



A meeting of the Avon and Somerset Police and Crime Panel will be held on Tuesday 23rd June 2020 at 11.00am

It is intended this meeting will be conducted in a manner that will comply with the relevant statutory regulations relating to the conduct of "remote meetings". In this respect, this Avon and Somerset Police and Crime Panel will be conducted virtually between Panel Members, the proposed candidate and officers from the Host Authority. A facility will be put in place to allow members of the public and press to observe the meeting, details of which will be made available online prior to the commencement of the meeting.

If you wish to "attend" the remote Avon and Somerset Police and Crime Panel to observe proceedings, please email Andrew Randell (ARandell@somerset.gov.uk) to register your interest. Details on how to join the "remote meeting" for observation purposes will be circulated to those who have registered prior to the meeting commencing.

Meeting Etiquette

- Mute your microphone when you are not speaking
- Switch off the video unless it is needed for presentation purposes
- Only speak when invited to do so by the Chair –
- Speak clearly and please state your name–
- If you're referring to a specific page, please mention the page number

Agenda Published: 15th June 2020

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<http://www.avonandsomersetpoliceandcrimepanel.org.uk>

Membership:

Bath & North East Somerset	Alastair Singleton
Bath & North East Somerset	Andy Wait
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	TBC
North Somerset Council	Richard Westwood
Sedgemoor District Council	Janet Keen
Somerset County Council	Josh Williams
South Gloucestershire Council	TBC
South Gloucestershire Council	Franklin Owusi-Antwi
South Somerset District Council	Neil Bloomfield
Somerset West and Taunton Council	Chris Booth



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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 JAJackson@somerset.gov.uk, or sent to the Democratic Services Team, County Hall Taunton TA1 4DY (marked for the attention of Patricia Jones). Statements must be received no later than 12.00 noon on **Monday 22nd June 2020**. Questions must be received no later than 5 clear working days before the meeting - **5pm on Tuesday 16th June 2020**.

6 **Declarations of Interest**

Declarations of Interest

Details of Members' interests in District, Town and Parish Councils can be viewed on the Council's website at:-

<https://democracy.somerset.gov.uk/ieListDocuments.aspx?CId=399&MIId=1106&Ver=4>

and this will also be displayed in the meeting room (where relevant). The Statutory Register of Member's Interests can be inspected via request to the Democratic Service team.

7 **Future Meeting Dates**

8 **Minutes from the meeting held on 23 April 2020 (Pages 13 - 18)**

To confirm as a correct record.

9 **Chair's Business**

- 10 **Commissioner's Update Report (Pages 19 - 52)**
- 11 **Commissioner's Annual Report (Pages 53 - 98)**
- 12 **Work Programme**
- 13 **Standing Complaints Report (Pages 99 - 102)**
- 14 **Date of Next 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 Jamie Jackson, Senior Democratic Services Officer on telephone: 01275 885788 if you wish to inspect the papers or the Statutory Register of Member's Interests.

Public Question Time

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

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

Statements should be e-mailed to JAJackson@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

23rd June 2020

Title: Panel Membership 2020/21

Recommendation: The Panel is invited to consider supporting a request to the Constituent Authorities to agree an extension of 1 year to the Panel's current Membership as detailed in Annex 1 and a 1 year exception to the Panel's current Operating Arrangements to provide continuity in order to make the membership extension possible.

1. Context

At the June 2019 AGM the Panel agreed the Panel Membership report for 2019/20, however within that report it was noted that some panel members were entering the final year of their second term on the Panel. Therefore 2019/20 should have been their last year on the Panel, however due to the exceptional circumstances with the current pandemic and the cancellation of many Local Authorities Annual General Meetings in May, making new nominations and representatives impossible, the Panel is asked to endorse an extension of the current terms of office by 1 year through to June 2021, with a further Panel Membership report to be considered at the next AGM. Detailed within the report below is the background context to the Panel's membership. Subject to the Panel's endorsement, approval will then be sought from the Constituent Authorities as this requires an exception to the Panel's Operating Arrangements.

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.

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.

Constituent Authorities nominate their members for a 4 year term and the appointments put forward by the constituent authorities (Appendix A to the report) rendered the political allocation of seats on the Panel as follows:-

- 6 – Liberal Democrat
- 5 – Conservative
- 3 – Labour

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. **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.

Jamie Jackson

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**Avon and Somerset Police and Crime Panel
Membership 2020/21**

Appendix A

Unitary Authorities	Councillor	Appointed or Co-opted	Status	Party
B&NES	Alastair Singleton	Appointed	Scrutiny Member	Liberal Democrat
	Andrew Wait	Co-opted	Scrutiny Member	Liberal Democrat
Bristol	Asher Craig	Appointed (Mayor's rep)	Cabinet Member	Labour
	Afzal Shah	Co-opted	Scrutiny Member	Labour
	Peter Abraham	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
	TBC (Roz Willis requires term extension)	Co-opted	Scrutiny Member	TBC
South Gloucestershire	Cllr Franklin Owusi-Antwi	Appointed	Scrutiny Member	Conservative
	Pat Trull	Co-opted	Scrutiny Member	Liberal Democrat

Somerset and Districts/Boroug	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	Martin Wale	Appointed	Scrutiny Member	Liberal Democrat
Somerset West and Taunton Dean	Chris Booth	Appointed	Cabinet Member	Liberal Democrat

Independent Members	
Andrew Sharman	Business Crime Consultant
Joseph Mullis	Housing Consultant
Richard Brown	Project Manager Somerset West



Minutes of the Police and Crime Panel

23rd April 2020 (10.30) - Confirmatory Hearing ('Remote' meeting held under the provisions of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020)

Present:

Local Authority and Independent Member Representatives:

Peter Abraham (Bristol City Council), Chris Booth (Somerset West and Taunton Council), Richard Brown (Chair/Independent Member), Asher Craig (Bristol City Council), Janet Keen (Sedgemoor District Council), Joseph Mullis (Independent Member), Franklin Owusu-Antwi (South Gloucestershire Council), Afzal Shah (Bristol City Council), Andrew Sharman (Vice-Chair/Independent Member), Heather Shearer (Mendip Council), Alastair Singleton (Bath and North East Somerset), Pat Trull (South Gloucestershire Council), Andy Wait (Bath and North East Somerset Council), Martin Wale (South Somerset Council), Richard Westwood (North Somerset Council), Josh Williams (Somerset County Council).

Host Authority Support Staff:

Scott Wooldridge - Monitoring Officer
Jamie Jackson - Strategic Manager, Democratic Services
Andrew Randell - Senior Democratic Services Officer
Peter Stiles - Senior Democratic Services Officer

Police and Crime Commissioner and Support Staff:

Sue Mountstevens - Police and Crime Commissioner
Mark Simmonds - OPCC Interim Chief Executive Officer
Niamh Byrne - OPCC Communications and Engagement

1. Apologies for absence

None.

2. Public Question Time

The Chair reported, and the Panel noted, the receipt of a statement from Mr T Mealhams representing the collective view of the Lloyds Bank Victims group that the preferred candidate should not be appointed to the post of Deputy Police and Crime Commissioner.

3. Declarations of Interest

None.

4. Confirmatory Hearing - Deputy Police and Crime Commissioner

(1) The meeting was convened to undertake a confirmatory hearing following notification of the appointment of a Deputy Police and Crime Commissioner by the Avon and Somerset Police and Crime Commissioner, Sue Mountstevens, in line with the Panel's statutory obligations under Schedule 1 to The Police Reform and Social Responsibility Act, 2011.

(2) The Panel considered a report by the Police and Crime Panel (PCP) Lead Officer outlining the confirmatory hearing process. This would allow the Panel to conduct a remote public confirmation hearing under the provisions of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 that came into force on 4 April 2020 and thereby fulfil its statutory obligation to review the appointment and make a recommendation to the Commissioner. The Monitoring Officer, Scott Wooldridge, gave advice on process and procedure

(3) The report indicated that following the Government's decision to defer the Police and Crime Commissioner elections for twelve months as a result of the Coronavirus (Covid-19) crisis, the Commissioner had confirmed that she would remain in post until May 2021. In order to provide additional capacity within the Office of the Police and Crime Commissioner (OPCC) in response to the current crisis and to deal with a further unexpected year in office, the Commissioner had decided to appoint a Deputy.

(4) The Panel was recommended to:

- consider the information which had been submitted by the OPCC in accordance with its statutory responsibilities and attached as Appendices A to F to the PCP Lead Officer's report
- conduct a confirmatory hearing process as a means of confirming the preferred candidate's suitability for the role in accordance with the Panel's statutory duty and with due regard to the guidance from the Home office and Centre for Public Scrutiny
- agree a report incorporating the Panel's recommendation on the appointment to be submitted to the Commissioner as soon as possible thereafter.

(5) Appendices A to F of the report comprised the following:

- criteria summary - statement of why the candidate satisfied the criteria and terms and conditions of appointment
- role profile
- terms of appointment
- advertisement
- letter of support from Chief Constable, Andy Marsh
- independent member report.

(6) The Chair welcomed the Police and Crime Commissioner and the preferred candidate for appointment as Deputy Police and Crime Commissioner, John Smith, former Chief Executive of the OPCC. The Commissioner outlined the process which had been followed for the appointment of a Deputy Commissioner, and the Commissioner and the OPCC's Interim Chief Executive Officer, Mark Simmonds summarised the rationale/business case for the position. The responses made by the Commissioner to questions from Panel members are summarised below:

Q1. In terms of the business case, has the Commissioner previously considered the need for a Deputy Commissioner and what, if any, would she view as the extra duties that justify this appointment?

SM replied by referring to the business case, roles and activities which had been identified for the Deputy Commissioner (covered in the agenda papers and below), and gave examples of meetings etc that he could attend.

Q2. Why is it now necessary to appoint a Deputy PCC when PCCs across the country are stepping back their activities and no other PCC without a Deputy has begun a recruitment process and the CC today admits that the workload is significantly down?

SM replied by referring to the urgent need for support particularly with managing the significantly increased workload and volume and frequency of meetings in community reassurance, scrutiny and partnership working arising from the Covid-19 (Coronavirus) pandemic.

Q3. "In view of the rapidly changing circumstances and emerging public safety advice". What was this advice and what reference did it make to appointing Deputies?

SM replied that advice on Covid-19 (Coronavirus) did not refer to appointing Deputy Commissioners. There was a need for greater community engagement by the Commissioner as the response to the emergency evolved but capacity was a significant issue.

Q4. What are other PCCs doing in regards to their work and appointing Deputies?

SM replied that a number of other Commissioners were considering appointing Deputy Commissioners in view of increasing workloads.

Q5. "In order to share an increased workload, and to honour commitments that I have made in good faith beyond the postponed elections in May 2020, I intend to appoint John Smith

as Deputy PCC as soon as practicable on a 3 day per week basis". What are these commitments?

