



Wednesday 26th June 2019
10.30 am John Meikle Room, Somerset West and Taunton Deane Council, The Deane House, Belvedere Road, TA1 1HE

Membership:

Bath & North East Somerset	Alastair Singleton
Bath & North East Somerset	Steve Hedges
Bristol City Council	Asher Craig
Bristol City Council	Afzal Shah
Bristol City Council	Mark Weston
Independent Member	Richard Brown
Independent Member	Joseph Mullis
Independent Member	Andrew Sharman
Independent Member	Clare Torrible
Mendip District Council	Heather Shearer
North Somerset Council	Roz Willis
North Somerset Council	Richard Westwood
Sedgemoor District Council	Janet Keen
Somerset County Council	Josh Williams
South Gloucestershire Council	Franklin Owusi-Antwi
South Gloucestershire Council	TBC
South Somerset District Council	Neil Bloomfield
Somerset West and Taunton Council	Chris Booth

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Agenda published: 17th June 2019
Somerset County Council
County Hall, Taunton
TA1 4DY



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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 **Election of Chair**
- 3 **Election of Vice-Chair**
- 4 **Panel Membership** (Pages 7 - 12)
- 5 **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 the working day prior to the meeting. For the purposes of this meeting, your statement should be submitted by **noon on Tuesday 25th June 2019**. Questions must be received no later than 3 clear working days before the meeting - **5pm on Thursday 20th June 2019**.

6 **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.

7 **Future Meeting Dates and Venue**

1. Panel Members have been notified of the proposed schedule in advance and are asked to agree the following 5 formal Panel Meetings and 2 training dates:-

2019	2020
26 th June	4th February
September (new member training) – date and	25 th March

venue TBC	
8 th October	
15 th November (Budget Training, Police and Fire Headquarters)	
11 th December	

2. Members are also invited to consider a proposal for future formal meetings to be held at The Deane House, Somerset West and Taunton Council.

8 **Minutes of the meeting held on 12th March 2019** (Pages 13 - 20)

To confirm as a correct record.

9 **Chairman's Business**

10 **Commissioner's Update Report** (Pages 21 - 38)

11 **Commissioner's Annual Report** (Pages 39 - 84)

12 **Work Programme** (Pages 85 - 92)

13 **Standing Complaints Report** (Pages 93 - 96)

14 **Date of Next Meeting**

- 8th October 2019 10.30am (formal Panel meeting)

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: 07855 284506 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.
- It is not defamatory, vexatious or offensive.

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.

AVON AND SOMERSET POLICE AND CRIME PANEL

26th June 2019

Title: Panel Membership

Recommendation: the Panel is invited to endorse the new membership notified to the Host Authority for 2019/2023 by the Constituent Authorities.

1. Context

The composition of a Police and Crime Panel should take account of, as far as is practicable, both political and geographical proportionality, as well as necessary skills and experience.

Councillor membership should reflect the geography and population size of the force area, and when taken together should reflect the political balance of the force area. In essence, the local authorities combined must 'agree' to the balance of the Panel.

This forms a 'balanced appointment' objective specifically cited in Paragraph 31 of Part 4, Schedule 6 of the Police Reform and Social Responsibility Act 2011. Reaching the balanced appointment objective is a collective responsibility of the component authorities and the Panel. Whilst the Home Secretary has made it clear that the best arrangements are those which are locally determined, powers have been reserved under the Act to intervene if local agreement is not reached.

2. Elections May 2019

As a result of the creation of the Somerset West and Taunton Council in place of West Somerset and Taunton Deane Councils, there are now 9 Local Authorities across the Avon and Somerset Force area. Following the district elections in May 2019 and a percentage assessment of the political churn across the force area, the desired geographical and political proportionality is considered to be 6:5:2:1 (LD/Con/Lab/Independent).

Each authority is required under the legislation to have at least one seat. The Home Office also made provision for perceived inequalities to be redressed through additional co-option of elected members. In 2011 the Constituent Authorities agreed that the Unitary authorities should have 2 seats and Bristol was allocated a third seat as a result of the city's population size and comparatively high crime levels.

The nomination process is largely down to the authorities involved and there is no single right approach. Ultimately, it is the responsibility of each authority to ensure that the member appointed has the appropriate skills, knowledge and experience for their role on the Panel.

Nominations for a 4 year term have been sought where changes are required and the appointments put forward by the component authorities (Appendix A to the report) rendered the political allocation of seats on the Panel as follows:-

6 – Liberal Democrat

5 – Conservative

3 – Labour

North Somerset's administration has chosen to put forward a Labour representative as one of its 2 nominations and this still satisfies the balanced appointments objective.

Under the legislation, councils with Elected Mayors are under a duty to nominate the Mayor on to the PCP or delegate the role to someone else (Schedule 6, para 33). Irrespective of the political affiliation of the Mayor, the starting point is that the Mayor or representative is on the Panel and fills one of the two seats allocated to the Unitary Councils. There were no elections in Bristol this year and Councillor Asher Craig (Deputy Mayor) remains the Mayor's representative and Councillor Afzal Shah also retains the second seat. NThe Host Authority is advised that Councillor Peter Abraham will replace Councillor Mark Weston after the AGM on 26th June 2019.

3. Term of Office

The term of office of members is the same as the Commissioner – a 4 year term unless a Panel member ceases to be an elected Member, or is removed from the

Panel by their Authority. Members are entitled to be re-appointed for a maximum of two consecutive 4 year terms provided that the balanced appointment objective is met by that re-appointment and the same applies to the Independent Co-opted Members. Some Panel Members are now in the final year of their second term of office.

As required, the Host Authority will retain a mechanism at all times to enable the membership to be reviewed following any significant change in the political balance on the councils following relevant elections.

The Panel is invited to consider and agree the Panel membership for the next 4 year term subject to the above.

Patricia Jones

Lead Officer

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**Avon and Somerset Police and Crime Panel
Nominations 2019/20**

Appendix A

Unitary Authorities	Councillor	Appointed or Co-opted	Status	Party
B&NES	Alistair Singleton	Appointed	Scrutiny Member	Liberal Democrat
	Steve Hedges	Co-opted	Scrutiny Member	Liberal Democrat
Bristol	Asher Craig	Appointed (Mayor's rep)	Cabinet Member	Labour
	Afzal Shah	Co-opted	Scrutiny Member	Labour
	Mark Weston	Co-opted	Scrutiny Member	Conservative
Mendip DC	Heather Shearer	Appointed	Cabinet Member	Liberal Democrat
North Somerset	Richard Westwood	Appointed (nomination of Independent Leader)	Scrutiny Member	Labour
	Roz Willis	Co-opted	Scrutiny Member	Conservative
South Gloucestershire	Cllr Franklin Owusi-Antwi	Appointed	Scrutiny Member	Conservative
	TBC	Co-opted	Scrutiny Member	Liberal Democrat

Somerset and Districts/Borough	Councillor	Appointed/Co-opted	Status	Party
Sedgemoor DC	Janet Keen	Appointed	Scrutiny Member	Conservative
Somerset County	Josh Williams	Appointed	Scrutiny Member	Conservative
South Somerset DC	Neil Bloomfield	Appointed	Scrutiny Member	Liberal Democrat
Somerset West and Taunton Dean	Chris Booth	Appointed	Cabinet Member	Liberal Democrat

Independent Members	
Andrew Sharman	Business Crime Consultant
Clare Torrible	Law Lecturer Bristol University
Joseph Mullis	Housing Consultant
Richard Brown	Project Manager Somerset West



Minutes of the Police and Crime Panel

Tuesday 12th March 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

Joanna Coulon - Criminal Justice and Commissioning Officer

Karin Takel – Strategic Planning and Performance Officer

1. Apologies for absence

Councillors Wale, Ashton and Warmington. Councillor Weston Chaired the meeting.

2. Public Question Time

Lloyds Banking Group

The Chair explained the role of the Panel's Complaints Sub-Group and confirmed that a meeting would take place on 22nd March 2019 to assist the Panel in reaching a resolution on the current complaints.

The Panel considered statements and questions from Alun Richards, Mike McGrath and Rob Jones which were circulated in advance of the meeting. Trevor Mealham and Brian Henderson were also given time to address the meeting. All representations concerned allegations of criminality involving Lloyds Banking Group.

Trevor Mealham advised the Panel that his evidence had not been considered and he had not been interviewed by Police Officers in relation to his allegations. He stated that the PCC had not given sufficient attention to the number of victims and the wealth of evidence that was available.

Mike McGrath stated that there had been a failure on the part of ASC to investigate or respond to offers of assistance from Thames Valley Police.

Brian Henderson stated that he was a Lloyds customer compensated in the amount of £55 as a result of being mis-sold a range of policies. He highlighted alleged fraudulent banking practices on the part of Lloyds Bank.

The PCC extended her sympathies to the people affected by the Lloyds Recoveries matter. She explained that the PCC role was separate to that of the Avon and Somerset Constabulary (ASC).

3. Declarations of Interest

John Smith (CEO) confirmed his period of employment at Burgess Salmon Solicitors in Bristol between 2000 and 2009.

Andrew Sharman (Independent Member) declared a business crime consultancy interest involving Devon and Cornwall OPCC.

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

Resolved – that the Minutes of the meeting held on 5th December 2018 be confirmed as a correct record and signed by the Chair.

5. Matters Arising

None.

6. Chairman's Business

The Panel paid tribute to the Chair Councillor Martin Wale and thanked him for his work this last year and commitment to the Panel over the last 5 years. The Panel and the PCC wished him a speedy recovery.

7. Commissioner's Update Report

The Commissioner provided the following updates:-

Performance – the PCC drew attention to the General Performance report prepared by the Constabulary on a monthly basis setting out performance against the Police and Crime Plan. It was emphasised that the information had been released by the Constabulary to assist the Panel with its scrutiny function but the information was otherwise confidential. It was suggested that the process be reviewed in 6 months time.

The PCC added that the mechanism for Link Member roles agreed on 5th February 2019, would provide additional opportunities for sharing performance and assurance information.

Victims Services Re-commissioning – the contracts had been awarded and signed off. Councillor Willis was thanked again for her contribution to the cycle of Board meetings which underpinned the re-commissioning process.

Drugs Education Programme – this health-based project would be rolled out beyond the initial pilot in Bristol to North Somerset and Somerset in the coming months.

Recruitment Update - the following update on the latest position on actual Police officer and PCSO numbers as at 1 April 2018 and 31 January 2019 was provided:-
Police Officers FTE - 2,593.63 (April 18) and 2,689.92 (Jan 2019)
PCSO FTE – 331.44 (April 18) and 316.57 (Jan 2019)

It was noted that the aim was to increase the figure of 2,689.92 to 2751 by February 2020.

Serious Violence Summit – in response to the Government’s announcement to consult on a legal duty to support a public health approach to preventing and tackling serious violence, a number of activities were planned to underpin the multi-agency approach to the strategy locally:-

- 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 – 8th May 2019 at Taunton Cricket Club.
- £100k match funding from the OPCC to support local delivery.

Governance Papers and Protocol – the Panel was referred to the PCC’s Governance, Decision Making and Scrutiny Policy which had been included in the papers at the request of the Chair.

Estates – attention was drawn to the confidential update provided with the papers.

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

- Recruitment steps in relation to PCSOs may involve over-recruiting to offset the percentage of PCSOs who become Police Officers. The total establishment figure was estimated at 348 and this would be confirmed.
- There was discussion in relation to the confidential nature of the performance information supplied to assist the Panel’s scrutiny function. There were concerns that the dissemination of the information in this way was counter-productive to transparency and the Panel’s duty to hold

the PCC to account on behalf of the public. There was general agreement that the process should be reviewed in six months time.

- The PCC shared a status update on the refurbishment of Yeovil Police Station. It was noted that Police in Taunton were now co-located at Deane House, Somerset . The new station In Bath would be located in local authority offices at Lewis House in Manvers Street, a base for both the enquiry office and the neighbourhood policing team. Heads of Terms had been agreed and the handover would take place in June 2019. It was anticipated that it would be up and running by the end of the year. The PCC thanked the respective Constabulary and Council teams for their efforts in bringing this about.
- The Panel acknowledged the ebb and flow of recruitment but requested additional information on retirements. The PCC stated that this information was not readily available and enquiries would be made with the Constabulary. It was clarified that the decimal percentages in the report reflected adjustments made for part time staff.
- Detection of crime was highlighted as another risk area. The PCC was asked what steps were being taken to develop a detective entry programme. The PCC agreed to come back with more information.
- It was confirmed that the proposal to form a Regional Reducing Reoffending Board which would pull together OPCCs and other stakeholders from across the South West region had been accepted by the 5 PCCs. An initial meeting would be held on 1st March and discussions would include the recent change in SW Community Rehabilitation Company provider.
- The Panel sought details of the regional providers that the local Reducing Reoffending Board was seeking to engage with as part of the board's accommodation workstream.
- It was noted that 6 PCCs had taken on responsibilities for local fire governance. The PCC confirmed that a business case was not an immediate prospect given boundaries in the force area were not coterminous. Fire Authority Governance would remain a standing item in the PCC's report.

8/9. Scrutiny of the Draft Refreshed Police and Crime Plan and Performance Framework

The report was introduced by Karin Takel, Strategic Planning and Performance Officer.

It was noted that the Plan had been developed in consultation with the Chief Constable and the Strategic Plan Working Group comprising representatives of the OPCC, Constabulary, the Panel's nominated representative Asher Craig, and other partner agencies.

To accompany the report, the Panel received a detailed assurance presentation on the Plan focussing on:-

- Activity – Problem-solving, cultural awareness training, commissioning of support services, investigation of crime and multi-agency disruption of Organised Crime activity
- Objectives – the PCC's 4 strategic priorities supported by objectives for each work area
Intended outcomes - Vulnerable people and victims are protected and supported, offenders are brought to justice and trust is built
- The current and future Assurance framework – 3 tiers of assurance against the plan to ensure responsibility and accountability. A central assurance framework providing assurance across the piste monitored by HMICFRS and the Joint Audit Committee.

- Challenge and Problem solving – opportunity for Panel insight and the development of the Police and Crime Needs Assessment (PCNA) and the Plan’s priorities. 50 pieces of literature were assessed to identify key themes relating to Police and Crime.

- Short Term and Long Term Measures – early intervention initiatives, ASB problem-solving and disruption of OCG activity. The Panel sought clarification on the performance measures in place to ensure activities were working as intended. The Panel was advised that a new measure round problem-solving would measure speed and establish if it was decreasing over the period of the initiative. Work with schools would be carefully monitored to assess the impact on knife crime. The Panel emphasised the importance of tracking and auditing interventions. Assurances were given that risk management and progress on positive outcomes were regarded as high-level priorities.

- Predictive analytics as a tool was in its early stages and involved the analysis of data sourced from public sector bodies to improve services, inform strategic planning and optimise resource allocation. By monitoring calls to the Police, it would establish how much time was available to individual teams.

- The Panel was advised that reports of shoplifting had increased. It was emphasised that qualitative reports were generally more useful than statistics. Demand generally was being managed proactively, enabling the Constabulary to get ahead of any issues. The PCC informed the Panel that ASC had the largest number of neighbourhood officers per head of population and passivity was not an option.

- The Panel highlighted the importance of organisational learning to increase knowledge, competence and performance levels on an ongoing basis. The PCC was asked how learning was captured and how the Chief Constable used the information to promote continuous improvement. The Panel was advised that the Constabulary was making use of Quest and Dragons Den style workshops to explore and identify solutions to challenging issues.

- The refreshed plan places a greater emphasis on partnership working.

- Attention was drawn to the draft Performance Framework for Operation Remedy which aimed to support the achievement of the following 5 outcomes:-
 - People are safe
 - Vulnerable people and victims are protected and supported
 - Offenders are brought to justice
 - People trust the police
 - People feel safe

Activities were in the process of being developed and the impact of Operation Remedy would be carefully measured. The point was made that in some cases a gradual improvement/decline might be an acceptable position.

Where initiatives were taking place, for example in a community concerned about knife crime, the Constabulary would be expected to measure the perceived safety before the initiative and after. An increased feeling of safety would be the Operation Remedy benefit

and this would contribute to the overall outcome of seeking to make people feel safe at the force-wide Plan level.

The Panel emphasised the importance of translating assurance information to residents in a way that it could be understood – a simple set of thematic priorities, to enable the public to judge if the work underway was value for money and the situation was improving. It was suggested that communicating the specific work on knife crime and the multi-agency preventative approach that had been adopted was a feasible way of keeping the public informed.

- The PCC stated that there had been a 53% increase in knife crime across Avon and Somerset. Serious Violence Boards had been created across every Local Authority. It was emphasised that addressing this challenge was not solely a Police problem.
- The PCC provided clarification of a reference to rural crime - “a borderless approach to policing in Response has been adopted”. It was noted that this approach had been introduced a year ago and would test if rural crime response targets were being met. It was confirmed that all areas had reported increased capacity since the model was implemented with the exception of a very small decrease in South Bristol. It had been agreed with the Chief Constable that it would be prudent to wait for another month to establish if this was a trend and if action was needed.
- Fraud spotlight (page 63) - the PCC was asked if she was satisfied that the Economic Crime Team was sufficiently resourced. The PCC stated that additional resources had been allocated and highlighted the Vulnerable Victims of Fraud unit which was able to provide support and advice around preventative measures to protect victims and safeguard them from being targeted in the future.

The Panel invited the PCC to expand on the key objective “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.” It was clarified that this meant optimising what the force already had - for example using body worn cameras as evidence. The PCC stated that the Constabulary was undertaking a cultural and organisational change with a focus on increased reporting. Tangible improvements were anticipated over time and expectations had been made clear.

- It was agreed that the officer support to Wiltshire Police following the major incident in Salisbury last year should be included at “Police Force boundaries ...”
- The PCC was asked if the current performance framework would include comparison of data/ direction of travel from other forces. It was explained that this information was not as readily available as it used to be but that national benchmarking had been included where possible. The point was made that not all forces measure in the same way making comparative data less valuable. Attention was drawn to the qualitative assessments and general performance monitoring conducted by HMICFRS across a range of areas. The presentation today intended to build on this and other national benchmarks came from other areas such as public surveys.

