activity and to understand why young people are increasingly seeing knife

possession as an accepted 'normal' part of their daily lives. This knowledge will help develop the right approach to protecting your people and the communities they are part of.

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

Working in partnership with the Constabulary, Local Authorities and community groups, I will drive forward a range of initiatives to build strong and cohesive communities, tackle hate crime, increase confidence to report, and build a relationship of trust between the police and the communities they serve. This will be supported by a robust programme of assurance work including oversight of the implementation of actions resulting from the 2018 Vulnerability Service Delivery Assurance report, the continued work of the Scrutiny of the Use of Police Powers Panel and the distribution of funds through the Commissioner's Community Action Fund to applicants seeking one-off funding to support community activities.

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

I will continue to support the Constabulary to engage in existing collaborations to tackle crime and deliver better value for money. These include:

- A Regional Organised Crime Unit which aims to identify, disrupt, and dismantle organised crime groups impacting on the South West of England. A collaboration between Avon and Somerset, Devon and Cornwall, Dorset, Gloucestershire and Wiltshire
- A four force regional Special Branch collaboration that sits within the South West Counter Terrorism Intelligence Unit, which works to keep people safe from terrorism and domestic extremism activity
- South West Forensics, a four force regional collaboration that provides a streamlined state-of-the-art forensics services at a lower cost to the forces involved
- A Major Crime Investigation Team, Avon and Somerset, Gloucestershire, and Wiltshire work together to tackle major crime – responding to offences of murder, manslaughter, workplace deaths and suspicious deaths. When not committed, staff are deployed to support local crime initiatives in their home forces.

I will seek to make the most of new opportunities for PCCs to work with other police forces, local criminal justice agencies and emergency ('bluelight') services with the aim of driving efficiencies and improving services for local people. Core to this will be engagement in national enabling technical programmes in order to be better-able to share information.

I will strive to provide strong local leadership and forge effective partnerships with Community Safety Partnerships (CSPs), Youth Offending Teams (YOTs), safeguarding and health partnerships to make best use of limited resources by:

- Sharing information, expertise and evidence-based practice to shift focus onto prevention and early intervention
- Supporting the development of integrated services where doing so would improve effectiveness and efficiency; and
- Taking opportunities to co-commission services.

Work with police and partners to transform the local criminal justice service in order to make it effective and efficient and improve the experience of victims and witnesses

The criminal justice system is a complex area with numerous different agencies responsible for distinctive aspects of service delivery to victims, witnesses and the general public. I will build confidence and trust in our local criminal justice service by challenging each agency to collaboratively work together toward creatively and innovatively solving the issues that exist locally and provide a better experience for those people who find themselves engaged in the system.

I will support the transformation work through bringing together the responsible agencies across the area at both strategic and operational levels to agree a set of strategic priorities to transform the local criminal justice system and agree on the approaches needed to undertake the work. I have previously commissioned research by the Behavioural Insights Team to provide insights on the behaviours that inform and shape the way the system currently works and these findings will be used to define new approaches moving forward. As the programme of work develops and delivers outcomes, I will ensure that successes and improvements are made known at a national level to help shape and influence future policy and decision making pertaining to the Criminal Justice System.

In addition I will ensure the progress of this programme of work is scrutinised and managed through the Local Criminal Justice Board and also that Constabulary are working towards delivering outstanding service to victims and witnesses through robust assurance of their ongoing performance.

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

Reducing the likelihood of an offender committing further offences is a critical element in the priority of improving the services available to local people. The reasons people reoffend are often multiple, complex and interlinked and to address those reasons and help people choose a path away from offending requires a whole system approach from a wide range of different organisations and agencies. I am clear that reducing the level of harm a person presents and reducing their likelihood of offending again will prevent the next victim and make communities feel safer.

I will ensure that the challenges in this area will be met head-on through strategic and tactical approaches. At a strategic level I will continue to drive the development of "Resolve"- the Avon and Somerset Reducing Reoffending strategy. I shall play a key role in coordinating invested agencies across Avon and Somerset to come together to identify strategic priorities to reduce reoffending and agree and resource work to address those priorities. In addition I will engage Community Safety Partnerships in innovative work to ensure their local reducing reoffending priorities both inform and shape the force wide plan and they are enabled to take actions which deliver against the wider strategy. Resolve will develop the strategic work in a research informed manner- building on the findings on the Behavioural Insights Team and CREST advisory reports which I have previously

commissioned. I will seek to commission informative and innovative research in order to better understand this rapidly shifting landscape.

At an operational level the Resolve project will continue to develop and deliver on a number of key work streams which meet the aim of reducing harm and prevent reoffending. Two work streams match the critical reducing reoffending pathways of accommodation and employment; three work streams are pilot pieces of work which will be evaluated before being more widely rolled out and two work streams are exploring the very specific needs of a wide group of offenders in a range of different criminal justice contexts.

Work in partnership to deliver an Avon and Somerset approach to addressing disproportionality in the Criminal Justice system.

The police service is here to serve local people. Policing by consent is the bedrock of our police service – building a relationship of trust and confidence between the police and the communities they service is crucial to an effective policing service.

Jointly with the Constabulary and partners, I will establish a working group with an appointed independent chair to take forward recommendations made in the Lammy report to address racial disparity in the criminal justice system.

The role of the OPCC-led independent Panels such as Scrutiny of Police Powers Panel and Independent Residents Panel (reviewing police complaints) will be key in overseeing the impact of this in respect of reviewing things such as the appropriateness of grounds for Stop and Search, the trend of racial disproportionality in people stopped and searched in the force area, the treatment of people when subject to Use of Force, the nature and outcomes of complaints etc.

Hate Crime – a Multi-agency approach spotlight

Avon & Somerset’s Hate Crime Strategy was launched in 2018, presenting a collaborative approach to improving support for victims of hate crime and building community confidence. It includes a focus on the lessons learned as a result of the multi-agency enquiry into the tragic death of Bijan Ebrahimi, recognising that an enhanced service can be provided when the perspectives and resources brought by different partners are combined. As part of this multi-agency approach, every victim of hate crime has access to an enhanced service. This includes provision of support services commissioned from a range of partners with specialist knowledge across all the protected characteristics. At the same time a more robust approach to risk assessment has been implemented within the Constabulary, with the recent introduction of a nationally acclaimed risk-assessment framework and continued vulnerability training for officers. This approach is reinforced through the use of technology to help identify risk and understand hate crime patterns.

In 2018 the Constabulary restructured its victim support and safeguarding services, co-locating with statutory partners at a number of locations throughout the force area. This enables quick-time discussions between partners, ensuring the best response for victims in

a timely manner. The new Neighbourhood Policing model introduced in the same year also places a focus on safeguarding, problem solving and engagement, and has resulted in stronger on-the-ground links with partners, including housing, education and local groups such as the mosque network in Bristol.

A programme of expansion and training, including inputs from partners, is planned for 2019. This will forge stronger links between the hate crime champions, local partners and police staff support networks (such as the Disabled Police Association, Black Police Association and LGBT+ Network). This will help improve community confidence to report hate crime. They are also collaborating with criminal justice partners to simplify the process of bringing an offender to justice, including the use of educational and restorative approaches which can help support communities long term.

Partnership work has a strong focus on prevention through community support, particularly targeting young people who represent the communities of tomorrow. In 2018 the Constabulary launched the online Youth & Policing Education Hub, which made educational packages and resources about hate crime available to all schools. This will be further improved in 2019 by working in collaboration with the PSHE Association and local schools. In addition the Constabulary has initiatives such as the soon-to-launch hate crime ambassadors' project, led by a community partner, which will break down barriers in schools by promoting awareness of hate crime.