SM replied that she wished to give greater priority to working with local Police commanders on maintaining social cohesion and developing greater engagement with the diverse communities and vulnerable groups in the PCP area, particularly in the light of the Covid-19 (Coronavirus) emergency. The Deputy Commissioner would assist her with all aspects of her work, help her manage the increased workload and number of meetings etc arising from the emergency, and lead on engagement. SM identified areas of work she herself intended to focus on, including Criminal Justice, reoffending, and collaboration with the Probation and Prison Services and other partner agencies.

Q6. What remuneration is the Commissioner receiving for these commitments?

SM replied that her involvement in voluntary activities - chairing a community foundation and serving as a school governor - was on a pro bono basis.

Q7. Is the Commissioner working reduced hours because of these commitments?

SM replied that due to their timing and limited frequency these voluntary activities did not impinge on her role as Commissioner.

Q8. What elements of the Police and Crime Plan does the Commissioner consider she is currently unable to deliver because of the commitments that she needs a Deputy for?

SM replied by referring to the previously mentioned need - particularly during the present health emergency - for greater community engagement to identify people's views and concerns and ensure that these were reflected in the Police response.

Q9. What risk assessments have been conducted for reputational impacts on the PCC, OPCC, Constabulary, etc?

SM replied that the issue was not one of reputation but instead the ability to properly fulfil statutory duties. Mark Simmonds added that the biggest risk was not delivering the Police and Crime Plan.

Q10. Can the Commissioner or OPCC explain how the preferred candidate completed the initial selection stage when it appears he failed to complete the application form correctly? Were any other candidates disqualified for not completing the applications correctly?

SM replied that one candidate had submitted their application outside the specified timescale due to IT issues compounded by the Covid-19 (Coronavirus) emergency. However, the Appointment Panel agreed, having taken into account the circumstances, that the application should be considered and the candidate involved was subsequently selected for assessment (shortlisted). This was the only case where an exception was made and showed how the Panel had gone out of its way to be reasonable. Mark Simmonds confirmed that the shortlisting process was based entirely on the evidence provided in the application form. SM and Mark Simmonds confirmed that no candidate had been disqualified for failing

to complete the application form correctly. SM added that the independent member on the Appointment Panel was confident that the Panel had performed its duty to challenge and assess the candidates in a manner that was fair, transparent and merit-based.

Q11. Why is the Commissioner seeking to appoint someone who has declared themselves a candidate in the PCC elections?

SM replied that JS was not a candidate in the elections as the elections had been postponed. The process, followed on advice, for appointing a Deputy Commissioner was open and transparent, and all those persons who had expressed an interest in the role had applied and were considered.

Q12. What have you learned about the selection processes required for the appointment of such a high-profile role? What would you do differently with the benefit of hindsight on this selection process?

SM replied by referring to the difficulty of making an appointment to a high profile role during a national emergency, and acknowledging that earlier communication with the Panel regarding the recruitment process would have been helpful. In response to supplementary remarks that the selection process was politicised and had lacked independence, the Chair commented that - having been involved as an observer - the interviews were not a 'charade' and that every candidate was given an equal and fair opportunity and properly assessed. SM commented that the position of Deputy Commissioner was not a politically restricted appointment and that it was the practice where Deputy Commissioners had been appointed for appointments to be made on party lines. She had wanted the best person available for the job during her remaining tenure and was satisfied that she had appointed the best candidate.

The Chair thanked SM for her answers.

(7) The responses made by the preferred candidate to questions from Panel members are summarised below:

Q1. I note that the appointment is for a fixed term of 13 months, expiring in May 2021. I also note that there is a contractual four-week notice period on either side. Given that it would clearly be very disruptive to the OPCC, and injurious to public perception, if the appointment were to be terminated prematurely, can you give us a firm and public undertaking to serve the full contractual term if confirmed? Further, would you be content to write a letter confirming this to the Chair of the Police and Crime Panel?

JS replied that, except in the event of unforeseen and exceptional circumstances, he was committed to serving his full term as Deputy Commissioner and thereby fulfilling the entirety of his contract. He was willing to confirm this in writing. JS pointed out that several other Deputy Commissioners had been intending to stand as candidates for Police and Crime Commissioner at the May 2020 election. He confirmed that if he stood for Commissioner in May 2021 he would follow all the relevant rules and guidelines.

Q2. What is the current financial position of the preferred candidate?

JS replied that he had no other paid employment and would not be seeking any, and referred to his intention - of which the Commissioner was aware - to continue and possibly expand his voluntary work. He had no concerns about his financial position.

(8) Mark Simmonds spoke to confirm his support for the appointment of a Deputy Commissioner, the appointment process and the preferred candidate.

(9) JS spoke to clarify his answers, and further to Q10 to the Commissioner pointed out that he had sought and received advice from the OPCC that he did not need to include the names of SM and MS - his chosen referees - in his application form, and to confirm: his professional background and experience; and his understanding and appreciation of the role of Deputy Commissioner and working relationships with key partners.

The Chair thanked JS for his answers.

The Panel resolved to move into closed session to consider its decisions.

RESOLVED that under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the consideration of the following item on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A to the Act (as amended).

5. Panel Decision on the Proposed Appointment to the Position of Deputy Police and Crime Commissioner

All Panel Members gave their respective opinions on the Commissioner's preferred choice of candidate. It was agreed that: both the business case for the position and the credentials of the preferred candidate met the required standard; and that John Smith had demonstrated both the professional competence to deliver the role of Deputy Police and Crime Commissioner and the personal independence necessary to exercise that role.

RESOLVED that following full and comprehensive discussion and on being put to the vote, the Panel agreed by 9 votes for and 6 against, to endorse and support the Commissioner's decision to appoint John Smith as Deputy Police and Crime Commissioner. However, the Panel as a whole expressed significant concerns about the appointment process and made recommendations to avoid difficulties in the future (which are set out in the published report to the Commissioner appended to these Minutes).

The Commissioner returned to the meeting and was advised of the Panel's decisions.

6. Date of Next Meeting

Noted as Tuesday 23 June 2020 (10.30am) - Annual General Meeting.

(The meeting ended at 12.54)

Chair

AVON AND SOMERSET POLICE AND CRIME PANEL

COMMISSIONER'S UPDATE REPORT

23 JUNE 2020

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 11 March 2020 and builds on the update letter sent to Panel Members on 21st May 2020.

Following the protest of 7th June in Bristol here is the timetable of events, the Commissioner published the statement that follows:

The time table of events on Sunday 7th June may be summarised:

13:00	A crowd estimated to be 10,000 congregate on College Green Bristol to listen to a number of speeches to be followed by a march along an agreed route with event organisers to Castle Park in Bristol.
14:00	March commences
14:20	A large group splinters off from the route and heads in the direction of the M32 and St Pauls
14:29	A group climb onto the Colston Statue and put ropes around it, within just over a minute it is pulled to the ground and then rolled 500 yards into the river

I want to address the events at the weekend during the Black Lives Matter protest in Bristol. First and foremost I am pleased to say the conduct of majority of those who attended the protest was peaceful, although with emotions running high. As a result the event passed with no violent disorder, no injuries to the public or our officers and no arrests.

I have had many people contact me and my office over the last 24 hours expressing a range of views about the toppling of the statue of Edward Colston and the subsequent police response.

Some have stated their support for a proportionate, considered police response that prioritised public safety over damage to property.

Others have expressed disgust at the actions of a small minority of people, in an otherwise peaceful protest, and their displeasure at what they perceive as a lack of real time action from the police.

While I understand both perspectives, I want to be clear I am in full support of the approach of Avon and Somerset Police and how the officers on duty handled the matter.

Superintendent Andy Bennett, and the command team in charge of policing the protest on the day, carefully considered all the implications of sending in officers at that moment to make arrests, probably requiring them to use force, and the escalation of tensions that could be caused as a result.

I am confident that, after the police assessed the circumstances, they not only made the right decision but they also did the right thing to prevent any escalation of tension into violence, injury or worse.

The legacy of Edward Colston in the city has been a controversial one that has divided opinion among the people of Bristol for many years.

While, of course, I do not support unlawful acts of criminal damage and I am disappointed that people have committed them during a peaceful protest, I fully understand why it has happened.

Many people will know I have publicly supported campaigns, for example the re-naming of the Colston Hall music and entertainment venue, aimed at re-examining and re-evaluating our position on how that legacy is reflected in the city.

I understand why people might think that the police officers should have intervened and challenged. However, considering the operational circumstances the police officers faced, I believe Chief Constable Andy Marsh's team made the right choice.

I am assured that the matter is being thoroughly investigated and every effort will be made to prosecute those responsible and bring them to justice.

Finance outlook

Looking towards the next budget and the MTFP, the financial risk landscape has changed for the worse:

Council Tax precept

We are concerned that a severe COVID recession in the UK will adversely impact many households, reduce council tax base, reduce council tax collections and put great financial pressure on many of our residents. This means we expect to budget for a collection fund deficit in the next few years which will immediately impact 2021/22 planning and also the MTFP income assumptions. We expect a lower than forecast tax base and lower than currently forecast collection rate than previous MTFP assumptions in the next 3-4 years.

Government finance and next CSR

In addition, the unprecedented level of national government borrowing is an emerging national risk and we fear some inevitable future restrictions on public sector funding as a consequence. This will be announced in future budgets and the CSR in 2022. 2021/22 will be the third year when the CSR has been delayed and we will have a further one year settlement. Whilst the commitment to the uplift in officer numbers appears unchanged we do expect the pressure on central government budgets to be reflected in future settlements.

Lower ASC "other income" streams

There is a loss of income currently from reduced Airport services, fewer events and reduced roads usage. These will improve slowly as a "new normal" emerges but are likely to adversely affect this and the next fiscal.

In anticipation of these financial pressures, we will now build new contingency into our MTFP plans. Despite this, we still need to continue our investment in technology, data management and our people. As a consequence, new conversations about future savings have commenced with the Chief Constable.

Oversight of the Constabulary Response to COVID19

COVID19 contingency and recovery planning has been the recent primary focus of our oversight and scrutiny of the Constabulary and in holding the Chief Constable to account.

The agenda of Police and Crime Board meetings in April and May was changed to enable robust scrutiny of COVID19 issues.