- The PCC stated that a large number of stakeholders were involved in the PCNA work and the workshop which took place in December 2018 to develop the plan. The Panel was given assurances that engagement on the plan and its development was being given more attention than ever before. Councillor Craig reported that a range of services at the workshop had undertaken a detailed assessment of the draft plan.
- The Panel asked what indicators were being relied upon to improve outcomes and to ensure the correct judgement was being applied. It was reported that the OPCC sets the strategic direction and the Chief Constable sets out how this will be delivered with his teams". Specific searches could be carried out using the Police and Crime Qlik App, linked to priorities. It was suggested that the Qlik Sense investment had been useful and a step change and more scientific approach was expected when the performance information embeds. It was also noted that more information was available to the Area Commanders to shape aspirations.

10. Link Member Reports

Victims Recommissioning Board

Councillor Willis introduced the second report on the recommissioning process which was now complete. It was noted that the Victim Services tender window closed in October and the OPCC had subsequently worked with evaluation panels with a range of expertise, including Victim representatives to score and assess the bids. Contracts had been awarded to the successful bids and the new services would take effect from 1st April 2019. Particular attention was drawn to the strength of the Equality Impact Assessment work which ensured that the process was fair to all. Councillor Willis felt that her role provided valuable oversight of the work undertaken by the OPCC. She was thanked for her input across the protracted schedule of Board meetings and for the positive introductions to CCG officers.

Business Crime

Andrew Sharman introduced his latest Business Crime Report.

The Business Crime Forum (bringing together the OPCC, Constabulary, Business Crime Reduction Partnerships, and Business Representative Bodies such as the Federation of Small Businesses and the Association of Convenience Stores) met on 15th February 2019 and was well attended. It was noted that the response to the effectiveness of Operation Heron, the Constabulary's approach to business crime, was not positive. The Constabulary had undertaken work to begin to address the concerns raised with Superintendent Andy Bennett leading on this. It was emphasised that the business community needed to know that it was worth engaging in this area of work.

The Panel was updated on continuing crime and disorder issues, the adverse impact of the closure of Somerset Businesses Against Crime and the decision by ASC and Sedgemoor to introduce a new scheme in the Somerset West area. It was noted that Spotlight Review Task and Finish Group had been set up to look into the issues and to propose recommendations to try and resolve the difficulties being experienced by the community. Andrew Sharman confirmed that he would pass the recommendations to the OPCC.

Attention was drawn to the following recommendations from the Panel contained in the report:-

1. That this report is noted.
2. That the Panel requests the PCC and Chief Constable directly contact the business community in Taunton and Bridgwater to hear first hand their issues and to support them in rebuilding their confidence in policing.
3. That the anticipated benefits of Operation Remedy are clearly communicated to the business community as if it is successful it should have positive outcomes for businesses.
4. That Business Crime outcomes and business community satisfaction are considered for inclusion in the Operation Remedy Key Performance Indicators.
5. That the PCC continues to look at business crime matters and work with partners to identify opportunities to bolster communities in working together to prevent business crime.
6. That the PCC challenges the Chief Constable to ensure that the Business Crime Strategy is delivered, particularly around addressing those highlighted issues concerning Operation Heron.

Andrew Sharman highlighted the importance of monitoring business crime outcomes and using the satisfaction of the business community as a performance measure tooling.

The PCC stated that funding had been allocated to a Safer Sedgemoor/Taunton Deane to assist with a surveillance initiative.

11. 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.

It was confirmed that the Complaints Sub-Group would meet with the PCC on 22nd March 2019 to discuss the complaints relating to Lloyds Bank.

12. Work Programme Report

The Panel noted the Work Programme.

It was confirmed that an end of year review meeting would take place before the AGM to review the work undertaken by the Panel over the past year and to discuss possible business for next year.

13. Date of next Meeting

- Wednesday 26th June 2019 at 10.30am (AGM, Venue TBC)

(The meeting ended at 1.00pm)

Chair

AVON AND SOMERSET POLICE AND CRIME PANEL

COMMISSIONER'S UPDATE REPORT

26 JUNE 2019

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 12 March 2019.

Governance and Scrutiny

Governance

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**. The document was considered at the last meeting and is attached again for the benefit of new Members. 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

A word version of the refreshed Police and Crime Plan (2019- 2021) has been published on the OPCC website while design of the Plan is being finalised.

The underpinning performance frameworks are in development and the Strategic Planning and Performance Officer has been liaising with the Constabulary about how to reflect within the performance reports that are prepared for the Constabulary Management Board and the Police and Crime Board (and then subsequently shared with the Police and Crime Panel).

As agreed with the Panel in March, in order to assist the Panel in development of their approach to performance scrutiny, performance reports will be circulated to Panel Members on a monthly basis following the Police and Crime Board meetings. Members will have an opportunity to engage with thematic assurance against the Police and Crime Plan priorities through the new Link Member arrangements.

HMICFRS

The OPCC has published a response to the following reports:

- The Police response to domestic abuse, an update report (published on 26 February)
- Fraud: Time to Choose (published on 2 April 2019)

The Constabulary have been working on Force Management Statements to submit to HMICFRS and are finalising a summary version that will be shared publicly.

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>

Key Decisions

The following decisions have been made since the last meeting:

- Treasury Management Strategy 2019/20 (6/3/2019)

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

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

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 last meeting was on 7 March 2019. This session was planned to review specific complaints from victims of rural crime and business crime and any repeat victims of crime. The numbers of complaints extract were very small. Therefore cases with allegations in the category of 'Other neglect or failure in duty' (Independent Office for Police Conduct (IOPC) category 'S') and Organisational 'Direction and Control' complaints were reviewed. As a standing item, the Panel also review complaints that have been informally resolved by the 'Early Intervention' timely process. During May 2019 the total number of successfully completed informally resolved (logged, early intervention) complaints was 54 (compared to 31 in April 2019). There were 79 formally recorded complaints (compared to 60 in April 2019). The total number of complaints recorded from 1 May 2018 to 31 May 2019 is 883. This compares to 897 during the same time period the previous financial year. The Panel members' feedback included the request to remove the words 'not upheld' in reply letters to complainants and the review of the Constabulary's Information Sharing Protocol.

The Panel's reports are published on the PCC's website at:

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

Out of Court Disposals Scrutiny Panel

The Out of Court Disposals Scrutiny Panel met on 5 June to consider cases on the themes of Hate Crime (adult cases) and knife crime / possession of a bladed article (youth cases). The theme of hate crime was selected in order to contribute to development of proposals to seek dispensation from the Director for Public Prosecutions for the use of Conditional Cautions in relation to hate crime, supported by an appropriate intervention. Knife crime cases were examined in order to support work in relation to tackling serious violence. Of the 31 cases available, the Panel scrutinised 23 cases: 9 were felt to be inappropriate, 9 appropriate with observations and 4 appropriate. In 1 case, the Panel could not reach a consensus. Findings of the Panel, alongside the Constabulary response to recommendations, are published at the following link:

<https://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny/Out-of-Court-Disposal-Scrutiny-Panel.aspx>

Scrutiny of the Use of Police Powers Panel

The 9th quarterly Scrutiny of Police Powers Panel meeting took place on 30 May 2019 at Patchway Police Centre. As a standing agenda item, members reviewed Taser deployment incidents, plus Stop and Search incidents (within 3 selected themes of under 16s, BME, and more than jacket, outer garment and gloves being removed) and also incidents where a Spit

& Bite Guard is used. Members split into 3 sub-groups to review STORM and Niche logs as well as viewing the associated Body Worn Video (BWV) camera footage for incidents during the months of March, April and May 2019, reviewing 32 cases and completing 152 feedback forms. Officers were commended when members viewed exemplary behaviour and good practice as well as reporting concerns and making recommendations, such as asking the Constabulary's Leadership to continue to encourage Officers to switch on their BWV camera, switch it on early and be aware of the camera angle. During the meeting there was a closed session discussion on the November 2018 Panel members' review and report of a specific high profile Taser incident from January 2017 and the Constabulary's organisational learning report. The meeting agenda also included an update from the Lead Taser Trainer on his Taser review process as well as Taser use and BWV statistics.

Panel 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>

Independent Custody Visiting Scheme – Annual Report

Assurance and oversight has taken place throughout the year within the Independent Custody Visiting Scheme where 38 volunteer Independent Custody Visitors (ICVs) have sought to ensure detainees in custody are held in safe and appropriate conditions for their best welfare and in accordance with their rights and entitlements. The current agreement is for ICVs to visit each of the 3 Custody Units once every 4 days. This has resulted in 242 visits during 2018-19 (with 15 unannounced visits delayed more than 10 minutes, usually due to under staffing and being busy). ICVs visited 1132 detainees with an additional 602 detainees being unavailable during the visits, such as due to being interviewed. However others in this category have been asleep and observed via the door hatch. The ICVs also speak to the Mental Health Practitioners located within custody, including the Advice and Support in Custody and Courts (ASCC) Referral Service staff. This is of particular interest to ICVs to ensure the welfare of vulnerable detainees, including those with drug and alcohol substance dependencies and mental ill health. The PCC is aware of 17 detainee 'near misses' in custody. There have been no issues reported by the ICVs that relate to unfair or disrespectful treatment of detainees by Custody Officers or Staff.

ICVs reports of positive findings included: Good menstrual care for female detainees; Good use of the Language line and ICVs using the Translation Sheets and picture cards to communicate to non-English speaking detainees; Health Care Professionals, Assessors and referral services working with Custody staff; Timely responses to detainee requests for medication, including by detainees with mental ill health; Religious material (faith box) kept tidily and respectfully; Religious washing of feet catered for by the Custody Officer escorting the detainee to a sink to perform religious duties. Advice given to just ask via the cell intercom for assistance; Nicotine tablets available for smokers prohibited from smoking in custody; and most ICV visits report general comments giving compliments to the Detention Officer escorting them and the respect towards detainees and de-escalation actions.

ICV findings of concern include: Long waits for Appropriate Adults to arrive for vulnerable detainees; Liquid or substance on the cell floor, caused by the detainee and danger of slippage inside and outside the cell, which was resolved by being cleaned up as soon as possible.

Commissioning and Partnership Working

A&S Criminal Justice Transformation Programme

As Members will recall, the A&S Criminal Justice Transformation Programme was established in January 2018 to deliver recommendations of a Home Office-funded review of the local criminal justice system carried out by the Behavioural Insights Team in 2017. The Programme is led by a Senior Responsible Officer appointed on a 2 year fixed-term basis with partner funding, match funded by the PCC.

The programme is now in its final phase, with evaluation of quick wins and interventions implemented underway. Interventions to date have focused on decision making in custody, police file quality and enhancing information sent with postal requisitions to reduce failure to appear at court. The programme has placed an emphasis on seeking to strengthen working relationships across criminal justice agencies, with a programme of shadowing opportunities for staff to observe at court and shadow colleagues in other agencies in order to build a mutual understanding of roles and responsibilities and gain an insight into the impact of their own role in the criminal justice journey. The Executive Board considered a review of the programme at their May meeting, to inform the focus of the final phase and make the most of opportunities to transform the local criminal justice service. Listings practice, adjournment culture, pre-sentence reports and development of multi-agency data sharing and analytics have been identified as priority issues for focus.

Victims Governance

As Members will recall, an Avon and Somerset Victims Governance Sub-Group was re-established in December 2018. 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 priority for the group is taking forward work to develop a local approach to monitoring compliance with the Victims Code of Practice. The MoJ wrote to PCCs on 8 May 2019 setting out expectations for local monitoring, and attaching a reporting template that will form part of reporting requirements for PCCs under the Victims Grant Agreement, in effect as a condition of funding. Scoping meetings have been held to identify measures where they exist and arrangements for dip-sampling are in development. The group is also taking forward work to streamline and consolidate arrangements for surveying victims and to review the Memorandum of Understanding for dealing with complaints from victims, in order to strengthen mechanisms for capturing feedback and ensuring that lessons are used to drive improvements in service.

Lammy Review

Desmond Brown has been appointed as Independent Chair for the Avon and Somerset Lammy Review Sub-Group, following an appointment process led by the OPCC. 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

Work continues to take forward the Resolve Programme, bringing together key partners across seven workstreams to deliver a range of activity to reduce reoffending in Avon and Somerset. The programme is led by a Senior Responsible Officer, jointly funded by partners to September 2019.

Avon and Somerset has represented the South West PCCs in national work to develop proposals for the future of probation services, which were announced by the Government last month. Please refer to the national update later in this report for further details. The future approach will see the offender management function handled by the National Probation Service, and co-commissioned services tailored to meet local need.

In preparation for the future approach, Avon and Somerset has worked with regional PCCs to establish the first Regional Reducing Reoffending Board in the country. The Board met on 7 June at which in-principle agreement was given to an outline strategy, and the proposed appointment of a Regional Senior Responsible Officer. The Board is chaired by the Commissioner. Progress in developing the regional approach has received strong support from the Ministry of Justice, and MoJ officers were in attendance at the Board meeting.

Serious Violence

The OPCC has undertaken a number of actions to support the delivery of the government's Serious Violence Strategy:

- Working with the Behavioural Insights Team following the allocation Home Office funding to support work to gather an evidence base to inform approaches in Avon & Somerset approach. The final report will be available summer 2019.
- Hosted jointly with the Constabulary and A&S wide summit on 8 May 2019 with partners to look at current good practice, opportunities to deliver the strategy in each Local Authority area. This included a presentation of interim findings from BIT.
- Offered £100k match funding to support local delivery across the five Community Safety Partnerships.
- Responded to the government's consultation on the Serious Violence Duty.
- Worked with the Constabulary to develop proposals for the allocation of Avon and Somerset's share of the £100m Home Office Serious Violence fund, including surge funding and the development of Violence Reduction Units.

The OPCC will continue to support the development of local partnership approaches following the publication of the BIT's report.

Home Office funding for Child Criminal Exploitation

The Home Office released funding under the Early Intervention Youth Fund to tackle criminal exploitation alongside the wider aim of preventing serious violence. Locally Barnardo's were successful in this bid in partnership with Learning Partnership West, they have received funding from November 2018 until March 2020 to deliver their approach. The project called ROUTES will be focusing on gang and knife related crime in Bristol and County Lines in Somerset. The partnership will be delivering both 1:1 work with at risk children but also delivering preventative inputs to schools and PRU's. The project is also starting to embark on community engagement resilience work around these issues.

Victim Services Recommissioning

Following the procurement process for the recommissioning of victim services, all services went live on 1st April. To date mobilisation has gone smoothly and the one new provider is integrating well into the landscape. All providers are currently working on developing an approach to utilise the funding made available by the OPCC in the form of the Early Intervention and Prevention Fund.

Therapeutic Services for victims of sexual assault

From 1 June 2019, following a recommissioning exercise, the sexual violence psychological therapies service in Avon and Somerset has been provided by the Avon and Somerset Sexual Violence Consortium - a group of local specialist service providers made up of Somerset and Avon Rape and Sexual Abuse Support, with Bristol-based charities Womankind and The Green House.

The service provides essential support and treatment for survivors of rape and serious sexual assault including adults aged 18-plus who have experienced rape and serious sexual assault within the last 12 months; and children, regardless of when the assault or abuse took place.

It is commissioned by the three local clinical commissioning groups – Bath & North-East Somerset, Somerset, and Bristol, North Somerset and South Gloucestershire CCGs – working with the Office of the Police & Crime Commissioner (OPCC) for Avon and Somerset and NHS England. The service is funded by the OPCC and NHS England.

The Consortium's service will build on the high quality services offered by previous provider The Bridge Sexual Assault Referral Centre (SARC) at University Hospitals Bristol NHS Foundation Trust.

The Consortium will offer a wide variety of therapeutic interventions from locations across Avon and Somerset and people can continue to refer themselves to the service, or be referred by a professional such as their GP or Independent Sexual Violence Advisor.

More information is available on the [BNSSG website](#).

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 cover the force area. 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. A number of forces are replicating the DEP model as the overarching aims and benefits are recognised. To solidify the success of the DEP an academic evaluation is to be delivered this year.

Standing Updates:

Fire Governance: There have been ongoing discussions between Avon Fire and Rescue Service and the Constabulary about estates and fleet, with a meeting next month to discuss further. Various estates opportunities are also being progressed with Devon and Somerset Fire Authority.

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

Recruitment Update: At the request of Panel Members, an update on police officer and PCSO numbers will be provided as a standing item through the coming year, using 1 April 2018 as the baseline. The position as at 31 May 2019 is as follows:

Staff (Holder)	Group	FTE as at Apr-18	FTE as at May-2019
Police Officers		2,593.63	2673.64
PCSOs		331.44	310.02

PCC Election 2020: The OPCC has convened a Board to oversee preparatory work for the PCC Election in May 2020. The Board will meet for the first time on 11 June. It is proposed to include standing updates to ensure that Panel Members are sighted on preparations and to inform the Panel Workplan and activities for the coming year.

National Updates

Government Announcement on the Future of Probation Services

In May, the Ministry of Justice published its consultation response to the Transforming Rehabilitation proposals. Following lobbying from the South West Police and Crime Commissioners and various national reports, the MoJ has decided to move to a model whereby the offender management function will be handled for all levels of offender by the National Probation Service. We are committed to working with the MoJ nationally and with colleagues regionally including PCCs and the new regional HMPPS Director to ensure the best possible package of commissioned services in the SW tailored to local need.

Contact Officer - John Smith, Chief Executive

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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 (OOCDD) 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

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AVON AND SOMERSET POLICE AND CRIME PANEL

26 JUNE 2019

REPORT OF THE POLICE AND CRIME COMMISSIONER

POLICE AND CRIME ANNUAL REPORT 2018-19

- 1.1 The Police and Crime Commissioner has a duty under section 12 of the Police Reform and Social Responsibility Act 2011 to produce an annual report after the close of each financial year.
- 1.2 This report (attached at Annex A) should provide (for the period 1 April 2018- 31 March 2019):
 - details of the exercise of the Commissioner’s functions over the year; and
 - progress that has been made in meeting the objectives set out in the Commissioner’s police and crime plan in the specified time period.
- 1.3 It should be noted that the reflection on progress against the police and crime plan relates to the 2016-19 Plan and not the refreshed version which was adopted in April 2019.
- 1.4 The core PEEL HMICFRS inspection ratings have formed the foundations of the performance framework for evaluating the success of the Plan with additional measures, and a narrative assessment made of progress against each planned objective. There is a clear ambition to achieve ‘outstanding’ gradings over the PCC’s term of office, and an equally clear recognition that the primary strategic priority is to Protect the Most Vulnerable from Harm.
- 1.5 The Commissioner presents the Annual Report to the Police and Crime Panel in compliance with the requirements of the Police Reform and Social Responsibility Act 2011 and will provide responses to any report or recommendations made by the panel.