In 2019 the Constabulary are renewing their commitment to the strategic partnerships between police and local authority partners. This will result in a more consistent approach to managing hate crime across the force area. It will also support the introduction of hate crime scrutiny panels in 2019. These will include police, partners and independent community members, who will examine hate crime cases to ensure consistency of quality and continuous improvement.

Criminal Justice Transformation Spotlight:

Workstreams delivering the Criminal Justice Transformation Programme:

Charging Decisions and Decision Making: Led by Avon and Somerset Constabulary and the Crown Prosecution Service

This work stream focuses on the types of decisions made with police custody: police remand and anticipated plea decisions, both of which can, if incorrect, have adverse impacts further into the criminal justice system. This work is being supported by The Behavioural Insights Team who are providing analysis of behaviours that drive decision making and the learning outcomes of this work will be applied to improve decision making capabilities. This work stream also includes work to review the timeliness and review of case files for charging decisions by the Crown Prosecution Service, including some pilot initiatives supporting the investigation and evidential reviews of rape and serious sexual offences and submission of pre charge advice files using a digital interface.

Case File Quality: Led by Avon and Somerset Constabulary & Crown Prosecution Service

The aim of this work stream is to ensure effective case progression exists between the police and the crown prosecution service. Informed by work undertaken by The Behavioural Insights Team, improvements will be developed through pilot initiatives and evaluation of their impact to assess how improvements in case file quality lead to improvements in early guilty plea rates and swifter outcomes at court.

Victim and Witness and public engagement: Led by Citizens Advice Witness Service, Avon and Somerset Constabulary and Her Majesty's Court and Tribunals Service

At the heart of the criminal justice system are victims and witnesses and this work stream will be seeking to further improve the experience and services that they receive. A variety of different work is being led by responsible agencies to improve use of digital platforms to give evidence without stepping into a court room, further improving the support and preparedness for attending court and implementing effective communication between the respective agencies, victims and witnesses during the lifetime of the case.

Listing and Hearing: Led by Her Majesty's Court and Tribunals Service (HMCTS)

Improving the effectiveness of listing cases at court is central to this work stream. Court sitting time is limited and effective use of the time is essential delivering outcomes and closure to victims and witnesses in a timely fashion, without undue delays. Ineffective listing can lead to cases overrunning and others being postponed, impacting adversely upon victims and witnesses engagement, therefore in this area partners will be piloting and introducing subtle new approaches that will impact on efficiency and effectiveness in the sitting time provided.

Reducing Reoffending spotlight:

Workstreams delivering 'Resolve' – the Avon and Somerset Reducing Reoffending Strategy

Accommodation: Led by National Probation Service

The aim of this workstream will be to reduce the number of offenders released with no fixed abode- no stable accommodation. This work stream will seek funding opportunities for offender accommodation provision, monitor and drive the implementation of the duty to refer under the Homelessness Reduction Act and steer and engage with the Accommodation pilot at HMP Bristol using MoJ and Department for Housing and Communities funding.

Employment: Led by Department for Work and Pensions

This workstream seeks to engage employers from across the region and support them in their concerns or knowledge gaps when employing ex-offenders. This workstream will also work with HMP Bristol to improve employability skills for offenders before their release

Start 2 Finish Pilot: Led by North Somerset Local Authority

This geographically specific pilot will work with a cohort of North Somerset offenders who have been identified as having a range of complex needs which need sequencing and enhanced support in order to reduce their risk of reoffending

Domestic Abuse Pilot: Led by Avon and Somerset Constabulary

This workstream will pilot the Integrated Offender Management approach to domestic abuse perpetrators. Providing intensive management and oversight and seeking to identify a provider to give specific IDVA intervention for perpetrators to allow for evaluation of its efficacy.

POSitive Recall Pilot: Led by HMP Bristol, Golden Key and OPCC

This workstream will draw together two previous pieces of work looking at the systemic failures which lead to an increased risk of recall for offenders on licence. Taking a whole-systems approach, service user experiences and action learning sets to seek systemic solutions as well as working closely with a cohort of offenders identified as being high risk of recall to improve the information sharing, release experience and consequential thinking mind-set to implement the solutions generated by the action learning sets.

Gender Responsive Pathway Exploration: Led by Public Health England

This workstream continues to grow in scope and size as partners from across the South West engage with Crest Advisory in an attempt to improve the offer made to female offenders released from HMP Eastwood Park. There is also a sub set of the workstream which was granted funding to work with the specific needs of transgender offenders in custody and a bid has been submitted to improve the release experience of women from HMP Eastwood Park.

Adverse Childhood Experiences Exploration: Led by Golden Key

This workstream has a Psychologically-Informed approach to working with statutory agencies to improve awareness and skill sets of staff who are dealing with offenders who have suffered ACE in their past. The workstream will also seek funding for a pilot to work with offenders in custody to give them skills and understanding to help their own children manage their experiences under the Children and families pathway.

Strategic Policing Requirement

Further to the work the Constabulary does at a local level, there are defined national threats as set out in the Home Secretary's Strategic Policing Requirement (SPR).

These threats are to national security, public safety, public order and public confidence and are of such gravity as to be of national importance or can only be countered effectively or efficiently by national policing capabilities. While treated separately, many of these threats overlap. They are:

- Serious and organised crime: Serious and organised crime also includes serious crimes which demand a national coordinated response, notably cyber-dependent crime and cyber-enabled crime and online CSE
- A national cyber security incident which may require an aggregated police response under the guidelines set out by the UK's Computer Emergency Response Team (CERT-UK) with appropriate links to the National Crime Agency (NCA), civil contingencies and public order policing as needed
- Threats to public order or public safety that cannot be managed by a single police force acting alone
- Civil emergencies that require an aggregated response across police force boundaries
- Child sexual abuse: whilst this is not a threat to national security, it is a threat of national importance. Its potential magnitude and impact necessitate a cohesive, consistent, national effort to ensure police and partners can safeguard children from harm. CSE offences that are attributed to serious and organised crime, including those which take place online, will continue to be captured under the existing serious and organised threat in the SPR.
- Terrorism threat to the UK from international terrorism has increased and is currently assessed as severe

"I will ensure that the Constabulary has the capability and capacity to tackle these major challenges to public safety, and I will hold the Chief Constable to account for responding to these national threats". Police and Crime Commissioner Sue Mountstevens

Resources

Key Objectives - What do we plan to achieve?

1. Operate within a balanced budget within a 5 year medium term plan.
2. Improve efficiency in Avon and Somerset Constabulary

Operate within a balanced budget within a 5 year medium term plan.

Home Secretary Sajid Javid acknowledged before Christmas 2018 that police were "feeling stretched" and promised forces would "have the resources they needed by 2019-2020."

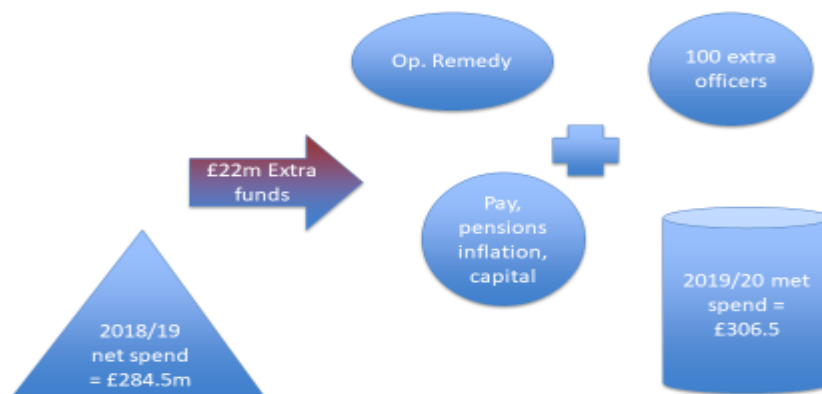
After delivery of planned savings we forecast balanced budgets in 2019/20 and 2020/21.