Changing Demand

Recorded crime in the 30 days since lockdown saw a 28% reduction on the same period last year, approximately 3,200 fewer crimes in a month. However crime has returned to close to near normal expected figures and significant changes in demand are apparent across a number of areas. The numbers of COVID19 breaches are set out below. Close oversight is ongoing to understand and manage changing demand arising from COVID19 restrictions. In some areas reduced demand has enabled significant improvements in response, such as calls for service for ASB which over the weekend of 2nd-3rd May were less than 24 hours old. However in other areas the impact of COVID19 restrictions has presented significant challenges both through increased demand particularly in relation to vulnerability, and the backlog created by court closures that in Avon and Somerset currently lies at well over 2000 Magistrate Court and over 850 Crown Court cases and these figures continue to grow. Managing victim expectations is a key focus of the Lighthouse Safeguarding Unit as adjournments and uncertainty as to when cases will be relisted have left victims in a state of limbo and understandably anxious. Significant work is underway to address these challenges through the Commissioner's national criminal justice roles and role in chairing the Local Criminal Justice Board.

Members will recall that a joint police / CPS Criminal Justice Taskforce was established in the new year to take forward work to improve the efficiency and effectiveness of the criminal justice system. The taskforce is focusing on efforts to establish shared data to understand how the 'pipeline' is performing and to drive up file quality to assist in understanding the local position and reduce the burden on CPS decision makers at a time of reduced capacity. All three custody suites are operational with the Independent Custody Visiting Scheme continuing on a 'virtual' basis to ensure the wellbeing of detainees. Consideration is being given at a national level to the wider application of Out of Court Disposals (OoCDs) to mitigate delays in the criminal justice system. Use of OoCDs in Avon and Somerset are at comparatively stable levels, with the ASCEND programme and interventions continuing to be delivered online or via telephone.

New Police Powers

The Constabulary has adopted and reinforced the *Engage, Explain and Encourage* message, with an emphasis on community effort and compliance, with enforcement as a last resort. Neighbourhood Policing Teams have taken a proactive approach to achieve compliance through high visibility patrols, outreach work, social media engagement to enhance trust and confidence with communities. Statistical recording of complaints relating to COVID19 began on 10 March 2020 to enable close oversight of the manner in which powers are being used and inform learning. The OPCC Scrutiny of use of Police Powers and the Independent Residents Panels have continued, utilising remote working tools, in order to ensure that new powers are being used in an appropriate and proportionate manner for the purpose of transparency and public confidence. In addition, the PCC has held regular Facebook Live sessions to hold the Chief Constable to account and answer questions submitted by local communities to help to bring clarity and understanding to the changing rules and the

approach to police enforcement. The Constabulary reports a noticeable decline in compliance, both in general terms and in relation to specific protests that have occurred and are now seeing a steady increase in the number of 'business as usual' crime related calls

COVID19 Fines and enforcement (as of 8am Weds June 3rd)

- 356 fixed penalty notices have been given across our force area
- Bristol: 129
- Somerset: 133
- North Somerset: 20
- South Glos: 54
- BaNES: 8
- Out of force: 1
- A total of 26,155 breaches reported via website/phones/officers.
- Of the total number of breach incidents 9,010 were reported via online form which records incidents which have already happened and are in the past. This information will be used to inform police patrol plans and identify incident hotspots.
- Of the ones which generated a call card on our 999/101 system, police have attended approx 40 per cent.

Vulnerability

A key area in which changing demand has been seen is vulnerability. The National Police Chief's Council identified six areas of vulnerability considered increased risk at this time. The Constabulary has responded by putting in place a temporary lead at Superintendent level to coordinate the response. A new daily COVID 19 situation report covering all six strands feeds into daily tasking and the national picture. The current position is set out below:

- County Lines – tactical meeting continues providing oversight of investigations, the top five lines, force bids for support and vulnerable children to ensure safeguarding is in place. Lockdown has increased visibility of Neighbourhood Policing teams, and Operation Remedy capability has remained strong enabling a proactive approach to disruption activity. A separate report on Operation Remedy is attached.
- Interfamilial Child Sexual Abuse – comprehensive stakeholder meeting structure are in place to enable joint working to respond dynamically to new safeguarding concerns. The Constabulary is anticipating and preparing for an increase in referrals when lockdown is released and children are able to make disclosures to trusted adults and teachers.
- Domestic Abuse – weekly communications meeting and fortnightly COVID 19 partnership meetings have been established, with the OPCC as a key stakeholder. Activity has focused on strong communications to encourage reporting, and dealing with outstanding offenders.
- Online Child Sexual Abuse and Exploitation – demand has been erratic with a peak in referrals at the start of lockdown, which has now fallen back to usual levels of 1-3

referrals per day. Specialist resources in Operation Topaz continue to engage with children at risk of sexual exploitation, subject to risk assessment for COVID 19.

- Mental health related incidents – locally incidents tagged as ‘mental health related’ show a sharp drop from mid-March, now slowly increasing. Incidents during lockdown have involved mental issues with a marked increase in severity and work is ongoing to understand the likely impact of current restrictions on individuals and in changes to access to mental health provision, especially face to face.
- Missing people – numbers of missing person cases have reduced by almost half (-44%) in line with the national picture. The highest number of missing person reports is in the 14-17 years age group, highlighting the need for strong partnership working including schools, to support and safeguard the most vulnerable.

Health and Wellbeing / Provision of PPE

The Constabulary are complying with national police guidelines on the provision and use of PPE. There have been no issues with the availability of PPE in the last few weeks. The weekly Constabulary Gold and Silver meetings look at welfare of staff. The recent pulse staff survey results have been encouraging.

PPE and safety advice has been issued to reduce the risk in face to face contact.

Home visits have continued in management of high risk offenders. Social distancing has led to lower risk offenders being contacted by phone or social media. Whilst this has resulted in increased contact, there is no substitute for face to face contact and social distancing has reduced capacity to be truly intrusive and effective in managing the risk.

MoJ COVID-19 Extraordinary funding

The Ministry of Justice (MOJ) has made £20m of COVID-19 Extraordinary funding available for organisations that support victims of domestic abuse and sexual violence and is distributing this funding via PCCs. The MOJ has set out detailed guidance for PCCs in relation to the distribution of the funding, including the requirement to undertake an assessment of need for COVID-19 related extraordinary funding in relation to both domestic abuse and sexual violence support services in the local area. The maximum indicative allocation of funding that is available in Avon and Somerset is £578,000, split between the following three ring-fenced pots:

- Domestic abuse services that are already commissioned by PCCs - £289,000
- Sexual violence services that are already commissioned by PCCs and those that are not currently funded by PCCs - £144,500
- Domestic abuse services that are not currently commissioned by PCCs - £144,500

The funding is only available to cover COVID related costs incurred between 24th March 2020 and the end of October 2020. The MOJ have imposed very tight timescales for organisations to bid for this funding and for PCCs to undertake due diligence and an assessment of bids. The provisional timetable announced by the MOJ should also see funding quickly being released once it is approved by the MOJ.

Criminal Justice

I continue to chair fortnightly meetings of the Local Criminal Justice Board and the Criminal Justice Taskforce (led by the Constabulary, working closely with the CPS) is making some good progress in relation to file quality and the utilisation of data in order to build a clear understanding of the demand within the criminal justice system. However the backlog of cases continues to grow and there is no significant movement nationally to address this. Demand coming into the police is increasing to more normal levels and whilst the court capacity continues to be very limited the backlog of cases is likely to continue to grow exponentially. Through my national roles I continue to highlight the challenges, risks and issues facing the criminal justice system and continue to advocate for more radical approaches to ensure justice is delivered in a timely manner.

Looking forward, recovery planning is seeking to seize the opportunity to harness the imperative created by the current circumstances to embrace and accelerate use of technology, innovative ways of working, and systems change, and to realise our vision for criminal justice transformation – there is no desire to return to the status quo.

Uplift – 2019/20 update

Finally, I am pleased to be able to update Panel Members on progress in recruitment over 2019/20 enabled by Uplift funding. The Constabulary was successful in exceeding its target headcount, with the breakdown as follows:

	Officer HC Actual
As at 1st April 2019	2,765
+ PCDA officers joining A&S	+279
+ Other new officers joining A&S	+69
+ Officers returning from secondment	+11
- Officers leaving A&S	-229
- Officers leaving on secondment	-11
As at 31st March 2020	2,884

This is a significant achievement, and I am enormously grateful to Constabulary colleagues for the energy and effort that has gone into achieving this milestone. The Constabulary have also provided a graph to show how they plan to recruit to the target headcount of 3000 officers by March 2021.



Governance and Scrutiny

Deputy Police and Crime Commissioner Update

The Deputy Police and Crime Commissioner was appointed on 24 April 2020. The PCC has asked the DPCC to lead on a number of areas including Community Engagement, Serious Violence and Violence Reduction Units and Reducing Reoffending. The DPCC will also support the PCC on the very important Criminal Justice work and lead on the Lammy Review work. Finally, the DPCC will also work with the Constabulary and other partners on the work related to the delivery of police and crime services as the lock down is eased and in the new normal that emerges.

Community Engagement

The DPCC has carried out a series of introductory meetings with key stakeholders and community members across the area. In addition, the DPCC has attended a series of community and scrutiny meetings including the South Gloucestershire Race Equalities Network online community engagement event, Safer Somerset, the Scrutiny of Police Powers meeting, Bristol City Leaders Meetings and West of England Leaders and PCC meetings. The DPCC has also attended a number of meetings across the area looking at potential models for community engagement in those areas with partners.

The DPCC has attended a number of meetings in response to recent events including visiting Trinity Road police station and patrolling with local officers following community leaders raising concerns about compliance with Covid Regulations in the area and attending a series of community meetings in Bristol to review police activity in response to an incident at the end of May. The DPCC is working with the OPCC on a planned programme of engagement events across the Avon and Somerset area meeting local community groups and partners. If members of the panel have suggestions for community meetings or wish to be involved please contact the office.

VRU

The Violence Reduction Units (VRUs) continue to deliver their core function of tackling serious violence and the vulnerabilities attached during this period. Changes in resources have been seen in some areas, with a Sergeant in Somerset and Schools Officers in Bristol returning to core duties to support Local Policing Teams. However PCSOs in Bristol continue to work with the VRU and activity to monitor individuals and risk continues. School closures have led to school-based interventions being postponed but where mentoring has been utilised, this has continued using different virtual and creative methods. Some individuals will be seen face to face where it is needed, exercise has proven to be a great opportunity to do this with young people. Although some individuals will feel isolated at this time, it has been reported that actually in some cases where exploitation was present externally, they now feel safe being at home, as that pressure has now been removed.

VRUs will look to build on this and maintain positive engagement once restrictions ease. Domestic Abuse and the night time economy are areas that may lead to increased demand in the up and coming months, VRUs are working with police and partners to monitor this and consider how they can support in these areas.

The Home Office finally confirmed 2020/21 funding on 4 June – over 2 months into the relevant period with the usual requirement for all monies to be spent within year – the DPCC is writing to the Home Office to point out the issues and impact on delivery of this approach. VRUs have not let this stop planning, especially around the re-opening of schools. The Constabulary await a formal response to the Serious Violence Surge bid that was also submitted to the Home Office. If successful, this will be circa £1,123,520 (amount not finalised) to support operational responses to serious violence. There is going to be a much closer alliance between the VRU and Serious Violence Surge fund this year. One critical piece of work to enable this, will be an independent evaluation of the VRUs and their impact thus far, this will also include links to Surge related activity, enhancing the overall picture of tackling serious violence in Avon and Somerset.