Contact Officer:

John Smith, Chief Executive Officer

Attachments

Annex A – Annual Report of the Avon and Somerset Police and Crime Commissioner 2018/19

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ANNUAL REPORT OF THE AVON AND SOMERSET POLICE AND CRIME COMMISSIONER

1 April 2018 - 31 March 2019

CONTENTS:

- 1. Foreword and Introduction**
- 2. Statutory Duties**
- 3. Assurance**
- 4. Performance against the Police and Crime Plan**
- 5. Annexes**

Published June 2019

1. FOREWORD AND INTRODUCTION

Insert a quote with image of Sue

It is time that we recognise when people are vulnerable to exploitation, grooming, coercion, control and violence. These are issues that cross many crime types, areas and communities. And that is why my Police and Crime Plan seeks to 'Protect the most Vulnerable from Harm' and 'Strengthen and improve your local communities'.

This report reviews the progress I have made between 1 April 2018 and 31 March 2019 in carrying out my responsibilities and overseeing delivery against the Police and Crime Plan 2016-21.

Our communities are currently under threat from violence that cruelly tears families apart and robs people of their future. This level of violence is something that we have become used to hearing about on the daily news, and it is high up on the Government's agenda to address.

The Home Office held a serious violence event in Bristol in November 2018, attended by police and partner agencies. There, the Government set out their national strategy and began the conversation about what that means for us locally. As I have reflected on the information shared on that day, and events that have subsequently occurred both locally and nationally, I have experienced feelings of concern, frustration, eagerness to act and hope for the future. We need to change the lives of people who are living in fear. We can't look only to the police on our streets to solve this problem and if we act now, collectively, we can make a real difference to reduce the risk of harm faced on our streets.

This year, I secured funding from the Home Office and commissioned the Behavioural Insights team to help us understand the nature of serious violence in Avon and Somerset and provide an evidence base for tackling it. I will be offering Community Safety Partnerships match-funding to help co-ordinate the local delivery of work to tackle serious violence. My office and the Constabulary will jointly host a serious violence summit to bring people together in May 2019. Following this, we will develop a clear local strategy for Avon and Somerset – one that takes a public health approach and adds value when we need to work together across our five Local Authority areas, but flexible enough to give local areas the space to flex and adapt local approaches.

The Policing Minister announced in December 2018 that the police were "stretched" and "would have the funding they needed". As a result grant funding was increased and PCCs were allowed greater flexibility to increase the police council tax precept.

In accordance with this announcement and after supportive public consultation with over 3,000 residents, I chose to raise increased funding through the council tax police precept in 2019/2020 with a circa 12% increase in police precept. This takes the average (band D) council tax police precept up by £24 per annum to £217.81 per annum. This increase is in line with PCC decisions across the country and was necessary to fund the increased costs of pensions, pay rises and other inflationary pressures as well as generate new funds to invest in front line policing.

The additional funding will underwrite an increase in establishment of 100 new police officers in 2019/20; continued roll out of new technology to the front line and a new operational response to address knife crime, drug problems and residential burglary. This is known as Operation Remedy, and it launched in April 2019, providing the Constabulary with enhanced capability and capacity to pro-actively respond to the issues that have such significant impacts across all our communities.

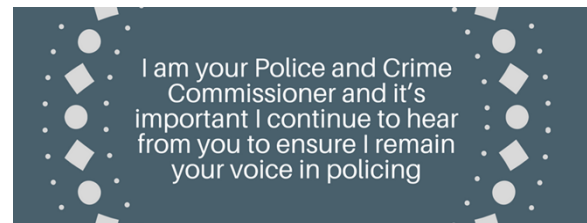
An operational tasking strategy has been developed from analysis that pinpointed crime hotspots and identified patterns of criminality. The new operational team will disrupt the activities of offenders, increase policing presence in our communities and enhance public confidence. The operation is a key part of the wider neighbourhood policing model that aims to develop deeper relationships with communities through sharing crime information and improve collaboration on community problems.

While the burglary focus is on residential burglary, businesses are also expected to benefit as improved visibility and efforts to address drug abuse and drug dealing will have an anticipated knock-on impact.

Anticipated benefits of the investment have been identified and will be tracked. It is the joint hope of myself and the Chief Constable that we will be able to demonstrate the improved outcomes that additional investment in policing can achieve. With the right people working together, with a shared ambition to ensure our communities are safe, protect victims and bring offenders to justice, we can ensure our communities remain safe and feel safe.

Sue Mountstevens

Sue Mountstevens
Avon and Somerset Police and Crime Commissioner



2. Statutory Duties

Key aspects of my role are to set the strategic direction for the Constabulary and wider partnership working, documenting this within a Police and Crime Plan, to set the policing part of the council tax precept, appoint or renew a contract of the Chief Constable; and to commission local victim services.

Setting the Precept

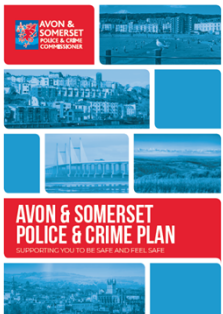
I set the part of your council tax which goes towards funding policing. The average household in Avon and Somerset is now paying around £218 per year towards the police, after a £24 increase per annum for the average household. Despite this improvement in council tax funding, I still forecast a need to make further savings of up to £5 million per annum by 2023 to meet: increasing costs; the need to generate funds for investments in innovation and technology; and based on our cautious view of central government grant funding for police. The Government's spending review is due later in 2019 but the timing and outcome of this is currently uncertain. I am working with the Chief Constable and my finance leads to establish options for where any future savings would be made.

3000 people are surveyed each year and respond to a range of questions about residents' experiences of crime and policing, their feelings of safety, priorities and the level of council tax precept used to fund police services. Over 75% of the people surveyed between January 2018 and December 2018 supported a material increase in the policing precept and based on the additional flexibility granted to me by Government for 2019/20, the £24 increase for an average household was approved by the Police and Crime Panel in February 2019.

It is not clear if similar flexibility towards the setting of the precept may be offered to Police and Crime Commissioners (PCCs) by the Government in 2020/21 and beyond. When proposing to the Police and Crime Panel what amount I wish to set in future, I will be considering a range of factors including: the Police grant funding provided by the Government; the cost pressures on the Constabulary; the need to fund capital programmes; the context of this within the Medium Term Financial Plan (MTFP); the views of local people in relation to local priorities; the view of local people in relation to local taxation to fund policing; and the performance of the Constabulary.

I believe we will need to continue increasing the precept over the next few years to avoid damaging cuts to frontline Police Officer and Police and Community Support Officer (PCSO) numbers.

Setting Strategic Direction

	<p>The current Police and Crime Plan was refreshed in April 2019 and covers the period of 1 April 2019 until 31 March 2021. The Strategic Priorities in the Police and Crime Plan for 2019-21 are:</p> <ul style="list-style-type: none">• Protect the most vulnerable from harm;• Strengthen and improve your local communities;• Ensure that ASC has the right people, right capability and right culture; and• Work together effectively with other police forces and key partner agencies to provide better services to local people.
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Strategic Policing Requirement

The PCC is required to ensure that the Constabulary is able to respond to the national threats as set out in the Home Secretary's Strategic Policing Requirement (SPR). These threats are:

- Serious and organised crime
- National cyber-security incident
- Threats to public order or to 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; and
- Terrorism.

The Strategic Policing Requirement is internally reviewed every six months by a governance Board and subsequently reported and reviewed by the Police and Crime Board. I am satisfied that the Chief Constable has the capability and capacity in force to tackle these threats.

An example of responding in line with the Strategic Policing Requirement would be the additional resources to guard scenes that were provided to support Wiltshire in light of the poisoning incidents in Salisbury.

Partnership Working

I have a statutory duty to work with partners, but I am personally committed to doing this irrespective of legal obligations: it is only through working together that we can resolve problems, reduce vulnerability and risk, to support victims to cope and recover and keep neighbourhoods safe.

The fourth priority of my Plan is to work effectively with other police forces and key partners to provide better services to local people.

Examples of strong partnership working this year include:

- Continuation of the Criminal Justice Transformation Project, working with Constabulary, Crown Prosecution Service, Her Majesty's Courts and Tribunals Service (HMCTS), Citizens Advice Bureau (CAB) Witness Service;
- Working with the Community Safety Partnership of Bath and North East Somerset to develop a joint local plan;
- Operation of a Reducing Reoffending Executive Board and establishment of a South West regional reducing reoffending board and work on the national transforming rehabilitation programme;
- Establishment of a Victims Governance Sub-Group, chaired by the OPCC, bringing together statutory partners with a role in delivering services for victims of crime with the aim to improve victims' experience of Criminal Justice Services (CJS) in Avon and Somerset;
- Securing funding from the Home Office Early Intervention Youth Fund for Barnardo's to deliver a joint project with Learning Partnership West to deliver direct interventions, family support and community education with the aim to support and protect young people at risk of criminal exploitation and involvement with serious crime and violence;
- Commissioning in collaboration with Clinical Commissioning Groups (CCGs) across Avon and Somerset to recommission therapeutic services for victims of sexual assault;
- Jointly hosting with the Home Office a South West event to discuss growing concerns around serious violence (which took place on Thursday 29 November in Bristol);
- Commissioning of Behavioural Insights team to research and present a report looking at local serious violence issues in order to determine a local strategy and approach to addressing this national issue.

Looking forward

There will be a serious violence summit held in May 2019 to identify next steps in taking a public health approach to tackling this national issue at a local level.

Grants and Commissioning

A range of community safety projects and services in 2018-19 have been allocated just over £4 million of my budget to support the delivery of the Police and Crime Plan. These have included services commissioned such as mental health control room triage, victim support services including advocacy, support related to abuse and exploitation, restorative justice and substance misuse support services as well as local community safety initiatives.

In addition, the Commissioner's Community Action Fund, administered by the Police Community Trust, supported voluntary and community sector projects by awarding 70 grants, allocating a total of just over £135,000 of funding. These projects contribute to the delivery of the Police and Crime Plan. It is important they are community-led as it is the understanding of community needs that makes these projects so successful.

This year, my Commissioning team have recommissioned a number of victim services including:

- A practical and emotional support service for adult victims of any crime or anti-social behaviour (ASB);
- An enhanced adult support service for victims of any crime or ASB;
- A 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);
- An independent sexual violence advisor (ISVA) service; and
- A restorative justice service for victims of any crime or ASB.

Please see Annex One for an overview of grants awarded and services commissioned.

Connecting people with police

The number of people reporting through a local survey their involvement in active citizenship activities related to policing appears to be in slight decline (with around 9% of 3000 surveyed people involved this year, compared against around 10% in 17/18 and 11.5% the year before). I believe the police offer a wide range of opportunities and support to local people who wish to help make their communities safer and would encourage people to visit the Constabulary's website for further information:
<https://www.avonandsomerset.police.uk/jobs-and-volunteering/>

I wish to increase the involvement of local people in scrutinising police services and would invite anyone with an interest in doing this to visit the OPCC website for further information:
<https://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny/>

Building on the work of last year, I have continued to have regular community drop-in surgeries in places such as Easton and St. Pauls to strengthen relationships with black and minority ethnic communities. Engaging with these communities has given me a great insight into local issues while also being a good opportunity to meet many residents at once.

I have held four public forums, in Yate (June 2018), Bridgwater (September 2018), Nailsea (December 2018) and Bristol (March 2019) with wide-ranging discussions.

Forum Topics during the year by Strategic Priority			
Project the most vulnerable from harm	Strengthen local policing teams	Ensure the Constabulary has the right people, equipment and culture	Working together in partnership...
Vulnerability Knife crime Gangs, County Lines, Drug trafficking terrorism	Road Safety, Parking Community intelligence Substance misuse Vandalism, Littering Bike theft Anti-social behaviour Burglary	Police Resourcing – shifts, equipment, use of Specials, PCSOs Police funding Proceeds of Crime Act	Partner funding pressures

I have attended neighbourhood forums, parish meetings, partner and communities together (PACT) meetings, community groups and charity organisations e.g. older people's forums, regional Crime stoppers. I have been fortunate to speak at many public events on a variety of topics, ranging from a child sexual exploitation conference to an IAG mosque event on the importance of community engagement. I have held monthly community days with drop-ins in Taunton, Ilminster, Watchet, Bath, Hartcliffe, Wells and Bridgwater. On these days I have also visited community groups and projects involved in community safety and spoken with neighbourhood teams about their experience of local issues.

I regularly host Facebook Live chats with the Chief Constable, publicly holding the Chief to account for delivering policing. Topics this year included: hate crime; serious violence; knife crime; honour-based violence; domestic abuse; rural crime; vehicle crime; road safety; neighbourhood policing; stop and search practices; police recruitment; technological advancements in policing; police values; and police funding.

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. Alternatively, you could follow me on Twitter, Facebook, Instagram and Snapchat @AandSPCC @SuMountstevens

Organisational Change and Resources

Within the refreshed Police and Crime Plan 2019, I set out key objectives in relation to resources:

- Balanced budgets in the medium-term having funded an increase in police numbers and an operational focus on local priorities including burglary, violent crime and drugs related crime
- Generate required savings that enable investment in transformation, innovation and areas of growth/need
- Improve efficiency in Avon and Somerset Constabulary through partnering and enhanced use of data and technology

Plans are agreed with the Chief Constable to balance the budget over the medium term and these are reliant on realising projected benefits from the Constabulary's change programmes.

The financial picture for policing is less concerning than it has been historically, but challenges in the longer term still remain due to setting adequate funds aside for capital programmes and meeting the inflationary revenue budget pressures.

It has been disappointing that adjustments to the policing funding formula have been delayed. Avon and Somerset is under-funded by the Government for the amount of people who live in the area and a revisit of the formula would offer an opportunity to address this.

The Constabulary has continued to make progress with its three Transformational Change Programmes: Service Redesign, Infrastructure and Digital Solutions. These programmes have achieved savings and enabled organisational capabilities which help the Constabulary respond effectively and efficiently.

3. Assurance

Assurance has been carried out through the year at a number of different levels, primarily:

- Externally (through inspections made by Her Majesty's Inspectorate of Constabularies Fire and Rescue Services (HMICFRS), Her Majesty's Crown Prosecution Inspectorate, Her Majesty's Inspectorate of Prisons and Her Majesty's Inspectorate of Probation);
- Independent internal audit (jointly commissioned with the Constabulary to provide a risk-led audit programme that focusses on areas of agreed risk in terms of governance and delivery);
- A rolling programme of internal assurance activity (jointly agreed between OPCC and the Constabulary), carried out by the Constabulary as part of its Continuous Improvement Framework. This work is reflected in reports that are reviewed at the Constabulary Management Board and the Police and Crime Board. The Police and Crime Board focuses on key decisions, assurance and accountability in relation to delivery of the Police and Crime Plan as well as associated risks and issues;
- OPCC-led assurance activities including departmental visits, observations at meetings, audits of files, commissioned reports for independent scrutiny and co-ordination of panels to review and scrutinise elements of the policing service. These include out of court disposals, complaints against the police and the scrutiny of police powers; and
- An independent custody visitors scheme which seeks to ensure detainees in custody are held in safe and appropriate conditions in accordance with their rights.

Additionally, I, or representatives from my office, have attended partnership meetings as necessary to tackle issues of shared concern and challenge where appropriate.

HMICFRS Results

The HMICFRS core inspection programme is called PEEL and looks at the Constabulary's effectiveness, efficiency and legitimacy. Essentially this means HMICFRS evaluates how well the Constabulary operates, how well it manages its finances and how fairly it operates.

HMICFRS have been following a risk-based approach, re-inspecting forces in areas of risk. The visits have confirmed the Constabulary are making good progress in addressing noted areas for improvement.

The Constabulary continues to be rated as 'good' in all three areas (effectiveness, efficiency and legitimacy).

Responses to HMICFRS inspections, which include the specified areas for improvement in more detail, are published on the OPCC website. (<http://www.avonandsomerset-pcc.gov.uk/Openness/Audits-and-Inspections/Her-Majestys-Inspectorate-of-Constabulary.aspx>).

The internal audit programme consisted of 12 substantive audits, three advisory reviews and follow-up reports this year. These are reviewed and discussed by the independent Joint Audit Committee.

This year's Internal Audit opinion, reports that the PCC and OCC "have an adequate and effective framework for risk management, governance, and internal control. However the work of internal audit has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective."

The most significant matters raised and improvements recommended by internal audit are being addressed by PCC and Constabulary. They relate to restoring levels of compliance with financial controls to historic levels (this year some issues were identified that have been attributed to resourcing issues and organisational change), to learn from issues arising in an audit related to a specific and difficult change project (these issues were not found to apply to other current projects); and to ensure

the Constabulary improves personal data discovery and mapping to better identify data flows and ensure continued high levels of compliance with new GDPR legislation.

Looking forward, I want to see the Constabulary continue its positive improvement trend and achieve more HMICFRS gradings of 'outstanding', particularly in areas related to vulnerability. By 2020, I hope the Constabulary will have overall inspection ratings of 'outstanding' for all aspects of the core inspection programme.

Improving Legitimacy through Openness, Transparency and Accountability

I remain committed to ensuring that my office and the Constabulary exercise their duties in an open and transparent way and that I hold the Chief Constable to account for delivering the Police and Crime Plan. In turn, I should be accountable to local people and my work should be scrutinised by the Police and Crime Panel. Transparency is essential to promote confidence in the elected PCC. Each year, CoPaCC, an independent organisation established shortly after the first Police and Crime Commissioner (PCC) elections in November 2012 to monitor policing governance in England and Wales, invites each OPCC to provide details of how it meets the current statutory requirements. CoPacc undertake their own analysis and research to test the validity of each OPCC submission. The OPCC has been awarded the Transparency Quality Mark every year since 2013
<https://policinginsight.com/news/transparency-twenty-seven-opccs-recognised-for-excellence/>

The work of the Independent Residents Panel scrutinising complaints, the Out of Court Disposals Panel, and the Scrutiny of Police Powers Panel has continued. The value of this work has been acknowledged by the Constabulary and recognised externally by the HMICFRS. Reports of their work can be found on the OPCC website (<https://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny.aspx>). I also continue to scrutinise the work of the Constabulary's Professional Standards Department in relation to complaints.