The net income to the PCC in 2019/20 will be £306.5 million. This represents £22 million uplift from the previous year, following announcements contained in the police funding settlement. The funding growth will be generated by an increase in the council tax police precept by £2/month for the average Band D home. In addition, the core police grant increased by 2.1%, generating an uplift of £3.3m new funds to Avon & Somerset in 2019/20 and a new "pension funding" grant was announced for 2019/20 generating £2.8m to Avon & Somerset.

However a large part of the funding uplift in 2019/20 will be consumed in unavoidable and significant cost increases to be managed in coming years, especially the increased employer contributions to fund police pensions, pay increases and funding our investment in technology. After pay rises, increased pension contributions, inflation and other non-discretionary cost increases there will be £5m new revenue funds to invest in enhancements to the policing service next year.

In the medium term, we have taken a prudent view of future funding and assumed the core police grant is unchanged after 2019/20, that the pension grant is a "one off" and that we revert to 2% capped police precept rises after 2019/20. Over the MTFP, inflationary and pay related cost pressures (circa £6m per year) erode the short term funding uplift and £5 million new savings will be required by 2023.

Our Capital grant remains frozen at the historic low level of £1m per annum, which requires the PCC to set money aside from revenue budgets to fund future capital programmes.



Improve efficiency in Avon and Somerset Constabulary

Our budget will be balanced after delivery of a further £4.5 million planned efficiency savings in 2019/20. These savings are mainly derived from a restructure of our enabling services and are on top of £78 million of cumulative efficiency savings delivered between April 2010 and March 2019.

Spending

In addition to funding pay rises, pension funding increases, other non-discretionary funding requirements and inflationary pressures, The PCC has approved an uplift in the police officer Establishment by 100 officers to 2750 in 2019/20, funded from the new precept income.

In addition £2 million has been set aside to fund a police operation to tackle residential burglary; drugs related crime and knife crime. These areas represent a current reflection of the issues most of concern to local communities.

The PCC has also set aside increasing funds up to a level of £5m per annum by 2023 to provide a sustainable revenue funding stream for capital in the future. This is required, as capital reserves are exhausted and capital receipts run out. Additional one-off funding for capital projects is being made in 2019/20 to reduce the immediate borrowing requirement and reduce interest costs.

MTFP forecast

	18/19 Actual £m	19/20 forecast £m	20/21 forecast £m	21/22 forecast £m	22/23 forecast £m
Constabulary Budget including OP Remedy and 100 extra officers and after planned savings	279.7	301.6	302.8	309.5	316
OPCC Budget	4.8	4.9	4.9	4.9	4.9
Net Budget Requirement	284.5	306.5	307.7	314.4	320.9
Grant Funding	(176)	(182.1)	(179.3)	(179.3)	(179.3)
Precept, collection fund	(108.5)	(124.4)	(128.4)	(132.9)	(137.6)
Total Forecast Funding	(284.5)	(306.5)	(307.7)	(312.2)	(316.9)
Forecast outlook	Balanced	Balanced	Balanced	£2.2m deficit	£4m deficit

Can we get an asterisk after planned savings in first row of table above and put in a footnote – planned savings are circa £5m by 2022? And MTFP needs to be spelt out in full: Medium Term Financial Plan forecast

Grants and Commissioning

My [Commissioning and Grants Strategy 2017](#) sets out my approach to commissioning services and outcomes for the communities of Avon and Somerset. As part of my approach...

I will:-

- ✓ Undertake **effective planning** so we have a clear rationale for commissioning activity with resources allocated according to need and in line with this Plan
- ✓ Work with the market to **enable optimum service delivery** and put in place proportionate and transparent commissioning and outcomes monitoring
- ✓ Remain **outcome focussed** so I know the impact we are having on service users and communities while maximising the positive social and environmental impact we have in delivering services
- ✓ Work in partnership **with other commissioners** on shared outcomes and issues of joint priority and wherever possible take a co-commissioning approach

Supporting the delivery of this Plan will be approximately £4m of funding for projects and services. This will include grants to support 'Lighthouse' - the victim and witness care and safeguarding unit jointly funded with the Constabulary, services to support victims, and services to support offenders rehabilitate. In addition, the Commissioner's Community Action Fund, administered by the Police Community Trust will continue to support voluntary and community sector projects.

For further details please visit the PCC website.

Evaluation and Performance Measures

Assurance or scrutiny on the delivery of this Plan and the impact it has will be carried out at a number of different levels including:

- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, Her Majesty's Crown Prosecution Inspectorate, Her Majesty's Inspectorate of Prisons and Her Majesty's Inspectorate of Probation carry out inspections on the Constabulary and Criminal Justice partners⁴;
- I, jointly with the Constabulary, commission an independent risk-led internal audit programme, focussing on areas of agreed risk in terms of governance and delivery;
- I, or representatives from my office, will meet regularly with police and partners to review priority areas and areas of focus, reviewing relevant performance information and addressing issues of shared concern (see illustration⁵);
- I chair monthly Police and Crime Board meetings to review delivery of the Plan⁶, have weekly 1:1s with the Chief Constable and regular Facebook chats;
- I will explore issues relating to general feedback I receive from local people and make scheduled and unscheduled visits to providers and Constabulary business areas;
- I will commission reviews as appropriate;
- My office co-ordinate panels to review elements of policing service including service delivery assurance audits (aligned to priorities), Out of Court Disposal Scrutiny Panel, Scrutiny of Police Powers Panel (reviewing use of Force and Stop and Search powers), and a Complaints Panel called the Independent Residents Panel;
- My office administers an Independent Custody Visiting Scheme (ensuring detainees in custody are held in safe and appropriate conditions in accordance with their rights); and
- The Constabulary has an internal assurance framework as part of its commitment to continuous improvement.

⁴ Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) carries out annual core inspections of the Constabulary's effectiveness, efficiency and legitimacy. This means HMICFRS evaluates how well the Constabulary operates, how well it manages its finances and how fairly it operates. The Constabulary is aspiring to be rated as 'Outstanding'.