The Strategic VRU group met on 08/06/20 chaired by the DPCC. The group reviewed current strategic priorities including; data sharing between partners, Education and performance governance. Key areas which will be progressed include data sharing with health and more consistent engagement with schools including the work of local PCSOs.

Reducing Reoffending

The Resolve board met virtually in May, chaired by the PCC's CEO and attended by the DPCC, engaging a variety of local reducing reoffending partners. All provided helpful updates regarding the COVID-19 impact on their business and ability to deliver reoffending work, identifying particular challenges and highlighting opportunities for innovation. Many agencies agreed that as a result of the crisis they have experienced improvement in partnership work and inter agency effectiveness. The 'wicked' problem of accommodation provision for offenders has seen a short term improvement thanks to COVID19 funding to LAs and information sharing around release and risk has improved as a consequence of the government's early release scheme. Despite inevitable systemic delays caused by COVID19 the Board is progressing projects including a review of IOM within Avon and Somerset; 'Ready for Release' a multi-agency release hub within HMP Bristol; "Court Up" an innovation to better support and work with women as they attend Bristol Magistrates Court; "Free Hand" piloting an end to end mentoring scheme for women within the Criminal Justice System in Somerset and exploring a new option for DV perpetrators which has been trialled in South Wales and has reported significant results. In addition applications have been made to the board for reoffending opportunities within HMP Eastwood Park, the SHE project in Bristol and continuing and developing the Start to Finish scheme in North Somerset. The impact of COVID19 (on funding for third sector providers) is being felt within the realm of reoffending and solutions are being developed to ensure critical work being done by organisations, such as Julian House in housing offenders upon release, is not lost in the aftermath of the crisis.

The DPCC has had a number of meetings with local partners to discuss the impact of the virus and to discuss co-commissioning opportunities especially in relation to accommodation. The DPCC has been asked to chair a group developing a modular housing project involving offenders in the construction process working with various Government Departments, the South West Regional Reducing Reoffending board, the West of England Combined Authority, other local authorities and the voluntary sector.

Criminal Justice Lammy Review

The PCC has asked the DPCC to support her work on Criminal Justice including chairing the Local Criminal Justice Board if she is unavailable and leading for the PCC on the Lammy Review work. There has been a short hiatus in the Lammy review looking at disproportionality in the Criminal Justice System in Avon and Somerset during the lock down period. The OPCC and Constabulary have made available additional project management resource to support this important work. The following have been agreed as priorities for the work for the next year:

- Stop and Search
- Youth Justice
- Out of Court Disposals and Deferred Prosecutions
- Judiciary
- Prisons

In addition, we have asked Desmond to look at disproportionality in enforcement of COVID19 regulations as part of this work.

PCC Election and Police and Crime Plan Refresh

As a consequence of the worldwide COVID19 pandemic, the May 2020 PCC elections were cancelled and moved to May 2021. The PCC's elected in 2021 will serve a three year term until May 2024.

As a consequence the existing PCC has extended her term of office for one further year. The Police and Crime Plan (2019- 2021) will continue in existence for the extended term of office and will then be reviewed by the new PCC in 2021.

An underpinning joint performance framework is in place which informs internal reporting and management as well as being the basis on which performance is reported to the Panel on a quarterly basis. This performance framework continues to develop and over the next year will need to adapt to include measures being defined at a national level. Members also have the opportunity to engage with thematic assurance during the year through link member meetings.

HMICFRS

Over the last year the OPCC has published responses to the following reports:

- Peel Spotlight Report: A System Under Pressure (25/10/19)
- Peel Spotlight Report: A Workforce Under Pressure (25/10/19)
- Tact Custody Suites In England And Wales (26/10/19)
- Peel Spotlight Report Shining A Light On Betrayal (03/12/19)
- The Poor Relation: The Police And Cps Response To Crimes Against Older People (18/12/19)
- Leading Lights: An Inspection Of The Police Service's Arrangements For The Selection And Development Of Chief Officers (19/12/19)
- Cyber: Keep The Light On (20/02/20)
- Police Effectiveness, Efficiency And Legitimacy 2018/19: An Inspection Of Avon And Somerset Constabulary (03/04/20)

- Joint Inspection – Evidence Led Domestic Abuse Prosecutions (23/04/20)
- National Child Protection Inspections 2019 Thematic Report (28/04/20)
- A Joint Thematic Inspection Of Integrated Offender Management (01/05/20)
- Counter-Terrorism Policing – An Inspection Of The Police's Contribution To The Government's Prevent Programme (01/05/20)

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 2020/21 was adopted (May 2020)
- MFSS settlement was agreed (see recent letter)
- ICT, Data Management and Transformation & Improvement business cases were all approved with uplift in annual revenue costs of some £800k per annum to be funded from savings

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. The panel is chaired and run by volunteers and they meet on a quarterly basis. The last meeting was 5th March 2020. This session focused on the 'Use of Force' in policing and also provided a continuous development session for the panel members with a training session provided by Sergeant Duke Hazzard. The panel then spent time dip sampling public complaints related to use of force such a use of handcuffs and the use of PAVA (CS spray). They also looked at a small number of Stop and Search related complaints as part of scrutiny actions requested by the Avon and Somerset Internal Stop and Search Scrutiny Panel.

As a standing item, the Panel also review complaints that have been informally resolved by the 'Early Intervention' process. Avon and Somerset Police were early adopters of this process in anticipation of the Police Integrity Reforms which saw significant change in the police conduct regulations from the 1st February 2020. During May 2020 the total number of successfully completed informally resolved (logged, early intervention) complaints was 68 (compared to 81 in April 2020). There were 125 formally recorded complaints (compared to 179 in April 2020 and 60 in April 2019). The number of complaints has increased since the new legislation went live as the definition of a complaint changed to 'any expression of dissatisfaction'.

The impact of COVID-19 is also a factor as police were responsible for enforcing the government lockdown restrictions and legislation which saw a rise in complaints during this period. The total number of complaints recorded from 1 May 2019 to 31 May 2020 is 1199. This compares to 883 during the same time period the previous financial year. The panel's findings are shared with Professional Standards for comment and published as a public

report. In September 2019, the report was revised to make it more readable and encourage increased footfall through social media.

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

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

Scrutiny of the Use of Police Powers Panel

The 13th quarterly Scrutiny of Police Powers Panel meeting took place on 27 May 2020, for the first time as an online meeting. Over the previous two weeks Panel members had individually reviewed Body Worn Video (BWV) camera footage (using a secure database) of pre-selected Taser deployment incidents and Stop and Search incidents within the selected themes of under 16 year olds and Black, Asian and minority ethnicity (BME). Also a new topic since March 2020 has been Panel members' BWV review of COVID19 breaches and the serving of Fixed Penalty Notices (FPNs), members seeking assurances about Officer guidance in using the '4 Es' with members of the public, i.e. engagement, explanation and encouragement to comply with COVID19 Regulations, the very last resort being Enforcement. The online meeting included group discussion on specifically highlighted cases, with the Constabulary Lead Officer providing background information from Police databases (STORM logs and Niche) as well as viewing BWV of specific cases of particular interest. Panel members reviewed 61 cases and produced 181 feedback forms. Police Officers were commended when members viewed exemplary Officer behaviour and good practice, such as de-escalation skills; courtesy, fairness, calmness, control and respect; good communication of Stop & Search grounds; drug advice given; and good Police Officer engagement with members of the public. Also, members' concerns and recommendations were fed back and included: the late switching on of the BWV camera; some elements of a Stop and Search not stated; and searches being in too public a place.

Members have been briefed on the policing service regarding COVID19 and standard daily policing business, including drug dealing, County Lines, Stop Search, good multi-agency working and the Police monitoring of trends, such as hate crime and domestic violence, with under-reporting concerns. The Panel will continue to focus on Disproportionality as a theme.

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 currently 40 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 2019-2020 financial year's agreement for ICVs was to visit each of the 3 Custody Units once every 4 days This has resulted in 254 visits (with 16 unannounced visits delayed more than 10 minutes, due to staffing resources and being busy). ICVs visited 1202 detainees with an

additional 456 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 Health Care Practitioners located within custody as well as the Advice and Support in Custody and Courts (ASCC) Referral Service staff who assess vulnerable detainees, with a wider remit than mental ill-health. 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. 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, now included as a booking-in question to offer items and the option to speak to a female officer, which is recorded on the detention log (Custody Report); ICVs using the translation sheets and picture cards to communicate to non-English speaking detainees; Health Care Practitioners being onsite and available to talk with ICVs, 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. 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: lack of local Authority accommodation for children in custody, post charge; and the varying audio quality of cell intercoms.

OPCC Team and COVID19 impacts and new Interim CFO

The effects of the COVID19 crisis and the resultant lockdown policies continue to be felt by the OPCC team. The Avon & Somerset OPCC team is small by national standards and the COVID19 pandemic has further reduced the OPCC team capacity. Impact on the team includes sickness and significant reduced capacity due to home schooling and dependent care. On a more positive note, all OPCC team members have worked successfully from home supported by technology solutions which have met the demand.

A selection process has resulted in a preferred candidate for the interim CFO role and the Panel has been asked to hold a confirmation Hearing for this appointment.

Commissioning and Partnership Working

Commissioned Victims' services

The OPCC has kept in regular contact with all commissioned services throughout the lockdown period. All services have adapted incredibly well to in order to operate effectively during the crisis, rapidly reconfiguring some of the most core elements of service delivery to ensure that both victim and staff welfare remains paramount. Beyond this the creative approaches and ingenuity that I have observed from our victims' services to adapt to remote forms of support, finding new ways to ensure the vulnerable are protected from harm, has been nothing short of a triumph. There are numerous examples of creative

approaches and dedication. These include the launch of *Victim Support's* "My Support Space" an online platform for victims with interactive guides, tips and videos with a focus on how to manage difficult emotions, coping strategies, trauma, and pragmatic support for well-being. Another was observed in SARSAS' speedy response to support an increased need from victims of rape and sexual abuse for more in-depth and more regular support by extending their helpline hours. SARSAS also extended their offering to support other services should their helplines become under strain. And others – such as Safe-Link – ensured Live Chat advisors could respond quickly to victims in the moment they needed someone to listen. Southmead Project also took the opportunity to upskill staff through the Open University to equip themselves for transitioning expertise to online counselling support.