4. Performance (against PCC Priorities in 2016-19 Plan)

General overview

Part of my role is to be the bridge between the public and the police. This involves listening to what local people tell me and ensuring concerns are addressed where they are expressed, but also to communicate with local people to explain how the Police are doing – well, or otherwise.

The number of crimes recorded by the Constabulary this year marginally decreased: 137,665 recorded in 2018/19, compared to 141,118 in 2017/18. There was also a similar decrease in recorded antisocial behaviour incidents: 36,910 recorded in 18/19, 38,041 in 17/18.

The number of calls to the police (999 and 101) however have increased (1,000,100 calls were received in 18/19, compared with 890,249 calls in 17/18).

Some crime types have shown an increase (and typically these relate to crimes against vulnerable victims). These include child abuse, modern slavery, hate crime, domestic abuse, possession of weapons, robbery and violent crime. Some of this increase will be associated with 'County Lines' activity and street conflict and with the Constabulary's improved ability to accurately identify and record hidden crime. Serious violence is a concern. There were 713 accounts of serious violence (counting the incidences of murder, attempted murder, manslaughter, infanticide, causing death by dangerous driving, assault with intent to cause serious harm, and endangering life) with assault representing 647 of the 713 crimes (an increase of 53 on the previous year).

Suggest an infographic here:

Crime Type	Numbers recorded in 18/19	% change from 17/18 figures
Domestic Abuse	18,663	1% increase
Burglary	10,091	10% decrease
Hate Crime	3,654	3% increase
Child Abuse	803	17% increase (note – changes with smaller numbers will result in more pronounced % increases/decreases)
Modern Slavery	123	7% increase

The scale of identified vulnerability in Avon and Somerset continues to be significant and public sector services are under strain. As public sector organisations and communities grow their understanding of complex and hidden demand, and as organisations develop their understanding and engagement with communities to increase trust and confidence, it is anticipated that reports of crimes against vulnerable people will be increasingly reported. An increased intelligent sharing of information will also better enable identification of people at risk and this will initiate increased safeguarding activity.

Demand continues to increase in relation to offences against children. This report typically reports changes in demand by comparing the difference between the current and the previous years. It should be noted that child sexual exploitation has seen a 191.8% increase in crimes over the last five years. This is believed to be the result of a combination of activity: local and national awareness campaigns and media coverage; improved partnership working, including improved information and intelligence sharing; officer and staff training and awareness raising resulting in improved recognition of often "hidden" crimes; and increased public confidence in the police.

In the last year the number of child victims of any crime fell by 7.7% (to 7,359). It is believed this can be attributed to the preventative strength of Operation Topaz, the analytical work of Insight Bristol, and the increased capability to identify potential victims and intervene earlier with what was previously hidden demand.

Organised Crime Groups (OCGs) involved in drug markets have strong connections with violence, use of firearms and other weapons, acquisitive crime and exploitation of vulnerable drug users. Drug

markets across the Constabulary are very active and gang related violence and consequent tensions present significant challenges.

Organised crime impacts on retail and rural businesses too. Cyber-enabled crime requires stronger prevention activity and greater reporting from businesses to better-enable the Constabulary to bring those committing offences to justice.

There has been an increase in reported cyber dependant crime that currently appears to be above the nationally reported increase and this is expected to continue to increase in line with advancements in technology and increased awareness (as cyber-crime often goes unreported).

In terms of future demand, it is anticipated that traditional volume crime offences will stabilise but more complex crimes such as domestic abuse, child abuse, cyber enabled and dependent and criminal child exploitation will continue to rise. Crime and violence linked to county line activity is also expected to continue to affect rural communities.

The Chief Constable and I have agreed that prioritisation of protecting the vulnerable from harm is the most important of the strategic priorities that I have set in the Police and Crime Plan. The Constabulary needs to balance addressing national threats, protecting the vulnerable and delivering the policing service that local people expect. I have refreshed my Police and Crime Plan for 2019-21 taking account of this and the current environmental challenges. This can be found at:

<https://www.avonandsomersetplan.co.uk/wp-content/uploads/2019/04/Police-and-Crime-Plan-2019-21-WEBSITE.pdf>

However, the annual report reflects on performance for the 2018/19 year and therefore the following sections of this report outline performance against the priorities within the 2016-21 Plan which were.

1. Protect the most vulnerable from harm
2. Strengthen and improve your local policing teams
3. Ensure Avon and Somerset Constabulary has the right people, right equipment and right culture
4. Work together effectively with other police forces and key partner agencies to provide better services to local people

Protect the most vulnerable from harm

I want to ensure that the most vulnerable are protected and the 2016-21 Plan directed policing to focus on children, safeguarding, and sought improvement in particular for victims of:

- Child-abuse including female genital mutilation
- Exploitation including modern slavery and child (sexual) exploitation
- Domestic abuse including so called 'honour' based abuse
- Sexual abuse
- People experiencing a mental health crisis who come into contact with the police
- Hate crime

1. Understand the pressure facing organisations, ensuring that they are able to use this information to effectively resource their work

The Constabulary has an excellent understanding of its current and likely future demand. HMICFRS rated the Constabulary as “**outstanding**” in this respect and the Constabulary has continued to increase the sophistication of its modelling capability through further development of its visual analytic software, Qlik Sense.

It now needs to take the next step, sharing data and making the results of the software's analytical capability accessible to partners so that organisations can share intelligence and analysis to better support local people and meet their needs.

Crimes that would fit the description of 'hidden' demand have significantly increased in the last few years and it is anticipated that this type of demand will continue to increase over the medium-term. The nature of this demand is complex and resource-intensive, more challenging to identify and investigate and require specialist training. Police, Children's Services, Social Care and the wider Child Protection system are experiencing the same challenges, resulting in a system under pressure. This reinforces the need for, and value of, effective partnership working, from strategic decision-making that takes account of the whole system through to operational working practices.

2. Ensure the provision of services to enable victims to cope and recover

I have commissioned a number of services to support victims cope and recover. 'Lighthouse', an integrated victim care service, supports victims who are vulnerable, intimidated, persistently targeted or experience serious crime. They are offered practical support and guided through the criminal justice process by specially-trained staff. The service includes police staff, working with independent organisations.

I also fund support services that provide emotional support and advocacy to children, young people and vulnerable adults, support for victims of rape and sexual abuse, support for victims of modern slavery and support services that offer restorative justice services.

This year, my Commissioning team have recommissioned a number of victim services (owing to contracts reaching their expiration date where funding had been devolved from the Ministry of Justice).

The services recommissioned were:

- A practical and emotional support service for adult victims of any crime or anti-social behaviour (ASB)
- An enhanced adult support service for victims of any crime or ASB
- A 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)
- An independent sexual violence advisor (ISVA) service
- A restorative justice service for victims of any crime or ASB

The Ministry of Justice "Victims' Services Commissioning Framework" is designed to aid the commissioners of victims' services deliver an outcome based service to victims of crime. Success is not measured on how many victims are contacted or referred for assessment but on how well the victim is able to cope and recover from their experience of crime. There are four outcomes which are evaluated

at the point at which the victim and provider have agreed the support will no longer be provided in future:

- improved health and wellbeing
- better able to cope with aspects of everyday life
- increased feeling of safety
- better informed and empowered to act

The questions are framed to measure the change between becoming a victim and exiting the support service, so respondents will indicate whether there has been an improvement, a decline or no change in relation to each outcome.

Analysis of this performance information for the 2018-19 year (see table below) indicates that around 70% of responses are ones that report improvement in relation to being able to cope and recover from their experience.

Outcome	Number of perceived improvements	Number of perceived no change	Number of perceived declines	% improvement
improved health and wellbeing	1361	383	208	70
better able to cope with aspects of everyday life	1166	460	171	65
increased feeling of safety	1230	441	188	66
better informed and empowered to act	1492	393	163	73
Total	5249	1677	730	69

These measures have been incorporated into the performance framework of the refreshed Police and Crime Plan.

3. Take a preventative approach and raise awareness of these crimes to challenge perpetrators and give victims confidence to report

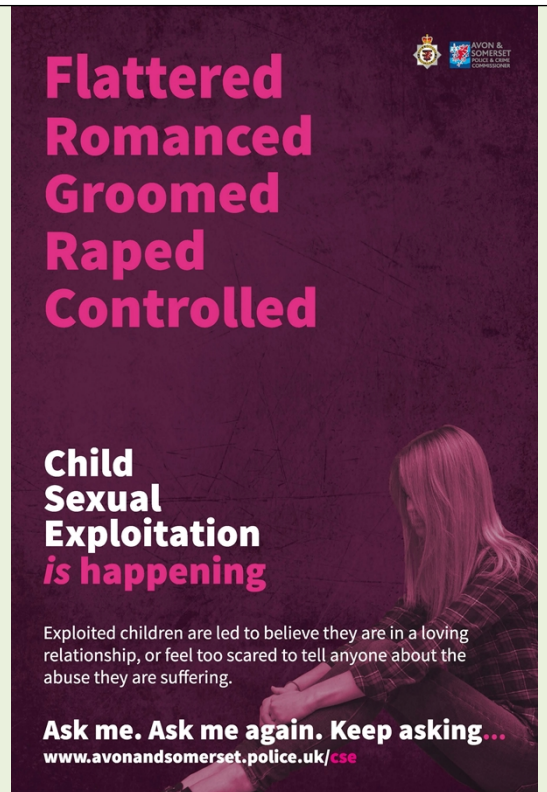
The Constabulary recognises that many aspects of child abuse, including for example female genital mutilation, forced marriage, and child sexual exploitation, have by their nature a strong “hidden” dimension. These crimes require a proactive and multi-agency approach to create the conditions where: children are prevented from being abused; where they are abused, they are recognised as victims (regardless of whether they disclose) and are safeguarded, including through the proactive disruption of suspects; victims receive the necessary support; crimes are investigated; and offenders are robustly managed.

A number of initiatives implemented are expected to further improve recognition of vulnerability and the identification of unreported child abuse. These include:

- A force-wide roll out of the **Operation Topaz** proactive approach to child sexual exploitation and the extension of this approach to also be applied to all forms of child criminal exploitation and modern slavery and human trafficking.
- Work undertaken by the Incident Assessment Unit to better identify neglect offence occurrences that have yet to be classified as a crime
- Introduction in April 2018 of the BRAG (Blue, Red, Amber, Green) risk assessment process to support officers and staff in identifying and fully describing levels of vulnerability at an early stage, and in determining the most appropriate course of action both internally and with partners, based upon identified needs
- Development of a Qlik Sense Child Vulnerability App, building upon learning achieved through the use of risk indicators developed through Operation Topaz, to better inform prevention and safeguarding activity. The intention is that, through the Office for Data Analytics, the App will draw upon multi-agency data allowing agencies together to better join the dots to recognise unreported child abuse.

Did you know?

- The **Operation Topaz** model moves away from the conventional reactive major crime investigation approach to an approach that prioritises victim needs above investigative priorities to enable well-informed safeguarding and disruption activity, and earlier disclosures leading to the earlier initiation of proactive investigations, making more effective use of the investigative resource.
- Crimes involving abuse or exploitation are known as 'hidden crimes' because often the victims are reluctant to report. These types of crimes are still considered to be under-reported nationally and so the Constabulary and OPCC have a programme of communications aimed to raise awareness of these crimes and encourage people to report to the police if they have been victims of these crimes.



Campaigns in the year have included:

- #NoExcuse – Domestic Abuse
- #TellUsWhatYouSee – modern slavery
- Break the silence and tell someone – gender-based violence
- Child Exploitation

4. Organisations work together to provide integrated services and share information and intelligence to provide an effective victim-centred response

A good example of work carried out this year that addresses this objective would be the work of the 'Resolve' initiative.

Having identified a lack of coordinated strategic direction within Avon and Somerset for work targeted on reducing the risk of ex-offenders going on to commit further offences, I have taken a number of strong and innovative steps to provide leadership and direction in this area.

Locally the 'Resolve' initiative has drawn together a board of influencers from a range of partnership organisations to set priorities and strategic direction for the area. These include the statutory offender related CJS agencies such as the police, prison and probation services as well as other public sector partners who are key in providing services within the pathways to reduce reoffending; these include Public Health England, Youth Offending Team, Local Authorities, Department of Work and Pensions. In addition the Voluntary Sector, which is the life blood of the provision of rehabilitative and resettlement services, has advocates on the board and has been directly engaged through a Resolutions conference in early 2019.

The Resolve board has commissioned a programme of workstreams to provide some area wide oversight on issues such as accommodation provision for ex-offenders, the needs of female ex-offenders, the understanding and response of organisations to the adverse childhood experiences of offenders and the improving the support employer's receive to better engage with ex-offenders. Other workstreams are developing pilots to try new ways of working with domestic abuse perpetrators, complex needs individuals and those most at risk of being recalled to prison whilst on licence.

These workstreams are being led by a range of different agencies who have all committed to working together to prevent the next victim by reducing reoffending within Avon and Somerset.

The Resolve programme continues to work on data sharing amongst agencies to ensure the decision taken by the board are evidence based and their impact can be measured. This will also feed into effective evaluation of the pilots sets up as part of the programme and will allow resources to be well directed as lessons are learned and good practice is identified and shared across all of the agencies and the whole of Avon and Somerset.

Regionally, a South West Reducing Reoffending Partnership has been created. This includes the PCC's from 5 South West force areas as well as senior influencers from Her Majesty's Prison and Probation Service (HMPPS), Department for Work and Pensions (DWP), Public Health England (PHE), NHS England, Ministry of Justice (MoJ), Local Authorities, Youth Offending Teams (YOT) and the Voluntary Sector. This is the first regional board of its kind, outside of London and Manchester, and is setting strategic direction with the intention of providing a more consistent and higher standard of services across the South West region to prevent victims by reducing reoffending rates particularly amongst priority groups of offenders such a women, young people and short term sentences.

Nationally, I have been working closely with the Lord Chancellor during the MoJ consultation on the future of probation services. I have lobbied for improvement in the provision of services for short term offenders and attempted to influence the Government's thinking on this issue to take a holistic public sector approach. As part of this, I have been open and engaged with other PCCs as well as partners to ensure that all stakeholders remain heard and their views are reflected in my conversations with the Secretary of State. I am delighted that the Government has announced a change of approach in this area.

Looking forward

I will continue to work closely with the MoJ as they develop their thinking and move to implementation of their chosen model for probation in the coming 12-18 months.

5. Deliver high quality effective public sector services that are well-informed, victim-centred where appropriate, with a focus on early intervention

To evaluate this objective amongst others within the Plan, I commission Constabulary-led assurance reports that are jointly scoped between Policy Officers and Constabulary Business Leads. This year has covered the following topics when focusing on delivery of the priority of 'Protect the most vulnerable from harm':

- Child abuse
- Female genital mutilation
- Child sexual exploitation and child criminal exploitation
- Domestic Abuse
- Sexual abuse
- Hate Crime

Each report looks at key successes as well as identifying areas in which improvement is sought and generates recommendations for authorisation at the appropriate Board (either Constabulary Management Board or Police and Crime Board).

Recommendations have included for example:

- Ensuring a Detective Inspector reviews all referral pathways for rape and serious sexual offences from the Bridge, Lighthouse and the ISVA service to identify where improvements are necessary to deliver quality joined up services for victims and to address a lack of victim referrals to Lighthouse;
- Commissioning of a deep dive audit to provide assurance and identify necessary improvements in rape and serious sexual offences practice;
- Ensure monthly reviews of all live rape cases over 12 months old to ensure supervisory reviews and interventions are made on each case to ensure effective justice for victims;
- Management structures across directorates should take responsibility for the successful implementation of a risk assessment to identify vulnerability known as 'BRAG' (Blue, Red Amber, Green) in terms of ensuring compliance of completion and to quality standards,

supported by visibility through Qlik software and monitored at the Constabulary Management Board;

- Improve the organisational victim focus by identifying and recording the vulnerability and ‘voice’ of children using the risk assessment process (BRAG), body worn video camera footage, officer mobile phones and use of Qlik software; and
- Carry out an end-to-end review of all of the organisational processes related to domestic abuse to clarify organisational understanding of requirements and responsibilities.

6. Tackle the dangerous offenders who perpetrate these crimes to reduce future harm

To ensure the Constabulary continues to develop its nationally recognised Integrated Offender Management (IOM) practices, an offender management delivery plan has been developed with principles illustrated in the table below. Managed offenders will include registered sex offenders, and offenders classed as dangerous and/or prolific.

IOM Delivery Plan Approach

Improve Lives – We treat each offender as an individual and work in a person centred and holistic way to improve the lives of the offenders we manage and their families.

Integrated Working – We work closely and in an integrated way to deliver a whole system approach to offender management (at arrest, upon sentence, in custody and in the community) by working with all our partners including within the constabulary, the criminal justice service, statutory agencies and the voluntary and community sector.

Intervene early – We recognise the importance of early intervention in everything we do both with enforcement and rehabilitative interventions and with working with the families of the offenders

Innovative – We lead the way in offender management with highly skilled staff who work to explore and adopt best practice and new innovative ways of rehabilitating and managing offenders including diversion away from the criminal justice service.

Information sharing – We recognise the importance of real time and accurate sharing of information between partners to minimise risk and demand in the short and long term.

Offender Management responsibilities fall under the Neighbourhood and Partnerships Directorate and the new model that was implemented in October 2018 (see case study under the second strategic priority) has strengthened the Constabulary’s approach to tackling offenders living in the community. The Integrated Offender Management teams continue to work closely with strategic partners to manage the most prolific and dangerous perpetrators and safeguard the most vulnerable members of the community. However, Neighbourhood police have responsibility for day-to-day offender management activity, and are involved in problem-solving work to reduce offending.

Case Study – Out of Court Disposals and the ASCEND model

From 5th November 2018, the Constabulary adopted, as recommended by the National Police Chief’s Council (NPCC), a framework for Out of Court Disposal’s (OOCDS) available to use with adults that reduced five outcome options to two.