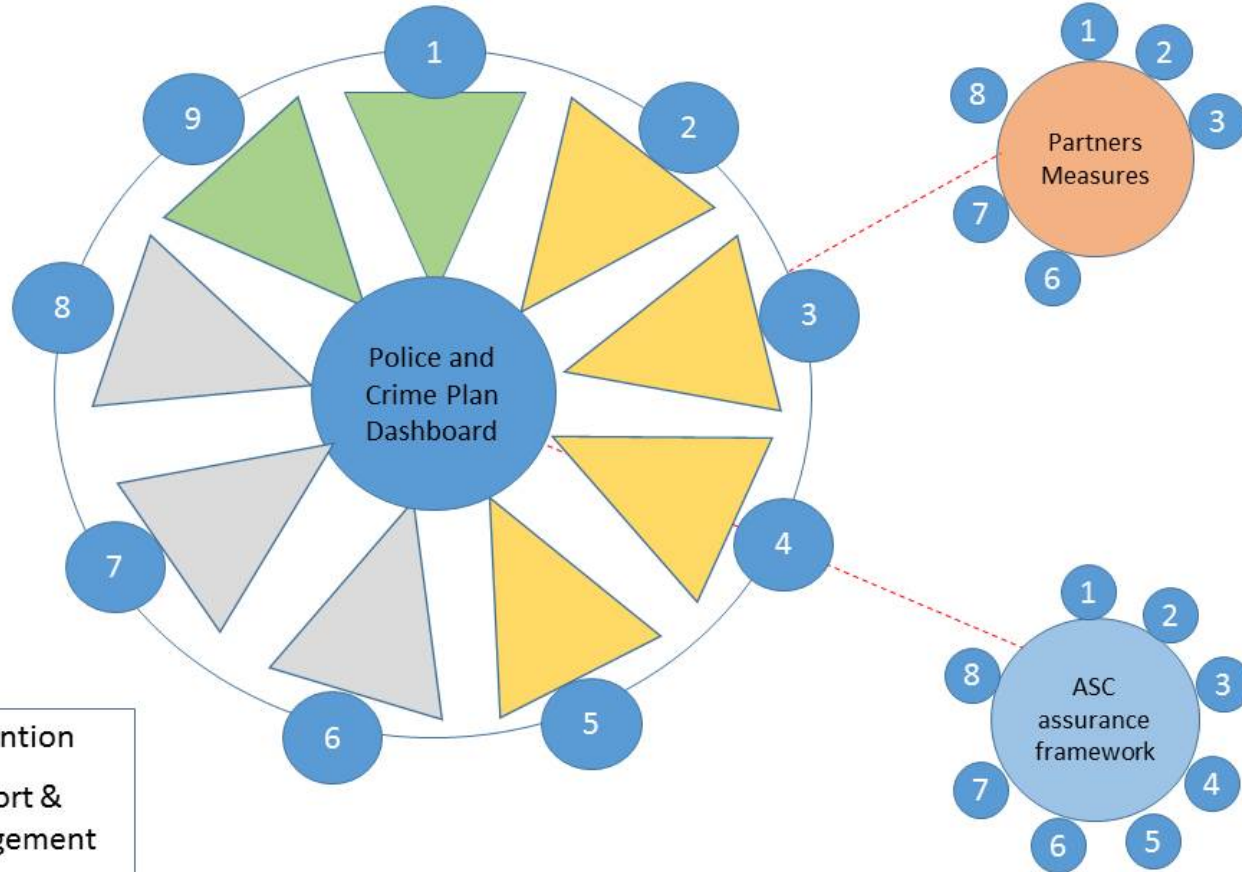
2017 Inspection results:
Effectiveness – Good
Efficiency – Good
Legitimacy – Good

⁵ Diagram of assurance in relation to the overarching Police and Crime Plan performance framework

⁶ The PCC chairs a monthly Police and Crime Board with the Chief Constable and senior officers. It focuses on key decisions, assurance and accountability in relation to delivery of the Police and Crime Plan as well as associated risks and issues.

Footnote 2 diagram

- 1 – Prevention Initiatives
- 2 – Compliance with Victim Code of Practice
- 3 – Cope and Recovery outcomes
- 4 – Reported Satisfaction and Confidence in Policing
- 5 – Legitimacy
- 6 - 'Operation Remedy' outcomes
- 7 – Tackling Serious Organised Crime
- 8 – Criminal Justice outcomes
- 9 – 'Resolve' (reducing reoffending) outcomes



Performance Framework Plan

The Plan seeks to deliver the following outcomes through achievement of its objectives:

- People are safe
- Vulnerable are protected and supported
- Offenders are brought to justice
- People trust the police
- People feel safe

The performance framework evaluates whether the objectives are being met.

	HMICFRS	PCC or ASC assurance work	Performance Dashboard (including national benchmarks where available)
Protect the most vulnerable from harm	<p>How effective is the force at protecting those who are vulnerable from harm and supporting victims?</p> <p>How effective is the force at tackling serious and organised crime?</p>	<p>Vulnerability</p> <p>Identification of victims and those at risk</p> <p>Effectiveness of Victim Support (incl. appropriate referrals)</p> <p>Compliance with Victim Code of Practice (VCOP)</p> <p>Identification and management of offenders and risk of harm</p>	<p>% of Strategic Intelligence Requirement Priorities progress</p> <p>Harm score – victims</p> <p>Victimisation rate</p> <p>Repeat victimisation rate</p> <p>Vulnerable Victim Surveys (including satisfaction and cope and recovery measures)</p> <p>Prevention (graded judgement)</p>
Strengthen and improve your local communities	<p>How effective is the force at preventing crime, tackling anti-social behaviour, and keeping people safe?</p> <p>How effective is the force at investigating crime and catching criminals?</p>	<p>Serious Violence and Serious Organised Crime</p> <p>Police visibility and responsiveness (including appropriate allocation)</p> <p>Local Priorities</p> <p>Active Citizenship (including specials, volunteers and cadets)</p> <p>Police Capacity and Capability</p> <p>Leadership</p> <p>Police Data Quality</p> <p>Legitimacy</p>	<p>Perceived Safety</p> <p>Public Confidence</p> <p>Community Cohesion</p> <p>999 and 101 abandonment rates</p> <p>Tackling community priorities</p> <p>Number of people killed and seriously injured on roads</p> <p>Operation Remedy (graded judgement)</p> <p>Victim Satisfaction (graded judgement)</p> <p>Active Citizenship</p> <p>Harm score - managed offenders</p> <p>Reoffending rate – managed offenders</p>
Ensure ... the right people, right capability,	How well does the force use its resources to meet the demand it faces?	<p>Custody experience</p> <p>Community Cohesion</p>	<p>Demand Reduction</p> <p>Workforce Representativeness</p>

right culture	<p>How well does the force plan for the future?</p> <p>How effective are the force's specialist capabilities?</p> <p>How well does the force treat the people it services with fairness and respect?</p> <p>How well does the force treat its workforce with fairness and respect?</p> <p>How well does the force ensure that its workforce behaves ethically and lawfully?</p> <p>To what extent is the force recording crimes in accordance with the Home Office Counting Rules?</p>	<p>Collaboration and Partnership Working</p> <p>Information Sharing</p> <p>Prevention</p> <p>Scrutiny Panel reports</p>	<p>Employee % agreement for statements:</p> <p>I feel valued at work</p> <p>I am treated fairly by the organisation</p> <p>I feel supported by my supervisor</p> <p>I have the tools and resources needed to do my job</p> <p>Crime Data Integrity FCIR Audit</p> <p>Complaints</p> <p>Compliments</p>
Work together effectively...			<p>Successful Criminal Justice Outcomes:</p> <p>Positive outcome rate (vulnerable and non-vulnerable)</p> <p>Conviction rate</p> <p>Duration of cases from reporting crime to court outcome</p> <p>Number of 'Failure to Appear' cases, numbers of cases proved in absence of defendant</p> <p>Guilty plea rate prior to / at 1st hearing</p> <p>Number of hearings per case in court</p> <p>Victim and Witness experience of and engagement with the local Criminal Justice Service</p> <p>Reoffending Board initiatives:</p> <p>Reoffending Rate</p> <p>Risk of Harm</p> <p>Risk of Reoffending</p> <p>Disproportionality of Stop and Search</p> <p>Serious Organised Crime Disruption Panel work:</p> <p>Risk of Harm from OCGs reduced</p>

			Number of OCGs no longer functional Number of OCGs subject to multi-agency disruption activity
--	--	--	---

DRAFT

Openness and Transparency

I have adopted an ethical framework to operate within, recognising the standards of conduct expected of those in public service and aligning with the Policing Code of Ethics. I have therefore agreed to abide by nine principles in relation to selflessness, integrity, objectivity, accountability, openness, honesty, leadership, fairness and respect. Find out more on the PCC website.

I am committed to pro-actively publishing important information that will enable good governance and judgements to be made as to whether the OPCC and the Constabulary are operating ethically and within the law. This will include information relating to decisions; quality, compliance and standards of service; registers of gifts and hospitality; policies and procedures; business interests and Senior Officer expense claims, and the outcomes of misconduct hearings. Find out more at www.avonandsomerset-pcc.gov.uk/Openness

Progress against this Plan

I hold regular meetings with the Chief Constable to oversee and scrutinise progress against the Plan. A summary of our 1:1 conversations and the discussion and issues raised at the monthly Police and Crime Board meetings are published on the PCC website. I also hold regular Facebook Live sessions with the Chief Constable to publicly hold the Chief to account.