Effective contingency planning has meant no significant decline in referrals into victim services during this period, with the majority reporting referral rates similar to pre-lockdown levels. Not only this, but services have continued to deliver timely and tailored support to victims upon receipt of referrals. Thus far, services have maintained regular contact with victims, and triaging has meant high-risk victims have received necessary interventions when they are most needed. Whenever possible and safe to do so, face to face meetings have been accommodated with the correct practice. A consistently high standard of victim support has remained despite the threat posed to us all in this unprecedented time.

I have ensured greater oversight of the regional response to domestic abuse in light of widespread national concern regarding the potential for increased risk to victims in lockdown conditions. A fortnightly Domestic Abuse Strategic Working Group chaired by Avon and Somerset Constabulary and including local authority representatives, as well as domestic abuse charities, has been attended by the OPCC. This has enabled a greater understanding of such things as capacity of safe-houses across the region, discrepancies between police and service provider experience of domestic abuse levels, assessment of the practices of MARACS, and current court processes. Attendance at this group call has also led to the creation of a cross-regional communications working group chaired by the OPCC communications team. This group aims to co-ordinate consistent and effective messaging to support victims and those around them to come forward to report crime.

Since the lockdown restrictions came into force I have maintained weekly contact with Victims Commissioner – Dame Vera Baird – on a conference call. This call aims to achieve the following intelligence from PCC offices across the country: any emerging trends of the impact of the Covid-19 outbreak on demand for victim services including increases in demand for specific services, any discernible crime trends associated with the outbreak, availability of resource and staffing and any areas where the VC's intervention with MoJ on behalf of the victims' sector would be useful in terms of either additional resources or public messaging. Involvement in this call has meant I have been able to communicate any challenges being faced by Avon and Somerset on a weekly basis maintaining my commitment to advocate for the needs of victims in our community at a national level.

Control Room Triage

Control Room Triage has continued to operate at 9am – 10pm 7 days a week throughout the COVID crisis and clinicians delivering the service have not been redeployed into other services. Significant work continues to ensure rigorous research is undertaken on a quantitative and qualitative basis to offer an in-depth evaluation into the impact Control Room Triage is having. Avon and Somerset Constabulary also has a dedicated Mental Health Co-ordinator who is working alongside the OPCC and our clinical partners to improve information flow between partnership agencies in terms of quality, quantity and timeliness to do whatever we can to ensure the most effective management of threat, harm and risk.

Standing Updates:

Contacts/Complaints/Reviews

The OPCC Contacts Team receive a weekly average of 296 contacts (email and telephone calls) internally and externally per week. These contacts vary from members of the public seeking to invite the PCC to events, enquiries about funding and more complex matters such as complaints or community issues. Of these contacts, between 45-50 result in case work which require a member of the team to work with the PCC to manage the contact, seeking further information or action to assist and resolve the contact. The OPCC acknowledge all contacts immediately and whilst the PCC aims to respond to all contacts within 20 working days, with the support of the team, the OPCC turnaround the majority of contacts in an average of 2.5 days. Contacts are monitored closely to identify trends, volumes and themes. They are a pivotal part of the public voice and are reported on monthly to the CEO and wider SLT via the OPCC Management Board by the Head of Contacts and Conduct.

COVID-19 has seen a significant increase in the amount of contacts received relating to the role of the PCC in the community during the pandemic and the policing of the new restrictions. Since lockdown was implemented on the 23rd March 2020, there have been 494 contact cases created and 236 of these cases related to COVID-19 (47.7%).

Data also includes monitoring of complaints which is a statutory function for the PCC. Since Sept 2019 (when records started), the PCC has monitored 113 complaints at the request of the public to ensure transparency, fairness and compliance with statutory guidance.

Since the 1st February 2020, the PCC has also taken on the responsibility for conducting reviews of police complaints which replaced the appeals function for low level service complaints under the previous complaints regime. Supported by the Review Manager, the PCC reviews complaint cases to ensure that they have been dealt with reasonably and proportionately. Where there are failings or issues, the PCC can request further action from the police in order to assist service recovery and resolve conflict. There have been 21 reviews submitted to the OPCC since the new legislation went live.

Estates: An update report is attached.

Contact Officer – Mark Simmonds, Interim Chief Executive

**Avon and Somerset Police and Crime Panel
Estates Summary – June 2020**

Site	Status	Timescale
Shepton Mallet	Official opening of new premises	March 2020
Williton	Business Case for relocation to council offices approved. Lease finalised and preparatory works to commence Proposed Disposal	Summer 2020 20/21
Taunton	Disposal of old police station.	Summer 2020
Kenneth Steel House	Phased refurbishment programme	Ongoing during 2019/20 and 20/21. Due to complete Autumn 2020.
Yeovil	Construction Tender Award Construction Programme due to commence	Late 19/20 2020/21
Minehead	Business Case for relocation to High Street approved. Planning Application for change of use required. Proposed Disposal	Spring 2020 2020/21
Trinity	Develop scheme with preferred bidder to enable contracts to be exchanged Proposed re-development to commence	Late 19/20 to spring 20/21 2020/21 (subject to planning)
Broadbury Road	Options appraisal continues including sharing with partners/partial disposal.	2020/21
Wells	Design development and sign off with DSFRS Construction paused due to COVID-19. Project expected to complete end 20/21 Proposed disposal of existing site.	Late 19/20. 2020/21
Street	Refurbishment complete Proposed disposal	2020/21
Somerton	Options appraisal suggests refurbishment of existing site is preferred. Works to commence	2020/21
Chard	Options appraisal continues Proposed disposal	2021/22
Burnham	Options appraisal continues	2021/22
Bath (Lewis House)	Agreement of Terms Design development and sign-off with BaNES. Construction and refurbishment	Spring 20/21 2020/21
Weston Super Mare (Town Hall – Police Enquiry Office)	Preferred option/design agreed. Terms to be agreed. Construction to commence.	Summer 2020/21

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OPERATION REMEDY

FINAL EVALUATION | MAY 2020

Evaluation Report Overview

Evaluation Report title	Op Remedy – Final Evaluation Report
Date of document	6 th June 2020
Business lead	Superintendent Mark Evans
Report author	Sarah Omell / Lauren Jones
Associated governance meeting	Op Remedy Gold Group

1 – Introduction

This report outlines the finding of the end of year internal evaluation of Operation Remedy, Avon and Somerset's proactive operation to address residential burglary, knife and drugs crime. Using evidence from a variety of sources, including stakeholder engagement, the report highlights progress towards achieving the original objectives and benefits. It identifies elements which worked well, and what could be improved; and a range of suggestions for what could be done differently.

It also updates on progress made with implementing the 22 recommendations that were made as a result of the Interim Evaluation in October 2019; and makes an additional nine recommendations which reflect the findings and the move of Op Remedy into business as usual.

Governance of Op Remedy now sits with the Operational Support Directorate so consideration and approval of these recommendations will be submitted to the next DLM for review.

2 – What were the planned objectives/benefits for this improvement initiative?

Op Remedy is the organisational initiative that was established in response to the investment made by PCC Sue Mountstevens of £2m in 2019/20 to improve performance and public confidence in the areas of residential burglary, drug and knife crime. In addition to this, an uplift to the organisation's establishment was endorsed, for a total of 100 police officer posts.

At the end of 19/20 it was agreed that Op Remedy should be made a permanent arrangement and be bought into business as usual, within the Operational Support Directorate.

Op Remedy focuses on delivery against the following strategic aims and objectives. These were developed into a comprehensive assurance framework which can be found in Appendix 4.

STRATEGIC AIM	
Engaging and working with stakeholders and partners to jointly deliver an improvement to organisational performance and public confidence for offences of residential burglary, knife crime and the illegal supply of controlled drugs.	
STRATEGIC OBJECTIVES	
1	Solve more crimes relating to residential burglary, knife crime and drug related offences, through an improved focus on Intelligence, Prevention and Enforcement activities. LINKED BENEFIT: Substantive productivity gains attributable to the additional investment.
2	Increase the numbers of offenders brought to justice specifically in relation to residential burglary, knife crime and the supply of illegal drugs.
3	Reduce the numbers of residential burglary offences and increase satisfaction levels for residential burglary victims.
4	Improve the confidence of the public around the activities of local police, in response to reports of concerns relating to residential burglary, knife crime and supply of illegal drugs. LINKED BENEFIT: Policing feels like an ever present force for good in communities.
5	Increase the number and effectiveness of disruptions of Organised Crime Groups involved in the illegal supply of controlled drugs, SAC and violence involving the use of knives
6	Increase the knowledge of Police and partners around those involved with crimes involving the use of knives as weapons.
7	Collaborate with partners to deliver effective education, upstream intervention and harm-reduction opportunities and pathways which leads to the prevention of crime and proactive support and protection to the most vulnerable. LINKED BENEFIT: Upstream intervention leads to prevention of crime and proactive support and protection to the most vulnerable. LINKED BENEFIT: A collaborative police and partner agency approach in the prevention and detection of crime and protecting the vulnerable.
8	Seek opportunities to use innovative and partnership approaches to improve the gathering of intelligence and delivery of prevention and enforcement activity relating to crimes connected with residential burglary, knife crime and drugs supply. LINKED BENEFIT: Sustainable improvements through innovative, highly visible and effective solutions.
9	Improve communication with the public around the offences of residential burglary, knife crime and illegal drug supply.

An interim evaluation was completed in October 2019 which made 22 recommendations to be implemented either immediately or in the following months. This report will provide an update on progress made against these recommendations.

3 – Evaluation evidence base

This evaluation has used a wide qualitative and quantitative evidence base and builds on the findings of the interim report.

As part of the Op Remedy design funding was used to introduce a reviewing and audit role specifically focused on assuring and auditing the burglary, knife crime and drugs investigations; both for Op Remedy, and the wider force. This was to assess the impact Op Remedy was having on improving investigative standards of those officers who were part of the team – but also the ripple effect across the organisation. Learning from these regular audits was fed back via the Central Team to ensure that it was cascaded as necessary; and incorporated into future training and CPD sessions. The results of the most recent Op Remedy quarterly audits, October 2019 - December 2019 have been used to evidence some of the findings of the evaluation.

In addition the report refers to evidence from:

- Monthly Assurance Framework
- Fortnightly Performance Headlines
- Op Remedy Public Confidence Survey
- Staff feedback from rotational cohort / CPD events held
- Victim/public feedback
- Feedback from Op Remedy business leads, and thematic leads
- Feedback from stakeholders (Neighbourhood; Patrol; Investigations and Intel)

4 – Were the planned benefits for the initiative realised?

1) Solve more crimes relating to residential burglary, knife crime; and drug related offences, through an improved focus on intelligence, prevention and enforcement activities.

Positive outcome rates for residential burglary, knife crime and drug related offences provide the evidence base for this objective. At the commencement of the operation the positive outcome rate for residential burglary was one of the lowest nationally at a 12 month rolling 4.4% (38th nationally). Over the subsequent 12 months this improved to 7.6% and is now 12th nationally.