Historically, Police Officers had the choice of five outcomes: Community Resolution, Simple Caution, Conditional Caution, Penalty Notice for Disorder and Cannabis/Khat warnings. The new two-tier framework has resulted in retaining only two of those options: Community Resolutions and Conditional Cautions as outcomes that can be used with adults when an offence could be appropriately dealt with outside of the realms of the court.

What is an Out of Court Disposal (OOCDS)?

An OOCDS is a policing tool in dealing with crime that wouldn’t meet the threshold of going to court. An OOCDS requires the offender to take responsibility. The Officer must also consult with the victim to get their support and wishes as to what they would like to happen.

There are two main reasons for this change; firstly was the need to make OOCs more meaningful, impactful and effective, for both the victim and offender.

The second reason was to simplify the process for Officers. With the multiple options available, there was confusion and a lack of confidence in how and when to use OOCs, leading to missed opportunities to apply the outcomes.

With a Community Resolution (CR), conditions can be attached for the offender to engage with on a voluntary basis such as reparation (e.g. paying for repair for something they have damaged), or a letter of apology. This also provides opportunity for the victim to have a say in the nature of the outcome through use of the Community Remedy. Moreover, diversionary activities can be included to attempt to reduce offending.

The Conditional Caution (CC) includes conditions that the offender must comply within a specified time frame (usually 16 weeks). The Conditional Caution holds a more punitive weighting, as if breached, the disposal will be escalated to court in most cases. Conditions are, again, discussed with the victim and, like the Community Resolution, diversionary activities/interventions should be considered as part of this.

How is Avon and Somerset delivering this approach?

To support this two tier framework of the CR and CC, the constabulary has implemented a two year pilot model called ASCEND (Avon and Somerset Constabulary; Engage Navigate Divert). To ensure that needs are met in relation to changing behaviour of offenders, thereby reducing their re-offending, a role has been created to assess the needs of offenders: both the critical needs around their behaviour but also the holistic needs of that person, which may include things like employment and mental health. This has resulted in a team of 6 ASCEND workers who are based at the 3 Custody sites across the force.

Where Officers identify a case which is suitable for a CR or CC, they are able to refer them to an ASCEND worker. The victim is consulted on this as part of the decision making by the Officer. The ASCEND worker will meet the offender face to face to assess their needs and form a set of conditions for that individual to follow and comply with. Officers are still able to set conditions themselves where they are able to or feel that the ASCEND service is not required.

As part of this ASCEND model, a critical success factor in making the outcome more meaningful for both the victim and offender has been the development of a suite of interventions that have been made available to use as part of an OOC. Interventions include: drug awareness, alcohol awareness, intimate partner domestic abuse intervention, low level sexual offence intervention and a specific intervention for those identified as a veteran.

In addition to the interventions, ASCEND and Officers can utilise other tools within an OOC, such as reparation, restorative justice, fines and restrictive conditions. These can all be used in conjunction with one another, dependant on the wishes of the victim and what is most likely to change behaviour of the offender.

The ASCEND model has been live for 6 months at the point of writing and has been well-received by officers as well as getting national recognition for its progress in responding to the NPCC's recommendations. The ASCEND team are regarded highly for their professionalism, passion and commitment to making ASCEND work for all. There will be an independent academic evaluation of the ASCEND model that will provide evidence of its impact at an 18 month point in delivery. This will aim to illustrate re-offending rates, victim satisfaction, intervention impact and feedback from offenders who have gone through the process.

What is an intervention?

An intervention in this sense is normally an educational or behavioural awareness session, delivered by specialist professionals. These can be in group sessions or 1:1. Other interventions may include supporting individuals to address issues such as a debt issue or seeking accommodation for example.

To-date, the interventions are being well utilised with the most frequent being: drug awareness, victim awareness and alcohol awareness. Restrictive conditions as well as compensation are frequently used as additional conditions.

Strengthen and improve your local policing teams

1. The police are accessible and responsive when needed

Typically, the most common statement from respondents to my local confidence survey is that they feel the police should prioritise providing more reassurance through an increased presence on their streets.

This is a challenge to address as a significant proportion of police activity, for example undertaking investigations and preparing case files, is not carried out while on patrol. I do, however, accept that the visibility of policing has been less than what the public would expect, particularly during times of public sector austerity. The advancements in technology that the Constabulary have invested in is enabling officers to carry out work while remaining easily accessible to local people rather than having to return to stations to input or view information on policing systems. Mobile device roll out has successfully increased the visibility of local police. The additional funding secured this year (see my introduction) has underwritten an increase in establishment of 100 new police officers; new operational responses to knife crime, burglary and drugs crime; and the continued roll out of new technology to the front line. This will also support greater accessibility and responsiveness.

I am holding the Constabulary to account for recruiting to these positions. However this requires balancing against the ambition to increase the representativeness of the communities served, which lengthens recruitment timescales because of the time needed to engage and build trust with communities that are under-represented in the Constabulary.

The Constabulary typically receive just under one million calls for service a year. This year, they have received just over a million (1,000,100) and they continued to maintain low levels of abandonment rates on calls for service. The Communications Centre is nationally recognised as performing excellently in its ability to manage demand.

	2015/16	2016/17	2017/18	2018/19
999 abandonment rate	1.3%	0.3%	0.2%	0.1%
101 abandonment rate	7.6%	4.9%	5.1%	3.7%

An appointments system was introduced in November 2018 as a pilot in two locations within the Force Area. Within the first three weeks 356 appointments had been carried out by the appointments team reducing demand on the core patrol teams with excellent feedback from the public attending. The pilot system will be evaluated in September 2019 and if considered to successfully manage demand and meet public expectations of service, will be adopted and potentially expanded.

The Constabulary's portfolio of its estate currently comprises 64 buildings, including four occupied under a PFI arrangement where 75% of properties are freehold. This compares to a portfolio of 70 properties in 2010-11 when over 90% of the portfolio were freehold properties.

Continued funding pressures require us to prioritise spend on our officers, PCSOs and staff. Our estates strategy continues to focus on meeting the needs of our evolving police operating model, supporting the needs of the public and delivering savings where possible. Therefore, The Estates strategy plans for change over the next few years in terms of increasing the proportion of leased priorities, and taking up opportunities to co-locate with partners for improved partnership working and greater efficiency.

2. Increase community involvement to deliver the Police and Crime Plan

At the end of March 2019, the figure of what are collectively known as 'Citizens in Policing' was made up of:

- 249 Police Support Volunteers;
- Around 750 volunteers engaged in Community Speed Watch schemes;
- 323 Special Constables (mostly working with Patrol and Neighbourhood teams);

- 240 Volunteer Police cadets spread across 10 volunteer-led Cadet Units, supported by around 60 adult volunteers; and
- Around 4000 neighbourhood watch schemes.

Examples of work undertaken by members of the Special Constabulary:

- days of action in Bristol e.g. stopping cars and checking that child car seats are correctly fitted;
- a road safety cycle operation in Taunton; and
- supporting the 'morning after' operation of Operation Tonic – stopping people who might be driving under the influence of excess alcohol in the morning after drinking the night before, breathalysing and arresting as necessary.
- a roads policing Special Constable attended the scene of a serious collision on the A303. Due to the special constable's training as a paramedic, he was able to assist the ambulance crews with life-saving actions at the scene.
- in response to a community complaint relating to speeding vehicles on approach roads to Castle Combe circuit on track or race days, a roads policing Special Constable was tasked to attend on a Sunday morning and carried out visible enforcement action such as driver education and prosecution for more serious offences. This resulted in positive community feedback.

There are regular operations for Specials to police 2+ lanes in South Gloucestershire. Where drivers are breaching conditions of the 2+ lanes, Special Constables have issued Traffic Offence Reports (which results in offender being fined). At the end of February one offending motorist stopped was identified as a wanted person for failing to appear at Croydon Magistrates Court for a drugs-supply offence and duly arrested. Feedback from South Gloucestershire Council is that the flow-rate of traffic in the 2+ / bus lanes has increased in speed (using automated traffic monitoring equipment) suggesting that less people are misusing the lane; enabling a greater free-flow of traffic.

While the numbers of Special Constabulary members have only marginally increased this year (307 in March 18), recruitment of Special Constables is at a historical low across the country and our internal recruitment campaigns for regular officers led to around 45 Specials taking up paid roles. Therefore, a marginal increase in the numbers should be seen as positive progress. Additionally, the average amount of volunteer hours given by each Special Constable has increased again to 20 hours a month, demonstrating the Specials are offering a significant commitment and are very valuable Constabulary assets. It is still my ambition to see an increase in the number of Special Constable roles within the organisation over the course of my term as PCC.

Looking forward

The HQ Road Safety Team are working closely with the Roads Policing Unit Special Inspector to develop and use the skills of Special Constables in both preventative and reactive policing activities, responding to intelligence and emerging geographical hot spots. The Road Safety Specials Team will work closely with Neighbourhood Policing Teams to address community concerns and will also work alongside other resources such as the Speed Enforcement Unit and Community Speed Watch.

I would like to see a greater diversity of people engaged in actively supporting communities and policing-related activity, as well as an increase in the number of those in the Special Constabulary.

Police support volunteers undertake a number of roles ranging from animal care, driving, administration, monitoring CCTV and facilitating restorative justice conferences. If you would be interested in becoming a police support volunteer, visit: <https://www.avonandsomerset.police.uk/jobs-and-volunteering/>

3. Victims are satisfied with the service they have received

The Constabulary rate its performance related to victim satisfaction by monitoring a suite of indicators, increasing the scope beyond those crime types historically measured by the national user satisfaction survey. The 21 measures used include:

- results from the national user satisfaction survey;

- measures of Victim Code of Practice (VCOP) compliance;
- satisfaction with performance of the victim and safeguarding unit (Lighthouse);
- satisfaction with service from first responder, specially trained officer and detectives involved in cases from respondents to the Independent Sexual Violence Advisors (ISVA) survey;
- incidents of complaints; and
- levels of locally reported confidence.

Performance has been consistent through the year with relatively stable results. Respondents to the ISVA survey report high levels of satisfaction, with VCOP compliance levels being an area to prioritise for improvement. There are opportunities to improve levels of satisfaction related to follow-up activities in the surveying of victims of hate crime, burglary, violent crime and ASB.

Looking forward

The Constabulary needs to deliver a consistently good service so that victims report satisfaction with contact, the way they were treated and the follow-up communication they have received. It also needs to significantly improve its compliance with the Victims Code of Practice. In order to more effectively evaluate this area, I am proposing to commission performance reports on satisfaction that distinguish between vulnerable and non-vulnerable victims.

We have seen a significant increase of people and businesses reporting online (online transactions have increased by 43% over the previous year rising from 30,000 to 43,000) and online services have received positive feedback from users. All online forms are designed to be easy to fill in and with instant reference numbers given and tested against these criteria before release. The service currently delivers a public digital service satisfaction rate of 96% (70% is industry benchmark). There are currently 77 online reporting services available with more to be rolled out in future.

4. Local priorities are addressed

Priorities vary across communities but the most typical are road safety, ASB, drug crime and burglary, and so performance against these local priorities are the focus of this section of the report.

Road Safety

The risk of being killed or seriously injured on Avon and Somerset roads however is low compared to other parts of the country, and the number of people killed and seriously injured in a year has continued to fall for another consecutive year.

I understand that road safety is a very important issue to local people. I am pleased to note that less people are concerned about speeding in their area: of people surveyed in 2018-19, only 6.5% of respondents felt speeding should be a policing priority where they lived, compared to 17.2% in 2017-18. Sadly though, drink/drug driving is still taking place, with over 1500 arrests made in the year. The Constabulary ran two specific police operations with accompanying communications campaigns – in summer 2018 and at Christmas to try and deter people from driving under the influence, and to arrest, enforcing the law and reducing the risk posed to communities in times when we know people are more likely to get behind the wheel when it is not safe for them to do so.

At a strategic level, the police are beginning to use partnership data more effectively to provide a richer picture in relation to issues such as road safety hotspots.

Anti-social Behaviour (ASB)

Anti-social behaviour (ASB) is a broad term which is used to describe the day to day incidents of crime, nuisance and disorder. I am aware that this is often a concern for local people related to their area as it is highly visible and also that victims of ASB can feel their lives are destroyed by it, particularly in cases where it persistently affects people over lengthy periods of time. ASB accounts for the highest

proportion of incidents reported to the police and the second highest proportion of officer time (the greatest proportion of officer time is spent on domestic abuse incidents).

In the previous financial year, the OPCC team carried out a programme of assurance activity aligned to the priority of 'Protect the most vulnerable from harm' that looked at the experiences of victims of ASB who had been persistently targeted. The report was finalised and published in this financial year and can be accessed at: <https://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny/Service-Delivery-Assurance.aspx>.

I commissioned an internal assurance report for the Police and Crime Board in September 2018 to follow-up on this local priority, and have commissioned an internal audit to repeat on similar lines the assurance activity carried out in the previous financial year in order to ascertain if progress has been made in the intervening time.

There are a number of schemes across the Constabulary designed to prevent young people engaging in anti-social behaviour. One of the schemes currently in place is Project Phoenix in South Bristol. This has involved the local policing team and community stakeholders (businesses, social services and the local council). Project Phoenix encouraged participation in the scheme by engaging with candidates at school, through family intervention and direct contact as a result of ongoing ASB. This was designed to provide direction, structure and opportunity to youths involved in anti-social behaviour. There was a 'traffic light' system for candidates which were monitored by the ASB team in consultation with police and partner agencies. The neighbourhood policing team arranged events such as cycling, football and boxing and a local supermarket provided food and drink for those taking part and engaged with the local youths who attended. This resulted in a decrease in ASB at the supermarket store. There are plans to continue the project and expand the scheme to cover a wider area.

As part of the Early Intervention Team there are three Youth Project Co-ordinators covering Bristol, North East and Somerset. A lesson plan has been developed, designed as an inclusive session that requires student participation and covers exploration of ASB issues, effects on victims and the consequences and sanctions that can be put in place to address ASB. This is being made available to schools and anecdotal feedback suggests sessions have been received well by students.

Calls for service related to incidences of ASB have reduced in the 2018-19 year compared with 2017-18 which is an encouraging sign that the levels experience may be reducing and this could potentially related to the increased focus on Neighbourhood teams on problem-solving and the impact of the initiatives described above. The effectiveness of problem-solving plans is an area I will monitor closely over the following year. Levels of ASB victim satisfaction are around 74% and while this is positive, I would like to see this improve over the next year.

Drug Crime

I understand how drug crime worries local communities and share concerns around the harm caused through substance misuse. I commissioned assurance reports that focused on how the Constabulary is addressing drug crime for Police and Crime Board meetings in April 2018 and January 2019.

The Constabulary's drug strategy is in place to develop intelligence, investigate and disrupt criminal activity, protect people and communities from risk, harm and exploitation associated with drugs, to support effective partnerships with other agencies and to understand emerging threats, opportunities and areas of good practice.

As part of the strategy, the Constabulary are actively pursuing organised crime groups. These groups pose significant threats through the supply of drugs and can also be involved in other offences such as theft, selling weapons, and human trafficking. Intelligence is scanned daily with a view to identifying links to 'County Lines' drug networks and those who are at risk from their activities. This information is built into intelligence profiles and fed into the Force tasking process where prioritisation for action can be determined.

What are County Lines?

County Lines is a term used in policing to describe a group (not necessarily affiliated as a gang) that establishes a network between an urban hub and a county location, into which drugs - primarily heroin

and crack cocaine - are supplied. The way the group operates is that a branded mobile phone line becomes established in the market, to which orders are placed by introduced customers. The line will usually be controlled by a third party, who is generally remote from the market. The group then exploits young or vulnerable persons, to achieve the storage and/or supply of drugs, movement of cash proceeds and to secure the use of dwellings, commonly referred to as 'cuckooing'. Control of these individuals is gained by grooming and then through intimidation and violence (which can involve knives, corrosives and firearms).

The Drug Education Programme offers a one-time opportunity for any individual found in possession of any type of drug (enough only for personal use) to attend an education course as an alternative to caution or charge. It is designed to reduce drug related criminal behaviour by focusing on the vulnerability of the person and their risk of addiction and future problematic drug use. The OPCC have worked with the Custody and Courts Referral Service 'ASCC' through this year to ensure this programme, originally piloted and later adopted in Bristol could be rolled out to be available across the whole of the Avon and Somerset area.

Burglary

The number of burglaries reported have reduced again for a further consecutive year (10,091 recorded in 2018/19 compared with 11,278 recorded in 2017/18 and 11,543 recorded in 2016/17). However, positive outcomes have declined (from an average of 9% of positive outcomes in 2016/17, to 7% for 2017/18 and 6% in 2018/19).

Burglary does have relatively low solvability rates generally but the outcome rates are disappointing. Satisfaction of victims of this type of crime is high but has been declining throughout the year. The Constabulary and partners need to focus efforts on attending, securing evidence, ensuring a consistently high standard of investigation where evidence has been collected and where there are lines of enquiry that can be followed up, and in suitably managing and supporting offenders as appropriate to reduce the risk of them reoffending.

Looking forward

I want to see investigative standards improve as this will lead to increased positive outcomes. One action the Constabulary has taken to drive improvement is that Student Officers from Patrol are attached to the Detainee Investigations Team for a three month period to consolidate their investigative learning. This enhances their knowledge of the end-to-end impact of initial (golden hour) investigations at the scene of the offence, including taking quality witness statements, forensic recovery, interviewing detainees and case file building.

The impact of Operation Remedy should result in further decreases of burglary incidences, an increase of solved burglaries and offenders brought to justice and improved victim satisfaction and confidence in local policing teams. It will also increase disruption activity of Organised Crime Groups involved in the illegal supply of controlled drugs.

This Operation commenced in April 2019 and in its first few weeks those involved in the operation increased patrols and made over 30 arrests, the majority of which resulted in a charge. Drugs, proceeds of crime and weapons were seized and stolen property was recovered.

5. Improve crime prevention and reduce reoffending

A crime prevention and engagement package has been developed in the Constabulary which includes;

- Each officer/PCSO being given a personal issue national guidance booklet for crime prevention
- An online suite of advice and leaflets available for crime prevention
- Video VLOGs to use as part of continuous professional development (CPD) days to highlight all available resources

- Crime prevention starter packs for neighbourhood policing areas to use (standardising the approach)
- Resources to support the running of cycle surgeries (neighbourhood events where cycles can be marked to try to reduce bike theft and to enable the return of stolen bikes to owners).