Progress against the Police and Crime Plan is regularly reported to the Police and Crime Panel. The panel meeting is held as a public meeting. More information can be found at www.bristol.gov.uk/policeandcrimepanel.

HMICFRS reports are published on the HMICFRS website:
<http://www.justiceinspectors.gov.uk/hmicfrs>

The minutes of Joint Audit Committee meetings (where reports from the internal auditors are reviewed) and the reports from the OPCC Service Delivery Assurance audits are published on the PCC website.
<https://www.avonandsomerset-pcc.gov.uk/Openness/Audits-and-Inspections.aspx>

Engagement

I want to use my role to be the voice of the people; the bridge between residents and the police to ensure that policing and criminal justice services meet local people's needs. Especially important to me is listening to the 'quiet voices' and those who have been victims of crime.

Engaging with the community should be done in many different ways in order to gather community views that are representative and reflect a true picture of the kind of service people want to receive.

I will continue to reach out to communities who report they have low confidence in the police. I hold regular surgeries for local people at community venues where people who are less likely to report crime and disorder to the police live, to encourage conversations that could lead to identifying problems and building trust. This is in addition to regular public forums and community days which move around the area.

Sustainability

As responsible organisations, my office, the Constabulary, and partner agencies must aim to minimise the impact on the environment in which we all live and work. The Constabulary will continue to set sustainability objectives which will include reducing the amount of energy and water used in its buildings and the fuel used by its fleet, reducing waste and recycling more, minimising business travel and making sustainable buying decisions. The Constabulary's sustainability performance is overseen by my Chief Financial Officer.

Inclusion and Diversity

Part of my role is to ensure that the Chief Constable fulfils his duty relating to equality. The Public Sector Equality Duty requires that the Constabulary have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people. This involves: removing or minimising disadvantages suffered by people due to their protected characteristics; taking steps to meet the needs of people from protected groups where these are different from the needs of other people; and, encouraging people from protected groups to participate in public life or other activities where participation is disproportionately low.

The Constabulary has refreshed its stated vision and values to explicitly incorporate its firm commitment to both inclusion and diversity which encompasses and goes beyond the basic equality duty. It has an ambitious plan of activity to enable it to become more inclusive and to improve the diversity of its workforce. Chief Constable and I share the belief that this is an essential part of becoming a truly outstanding organisation.

To realise this, the Constabulary's strategies and plans focus on:	Which means...
An inclusive culture	Building an even fairer and more respectful workplace 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.
A diverse workforce	Proactively tackling underrepresentation and creating a workforce that far better reflects the diversity of the communities it serves.
Inclusive practices	Embedding inclusive policies, processes and practices at every level, meeting or exceeding recognised standards against which these will be benchmarked.

Inclusive services	Ensuring greater dignity, fairness and respect in treatment and outcomes, tackling prejudice, unintended bias and reducing inequalities in service delivery.
Community engagement	Better understanding and engaging with diverse communities, building stronger relations, trust and confidence in policing and contributing to a more inclusive society.

We expect to see continual and sustained improvement in:

- Performance against nationally recognised standards which will be used to benchmark and support progress.
- Levels of representation from those with protected characteristics across all segments of the workforce resulting from positives actions in recruitment, progression and retention.
- Levels of inclusion and diversity awareness, knowledge and understanding within the workforce.
- Staff survey measures relating to inclusion and diversity, discrimination, bullying and harassment.
- Levels of trust and confidence in policing from diverse communities.
- Quality and utilisation of data, analysis and insight relating to diverse communities.
- Tackling disparity and disproportionality in service delivery and outcomes.
- Meeting the expectations set out in the Public Sector Equality Duty.

Avon and Somerset as an area

Force Area (small map of A&S) - 1,855 square miles

Population – estimated 1.7m people

Partner Organisations:

- Four unitary authorities – Bristol, Bath and North East Somerset, North Somerset and South Gloucestershire
- A two tier authority area made up of Somerset County Council and the district councils of West Somerset, Taunton Deane, South Somerset, Sedgemoor and Mendip (West Somerset and Taunton Deane will form Somerset West and Taunton Council from April 2019)
- A community safety partnership for each Local Authority
- Nine NHS Trusts – Avon and Wiltshire Mental Health Partnership NHS Trust, North Bristol NHS Trust, RUH Bath NHS Foundation Trust, Somerset Partnership NHS Foundation Trust, South Western Ambulance Service NHS Foundation Trust, Taunton and Somerset NHS Foundation Trust, University Hospitals Bristol NHS Foundation Trust, Weston Area Health NHS Trust and Yeovil District Hospital NHS Foundation Trust
- Three Clinical Commissioning Groups – NHS Bath and North East Somerset, NHS Somerset and NHS Bristol, North Somerset and South Gloucestershire (BNSSG)
- Two Fire Services – Avon Fire & Rescue Service, Devon and Somerset Fire and Rescue Service
- Five magistrates courts - Bath, Bristol, Weston Super Mare, Taunton and Yeovil
- Two crown courts - Bristol and Taunton
- Four prisons - Ashfield, Bristol, Eastwood Park and Leyhill
- Five Youth Offending Teams – Bath and North East Somerset, Bristol, North Somerset, Somerset, South Gloucestershire.

Avon and Somerset has a growing and diversifying population. The Office of National Statistics (ONS) 2017 estimates the population is around 1.7 million people and 679,000 households. This figure has been predicted to increase by just over 5 per cent by 2020, anticipating another 87,000 residents. The highest growth rates are projected to be among children aged 5 to 14, particularly in Bristol and among people aged 70 and over, particularly in Somerset and North Somerset.

The force area is a mix of urban and rural landscapes. Bristol has a higher rate of recorded crime compared with the other Local Authority areas (BaNES, North Somerset, Somerset and South Gloucestershire). It also has a higher risk of victimisation than the other Local Authority areas when comparing recorded victims as a percentage of those resident within the Local Authority area.

At the 2011 Census, the overall resident population in the Local Authorities served by the Constabulary was less ethnically diverse than the national average. However, diversity is increasing and there are significant differences across urban and rural areas. Then, there were just under 110,000 people with a 'black and minority' ethnicity (BME) in Avon and Somerset, representing 7% of the population. In Bristol, the BME population was 16%.

There are small populations of Portuguese and Lithuanian people living in Somerset, with Bristol having larger populations of people from China, Hong Kong, India, Pakistan, Bangladesh, Somalia and Poland.

DRAFT

Make a difference and get involved

If you care about making your community safer and stronger and you want to get involved, you could...

- Join **Neighbourhood Watch**. Being part of Neighbourhood Watch means looking out for members of the community, helping to prevent and tackle crime.
- Set up a **Community SpeedWatch scheme**. Community SpeedWatch is a partnership between the community, police, fire service, and local authority with an aim to tackle the problem of speeding motorists.
- Volunteer as a **Special Constable**. Volunteer police officers commit to a minimum of 16 hours per month and support their regular colleagues in preventing and detecting crime and providing a uniformed presence within the communities of Avon and Somerset.
- Join the team of around 280 **Police Support Volunteers** who undertake a wide variety of roles including driving, administration, research, public engagement and animal care. Volunteering for the police is a great way to demonstrate evidence for your CV or to use your valuable time and skills to benefit your local community.
- Participate in **Community SpeedWatch (CSW)**. CSW has around 120 active schemes with approximately 400 volunteers. Volunteers monitor vehicle speed at approved locations, send the information to the police and then the police write a warning to drivers who were speeding. Community SpeedWatch is a positive example of the use of the community itself to raise awareness and educate those who cause risk and harm in our community.
- Join a Farm Watch or Horse Watch scheme. Rural crimes can really be reduced by the use of Watch schemes. By using your knowledge and awareness of what is happening on and around your land, you can help to reduce crime and deter criminals. For more information on these, please email ruralcrimeteam@avonandsomerset.police.uk

Aged between 14 and 17?