Positive outcomes for Knife Crime (not Home Office) have increased by 2.2%, to 28% for a rolling 12 month period. In addition to 'possession of weapons' (59% positive outcomes), 'Knife crime' tags relate to a range of other crime types, with the highest positive outcomes for drug offences (79%).

Positive outcomes for all drug offences have increased by 7.6% and are currently at 72%.

Geographical differences for drug offences:

Bristol North & Central +21%
Bristol South +14%
Bristol East +11.3%
North Somerset +3.1%
South Gloucestershire +2.2%
BANES -1.4%
Somerset East +1.7%
Somerset West 0.0%

2) Increase the number of offenders brought to justice specifically in relation to residential burglary, knife crime and the supply of illegal drugs.

In addition to the improvements to positive outcomes outlined above, during the year 19/20, 235 suspects were identified, and 706 people arrested in total under the three themes. There are numerous examples of offenders being charged and in court across the force some of which are shown below:

The following article highlighting Op Remedy success was published externally, including coverage by the Bristol Post:

Two men have been arrested on suspicion of dealing drugs in the St Pauls area of Bristol. The men – both in their 20s – were arrested on 30 January from a property in the Portland Square area. It follows an operation in which the men were observed making drug exchanges in the area and going in and out of the property. Officers carried out a search of the property and seized a large quantity of cash and what is believed to be Class A drugs, which will be forensically tested. The men have been arrested on suspicion of drug dealing and possession of criminal property. They are both from London and suspected to be involved in county lines drug dealing. They have been released under investigation.

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The following article highlighting Op Remedy success was published externally, including coverage by Bristol Post, Somerset Live and Weston Mercury. This followed a joint operation between Op Remedy and Neighbourhood:

Five arrested after drugs raid in North Somerset. Four men and a woman have been arrested following a raid where a significant amount of Class A and B drugs were seized. Avon and Somerset Police made the arrests in Highbridge as part of a special year-long operation. Three properties were raided by officers working for Op Remedy which has seen an estimated £1.3 million worth of illegal drugs seized over the last six months. The five people arrested are aged between 17 and 51 and have been released on bail.

The most recent success story involve burglar Claudiu Popa – who received 46 months imprisonment for burglary offences and the drugs warrant in South Gloucestershire in May 2020. Large amounts of cash, drugs and expensive items were seized from the suspect; and there will be options to utilise proceeds of crime legislation.

On average, 3 burglars per week have been arrested by Op Remedy, and approximately £500k of cash has been seized which has come into the owners possession through involvement in criminal acts and associations.

The depth of investigation and length that Remedy can go to demonstrate a step change in performance and quality, for example a number of cases that were closed by the IAU were resurrected by Remedy with significant results achieved. The wider work around CCTV and house to house demonstrates the value of the team in seeking out offenders.

3) Reduce the number of residential burglary offences; and increase satisfaction levels for residential burglary victims.

Recorded crime for residential burglary has been reduced by 10%, a reduction of 637 crimes. The largest reduction in reported crime has been achieved in Bristol North and Central (-364); Bristol East (-161); and BANES (-55).

At the outset of Op Remedy, Neighbourhood Teams committed to carrying out follow up visits with all residential burglary victims – the aim was to provide additional crime prevention advice; provide reassurance to the victim; and identify any additional vulnerability needs. The impact of this could be measured via the monthly victim satisfaction surveys which drill down from whole experience satisfaction – to individual metrics such as follow up.

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Overall victim satisfaction for residential burglary victims has increased by 4.1% over the last 12 months and is now 86%. For follow up 78% of victims are satisfied, which has increased by 8.4% since the start of Op Remedy. For initial contact this was scored on average over 90% satisfaction over the last year. For victims that were specifically identified as being dealt with by the Op Remedy team (note that not all residential burglaries will always be dealt with solely by Op Remedy) overall satisfaction is 88% which is a 3% increase on last year. 87% of people are satisfied with the follow up.

Additionally Op Remedy has been carrying out a piece of work to identify property and return it to victims which has received very positive feedback.

4) Improve the confidence of the public around the activities of local police, in response to reports of concerns relating to residential burglary, knife crime, and supply of illegal drugs.

By February 2020 nearly 10,000hrs of high visibility and public reassurance patrols had been conducted in identified hotspots known to be associated with residential burglary, drug and knife crime offences.

Local public confidence is measured and reported quarterly, this does not drill down into crime types however it is still possible to monitor overall changes and improvement. Since the commencement of Op Remedy public confidence has improved from 72% to 80% (Jan 2020). The last quarters data is due shortly but not available in time for this report. The biggest improvements have been seen in Bristol North and Central – increasing from 66% to 88%; and South Gloucestershire (65% to 84%).

People reporting feeling safe in their community has increased from 84% in April 2019 to 86% in Jan 2020; and the number of people reporting seeing a PCSO or PC in the last month has increased by 3.1%.

In order to attempt to gain more evidence of localised changes in public confidence, that could be linked to Op Remedy activity a localised survey was developed which could be delivered at neighbourhood level, alongside with delivery of the Smartwater intervention. Local Police Cadets were recruited to carry out the door to door research. To date this has only been able to be carried out in a small area in Weston Super Mare; and the responses were too few to provide a useful evidence base. Due to the Covid situation a repeat of this in any further areas (Yate and Yeovil) had to be suspended. It is recommended that this is re-established and enhanced with the recruitment of Volunteer Researchers as originally planned (**Recommendation 1**).

Community feedback has been captured over the last year which gives an indication of how Op Remedy has been received. For example:

“Graeme and I felt compelled to write to you and your team an email expressing how overwhelmed we were with the way this traumatic experience was dealt with by both yourself and your colleagues.

Every officer that we had dealings with showed an incredible amount of compassion, professionalism, dedication and commitment to getting a conviction in this case.

Graeme and I are well aware of the hours and hard work which you and your colleagues no doubt put into this case. We can only hope that the courts recognise the hard work and evidence that your team have put together in trying to get a positive result.

We felt it necessary to write to you and express our gratitude as we are well aware of what a tough job you are all up against.

On behalf of myself, Graeme, and my mum and dad, we would once again like to thank you, your team and the police service for all your hard work.”

“Could you please pass on my thanks to the officers in the burglary team based at Bridgwater. Today they have returned a bike stolen from my house 2 years ago. This was down the keen eye of the officer involved (unfortunately I didn't catch his name). It was a brazen theft where the thief stole the bike from inside my house while all of my family were at home and it was still light outside. It is therefore very reassuring to feel that the crime was not forgotten and due to the diligence of your officers the bike was found and returned to me. Thanks again.”

5) Increase the number and effectiveness of disruptions of Organised Crime Groups involved in the illegal supply of controlled drugs, SAC, and violence involving the use of knives.

This is an area that has been very difficult to monitor as disruption activity involves teams from across the force – Op Remedy have contributed to disruption activity primarily through coordinated operations with other departments; proactive patrols; and vulnerability visits but it has been challenging to accurately measure; and evidence the level of impact this has had on overall disruption of OCGs. Feedback from Neighbourhood stakeholders has been that Op Remedy have made a positive contribution to work with County Lines; and OCG disruption for those OCG's managed by local NPT's. A new way of working with the teams has been introduced to enhance Remedy involvement and collaborative working. The SPOC has been reinvigorated, per OTT meet and ownership of NICHE with local contact.

A recommendation is that a method of better capturing OP Remedy's contribution to OCG disruption is developed – and contribution to County Lines activity (**Recommendation 2**)

6) Increase the knowledge of police and partners around those involved with crimes involving the use of knives as weapons.

With the launch of the Surge funding for Serious Violence the achievement of this benefit was subsumed into the strand of work addressing serious violence and knife crime. This has been aligned to the development of local Violence Reduction Units which have been formed through multi agency partnerships, and led by the Local Authority. An integral element of the VRUs is data sharing and funding was provided to Bristol Insights to develop a range of Qlik apps resulting in the production of the Violence Reduction Unit app.

The Violence Reduction Unit (VRU) app has been running in its first iteration since late 2019; and enables intelligence to be gathered on high risk individuals or groups and cross referenced with partners to inform VRUs' response. This allows the partnership to plan delivery of bespoke support /intervention packages. There are five VRUs, each with a different makeup of police and partners, with different ways of working. The 'As Is' VRU app requires police users to realise its benefits, however continuity of police users has been adversely impacted by the need to respond to the CV19 pandemic. Therefore best practice in ways of working is being piloted through the Somerset VRU and the Intel Development Hub in order to devise best practice ways of working.

The VRU app designer is working with the VRU app lead, DPO, Development Hub, and Somerset Council to design ways of working for Contextual Safeguarding data sharing based on the identification of violent risk offending groups identified by the app. This will ensure that the insight derived by the app can be validated and enriched in a manner that adds value whilst ensuring compliance with GDPR. These ways of working will be incorporated back into the app in subsequent iterations where possible.

A second iteration of the VRU app is planned that will incorporate ways of working from IOM in order to track management activity around high risk individuals identified and prioritised by the app.

In addition, the range of partnership initiatives described below have helped to build stronger partnerships, and provided further opportunities for learning, knowledge exchange and best practice to be developed. The level to which this has been achieved has not been evaluated within this report so one recommendation will be to carry out some follow engagement with partners as stakeholders to gain some insight into partner views of the effectiveness of Op Remedy (**Recommendation 3**).

7) Collaborate with partners to deliver effective education, upstream intervention and harm-reduction opportunities and pathways which leads to the prevention of crime and proactive support and protection to the most vulnerable,

and;

8) Seek opportunities to use innovative and partnership approaches to improve the gathering of intelligence and delivery of prevention and enforcement activity relating to crimes connected with residential burglary, knife crime, and drugs supply.

To realise Objectives 7 and 8, working with partners was key to ensure early intervention, diversion and support is provided to young people most at risk of being involved in serious violence.

As well as significant operational successes, Op Remedy are also involved with progressing a number of initiatives focused around crime prevention, enhancing police visibility and increasing public confidence. Some examples are as follows:

- Working in conjunction with the British Transport Police to issue crime prevention advice and enforce against suspected future involvement in crime at local train stations.
- Working with local partners in areas such as Yeovil, Bridgwater and Frome to disrupt activity associated with County Lines, and identify and protect those most at risk of being influenced. Innovative use of voluntary tags to protect young persons influenced and involved in County Lines.
- Utilising Smartwater in areas deemed at highest risk of residential burglary offences being committed, along with low public confidence. Worle completed, Yeovil in Jan 2020.
- Working with local partners and external stakeholders to deliver educational sessions to young people in

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support of crime prevention.

- Working with local schools for students to partake in an Insight Scheme where they experience being detectives for a week and investigating a fictitious knife crime.