Additionally, the Constabulary has reviewed its training plans to ensure crime prevention training is based on the needs of the local policing areas.

Case Study – Impact of Neighbourhood Model

The Constabulary introduced a new model of Neighbourhood Policing in October 2018.

The aim was to:

- Increase productivity through enhanced supervision and effective tasking;
- Improve neighbourhood services to be more efficient and effective in supporting communities, focusing on better joining up neighbourhood teams with safeguarding, victim support, offender management teams and with partners to support solving the issues that affect communities;
- Help reduce future demand through a focus on early intervention and supporting neighbourhood priorities in tackling serious and organised crime, preventing violent extremism and keeping the most vulnerable safe;
- ensure neighbourhood bases were positioned and resources appropriately aligned to best meet demand; and
- clearly define roles and responsibilities for Sergeants, PCs and PCSOs.

Neighbourhood policing works in a proactive and preventative way to:

- Protect local neighbourhoods or communities;
- Safeguard the vulnerable;
- Manage and divert offenders; and
- Earn community confidence.

This relies on officers, staff and volunteers to be accessible to, responsible for and accountable to communities. Engagement with communities should build trust and develop an understanding of community needs and issues, which can be met and resolved collectively by partnership working by police with private, public and voluntary sectors and with the communities themselves.

The neighbourhood model was founded on 6 pillars:

- Responding to calls;
- Safeguarding;
- Investigations;
- Local Offender management;
- Engagement; and
- Problem-Solving.

The re-organisation and new ways of working was anticipated to see a reduction in calls assigned to Neighbourhood teams to attend (fielding an increased number to the Response Directorate), that would increase the capacity to focus on the other five pillars. Benefits would result such as:

- reduced harm and risk of harm presented by managed offenders;
- increased positive outcome rates related to work of the neighbourhood team;
- increased levels of victim satisfaction;
- increased levels of public confidence; and
- reduced future demand through effective problem-solving.

The Constabulary's Qlik software was used to develop management tools that would support this work.

A dedicated problem solving app gives users the ability to look at beat-level information such as crimes, intelligence, data on specific locations, offenders requiring management, risks to vulnerable people, data related to road safety etc., while supervisors can review data quality in their team, officer activity, outstanding tasks etc.

The neighbourhood policing model has been operational for just over six months at the point of writing this report and early indications are positive. A post-implementation review will take place over the summer and benefit measures have been taken forward into the performance framework of the refreshed Police and Crime Plan so that this improvement can be monitored, built upon and sustained.

To contact your local policing team, find opportunities to meet and view or contribute to community policing priorities for your area, visit: <https://www.avonandsomerset.police.uk/your-area/>

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

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

The 2011 Census indicated there were just under 110,000 people with a Black, Asian and minority ethnicity (BAME) in Avon and Somerset, representing around 7% of the area's population. This is likely to be higher today as the population has been diversifying as it increased.

The workforce is not currently representative of the communities it serves. Achieving appropriate representation will take time. The Constabulary recognises the need to give particular focus to ethnicity because this is an area that is particularly under-represented, while not diminishing opportunities for other under-represented groups.

Percentages of total establishment	BaME 31/3/18	BaME 31/3/2019	Disability 31/3/2018	Disability 31/3/2019	Female 31/3/18	Female 31/3/19	LGBT 31/3/18	LGBT 31/3/19
Police Officers	2.7%	3.0%	5.0%	5.5%	32.1%	32.9%	3.7%	3.9%
Police Staff	2.4%	2.6%	6.0%	7.1%	62.7%	62.9%	2.6%	3.1%
PCSO	5.3%	5.6%	5.6%	5.3%	55.4%	55.6%	6.2%	5.3%
Specials	1.8%	1.9%	0.3%	0.3%	28.6%	28.8%	2.7%	5.3%

Discovery workshops have been run to encourage people from diverse backgrounds to consider applying to join the organisation and to explain more about the roles and available support through the recruitment process. The table below lists what took place.

April 2018	St Pauls Learning Centre, St Pauls, Bristol
May 2018	Easton Community Centre, Easton, Bristol
May 2018	Barton Hill Settlement, Bristol
May 2018	Malcolm X Community Centre, St Pauls, Bristol
September 2018	Phoenix Enterprise Centre, Redfield, Bristol
October 2018	St Pauls Learning Centre, St Pauls, Bristol
November 2018	Rose Green Centre, Whitehall, Bristol
November 2018	Easton Community Centre, Easton, Bristol
December 2018	Easton Community Centre, Easton, Bristol
January 2019	St Werburghs Centre, St Werburghs, Bristol
February 2019	Malcolm X Community Centre, St Pauls, Bristol
March 2019	The Vassall Centre, Fishponds, Bristol

Corporate Communications have launched 'hyper local' campaigns to support recruitment and local Discovery Workshops, targeting people living or working in the neighbourhoods of Easton, St Jude's, Whitehall, Redfield, Speedwell, Fishponds, St Paul's, Montpellier and St Werburghs where diversity of ethnicity is known to be higher than other areas. Social media has been used to raise the profile of roles performed by people from different backgrounds to attract people to the organisation.

This approach fundamentally includes building trust and relationships with communities to attract people to joining the organisation and takes time. Accelerated recruitment activity in order to quickly increase the establishment figures to strengthen neighbourhood teams has had to follow a less bespoke approach and more traditional route which illustrates the tension of organisational ambitions.

Under a new model that launched in October 2018, Neighbourhood Policing teams are increasingly able to engage with communities and the Constabulary's refreshed Inclusion and Diversity Strategy includes ambitious plans to both recruit for difference and to increase cultural awareness amongst the organisation, particularly for frontline officers and staff.

2. All victims, witnesses, suspects and detainees will be treated fairly and respectfully

The Constabulary has been rated as 'outstanding' by HMICFRS at treating all of the people it serves with fairness and respect. A high proportion of surveyed victims report satisfaction with how they were treated and this has marginally improved since last year (88% this year compared with 87% the

previous year). There have been no issues reported by the Independent Custody Visitors that relate to unfair or disrespectful treatment of detainees. There is limited available information at present that gives a clear indication of the experience of witnesses, but there are plans to address this being progressed through the lead for transforming the Criminal Justice service.

I commissioned an internal assurance report to be presented at the July 2018 Police and Crime Board, specifically looking at the theme of equality. A key finding in this report was the extent of disproportionality in the criminal justice service in relation to BaME communities with the most disproportionality seen in relation to arrest and charging decisions¹. The data drew on 17/18 figures and compared against 2011 Census figures and therefore will not be entirely accurate (as population data has adjusted) or attributable to this year's performance but the trend is likely to be relevant and points to the need to continue to focus on addressing inequalities.

3. The Constabulary will consistently and accurately record crime, believing victims when they report crimes

The Constabulary made significant improvements in its accuracy of recording crimes between 2014 and 2016, reaching a recording rate of almost 90% in the 2016 HMICFRS inspection. However, the inspection rating remained at 'requires improvement' which I understood to be largely attributed to instances where rape offences were not recorded. There were very few instances where this happened and the proportion is very small when contrasted against the numbers of reports of rape that were recorded, but each individual unrecorded report is unacceptable and victims were let down.

The Inspectorate rated the Constabulary as 'good' in relation to how well the force demonstrates the leadership and culture necessary to meet the national standards for crime recording and this is a good sign that a future inspection should find the Constabulary has improved further.

The Constabulary has developed predictive analytics models that can scan for missed crimes which provide an appropriate safety net. Resources to use the models and act on the information need to be maintained to make use of the information.

It has not been possible to determine any progress made in the 2018-19 year because of limited capacity to audit within the Force Crime Incident Registrar's team. However, the organisation is in the process of undertaking an internal audit that would offer insight. This report will be available to me in the 2019-20 year.

4. Technology will support officers and staff in their roles

Development and issue of new technology has continued to transform the capability of the organisation.

There has been continued development of the Qlik sense software since it was purchased in September 2016. Apps have been developed as strategic, management and operational aids. They can be used to:

- manage and forecast demand;
- manage team workload;
- identify suspects, victims and missing people in a beat;
- improve data quality;
- manage offenders, organised crime groups, persistent callers, missing people;
- evaluate risk of harm;
- analyse intelligence; and
- monitor and evaluate performance information.

¹ Report indicated: 14% of arrested persons and 13% of those charged are BAME, compared to around 7% of the Constabulary's total population. 7.5% of arrested detainees and 5% of those charged are black, compared to census data showing a black population of just 2%. This is the highest level of disproportionality amongst all BAME groups, indicating that the extent of disproportionality, particularly in relation to arrest is greatest for black residents. Mixed and Asian people are also over-represented in arrested detainees and charged persons in comparison to their proportion of the population (around 3% of detainees and 1.7 - 2.7% of those charged each) compared to around 2% of the population each respectively.

The use of the applications has continued to embed throughout the organisation, with officers being able to manage their own caseload and data quality through tailored applications. The organisation has also discussed how to make use of this software to work in partnership with other agencies.

The People and Organisational Development Directorate are committed to building great People Analytics tools and reports as these are considered critical to understanding the workforce and service delivery. Where possible the directorate are starting to integrate people data into Qlik solutions (e.g. Diversity and Staff Survey apps). There are still systems requirements which need to be addressed to provide the most appropriate data and reporting to produce great People Analytics: an online recruitment system and an upgrading of resource management systems. As these systems are in place and optimised, the organisation will be able to escalate and accelerate the progress for better People Analytics.

Equipping the workforce with mobile devices that can access organisational systems and databases has significantly increased visibility and accessibility of officers. The devices have been well-received by the workforce and the roll out of these devices has taken place throughout the year and is expected to be fully completed by the end of June 2019.

The proportion of people within the Constabulary who feel they have the 'right tools and resources to do the job' is not yet known (awaiting staff survey results). However, there are encouraging signs from respondents to a survey focusing on benefits of a digital change programme as 74% felt that the equipment they had been issued with enabled them to be more effective and efficient in their role.

5. The working environment within the Constabulary will be fair, respectful, equitable and one where people flourish, allowing the best possible delivery of services to our communities

A staff survey is undertaken annually (typically in the Spring). The results are then used as a proxy for views held in the financial year being reported on in the annual report. The format of this survey is in line with other public sector organisations use to allow for benchmarking assessments. Approximately 2500 employees responded to the 2018 survey. The 2018 results are shown below. At the point of writing this report, the 2019 results were not yet available but will be published on the OPCC website at a future date.

Question	2018 results	2019 results
I feel valued at work	43% agreed	To be confirmed
I am treated fairly by the organisation	60% agreed	To be confirmed
I feel supported by my supervisor	66% agreed	To be confirmed

The 2018 staff survey showed opportunity for areas to improve and develop across leadership, and managing change and improvement. There were also concerning results related to bullying and harassment where around 10% of respondents to the survey reported having experienced it in workforce in the last year. These will be priorities for the organisation to address. However there were some very positive results in relation to leadership with regards to clear understanding of the constabulary objectives and support for wellbeing and work life balance.

The 'Aspire' Leadership programme has focussed on ensuring staff identify their potential and are effectively supported to achieve it. Key initiatives delivered by the programme to date have all been aligned to this goal.

Central to the programme is embedding coaching and mentoring as a leadership development strategy. The programme has developed a strong network of coaches and mentors from across operational and enabling services directorates. Those involved possess a diverse variety of skills, experience, roles and grades. This diversity ensures that colleagues seeking support are aligned to the coach or mentor best able to provide bespoke guidance to help participants achieve their developmental aspirations.

The People Development Programme was designed and launched this year. The programme aims to provide leadership and management development opportunities, through accelerated learning, for those colleagues identified by the organisation as exceptional through the IPR rating from their line management. The programme is accredited by the University of the West of England and, upon completion, candidates receive a qualification. 17 candidates participated in the pilot this year and 75% completed the programme. Overall there was positive engagement from the majority of underrepresented groups (although no applicants were from a BaME background) and the students overwhelmingly reported the programme was a positive experience. The programme has been deemed successful and offering value for money, with over half of students subsequently promoted or in the process of applying for promotion roles.

Other initiatives have included 'Think Tank' sessions involving senior leaders from external organisations sharing their experience and perspective of leadership to challenge people to think differently about leadership and consider their developing their own approach, and an external leadership exchange with Skanska that provided a number of senior leaders with the opportunity to connect with a business and industry partner and share ideas and experiences from different perspectives. Feedback to both of these has been overwhelmingly positive.

The Constabulary revisited its mission, vision and values and re-launched with core values of 'Caring, Courageous, Inclusive, Learning' in November 2018. (See case study below).

It has also worked to develop its strategic framework underpinning its organisational purpose, refreshing its strategy and governance arrangements that should establish best practice governance to enable assessment of achievement of all of its objectives.

Looking forward

The Constabulary will be delivering against its new Inclusion and Diversity strategy which involve delivery of "Five Big Ideas".

"Big Idea 1 – External Accreditation for Inclusion and Diversity - seek out partners who provide external accreditation in relation to inclusion and diversity. In attaining external accreditations, through assessments, the organisation would 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. It will signal commitment to the organisational workforce and to external stakeholders that the Constabulary is serious about diversity and inclusion.

"Big Idea 2 – Three tier approach to embedding inclusion and diversity in the organisation through learning

Tier 1 Leaders and Senior Leaders – develop the cultural intelligence of our leaders. With a shared understanding within the organisation of inclusion and diversity, leaders will then start planning their own development and that of their teams, uphold standards, innovate and role model behaviours to support inclusion and diversity.

Tier 2 – Joint commissioning of training and learning intervention for operational police staff, PCs and Sergeants – to address required learning at the operational level within the organisation.

Tier 3 - Initial police training - critical in setting the standards and behaviours expected of new recruits and to empower this cohort to bring this mind-set into the main workforce and challenge and inspire where they do not see it happening.

Big Idea 3 – Strengthening capability to attract diverse talent into the constabulary - recruit three additional Diverse Workforce Outreach Workers on two year contracts, to support and enhance the existing representative workforce team.

Big Idea 4 – Recruiting for Difference - ensure that the recruitment teams and managers are trained to understand best practice. This will mean we get better at recruiting a more representative workforce with all the diverse talent that can bring.

Big Idea 5 – Mobilising the whole workforce - ensuring the whole workforce understands the relevance and importance of Avon and Somerset Constabulary being an inclusive and diverse

workforce. 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. Build understanding and momentum so that people will be excited, motivated and proud to join staff networks, to speak out for diversity and feel comfortable and empowered to become allies in building a diverse and inclusive organisation. The Constabulary will also provide investment to support and build stronger staff support networks to build trust internally and to demonstrate externally their commitment to hearing the voices of those who work for them and engaging with them in a meaningful way.

6. The complaint handling process will be reformed to be more customer-focused –

The Policing and Crime Act 2017 introduced various changes to the Police Complaints regime including strengthening the role of Police and Crime Commissioners in the complaints process. It introduces new duties which are mandatory and also allows Police and Crime Commissioners to choose to take over a number of functions. It will also allow Police and Crime Commissioners to delegate their complaint handling powers. The PCC has elected to adopt Option 1: The PCC will have an express duty in relation to the oversight of the complaints process. Police and Crime Commissioners will become the body to deal with all reviews (currently known as appeals) which are currently heard by the Chief Constable – this does not include appeals in relation to potentially criminal or serious misconduct issues which will be heard by the IOPC. These reviews are currently managed by the Constabulary's Professional Standards Department. Amended complaint regulations were expected in April 2019 but have now been delayed and are not expected until 2020. The PCC sees value in expediting this work and is in discussion with the Constabulary about an early adoption of this process mirroring the approach taken by Wiltshire Constabulary.

The Independent Residents' Panel (IRP) scrutinises completed cases of complaints made by members of the public against Avon and Somerset Police. The complaint themes selected by the Panel this year (from April 2018 to March 2019) have included Stop and Search; mental ill health and detainees in custody; Taser use; incivility; appealed complaints; and neglect or failure in police duty (see case study under fourth strategic priority).

The Panel produces an annual report which is published on the website at:

<https://www.avonandsomerset-pcc.gov.uk/Document-Library/TERM-TWO/IRP/2018-19/IRP-Annual-report-Dec-18.pdf>

In the last year there were 892 complaints made against Avon and Somerset Police recorded in accordance with Schedule 3 of the 2002 Police Reform Act, 76 of which are still under investigation. Of the 892 that have known results, 30 complaints were withdrawn by complainants, 96 were disappplied^[1] and 3 were de-recorded. 131 were found as not upheld (through local investigation) and 531 were locally resolved by the complaints department. 16 were subject to special requirements, 10 of which resulted in no action and 6 resulted in management action. 9 complaints were upheld, of which 3 resulted in no action, 3 resulted in policy review and 3 resulted in management action.

The Constabulary have an early intervention model to respond dynamically to lower level complaints. Members of the IRP review complaints handled by this method at every quarterly Panel meeting. Some 42% of complaints are now dealt with this way (March 2019 data).

Case Study – Constabulary Values

In November 2018, the Constabulary revised its mission, vision and values. Consistent demonstration of behaviours that exemplify the core values of 'caring', 'courageous', 'inclusive' and 'learning' will result in delivery of an outstanding police service to local people. The illustration below sets out the values and how they have been communicated throughout the organisation, along with examples of instances

^[1] Grounds for disapplication are detailed in IOPC Statutory Guidance but can include the complaint being made more than twelve months after the alleged incident, a complaint not disclosing the name of the complainant or any other interested person, or if the matter is already the subject of a complaint. More than 12 months have elapsed between the incident, or the latest incident, giving rise to the complaint and the making of the complaint and either that no good reason for the delay has been shown or that injustice would be likely to be caused by the delay

where people have shown these values in an exceptional way and been officially recognised as a result.



CARING

A girlfriend reported her boyfriend missing and was concerned for his welfare. Due to suffering from bipolar disorder and his vulnerability he was quickly classed as a high-risk missing person and was in need of being found urgently. He was located in an area of danger by Temporary Inspector Kurt Swallow and Police Constable Si Hutton, who both quickly assessed the situation. The man was visibly upset and the officers worked to build up a rapport, focussing on calming him down and getting him to safety. Despite the complex situation, both officers displayed compassion and understanding, remaining calm and talking to the man as much as possible in order to reassure him. The officers saved the man's life and showed a huge amount empathy that day. They were awarded a Royal Humane Society Award at the Force Awards in April 2019.