Become a Police Cadet

After initial training, Cadets get involved in a range of activities and have the chance to patrol with regular officers as well as going behind the scenes to learn about all aspects of policing. They are also able to complete a Duke of Edinburgh award.

Avon and Somerset Police Cadets have ten units based in Bath, Central Bristol, Hartcliffe, Patchway, Portishead, Southmead, Speedwell, Street, Taunton and Weston-super-Mare.

Have your say in issues affecting your local area – get involved in local partnership or community meetings or submit online comments via the Constabulary website or official Police Officer/PCSO Facebook accounts.

Visit the Constabulary's website for more details on all of the above.

If you are interested in scrutinising police performance, you could...

- Join our **Independent Residents Panel** where members of the public review police complaints files
- Become an **Independent Custody Visitor** and help us to ensure that detainees are being held in the safe and appropriate conditions to which they are entitled
- Join our **Out of Court Disposal Panel** and help us to ensure that these disposals are being used in an appropriate and proportionate way
- Join our **Scrutiny of Police Powers Panel** which scrutinises the use of stop and search powers and use of force by the police

"We decide on a particular type of complaint and then dip sample at random, as many cases as we can get through. We read through the documents, then report our findings to the Head of the Police Professional Standards Department in a face to face meeting at the end of the day. The Constabulary really takes our comments and suggestions to heart and responds by implementing the improvements we suggest". Anthony Warren, IRP Member

You can find out more on the PCC website

If you own a business

If you own a business and are interested in protecting it from cyber-crime, you could join the CiSP (Cyber Information Sharing Partnership). This is a secure platform for UK-registered companies or other legal entities which operate networks and would like to share threats they have identified and benefit from the sharing of information and advice. For further details visit <https://www.ncsc.gov.uk/cisp>

Also if you are interested in joining the Business Crime Forum contact the PCC's office.

If you want to be more generally informed about your area, visit the Constabulary's website to request regular emails or the OPCC website to sign up for news and events.

How was this Plan developed?

	<p>The 2016-21 Plan was developed in consultation with a wide range of stakeholders including local people.</p> <p>The Plan for 2019-21 is a refreshed version, but with continued support for the priorities and consultation with police and partners around the objectives that sit within those priorities.</p> <p>The Plan was developed following a series of stakeholder workshops between November 2018 and January 2019.</p>
<p>Results from public consultation held on Priorities for the Plan</p>	
<p>2015 (response total = 1915)</p>	<p>2018 (response total = 2254 people surveyed between January and September 2018)</p>
<p>People who agreed with the aim to be safe and feel safe – 82%</p>	<p>People who agreed with the priorities set – 98%</p>
<p>People who felt vulnerability should be prioritised – 84%</p>	
<p>People who felt strengthening local policing teams should be prioritised – 94%</p>	
<p>People who felt ensuring the Constabulary has the right people, right equipment and right culture should be prioritised – 87%</p>	
<p>People who felt working together effectively should be prioritised – 92%</p>	

Useful Contact Information

999 is an emergency number.

An emergency would be:

- when the incident requires an immediate response
- when there is danger to life or risk of injury
- where a crime is in progress
- where an offender is still at the scene or has just left the scene.

For Non-Urgent Crimes & Incidents

All types of non-urgent crimes and incidents can be reported easily online via our website at: www.avonandsomerset.police.uk

Or alternatively you can call 101 – Minicom and Typetalk: 01275 816888

Constabulary Online

Online police services are available at www.avonandsomerset.police.uk

Twitter symbol ASPolice

Facebook symbol avonandsomersetpolice

Commissioned Services Contact Information

Service	Summary	Contact Information
Crimestoppers	Call the independent charity Crimestoppers in confidence and anonymously if you have information about crimes but would prefer not to speak directly to the Police.	www.crimestoppers-uk.org Telephone: 0800 555 111
Lighthouse Integrated Victim Care	Victims who are vulnerable, persistently targeted or experience serious crime are offered practical and emotional support and guided through the criminal justice process by specially-trained staff.	www.lighthousevictimcare.org
Emotional Support Service for victims of crime and ASB	Emotional and practical support for adult victims of crime and ASB.	www.victimsupport.org.uk Telephone: 0300 3031972
Swan Advocacy	Enhanced support service for adult victims of any crime or ASB – for people who require enhanced support relating to mental health, learning difficulties, physical disabilities, problems associated with isolation, race, religion, or sexuality.	https://swanadvocacy.org.uk/ Telephone: 03333 447928
Children and Young People Advocacy Service – Young Victims' Service	Children and Young People Support Service for victims of any crime or ASB up to the age of 18 (or 25 where there are additional needs).	www.youngvictims.wordpress.com Telephone: 01275 884488
Independent Sexual Violence Advisor (ISVA) Service	Specialist advocacy support for victims of rape and sexual assault.	www.safelinksupport.co.uk Telephone: 0333 3231543
Sexual Assault Referral Centre (SARC)	Specialist medical and forensic services and support for anyone who has been raped or sexually assaulted.	www.turntothebridge.org Telephone: 0117 3426999
Modern Slavery Support Service	Specialist support service focusing on the needs of victims of modern slavery before engaging in nationally commissioned services as well as the period after that support ends.	www.unseen.uk.org Telephone: 0300 0200290
Support for victims of Child Sexual Abuse (including CSE)	Somerset & Avon Rape and Sexual Abuse Support (SARSAS) The Green House Southmead Project Barnardo's	www.sarsas.org.uk Women & Girls: 0808 8010456 Men & Boys: 0808 8014564 www.the-green-house.org.uk Telephone: 0117 9350033 www.southmeadproject.org.uk Telephone: 0117 9506022 www.barnardos.org.uk Telephone: 0117 9375500

Resolve West	Restorative Justice Service for victims of any crime or ASB	www.bristol-mediation.org Telephone: 0117 9415379
Lost Property	Report lost property online at www.reportmyloss.co.uk	
E-safety and Cyber-security	<p>For general help and advice about e-safety, visit www.getsafeonline.org, which has lots of information for individuals and families, or read the '10 Steps to Cyber Security', which contains advice for businesses.</p> <p>The Government also offers the Cyber Essentials Scheme, to help small businesses achieve a reasonable level of protection: https://www.gov.uk/government/publications/cyber-essentials-scheme-overview</p> <p>Report fraud and cybercrime to Action Fraud on 0300 123 2040 or visit www.actionfraud.police.uk</p>	
The Senior Citizen Liaison Team (SCLT)	SCLT give presentations to community groups and organisations to support the older adult population to prevent crime and support victims against internet fraud www.sclt.uk	

DRAFT



Link Member Report – Recommissioning Victims Services/Service Delivery Assurance Priority 1 – Protecting the most Vulnerable from Harm

The role has provided oversight of the work undertaken by the OPCC to ensure that objectives in the Police and Crime Plan are delivered. There are 2 strands to my engagement as Link Member:-

- Recommissioning of Victims Services; and
- Service Delivery Assurance.

With experience gained as Chair of my LA Health Overview and Scrutiny Board and a clear understanding of commissioning processes through my involvement with the CCG, I hope I brought value to the process. It has also been an opportunity to strengthen accountability and transparency between the Panel and the OPCC by facilitating a reporting mechanism on this key priority.