With the surge funding provided specifically for tackling serious violence and knife crime many additional partnership initiatives were funded including:

- Funding of dedicated Prison Officer post to tackle serious violence in local prisons.
- Working with BPA to deliver anti-knife campaigns in schools through existing BME community links.
- Crime prevention and engagement initiatives through sport – e.g. boxing and football.
- Targeted youth engagement with community groups – e.g. Youth Options Day and Somalian Youth Engagement.
- Engaging with up to 1500 pupils through collaborating with Crimestoppers to utilise drama to enable them to make an informed choice when faced with difficult challenges or decisions. Teachers will also be trained to ensure this concept can be sustained with future year groups.
- St Giles Trust delivering talks to young people regarding drug and alcohol addiction, gang life, gun and knife crime. This includes training for a selection of police officers and staff to support ongoing diversionary measures.
- A Custody Awareness Programme facilitated by Bright Outlook which is aimed at young people who are on the periphery of criminality or who are already involved in low level criminality and ASB. The programme is aimed at diverting young people from continuing down the path to further criminality.
- Working with Grassroot Communities to establish a Community Champions Programme which works with identified schools with students at risk of exclusion or struggling to engage in mainstream education

In relation to the initiatives that were funded via Op Remedy, it took some time for these to get off the ground which delayed the realisation of benefits in the time frame of the original operation. Many of them were submitted and agreed without clear evaluation and outcomes frameworks. A number of these are now up and running so it is recommended that it would be timely to carry out an evaluation on these if appropriate and develop an evidence base for what works (**Recommendation 4**).

Having the Op Remedy 'brand' helped with partnership engagement (for example with the Drugs Education Programme and Bristol University) as it helped to open door's and give a clear idea of what Op Remedy was all about.

9) Improve communication with the public around the offences of residential burglary, knife crime and illegal drugs supply.

In recognition of the importance of communication with the public to increase public confidence Op Remedy funded two Communications Officers who would be dedicated to communication activity for the three strands. A Communications Strategy was developed for each strand, which programmed an ongoing range of campaigns. In addition press releases accompanied success stories, and key events.

The following problem solving campaigns were delivered:

Knife crime and serious violence (linked to SVAP):

- Hyper-local knife crime campaign targeting the hot spot areas in our force
- Working with schools and local officers, this campaign aims to encourage reporting of knife carrying amongst young people and increase local communities' confidence / resilience in dealing with the issues of knife crime

Drugs:

- A multi-channel campaign which aims to disrupt the drugs market by reducing demand amongst 20 and 24 year old recreational drug users. Supporting a 'problem-solving' focused approach to the management of drugs hotspots this will help create a hostile environment for users and dealers
- A digital campaign about the sale of drugs on Snapchat and Instagram aims to protect young people and increase intelligence

Burglary:

- Supporting the launch of SmartWater with a dedicated communications campaign to increase visibility, confidence and awareness of crime prevention messages in WSM and Yeovil. The Weston pilot was covered
- Reactive prevention advice based on burglary series and trends

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➤ Further problem solving campaigns based on bike burglary prevention and student break-ins launching in 2020

Examples of press coverage can be seen in Appendix 1.

Further benefits and learning:

As part of the original set up of Op Remedy funding was ring-fenced to recruit two Review Officers and a DC within the Major Crime Review Team to carry out regular audits and assurance. Forming part of the Central Team the learning from the audits have been regularly cascaded to front line staff. Guidance documents and tools have been produced for all front line and communications staff to aid improvement of burglary investigations. Force Burglary Lead (Martyn Cannon) cascades national learning force wide.

In addition to auditing Op Remedy investigations; the team carried out dip sampling of investigations carried out by non Op Remedy staff. The purpose of this was to identify if there has been a wider improvement in investigative standards. The latest audits were carried out in March 2020 – for residential burglary; and knife crime, covering the period October 2019- December 2019.

The most recent audits identified a number of areas for improvement (in Appendix 2), and it is recommended that these should be incorporated into an improvement plan for the Operational Support Delivery Plan now that Op Remedy has become BAU, to be monitored via the DLM (**Recommendation 5**)

Feedback from the stakeholder interviews suggested that there is no longer a need to have a dedicated resource to carry out regular audits; however it is recommended that the audits are repeated at least once more this year (for Jan – Apr 2020) before the funding is withdrawn; and then incorporated into BAU audit and assurance within T&I.

5 – What are the views of the senior stakeholders and staff impacted by this initiative?

What works well?

Recruitment & Training:

Recruitment into Op Remedy and the training that has been provided has been really beneficial to officers and given them an opportunity to learn 'trade-craft' such as stop search, and how to improve case files and investigations. The recruitment process was inclusive and offered flexible options; and the rotation, although a challenge with officers being released at different times has proven somewhat effective, with room for improvement. The Op Remedy officers have also had the opportunity to widen their skills for example increasing the Surveillance and Drone capability.

Having the Delivery Officer post was essential; particularly to manage the logistics of the rotational recruitment, getting officers released; and the training and CPD days. This role is also able to act of a central point of contact and support the Tasking Coordinator. In the Interim Evaluation there was a recommendation (3) to extend this post which was agreed and progressed.

Reduction in Demand:

The impact in Investigations was a considerable reduction in demand – specifically around burglaries which enabled Investigations to spend time focusing on other areas. It was also communicated early when Op Remedy was taking specific jobs which meant there was less juggling needed when allocation decisions were being made. The team achieved results by being able to maintain a focus on specific jobs and series, and some of the best proactive officers are on there.

‘Good that they have taken the workload away – especially some of the drugs jobs....And like the bike thefts in Staple Hill –nice to see results coming in’. (Investigations)

The teams were identified as having the best staff, who are proactive, and that they need the right proactive supervisors to drive it. The team became more effective when other departments got to know who's in the team and who to make contact with. Op Remedy teams also hold on to all their investigations, currently managing on average 7.6 investigations per officer, which is higher than Investigations and OST.

‘Really helped dealing with County Lines –especially Yeovil. Yeovil because of how far away it is can often feel forgotten. But with Remedy can bid for support which really helped staff morale’ (NPT)

Op Remedy came at a time when Patrol were really busy so they were a necessity and could focus on issues that Patrol couldn't. They were able to be proactive and have a problem solving mind-set, and it is a really good way to

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upskill officers with an attachment; and provide them with extra skills that they would not necessarily get when in Patrol

Intelligence & Tasking:

Feedback from Intel was that having direct line management of staff has helped with managing and coordinating the tasking of the intel resources, although this also got easier with the introduction of the Tasking Coordinator role. It has also been really helpful having the IAs and Remedy officers both at HQ – and having that physical contact. Since remote working has come in this has changed so teams will need to think how these staff can stay connected

Before the bidding process was introduced Remedy officers were just migrating to where they were based before, so it really helped that some of the Remedy team were from local areas.

Having the Superintendent role over the last year has really helped to establish what should be supported and how, as there was always a risk that Op Remedy could be flooded with demand from other departments. Having an officer in this 'gate keeper' role is important moving forward though that does not necessarily have to be a superintendent.

What doesn't work so well?

Recruitment:

Recruitment was a challenge, and the process of getting officers released is very difficult at a time of high demand. There are still some officers that were successful in previous rounds of recruitment that have not been released which has proven frustrating for those officers, the rest of the team, and also has led to the team continuing to fail to reach establishment. Current Investigative capacity on Remedy is hampered as only 4.5 FTE of 15 FTE DCs are in post, and Remedy have never been staffed past 80%. A recommendation is that a maximum time period to wait for release should be agreed with the feeder department, if an application is to be supported (**Recommendation 6**).

Feedback was also that recruitment needed to be more representative geographically; and that it may have attracted officers who were expecting the role to be more a 'job for the boys'. Some respondents said that officers did not particularly see the role as sometimes being about visible, uniformed policing. From a female perspective some stakeholders felt that the team was not as diverse as could be. This has been recognised and currently nine out of the 16 officers waiting to join Remedy are female.

From the perspective of Patrol it was a challenge to provide staff – and the impact of rotations and losing people to Remedy was felt. Patrol is a big directorate that feeds into all the others, and is often covering shortfalls in other areas. Sometimes that can lead to a significant loss of staff and skills, often officers who have really key skills which can affect the service that Patrol provides and prove a bit of a logistical challenge. This has improved now and the enhanced IAU helps with some of those issues, with Response more able to take some of the demand from officers.

Communication:

Some Remedy Sergeants would also debrief with officers after a job but this is personality driven, and depended on who the sergeant was.

Sometimes there was duplication from one team tasking when there would be a request to have an Investigations DI/DS review on an OCG job but when looking at it there would already be a Remedy DI/DS on it. It has also been difficult to get hold of the Op Remedy team sometimes – especially on the weekend.

When Op Remedy first started it was difficult finding a point of contact and there was a bit of disconnect – this did improve and there was a greater understanding about what teams were on duty and it was easier to match teams up to bids that were emerging. It is very helpful to have Op Remedy teams who have local knowledge; and NPT found it more difficult if teams were coming up from Somerset to support Bristol jobs.

A further challenge which has been alluded to above is the coverage and shift patterns of the existing team, with three team's North and two team's South not providing sufficient coverage and availability of officers to support when required. This was captured within the Interim Evaluation (8) and will need to be progressed within the Futures Programme if supported.

The Op Remedy teams would often have interests in the same areas as NBH but didn't pass on any information, an example of this is specifically with warrants – Op Remedy will visit an address but then won't update the Niche so NBH will visit the next day and the occupants will be annoyed, this raises tension within the community and also gives the impression that the force is not joined up, or coordinated. The counter has also been found, that Neighbourhood teams have visited addresses and not updated the Niche prior to Remedy arrival.

Intelligence:

Op Remedy funded six dedicated Intel staff (three Intel Analysts; and three Researchers) which continued to sit within the Intelligence Department structure in the Development Hub. Unfortunately Intel has never been at capacity for Analysts and Researchers so losing people to Remedy was difficult; and the department has always had retention issues. New members of staff take 18 months to be productive after training and there is currently no formal training with all of it being provided in house.

Intel have provided what help they could to Remedy – and burglary has had more than double the amount of resources. The department has been able to flex to provide support via the non-dedicated staff though it has proved challenging. It has at times been difficult at times knowing exactly what Op Remedy needed and expected from Intel, and to know what could be passed on to the teams. There were some challenges with the interaction between Intel and the Op Remedy staff – when intel were identifying ad hoc intel; some officers did not want to take it forward or act on it, this was quite personality driven. It is also sometimes hard to track Op Remedy staff down.