COURAGEOUS

In June 2018, officers responded to reports of men with weapons in the Redcliffe area. PC Luke O'Connell was on his way to the scene when he spotted a suspicious vehicle and went head to head with four offenders when they tried to flee their vehicle. At that time the officers weren't aware that the men had just committed a murder and a grievous bodily harm offence using machetes, Tasers and knives. The attack and murder was linked with county lines and police successfully arrested two suspects on the same night, and another the following day. The case was quickly investigated and brought to trial within 104 days. This was a great result for the force as well as for the family of the victim and the community affected by this violent crime. Police Constable Luke O'Connell, Police Constable Phillip Sage and Inspector Glen Boxer were awarded a Crown Court Commendation at the Force Awards in April 2019 which is presented for significant personal courage or significant commitment in the execution of duty, above and beyond what should normally be expected.

INCLUSIVE

Georgia Coles received a PCC Pride Award for her hard work as a PCSO in West Somerset. Specifically, Georgia, who has recently been named as Children & Young Persons Champion, had worked hard to deliver an enlightening talk at the National Child Centred Policing Conference earlier this year. Feedback from the Chief Constable of Hampshire Constabulary described Georgia's input as really well received, thought-provoking and extremely relevant. Georgia is aspiring to improve engagement for our younger communities through her role, demonstrating how she values their views.

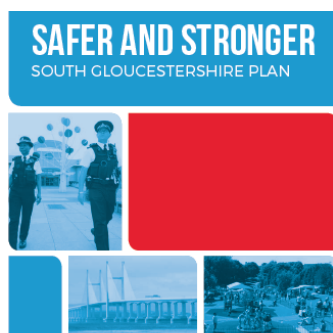
LEARNING

Josh Davies was given a PCC Pride Award for his outstanding attitude in his role as a police cadet in Taunton. Josh was described as having 'turned his life around' since joining the cadets: from 'mixing with the wrong crowd' to being a 'massive inspiration' to his peers. He commits over 20 hours a month working actively within his community, taking an active role to assist cadet leaders and has proven himself to go above and beyond the expectation of cadets. His interaction with local people, volunteering at events such as Glastonbury, has been exemplary.

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

1. Work with Local Authority Leaders, strengthening effective partnerships to intervene earlier and build safer, stronger and more cohesive communities

This year I have developed a joint local plan with Bath and North East Somerset, meaning that there are now local plans for all five Local Authority areas.



I continue to provide local areas with funding to allocate to local priorities, agreed jointly with my office. In 2018/19 I allocated £739,641 to the five Local Authorities. This funding was used to support a range of key services, including domestic and sexual abuse, hate crime, substance misuse, restorative justice and early intervention.

Bath and North East Somerset - Total funding from the PCC £64,589	
Project	Summary
Domestic Violence and Abuse (DVA)	DVA services for all victims over the age of 16 years, male and female and those in same sex relationships.
Compass Youth Crime Prevention Service	Contributes towards a youth crime prevention service for 8-17 year olds which operates within the Youth Offending Service.
Young People's Substance Misuse Service	Young people's substance misuse service is part of the wider Developing Health and Independence (DHI) substance misuse service for under 18 year olds in Bath and North East Somerset.
Bristol - Total funding from the PCC £284,490	
Project	Summary
PCSOs	Grant contribution for the Police Community Support Officer shortfall.
VAWG	Violence against Women and Girls (VAWG) – Domestic Homicide Review (DHR) costs.
North Somerset - Total funding from the PCC £86,538	
Project	Summary
Supporting vulnerable victims	Pooled budget for domestic abuse support services including the Independent Domestic Abuse Advocacy Service and children's worker. In North Somerset, these services are currently provided by Chapter 1.

Tackling crime types and locations where there are particular concerns (and opportunities)	Contribution to the One Team work. The Weston-super-Mare Purple Flag accreditation has recently been successfully renewed and North Somerset has also been included in the second phase of the Home Office Local Alcohol Action Area programme. One Team work in the Bournville and Oldmixon area is progressing and a number of external funding opportunities are being pursued. The Police and Crime grant will contribute to these work areas and in line with the priority identified in the joint Community Safety Plan to other crime types and locations where concerns and opportunities arise.
Young people's Substance Advice Service	This services enables the delivery of interventions to young people involved in substance misuse – to reduce and stop risky activity. The service is provided by the North Somerset Youth Offending Service.
Youth Inclusion Support Project	This service enables the delivery of interventions to young people who have committed offending or anti-social behaviour who have not been through the criminal justice service. The service is provided by the North Somerset Youth Offending Service.
Somerset - Total funding from the PCC £211,344	
Project	Summary
Positive Lives	Continuing project essential for supporting high risk of harm and high risk of reoffending offenders: <ul style="list-style-type: none"> • To create capacity of 20 beds within small units of small of community based accommodation with flexible support • To support this group with move –on to ensure capacity is maintained • To support the effective rehabilitation through engagement with Positive Lives • To develop new models of wrap around support and skill development • To increase the number of clients achieving permanent accommodation • To develop services for and with vulnerable women
CSE Prevention	To provide preventative and targeted support to young people who are at risk of sexual exploitation and/or criminal exploitation including those who have gone missing or run away from home. Focus on the 'push' factors such as abuse, bullying or family conflict and the 'pull' factors like grooming in order to quickly and effectively combat the underlying causes of running away and prevent problems escalating.
One Team Project	Two-part project to facilitate two main objectives: 1. Assist the Safer Somerset Partnership in quality assurance of One Teams over the next 12 months 2. Embed consistency of standards where required whilst ensuring the continuation of locally led teams 3. Assist the Mendip team transform from a 'virtual' to a face to face meeting structure by adding some coordination resource
Vulnerability Pathways - Systems Review	A one off system review, independently chaired, designed to consider the various vulnerability pathways in Somerset and assess areas for change and improvement.
Project SHE	The aims of SHE are to : <ul style="list-style-type: none"> •Improve safety for those who are themselves victims/vulnerable •Improve access to, and engagement with, support in relation to the nine reducing re offending pathways •Reduce number of arrests/re arrests •Reduce number of remands/short custodial sentences •Reduce reoffending •Improve outcomes for children and families through prevention.
South Gloucestershire - Total funding from the PCC £92,680	
Project	Summary

Anti-Social Behaviour Support Service	Project supports lower level ASB victims who do not match the criteria within the victim's code of practice for an enhanced service, or do not have the confidence to self-refer.
Towards Freedom Programme	Involves group work to support women who have experienced or are experiencing domestic abuse. The programme runs hot-spots that match those identified in the latest Strategic Assessment of Crime and Disorder.
Complex Needs IDVA	Specialising in victims from BAME backgrounds, and in complex needs
Youth Offending Team	Funding to support the delivery of South Gloucestershire's Youth Offending Team (YOT) core services - working with identified young offenders to reduce both the prevalence and the severity of re-offending.

2. Transform the local criminal justice service in order to make it speedy, effective and improve the experience of victims

My team continue to drive forward the implementation and delivery of new capabilities aimed at transforming criminal justice in Avon and Somerset. Significant collaborative working, led by a senior responsible officer (appointed under a two-year period), is focused on the following four areas:

- Appropriate decision making
- File Quality and case work
- Improving listing and hearing management practices
- Delivering victim and witness service improvements and confidence

A programme board (meeting six-weekly) maintains governance of the workstreams with an overarching executive level board providing oversight and the linkage back to the local criminal justice board. The strategic priorities for the programme are to achieve:

- Reduction in the overall length of time cases take from reporting to outcome at court
- Reduction in Failure to Appear Cases & associated warrants issued / improved numbers of cases proved in absence of defendant
- Increased guilty plea rate prior to / or at first hearing
- Improved multi agency case management practice, delivering a reduction in number of hearings per case in Magistrates and Crown Court
- Victim and Witness experience of and engagement with the local Criminal Justice Service is a positive experience

The delivery plan has reached a level of maturity whereby many of the quick wins have been delivered and the senior responsible officer is working with executive level representatives to now refine the approach and identify the critical success factors to deliver the programme by the end of December 2019.

3. Work more closely with other police forces to drive efficiencies, enabling re-investment in areas of growing need

The Constabulary has well-established collaborations in existence with regional police forces in the areas of forensics, major crime, serious organised crime and cyber-crime.

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

I remain committed to collaborations which bring positive outcomes for the public and/or the public purse.

The Constabulary was successful in securing over £3m Police transformation funding that concluded in March 2019 to develop a shared office of data analytics with local emergency services and local authority partners. This multi-agency hub has been established and piloted a number of solutions that collect and analyse shared data to provide a shared analytics service that helps the agencies share information better and better understand their shared demand and areas of shared working.

4. Encourage and support emergency service collaboration

In the summer of 2017, Avon Fire and Rescue Services moved their headquarters to the Police HQ site in Portishead. This has saved money from reduced office costs and released a capital receipt for the Fire Authority to reinvest in fire services.

During this year, further collaboration has been developed with local Fire Authorities to generate savings by sharing estates in Somerset and by Fire attending certain incidents as first responder when appropriate.

Avon and Somerset was awarded funding by the Home Office via the Police Transformation Board to carry out a review of potential fire governance options under the Policing and Crime Act 2017 and provide a report to Police and Crime Commissioners considering fire governance changes. This report was published in April 2018 and considers the 3 governance models – the representation model, the governance model and the single employer model. A link to the report can be found below: <https://www.avonandsomerset-pcc.gov.uk/Document-Library/TERM-TWO/2018/FIREGovernance-FINAL-report.pdf>

Neither the governance model nor the single employer model can currently be progressed in Avon and Somerset without changes in fire authority boundaries and this is not currently being considered. A change in legislation is awaited to enable PCCs to vote at Combined Fire Authorities.

I have also continued to hold discussions with colleagues from Highways England around how we can work better together to improve the efficiency in which they, the police and other emergency and supporting services, deal with motorway incidents, which cause delays, stress, and knock-on congestion.

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 these include: 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.

Looking forward

The Avon, Somerset and Wiltshire Mental Health Crisis Concordat Group will the objectives of the triage service and ensure these are still relevant and appropriate. An external academic review of triage to inform future commissioning of the service (the current service is funded until September 2020).

5. Strengthen opportunities for residents to interact with the police

Under the new neighbourhood policing model there is a clear process in place to enable operational teams to understand their community's needs. At a strategic level each Local Policing Area (LPA) has an engagement plan. Officers and PCSOs use a range of engagement methodologies to understand priorities according to geography and need, managed at a beat level.

Individual PCSO/PCs utilise local engagement opportunities to feedback on issues, e.g. Parish Council, Neighbourhood watch meetings. Social media is also utilised to keep communities informed. Currently 'super-users' of Twitter operate in all Neighbourhood teams to keep communities informed. These super-users mitigate the risk of having too many local accounts (which could risk confusion for

communities). The Constabulary is adapting to the needs of communities as more and more people want to engage with the organisation online.

Communities are increasingly meeting in Facebook groups to discuss local issues, rather than in physical spaces. Neighbourhood policing teams previously had no voice in these forums and were seeing a decrease in footfall to beat surgeries. To increase engagement and visibility, 15 PCSOs have worked with Corporate Communications to develop Facebook profiles, which now allow them to access these groups.

After nine months, the evaluation of doing this revealed that officers scored the profiles 8.25 out of 10 overall for effectiveness in helping them achieve their aims, which had been aligned to LPA priorities. The ways they used the profiles to increase engagement/visibility have been monitored and have identified best practice. This is now being rolled out force wide. PCSOs are selected by the LPA Commander and the local Inspector / Sergeant then aligns their work with the LPA engagement plan.

Between June and November 2018, the Avon and Somerset beat pages were accessed circa 100,000 times. Each local policing area now prioritises their local beat pages, keeping them up to date and relevant for their communities. In addition supervisors have the ability to look at specific beat areas and see how recently the pages have been updated and ensure data quality is good and events are reported to encourage engagement with communities.

Case Study – Impact of the Independent Panels

I have increased opportunities for people to become involved in scrutiny of policing activity and have panels that look at:

- Complaints against the police;
- Out of Court disposals; and
- Use of police powers.

Independent Residents Panel members were appointed as independent volunteers by the PCC in July 2013 to be part of a scrutiny panel that reviews completed case files of complaints against the police and highlight good practice as well as any areas of concern, with the aim of learning, improvement and implementing best practice.

The selected themes for complaints within the quarterly meeting during 2018/19 have related to: Stop and Search; mental ill health and detainees in custody; Taser use; incivility; appealed complaints; and neglect or failure in police duty.

The Panel look each autumn at the most recently completed complaints, which continues to provide a 'check and test' for the positive direction of improvement, including the tone and content as well as frequency of correspondence with complainants. In addition, each meeting reviews early intervention, i.e. informally resolved complaint cases with complainant-focused responses, usually within 72 hours.

The panel is updated on the work and progress of the Professional Standards Department and has discussed wider issues such as body worn video camera use and roll out of laptops and mobile devices to officers. The panel have been pleased to see that improvements are made year-on-year and sustained.

Some panel members are also members of IAGs and the Scrutiny of Police Powers Panel which provides a valuable knowledge exchange between groups, aiming for a better service by the police to the public.

The **OoCD Scrutiny Panel** first came together in February 2014. It comprises Magistrates, representatives of the CPS and Court Service, Victim Services and Youth Offending Teams and has met quarterly to scrutinise appropriate use of Out of Court Disposals and increase public confidence in their use.

Cases involving the following themes were selected for scrutiny during 2018/19: hate crime; 'sexting' and malicious communications involving young people; stalking and harassment; and domestic abuse including implementation of the new Conditional Caution and 'Project CARA' intervention.

Recommendations and observations made by the Panel have contributed to changes in policy, practice, and training materials. Whilst it is not the role of the Panel to overturn decisions made, feedback has been given to individual officers to inform future decision making. The Panel welcomed the introduction of the new two-tier framework for out of court disposals in November, supporting the launch of the Champions Network and facilitating training for Magistrates. The new approach responds to recommendations and observations made by the Panel over many years: simplifying the previously complex and confusing set of disposals; removing Simple Cautions that have long been viewed by the Panel as ineffective without the benefit of an intervention attached, reinforcing the perception of being a 'slap on the wrist'; and introducing arrangements to enable financial compensation for damage or loss caused to the victim, alongside a set of interventions for use in both Community Resolutions and Conditional Cautions to challenge and change future behaviour. The Panel will continue to scrutinise the success of new arrangements over the coming year.

The Scrutiny of Police Powers Panel, in place since June 2017, has been a critical friend, for local people to scrutinise Avon and Somerset Constabulary's use of their police powers and to ensure that there is no bias or discrimination. This work focusses on the observation of body worn video camera footage of Stop and Search incidents, Taser use and Spit and Bite Guard use.

The Panel meets quarterly and challenges the Constabulary regarding the cases reviewed. The Constabulary replies to Panel questions; and events arising between meetings.

The Panel, alongside the Constabulary, have encouraged the switching on of cameras for Stop and Searches and have seen a trended increase in usage (from around 10% in June 2017 to 77% in April 2018 and 83% in March 2019). Figures have been requested for Taser use and camera usage and this will be available for performance monitoring in the future (displayed in the visualisation software Qlik Sense).

The Panel's scrutiny has provided the police with learning opportunities, both for individual officers and for the wider organisation. In its role as a 'critical friend', the Panel seeks to contribute to organisational learning for the Police and not all observations are negative or critical: the panel regularly express admiration for the way officers have handled difficult situations. Some examples of learning the Panel has shared include: as part of de-escalation of a situation, individuals should be informed that the Taser is being re-holstered; recommendation of a better choice of language/expressions; consider fully the impact on the individual and the community of a very public stop and search; and recognise the need to modify language and delivery when English is not the individual's first language.

Looking forward

The Scrutiny of Police Powers Panel will continue to focus on unconscious bias and mental health as scrutiny themes. The next Out of Court Disposals panel meeting will look at disposals for adults who've committed hate crimes and youth cases for possession of bladed articles.