Recommissioning of Victims Services

In 2014, the Ministry of Justice made £1m available specifically for the Recommissioning of Victims Services. A Recommissioning Board was set up by the OPCC to provide oversight of the commissioning process until the contract awards in 2019. A timetable of Board meetings will take us through to this point. The PCC will not take part in these meetings to reaffirm the independence of the process. The scope of the process does not include Lighthouse, but all other services commissioned for contracts in 2015 including Restorative Justice. In my capacity as Board Member, I attended my first meeting on the 8th March 2018 and took part in a review of the Victims Needs Assessment, the proposed User Engagement Plan and Commissioning Intentions document.

A data led/evidence-based approach had been adopted to the needs assessment and the consultation involved 101 local stakeholders that represent a range of roles and organisations involved in supporting victims of crime. Feedback suggested:-

- some gaps in provision and a lack of capacity in some areas
- concern that a small pocket of victims may be missed if a model of support based on crime type was adopted
- budget/capacity pressures - how services will cope as more and more victims are identified and referred into services
- that certain groups of people were not attempting to access services (young people, people with mental health issues, BME communities, males and LGBTQ were identified by stakeholders)
- concern that the criminal justice system can have a negative impact on victims

Lighthouse and front-line officers are working together to identify the needs and vulnerabilities of everyone at the scene when attending a call. Plans include training officers to ask 5 key questions to assess vulnerability - a red grading will result in a referral to Lighthouse and Safeguarding Unit and amber/green will be managed locally through signposting with potential for PCSO involvement.

There was an acknowledgment that providers have proven themselves willing to work flexibly to meet the needs of victims. I felt it was important to emphasise that this should not be taken for granted and “goodwill” should be taken into consideration when the specifications were drawn up.

I drew attention to the importance of mental health provision and updated on a pilot of 2 BNSSG/CCG funded ‘crisis cafes’ in Weston where people in crisis can access the support they need. The plan is for this to be rolled out in Bristol, South Gloucestershire and B&NES.

I recommended the use of gender neutral language in commissioning and service delivery so as not to alienate men and boys – they need to know when a service relates to them.

The volume of cases involving hate crime and support available varies geographically. I raised issues around victims and inconsistent service provision leading to a ‘postcode lottery’ for victims. The OPCC does not directly commission services to support victims of hate crime as local authorities are the lead commissioners. Some of the services support victims of hate crime as part of their overall service offer. The OPCC’s current approach is a baseline of support for all victims across the force area and if gaps are identified the OPCC will look at how they can be filled.

The Board also touched on Looked after Children – it was recommended that this group of children should be referenced as having unique needs and service requirements.

The importance of an Equality Impact Assessment was discussed - it needs to be good quality and started early enough in the process to inform the commissioning strategy.

Voscur was present to provide a VSCE perspective and recommended certain redactions to assist the impartiality/integrity of the recommissioning process, including the editing of reporting data from current providers. It was suggested this could put current services at a disadvantage as it would be available to potential bidders to use in their bids. Conversely, it could place them at advantage if the information were to discourage new bidders.

Commissioning Strategy

The Board think the document would benefit from further clarification around The Lighthouse and why it is out of scope for commissioning.

Using the Sustainable Transformation Partnership as an example, I suggested that the commissioning of similar services should not be done in silo and effective joint commissioning can enable services that deliver mutual benefits. The OPCC agreed to write to the Chief Officer of the BSNNG, Julia Ross to discuss cross over in commissioning. I was able to facilitate an introduction between the CEO and Julia Cross at the Multi Agency Inquiry Day the following day.

Voscur recommended that further details on outcomes and performance monitoring should be included and specific information on contract length. The Board acknowledged that short contracts are difficult for providers and the OPCC agreed to include paragraph on current thinking around contract length.

The Board considered if the OPCC and Local Authorities were sufficiently synched regarding Domestic Abuse.

As a means of prevention, I recommended the provision of perpetrator courses for both genders to address anger issues. The OPCC provided assurance that this aspect of preventative work is being picked up through the Early Intervention Fund, Out of Court Disposals and as part of the Reducing Re-offending Board work. In addition as local authorities are the lead commissioner for domestic abuse services they have also taken a lead on consideration of the commissioning of domestic abuse perpetrator programmes (for higher risk cases).

The OPCC has supported the Constabulary in addressing perpetrators and their offending at the early stages through developments around out of court disposals. The ASCEND scheme aims to deliver perpetrator interventions across a wide range of crime types which will include Domestic Abuse.

User Engagement

The engagement period will run through from 12th March 2018 to 1st June 2018 and will involve current and potential providers, stakeholders and Interest Groups. The Panel is a named consultee in the papers.

The Board takes the view that the plan is comprehensive. We discussed opportunities to share information about the survey with other commissioners and partners and I recommended including the STPs, CCGs, Public Health, Health commissioning boards, and Churches in the stakeholder list for communications.

.....

Board Meeting - 19th June 2018

The OPCC has reviewed existing services and considered what services should be put in place from April 2019 after the current contracts and grants finish. The Board met to discuss the Commissioning Plan and the information used to shape the plan and the procurement process.

It is clear that a key audience for the OPCC throughout this process has been service users as well as victims who have not engaged with services. A specialist organisation undertook consultation and provided feedback from a wide range of service users. By way of a survey, feedback on each section of the Commissioning Intentions document was also sought from current providers, potential providers, stakeholders, interest groups and the general public. The Board acknowledged the work that has gone into the engagement period and the feedback that has been taken on board.

I would like to draw specific attention to the **Equalities Impact Assessment** that was undertaken by the OPCC. This was an exceptional piece of work. I recommended looking at the "Social prescribing" part of health within the delivery of the services once the contract details are finalised.

In response to feedback, a procurement timeline has been added to the plan. This is very helpful and an extended submission window will also be useful for bidders. The contract length has been agreed at

4 years + 1 + 1 and supports the VCSE sector who welcome longer contracts but also want access to opportunities elsewhere.

The Board talked further about joint commissioning and aligning services with partners in areas where expertise is lacked. It was acknowledged that making links with the potential partners can be challenging. However, based on the board recommendations, I am pleased that the OPCC has arranged to meet with Colin Badbury (North Somerset CCG) and Julia Ross (BNSSG CCG) to discuss options of working together.

The Victim Services tender window closed in October and the OPCC have subsequently worked with evaluation panels with a range of expertise, including Victim representatives to score and assess the bids. Contracts were awarded in January 2019.

Councillor Roz Willis

Avon and Somerset Police and Crime Panel - Link Members Guidance Note

Overview

Avon and Somerset Police and Crime Panel is responsible for supporting and scrutinising the work of the Police and Crime Commissioner in carrying out her role. The Police and Crime Commissioner and her Office (the OPCC) have worked with the Panel from the outset to develop a positive working relationship, based on the principle of open and constructive dialogue.

Link Member Role

The Avon and Somerset Police and Crime Panel, with the support of the Commissioner, has established the PCP Link Member role with the aim to:

- Draw on the knowledge, expertise and interests of Panel Members to contribute to and influence the work of the PCC in key areas of business;
- Develop the role of the Panel in proactive scrutiny work;
- Support the development of strong and effective partnership working with Local Authorities, Community Safety Partnerships and the wider partners at a local level in delivering the Police and Crime Plan;
- Strengthen accountability and transparency by inviting Link Members to report back to the full Panel Membership on activities and key issues in their area of business.