6. Annex One. Summary of Grants Issues and Commissioned Activity in 2018/19

GRANT	RECIPIENT	SERVICE / PROJECT
Avon and Somerset		
<p><i>Lighthouse</i> Integrated Victim Care £906,000</p>	<p>Avon and Somerset Constabulary</p> <p>Avon and Somerset Constabulary also contribute £1,290,000 from their budget</p>	<p>Victims who are vulnerable, intimidated, persistently targeted or experience serious crime are offered practical and emotional support and guided through the criminal justice process by specially-trained staff. The service has teams made up of both police staff and independent support workers and volunteers.</p>
<p>Mental Health Control Room triage £122,064</p>	<p>This project is also funded by: Avon Fire and Rescue, Bath and North East Somerset CCG, Bristol CCG, North Somerset CCG, South Gloucestershire CCG and Somerset CCG.</p> <p>Avon and Somerset PCC is not the lead commissioner.</p>	<p>Funding for mental health professionals to be situated in the police control room. They have access to relevant health systems, offering advice and support to police officers and partner agencies such as Avon Fire and rescue Service and South West Ambulance Trust with a view to ensuring suitable pathways are identified at the earliest opportunity.</p>
<p>Emotional Support Service for Victims of Crime and ASB £296,973</p>	<p>Victim Support</p>	<p>Emotional and practical support for victims of crime and ASB.</p> <p>Available both to those who report to the Police and those who do not.</p>
<p>Adult Advocacy Service AVoice £329,467</p>	<p>The Care Forum (lead) working with SEAP and SARI</p>	<p>AVoice is a specialist advocate support service for victims of crime or ASB who require enhanced support relating to mental health, learning difficulties, problems associated with isolation, race, religion or sexuality.</p> <p>Available both to those who report to the Police and those who do not.</p>
<p>Children and Young People Advocacy Service- Young Victims' Service £165,000</p>	<p>North Somerset Youth Offending Team</p>	<p>Young Victims' Service is a specialist advocacy support service for young victims of crime and ASB up to the age of 18 and victims of crime and ASB aged 18-25 where additional needs are identified.</p> <p>Available both to those who report to the Police and those who do not.</p>
<p>Specialist Support Service for Victims of Child Sexual Exploitation £222,884</p>	<p>Barnardo's (PCC contributes to total annual budget of £445,767)</p> <p>Project is also funded by: Bristol City Council Bath and North East Somerset Council South Gloucestershire Council Somerset County Council North Somerset Council</p>	<p>Specialist support for victims of child sexual exploitation. The service also offers consultation provision to professionals, such as social care staff, working with children and young people who have been affected.</p>

<p>Child sexual abuse support services £200,001</p>	<p>Somerset and Avon Rape and Sexual Abuse Support (SARSAS) (19,009)</p> <p>Bristol Missing Link (£67,753)</p> <p>The Green House (£48,213)</p> <p>Southmead Project (£65,026)</p>	<p>Services supporting victims of child sexual abuse including funding of support posts (ISVAs), provision of counselling services.</p>
<p>Independent Sexual Violence Advisors (ISVA) Service £194,580</p>	<p>Safelink (Missing Link)</p> <p>Total annual spend of £318,345 with NHSE funding of £123,765</p>	<p>£194,580 Specialist advocate support for victims of rape or sexual assault, available both to those who report to the Police and those who do not.</p> <p>£80,000 funding from NHSE towards specialist Children and Young People Independent Sexual Violence Advisors (ISVAs) to complement the existing ISVA team commissioned by the OPCC</p> <p>£43,765 funding from NHSE to support the implementation of the Male Quality Standards for Sexual Assault Services – Male ISVA.</p>
<p>Sexual Assault Referral Centre (SARC) £228,481</p>	<p>University of Bristol Hospitals Trust</p> <p>Co-commissioned with NHS England who are the Lead Commissioner.</p>	<p>Specialist medical and forensic services and support for victims of sexual assault.</p>
<p>Modern Slavery Support Service £38,595</p>	<p>Unseen UK</p>	<p>Specialist support service (in pilot) focusing on the needs of victims of modern slavery before engaging in nationally commissioned services as well as the period after that support ends.</p> <p>Available both to those who report to the Police and those who do not.</p>
<p>Police and Crime Grant £739,461</p>	<p>Individual Grants issued to the 5 Community Safety Partnerships</p>	<p>Supporting various Community Safety projects which contribute towards delivery of the PCC's priorities. Examples include domestic abuse services, sexual abuse services, hate crime services, Youth Offending Services and supporting a safe night time economy.</p>
<p>Custody and Courts Referral Service £553,421</p>	<p>AWP (NHSE is the Lead Commissioner)</p>	<p>Service supporting individuals at the point of arrest whose offending is linked to substance or alcohol misuse.</p>
<p>Appropriate Adults Service (2 operate: 'Avon' and 'Somerset') £40,462</p>	<p>Brandon Trust (Avon) (£35,000) and Somerset Youth Offending Service (Somerset) (£13,462)</p> <p>Bristol City Council and South Gloucestershire Council contribute to the funding of Brandon Trust.</p>	<p>Service to support and safeguard the welfare and rights of vulnerable adults detained or interviewed by the police.</p>

Restorative Justice Delivery Service £179,000	Restorative Approaches: Bristol Mediation	Grant for delivery partners to establish face-to-face processes for the delivery of restorative justice across Avon and Somerset.
Commissioner's Community Action Fund £150,000	Various Community Groups and Voluntary Organisations	Grants up to £3,000 made available to initiatives that support PCC priorities.
Violence Against Women and Girls (VAWG) Project Home Office Funded Project	Safelink (Missing Link) Womankind £56,887.85 Home Office Police Transformation Fund Grant	The OPCC was successful in a submission to the Home Office's Violence Against Women and Girls (VAWG) Transformation Fund. The project commenced in 2017/18 and over the next three years will provide additional support to survivors of sexual violence and abuse with additional needs linked to learning difficulties or mental ill health via ISVA and or befriending support.
Early Intervention Youth Fund Home Office Funded Project	Barnardo's £115,725 Home Office Police Transformation Fund Grant for 2018/19 (then £348,132 in 2019/20)	Working in partnership across Avon and Somerset, Barnardo's and Learning Partnership West (LPW) will provide an early intervention and prevention service, targeting vulnerable children and young people in areas of highest need. Our integrated three-layer service will tackle root causes of serious violence by improving resilience and safety through: <ul style="list-style-type: none">•Direct interventions for individual children/young people to prevent crime and support with evidence led prosecutions of perpetrators targeting children•Support to strengthen the family system as a protective resource•Involve and educate communities, improving identification and prevention
Early Intervention Youth Fund: Serious Violence Intervention Project Home Office Funded Project	Behavioural Insights Team £49,940 The Princes Trust £10,725	Analyse data and consult and engage with stakeholders to inform the development of a local Avon and Somerset Serious Violence strategy. As part of this work, an Avon and Somerset Serious Violence summit will be jointly hosted by the OPCC and Constabulary. The summit will provide an opportunity to review the project's work and cohesively draw upon its recommendations. In collaboratively working with The Prince's Trust in Bristol, the Constabulary strives to make a change; in engaging with our schools, parents and young people; prevention and diversion is the heart of this programme. This will be a six-week course for young people aged 11 to 14 years old, who are either on the periphery of criminality, engaging in ASB (Anti-Social Behaviour) or at risk of permanent exclusion from school. The

	<p>£60,665 Home Office Police Transformation Fund Grant</p>	<p>course has a series of workshops devised by the Prince's Trust covering subjects like confidence building, team work, improving communication skills alongside subject's covered by the Police such as knife crime and county lines.</p> <p>The young people will attend once a week for 6 weeks, with consent from their school and parents.</p>
<p>TOTAL: £4,366,389</p>		

Annex Two – Summary of Performance

Priority	Indicator	Source	2017/18 position	2018/19 position	Positive/Negative Trend
Core Policing	How efficient is the force at keeping people safe and reducing crime?	HMIC	Good	Unchanged	n/a
	How effective is the force at keeping people safe and reducing crime?		Good	Unchanged	n/a
	How legitimate is the force at keeping people safe and reducing crime?		Good	Unchanged	n/a
SP1	Vulnerable victim survey: Users of Lighthouse service average rating of support and advice received from Victim/Witness Care Officer	Internal management information (Scale: 1-5 poor-very good)	Average score 4.5 (based on average of 4 months data)	Average score 4.6	positive
	Vulnerable victim survey: Users of Lighthouse service average rating of feeling well informed about the Criminal Justice process		Average score: 3.7 (based on average of 4 months data)	Average score 3.9	positive
	Vulnerable victim survey: Users of Lighthouse service average rating of access to support services		Average score: 4.1 (based on average of 4 months data)	Average score 4.2	positive
SP2	Public Confidence Measure	Crime Survey for England and Wales	79%	79% ²	
	Tackling Community Priorities		58%	57% ³	
	Active Citizenship	Local Survey	10%	9%	negative
	Victim Satisfaction	Internal management information	Requires Improvement	Requires Improvement	-
	999 abandonment rate		0.2%	0.1%	positive
	101 abandonment rate		5.1%	4.0%	positive
	2.7%		2.9%	positive	
SP3	Workforce Representativeness	Staff survey	199	157	positive
	Complaints of police incivility		43%	TBC	
	I feel valued at work	% that agree	60%	TBC	
	I am treated fairly by the organisation		66%	TBC	
	I feel supported by my supervisor		47%	TBC	
	I have the tools and resources to do the job				
SP4	Successful criminal justice outcomes: Positive outcome rate	Internal management information	13.0%	12.5%	negative
	Successful criminal justice outcomes: Conviction rate		84.5%	83.6%	negative

² Based on 3 quarters of data

³ Based on 3 quarters of data

MORE INFORMATION



For the full report and an interactive version visit www.avonandsomerset-pcc.gov.uk

Avon & Somerset Police & Crime Commissioner

Visit www.avonandsomerset-pcc.gov.uk

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Avon and Somerset Police and Crime Panel

26th June 2019

Title: Work Programme Report

1. Purpose of Report

The Panel is invited to consider and approve the draft Work Programme for 2019/2020.

2. Summary

This Work Programme is expected to take into account:-

- the Panel's statutory functions and responsibilities
- the Commissioner's priorities as defined in her Police and Crime Plan
- the views of Panel Members

It is essential that the work programme is proportionate to the resources available to support the Panel in its activities.

The duties and responsibilities of the Panel are set out in the Panel Arrangements document which was recently reviewed by the Panel and amended by the Constituent Authorities. There are some responsibilities which the Work Programme must accommodate at a specific time:-

- **consideration of the Commissioner's Annual Report** - as soon as practicable following the conclusion of the relevant financial year that it covers.
- **consideration of the Commissioner's precept proposal** - early February 2020
The Panel is required to scrutinise the Commissioner's proposed Council Tax Precept (the money collected from council tax specifically for Policing). As part of this, the Panel has oversight of the overall draft Policing budget and its proposed allocation.

Schedule 5 of the Police Reform and Social Responsibility Act sets out the process for issuing a Precept, the Panel's role in reviewing the proposal, your ability to veto the Precept and the steps to be taken if you do. The Panel is entitled to see evidence that backs up the proposed Precept and this requires the Commissioner to consult with the Panel more than once before the formal scrutiny meeting and provide transparent reasoning for her decision - minimising the risk that a veto will be used.

To ensure that Members make a tangible, practical contribution to the budget and precept-setting process, consultation on the Budget starts each year with a briefing at Police and Fire Headquarters. This year it will take place on **15th November 2019 at 10am (already in your diaries) and all Members are required to attend this meeting.**

- **consideration of a revised Police and Crime Plan** prior to the proposed effective date for a new plan.

The Panel welcomed the Commissioner's development of a new Police and Crime Needs Assessment in 2018 as a solid evidence base for a new plan to cover the period 2019/21. The purpose was to provide a picture of the most significant issues, risks and threats shared by partner agencies and stakeholders across Avon and Somerset. The consultation included Councillor Craig who has been the Panel's Link Member for the Development of the Police and Crime Plan since 2016.

Sight of an early draft of the refresh of the PCC's Police and Crime Plan in January 2019 helped to prepare the Panel for a challenge session with the Commissioner at the Panel's meeting on Tuesday 5 February 2019.

There are other aspects that should be incorporated into an annual work programme where considered appropriate by the Panel:-

- **Scrutiny and review of the Commissioner's decisions/actions**

Under Section 28(6) of the Police Reform and Social Responsibility Act 2011, the Panel is obliged to review or scrutinise decisions made, or other action taken by the Commissioner in connection with the discharge of her functions and, where necessary make reports or recommendations to the Commissioner with respect to the discharge of those functions. The Commissioner is under a statutory obligation to publish details of decisions of significant public interest. In more general terms the Commissioner is obliged to ensure that the Panel is provided with any information that it might reasonably require.

The Commissioner presents an Update Report on key activities to each meeting. This includes an appendix in the form of a schedule of key decisions taken in the intervening period between meetings. Last year, the Panel also requested the OPCC to provide a forward plan of any key issues, processes or pieces of work the Commissioner will be addressing on which it may be appropriate for the Panel to receive a report, be consulted or hold a pre-decision scrutiny review.

- **Monitoring of arrangements for dealing with complaints against the Commissioner**

The Panel is required to consider and informally resolve complaints against the *personal conduct* of the Commissioner. In 2012, the Panel delegated the initial

complaints handling function to the Chief Executive Officer in the OPCC. The final arbiter however is the Panel, and complainants are made aware that complaints can be escalated to the Panel if they are not satisfied with the initial attempt at resolution. The Panel receives a standing summary report on complaints to each meeting and the Panel's Complaints Sub-Committee has delegated authority to consider individual complaints when they are escalated. The Panel's Lead Officer is responsible for the administration of the function and for providing the Panel with advice and officer support.

- **Other Panel responsibilities** relate to senior appointments (confirmation hearings) and matters such as the proposed removal of a Chief Constable, the suspension of a Commissioner or the appointment of an acting Commissioner. These responsibilities must be considered no more than ad hoc in nature, will only occur as circumstances dictate, and may necessitate the calling of "extraordinary" meetings of the Panel.

3. Link Member Roles

The Panel has chosen to shape its scrutiny and review of the Commissioner's activities around the priorities contained in the Police and Crime Plan. This method of involvement can strengthen accountability and transparency by Link Members reporting back to the full Panel Membership on activities and key issues in their area of business. It will also provide opportunity for sharing performance and assurance information. Attached at Appendix A is a schedule of current roles which reflects future group briefings that will be held quarterly on specified dates in line with the PCC's 4 Strategic Priorities. Some roles have stand alone reporting mechanisms.

The membership of these roles will be reviewed in the light of the new membership of the Panel. Members are invited to consider any areas of interest in advance of the meeting and volunteers to the role can be firmed up at the Panel's pre-meeting. Please can you note that the work of the Panel is Member led and the role will require you to formulate your own lines of enquiry and provide updates on activity at Panel meetings or a final report at the end of the year depending on the nature of the work. The OPCC will provide agendas and papers in advance of the briefings and the Panel's Lead Office is available to provide officer support at the briefings and post briefing when required.

4. Chief Constable Presentation

The Chief Constable has operational independence and reports to the Panel once a year. Last year, it was agreed that this should take place in December when the Panel considers the draft budget. The Home Office protocol suggests that, 'if the Panel seeks to scrutinise the PCC on an operational matter, the Chief Constable or other officers may need to attend alongside the PCC to offer factual accounts and clarity if needed for the actions and decisions of their officers and staff. The accountability of the Chief Constable remains firmly to the PCC and not to the Police and Crime Panel'.

5. Other reports/work emerging from 2018/19

Outstanding actions from last year will be captured in the Commissioner's Update Report. There are no outstanding reports.

6. Training for new Members and in-depth Scrutiny topic

It is proposed that a training session for new members takes place in September 2019 run by Frontline Consultancy. The OPCC has offered to participate in this, an approach which has proved helpful in previous years. In the meantime, the Lead Office has provided an induction session to new members in advance of the AGM.

7. In-depth Scrutiny Topic

Last year, members chose Serious Violence and Knife Crime as a topic for detailed consideration following the release of a new Home Office strategy which placed additional responsibilities on Police and Crime Commissioners. If Members wish to choose another topic for in-depth scrutiny this year, it is proposed that this takes place in or around January 2020 for capacity reasons. The work programme is fluid and the Panel is not required to make a decision at the AGM.

8. Work Programme 2018/19

Based on the above, a draft work programme has been drawn up which is attached at Appendix B to this report. This is a fluid document and a work planning meeting with the OPCC is taking place on 18th June 2019 and updates will be notified at the AGM.

The Committee on Standards in Public Life report "Tone from the Top", published in 2015, makes a recommendation in relation to Panel's work programmes that they should be both forward looking and clear about the information the Panel requires from the Commissioner to conduct its business and meet its statutory responsibilities. In this respect, it is proposed that the agreed work programme be a live document containing relevant notes and commitments alongside an indication of the information that will be required in support of the items. It will be refreshed as appropriate following meetings and submitted to all agenda briefings to assist both the Panel and OPCC.

Patricia Jones
Lead Officer

Avon and Somerset Police and Crime Panel
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**Avon and Somerset Police and Crime Panel
Link Member Roles
2019-20**

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		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		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		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		John Smith/ Mark Simmonds Mark Simmonds
Police & Crime Plan Development	Police & Crime Plan Development	Strategic Planning Working Group		Karin Takel

Panel Work Programme 2019/2020

Date	Business	Notes
26 th June	AGM Procedural Business PCC Annual Report Work Programme – draft for Panel consideration/approval	
September – new member training Date to be agreed at AGM		
8 th October	Panel Annual Report Review of Performance reporting mechanism	
15 th November - training (takes place at Police/Fire Headquarters)	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 11 th December, and the final report to be presented on 4th February. The session should be attended by all Panel Members.	
11 th December	Scrutiny of the Budget/Draft Medium Term Financial Plan	

	Chief Constable – Presentation Panel Budget and Costs report	
4 th February	Formal Review of the Budget and Precept Proposal	
25 th March		

Standing reports to each meeting:-

- Commissioner’s Update Report – report on PCC activities/key decisions. Standing updates on Fire Governance and Estates.
- Work Programme – fluid and presented for noting or approval following amendment
- Link Member reports – Scrutiny of performance against the Police and Crime Plan
- 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.

AVON AND SOMERSET POLICE AND CRIME PANEL

26 JUNE 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 two complaints 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. There are a total of 4 live complaints against the PCC at this time.
6. Please refer to the summary table in Annex 1.
7. 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.
8. Complaint **case 31** remains a live complaint, received on 22 January 2019 and recorded. The complaint has been escalated directly to the Panel to handle.

9. Complaint **case 32** is live complaint received on the 20th March 2019 and recorded. The original email was copied to Principal Democratic Services Officer and escalated directly to the Panel to handle.
10. Complaint **case 33** is live complaint received on the 10th April 2019 and recorded. The original complaint was reported directly to the panel and has remained with the Panel to handle.
11. All complaints to date have had Panel oversight, including those solely handled by the PCC's Chief Executive Officer.
12. 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.

UPDATE ON PROPOSED CHANGES TO THE COMPLAINTS SYSTEM

13. As previously advised, implementation of complaints system reform has been further pushed back from 2019 (initially 2018) to 2020. However, Avon and Somerset Constabulary's Professional Standards Department are already embracing the proposed Regulations, such as using the early intervention process to informally resolve complaints at the earliest opportunity, providing an apology and recognising learning where appropriate and being complainant-focussed. The PCC welcomes the proposed new role to be responsible for the reviews of complaints (currently called appeals) and will involve the Independent Residents' Panel members when this new process is introduced. In preparation for new arrangements, a police officer has joined the OPCC on secondment from the Constabulary to lead on arrangements for appeals.

EQUALITY IMPLICATIONS

14. 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

15. 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: 26 June 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	Awaiting outcome from Police and Crime Panel Complaints Sub-Committee.	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	Awaiting outcome from Police and Crime Panel Complaints Sub-Committee	Live
32.	20/03/2019 23794	'Failure of the PCC to accept two offers of support from Thames Valley Police and failure of Avon and Somerset Constabulary'	Yes	Escalation directly to PCP	Awaiting outcome from Police and Crime Panel Complaints Sub-Committee	Live
33.	10/04/2019 24004	'Failure in her duties to hold Avon and Somerset Police and the Chief Constable to account'	Yes	Escalation directly to PCP	Awaiting outcome from Police and Crime Panel Complaints Sub-Committee	Live

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