Working Arrangements

- It is proposed to structure the Link Member roles under the four Police and Crime Plan priorities.
- The OPCC lead contact will liaise with the PCP Clerk to arrange quarterly briefing sessions to brief Link Members on key issues and identify opportunities for Link Members to contribute to specific areas of work.
- Link Members will continue to participate in existing meeting mechanisms as appropriate, for example through membership of the Business Crime Forum and the Reducing Reoffending Executive Board.
- The OPCC lead contact will circulate a draft agenda in advance of each quarterly briefing session, inviting suggestions for issues for discussion.
- The OPCC lead will endeavour to give a full briefing on issues under discussion, in line with the agreed principle of open and constructive dialogue. It is not anticipated that the OPCC lead will prepare a written briefing note, however relevant internal reports will be shared where appropriate.
- It is proposed that Link Members report back on activity through standing reports to the Police and Crime Panel meeting.
- Draft reports should be shared with the OPCC lead in advance of the publication deadline for comment and clarification prior to publication.
- All OPCC communications/notifications of meetings should be copied to the PCP Clerk.

**Avon and Somerset Police and Crime Panel
Link Member Roles
2018-19**

Police & Crime Plan Priority	Topic	Mechanisms	Link Member	OPCC Contact
SP1: Protecting the most vulnerable people from harm	Vulnerability: 1. Recommissioning victim services 2. Vulnerability Service Delivery Assurance 3. Mental Health	Quarterly Link Member Briefing • Victim Services Recommissioning Board	Cllr Roz Willis Joe Mullis	Marc Hole
SP2: Strengthening and improving local policing teams	Neighbourhood Policing Review Cyber Crime Estates Update	Quarterly Link Member Briefing • Visits / ad hoc meetings as required	Cllr John Parham <i>Additional Member</i>	John Smith
SP3: Ensure A&S Constabulary has the right people, right equipment and right culture	Representative Workforce	Quarterly Link Member Briefing • Engagement events as required	Cllr Asher Craig Cllr Afzal Shah	Rebecca Hehir
SP 4: Working together effectively with other police forces and key partners to provide better services	Collaboration / Analytics Business Crime	Quarterly Link Member Briefing • Business Crime Forum	Cllr Mark Weston Cllr Mark Shelford Andrew Sharman	John Smith/ Mark Simmonds Mark Simmonds
Police & Crime Plan Development	Police & Crime Plan Development	Strategic Planning Working Group	Cllr Asher Craig	Karin Takel

AVON AND SOMERSET POLICE AND CRIME PANEL

12 MARCH 2019

REPORT OF THE CHIEF EXECUTIVE

COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER

PURPOSE OF THE REPORT

1. To provide members of Avon and Somerset Police and Crime Panel with oversight of all complaints made against Avon and Somerset Police and Crime Commissioner, for scrutiny of the initial handling by the Chief Executive of Avon and Somerset Police and Crime Commissioner's Office.

BACKGROUND

2. Avon and Somerset Police and Crime Panel (the Panel) is the Appropriate Authority to handle complaints against the conduct of 'Relevant Office Holders', being Avon and Somerset Police and Crime Commissioner (PCC) and Deputy PCC if one is appointed, according to statutory regulations of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 and as referred to in the Police Reform and Social Responsibilities Act 2011, section 31 and schedule 7.
3. However, the initial handling, which includes categorisation, recording decision-making, referral of criminal allegations to the Independent Police Complaints Commission (IPCC), disapplication decision-making, and responding to the complainant in the first instance, has been delegated by the Panel to the Chief Executive in the Office of Avon and Somerset Police and Crime Commissioner, with scrutiny and oversight of all complaints and any escalation for informal resolution, remaining with the Panel.

SUMMARY OF COMPLAINTS RECEIVED

4. There has been one complaint since the last Police and Crime Panel meeting report against the *conduct* of the Police and Crime Commissioner ('conduct' including acts, omissions, statements and decisions (whether actual, alleged or inferred)).
5. Please refer to the summary table in Annex 1.
6. Complaint **case 30** remains a live complaint, received on 20 December 2018 and recorded. The original email was copied to the Police and Crime Panel Chair, one Panel member and the Principal Democratic Services Officer, as well as to MPs and others. The complaint was escalated directly to the Panel to handle.
7. Complaint **case 31** is a live complaint, received on 22 January 2019 and recorded. The complaint has been escalated directly to the Panel to handle.

8. All complaints to date have had Panel oversight, including those solely handled by the PCC's Chief Executive Officer.
9. All electronic complaint files are available at the PCC's office for viewing by the Panel, if requested. The document retention period is in accordance with the published Record Retention Policy and this is currently eight years.

EQUALITY IMPLICATIONS

10. There are no equality implications arising from the handling of complaints against Avon and Somerset PCC. The protected characteristics of complainants are not necessarily known, and all complaints are logged and published in an open and transparent manner.

RECOMMENDATIONS

11. Members are asked to review and comment on this complaints report and to advise of any recommendations or requests for informal resolution through the statutory process of escalating complaints against the PCC to the Panel.

JOHN SMITH - CHIEF EXECUTIVE

REPORT TO: AVON AND SOMERSET POLICE AND CRIME PANEL

Date: 12 Mar 2019

No.	Date rcvd / log no.	Summary	Recorded?	Handled by	Outcome	Live or Closed
30.	20/12/2018 / 23161	Sent to PCC and to PCP: Subject heading of email: "PCC to now be held accountable for Lloyds Bank Fraud in Bristol."	Yes	Escalation directly to PCP		Live
31.	22/1/2019 / 23329	"organised crime by Lloyds BG / HBOS frauds, which originated from the South West under your watch".	Yes	Escalation directly to PCP	1/2/2019: Escalated to Panel.	Live

This page is intentionally left blank

Panel Work Programme 2018/2019

Date	Business	Notes
27 th June	AGM Procedural Business PCC Annual Report Panel Annual Report Stop and Search – Update Performance Information Work Programme – draft for Panel consideration/approval Panel Protocols – updated Communications and Complaints Protocols for approval Link Member report – OPCC proposals for formalisation of the roles Scrutiny of the Commissioner’s Partnership Arrangements and Commissioned Services – first report of this type - S. Gloucestershire	
9 th October	Data Analytics – Presentation Multi-Force Shared Services Solutions* Neighbourhood Policing Review – findings/outcome Cyber Crime – Presentation Cyber Protect Officer (Joanne Bocko) Demonstration Qlik Sense App Police and Crime Needs Assessment	
26 th November - training	First consultation on the Budget led by the OPCC Chief Financial Officer. It provides opportunity for the Panel to consider the OPCC’s planning assumptions and forecasts ahead of the draft Medium Term Financial Plan presented to the Panel on	

	13 th December, and the final report to be presented on 5th February. The session should be attended by all Panel Members.	
13 th December	Chief Constable – Presentation Scrutiny of the Draft Budget/Medium Term Financial Plan Proposal to amend the Panel’s Rules of Procedure Adoption of the Panel Arrangements* Panel Costs report	*Deferred to 13 th December due to on-going discussions with the Constituent Authorities
30 th January – Development Day	Serious Violence/Knife Crime PCP links with LAs	Meeting with Frontline to discuss arrangements 20 th December
5 th February	Formal Review of the Budget and Precept Proposal Proactive Scrutiny – Draft Police and Crime Plan Analytics Presentation *	*Brought forward to Panel’s Development Day 30 th January 19
12 th March	Review of the refreshed Police and Crime Plan 2019/21 Operation Remedy – Presentation Link Member Report:- Cllr Willis - Recommissioning Board Guidance note and roles 19/20	(Panel consultation to begin January 2019 following Police and Crime Needs Assessment over the summer period 2018)

Standard reports to each meeting:-

- Commissioner's Update Report – report on PCC activities/key decisions

- Work Programme – subject to change and presented for noting or approval following amendment
- Complaints Report – Monitoring arrangements for dealing with complaints against the Commissioner

A review of the balanced appointment objective will also take place after each set of relevant elections.

This page is intentionally left blank