There were also challenges with the rub between the three themes. For burglary it is much easier to identify intelligence, and patterns, and provide tactical options that Op Remedy could act on. However with violent crime the model can't work the same way, and it was a struggle to identify issues that can be solved tactically through the existing Op Remedy delivery model; with other initiatives being more likely to be appropriate. In some cases in order to provide a product to Op Remedy the scanning processes needed to be changed; and this also depended on the area as feedback identified that there is a difference between how the teams in the North and the South operate. Feedback from Remedy teams has been that it has been difficult to get consistent support from Intel

Remit & Tasking:

There was some concern that Remedy officers needed to be accompanied on jobs, by a beat team, which wasn't always possible.

'they are not attending LTM because a bid is not specific enough but sometimes we need them to attend so they can see the issues and say what they can offer'

There was a suggestion that teams could have done with some education on how to make a bid to Remedy – as there was no formal process and it was difficult to know exactly what was required – some got sent back for not enough detail; or because they didn't do certain things.

'Bit hard at times to be specific enough for them in bids. Needs sometimes to be really bespoke –telling them who they need to pick up. When often all the information they need is on iTask'.

It was bit hard for officers to know exactly what they could offer as those officer don't have that experience of certain tactics, so didn't know what they could ask for. This was made more challenging because there was limited attendance by Op Remedy reps at One Team Tasking, so they couldn't know what the issues were.

Some feedback was that the team has a bit of a narrow focus, and will only take on certain types of crime so keep too tightly to the remit and miss opportunities to join forces with other teams for example, an opportunity to help with different crimes carried out by young men in Bristol but involved knife crime.

Remedy would often say that they wouldn't attend unless there was something to work with, this was identified as carrying a danger of it becoming an elitist team when it is meant to be a collaborative process.

'Remedy staff would start picking and choosing what they would do and wouldn't stick to it in the long term, this meant that work would fall back onto the teams' (NPT)

What could be done differently?

Recruitment:

The recruitment process onto the team could be more proactive and planned actively identifying officers who could join Remedy; and also using Op Remedy as a stepping stone into Investigations. This could be achieved with more joint working between Investigations and Op Remedy. It was also suggested that more Neighbourhood Officers and potentially PCSOs were attached, and also the potential for putting fast track or Police Now officers onto the team. This would help widen the perspective – and also potentially identify other initiatives that may not otherwise be considered. Some feedback was that it would be useful if the attachments were shorter, as this would make it easier for departments to release them.

It was suggested that consideration should be given to having a more formalised feeder into Investigations; and

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widened / do more to attract applications from Neighbourhood's; build capability with Patrol.

It is hoped that from September, the ten seconded officers will comprise of eight Response and two Neighbourhood with neighbourhood potentially back filled by response to create a triangulated development process within the three areas. It is subject to discussion with Response who are not sighted but this is supported by Neighbourhood and Ops Support. Remedy will also have its first BM seconded within next few weeks to add more to our problem solving capability and links into NPT. Discussions are ongoing with Investigations to enhance the investigations area and it is hoped that four new recruits will be identified by September, in addition there is a focus on internal development of proactive investigators to help them make the step across.

A further suggestion is to ring-fence five of the vacant DC posts as a feeder route into Investigations, and also the potential to enable five of the rotational cohort to be PCDA new recruits. Tutoring capability could be provided from the existing Op Remedy team which would reduce demand on Patrol.

Tasking:

There needs to be greater attendance at the Local Tasking Meetings, potentially at Chief Inspector level. This would be to provide greater information on what Op Remedy are able to support with, which would aid in proactive planning and resourcing. Pre and ongoing liaison is now starting to bridge that gap. Potentially Op Remedy officers could be more like a tactical advisor and attend LTMs. As the LTM is all about setting priorities and Op Remedy needs to be there so that they can say what they can do to help.

Attendance at LTMs has been identified as a gap with Op Remedy now attending LTMs. There is also a plan for an LTM pilot with Intel where an IA will work on area to pick up local things. This will start in Bristol South and East and then Somerset, and will work in a similar way to an embedded IA on district, with scanning being fed into LTMs.

In addition there could be more focus on long term burglary series going forward with more scanning and Intel. There also needs to be more understanding about Op Remedy so that help can be proactively sought and better communication – with more frequent Remedy representation at Pacesetter and the 9am briefings.

Improvements are needed with intel and tasking and this move should help to address that, but will need to be monitored and evaluated over the next few months. A recommendation is that this should be reviewed and fed back into the Op Remedy governance process in the next two months (**Recommendation 7**).

Remit:

As mentioned above there was a lot of pressure at the start of Remedy for the teams to have a remit; however this would have resulted in Op Remedy taking on the totality of a lot of investigations rather than operate in a collaborative and supportive role. Feedback suggests that there needs to be consideration given of putting in a clear rank structure around the team, this reflects the recommendation in the Interim Evaluation (2) to recruit a Chief Inspector and a business case has already been developed to progress this.

If the decision is made to maintain the Superintendent role, the Chief Inspector could focus on the tactical arm of Op Remedy, providing supervision for the Inspectors; and managing tactical relationships with other departments including tasking. The Superintendent role could then perform a strategic function, with thematic responsibility for serious violence, enabling that holistic oversight and influence over the strands that are supported via Op Remedy. This would mirror the cross cutting, supportive role that Op Remedy performs, in collaboration with other departments and Business Leads would need to operationalise their portfolios so that Op Remedy could effectively support. The recommendation is that a decision is made as soon as possible on the Chief Inspector and Superintendent post (**Recommendation 8**).

With regards to drug's interventions these should be refined to do concerted weeks of action alongside Neighbourhood teams – based on Problem Profiles and with coordinated preliminary activity by local teams; partners, and Intel to gather and develop the intelligence picture; and focus the operation during the target week. This requires commitment from individual LPAs to provide resources for the target week, but also support in the lead in to gather intel.

Having officers within Op Remedy that have more local knowledge would be a benefit – and an increase in joint working with Neighbourhood Teams –working together to identify who to focus on; and also to jointly manage big groups around drugs and ASB issues. The next steps could also be considering how to bring Remedy techniques and focus back into Patrol, and then going forward can free up capacity and rather than being very separate can work more closely together with Remedy.

Some stakeholders felt it would be helpful to have some more positive internal communications to share with departments on successful joint working; and also what the team have contributed. To address the communication, recruitment, and delivery challenges it is suggested that Op Remedy develops a document that

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outlines the purpose and function of the team, how it can be tasked, and how it will work in partnership with other departments. This will outline its aims and objectives – and will make it clear to future applicants, and the wider organisation what the service offering is. This work has already started however it needs to be progressed further through consultation with stakeholders.

Within the Interim Evaluation it was recommended that Op Remedy fleet establishment was increased by eight vehicles and the existing allocation of Crew Buses is exchanged for Vito/Transit style vans with a cage. This is gradually being progressed when vehicles reach end of life, however the age of the fleet available still provides some challenges. The availability of fleet is also restricted by what training officers have received – and currently Op Remedy staff are not considered a priority for response courses and advanced driving courses. Given that Op Remedy officers are likely to return to Patrol; they should still have these courses available to them as currently if staff go to Remedy they will miss out on the course. They also therefore cannot provide any additional resilience to Patrol in times of high demand, A recommendation is therefore that Op Remedy officers are not taken off response and advanced driving courses; and are allowed to participate if they have a place (**Recommendation 9**).

Some feedback from Op Remedy officers:

- Many of the officers felt that the secondment should be longer – three months was not long enough to gain and apply all the new skills (this has now been progressed as recommendation 18 on the Interim Evaluation – the first six month cohort will start in September 2020)
- Really positive feedback on the training, and the new skills they were able to develop
- There could have been more joint working with other teams; and on burglary series
- Enjoyed having the opportunity to work on more complex investigations
- Enjoyed being part of a team, that was motivated, enthusiastic and welcoming

6 – Are there any outstanding risks/issues associated with this initiative?

The Risk Register has been reviewed and it is proposed that this is completely reconsidered now that Op Remedy has returned to BAU; and also in light of Covid recovery; and the Futures Programme.

Initial risks that can be highlighted:

- Recruitment into Remedy is still a risk, the offer needs to be reconsidered, and an obstacle is the training availability. For example, response courses are not allocated if officers come across. This has wider impacts on the force and individual and will continue to impact on Remedy getting the right people in
- Retention of staff and rotation – need to maintain staff to maintain skills however this need to be managed with rotation to allow for wider learning
- Investigations offering – development post needs to be defined and a suitable stream of staff to maintain Remedy offering and support for investigations
- Tasking process needs to reflect TOR for Remedy and to make sure that the resource is assigned appropriately to Remedy themes not as additional resource to fill gaps
- As Remedy increases productivity the force need to be sighted on demand carried by the team
- Partnership work and investment must have outcomes to demonstrate value for money, risk that investment is not properly accounted for or does not add value
- Review needs to evaluate performance achieved with 80% of suggested staffing, risk that any increase in numbers will not be achieved and that current evaluation is based upon 80%.
- £2m investment, was not what was actually spent, should reflect the true cost risk that funding will be reduced
- Future model may review and change structure, further change may impact on performance, recruitment
- Shift patterns may not be aligned to demand
- Knife crime needs to be considered and potentially linked to offence for example robbery to allow a focus whilst partnership work continues. The danger is that we lose focus and this becomes more investment related than activity based.

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- Increased Op Remedy activity has a knock on effect on Forensics, particularly the Digital Video Unit which is already struggling with capacity.

7 – Are there any recommendations / actions / next steps relating to this initiative?

There were a large number of recommendations within the interim evaluation and some of these are still to be progressed / considered. The previous recommendations are attached in Appendix 3 with updates – and indication if they are still to be implemented.

Recommendations 2, 7, 8,10,11,12 and 22 still need to be progressed and completed.

Recommendation 9 needs reviewing and it is recommended that before progressing a full review of the Drugs Expert Team is commissioned from T&I to ensure that there is a resilient and future proof model put in place.

Further recommendations informed by this evaluation are:

Recommendation 1: The local public confidence surveys are reinstated as soon as safe to do so and enhanced with the recruitment of Volunteer Researchers as originally planned.

Recommendation 2: Further evaluation is carried out of Op Remedy's contribution to OCG disruption – and contribution to County-Lines activity – and how this can be further developed and supported by the team.

Recommendation 3: To carry out follow engagement with partners as stakeholders to gain some insight into partner views of the effectiveness of Op Remedy.

Recommendation 4: For the initiatives that are now up and running so it is recommended that it would be timely to carry out an evaluation on these if appropriate and develop an evidence base for what works.

Recommendation 5: The most recent audit identified a number of areas for improvement (in Appendix 2), and it is recommended that these should be incorporated into an improvement plan for the Operational Support Delivery Plan now that Op Remedy has become BAU, to be monitored via the DLM; and that the audits are repeated at least once more this year (for Jan – Apr 2020) before the funding is withdrawn; and then incorporated into BAU audit and assurance within T&I.

Recommendation 6: A recommendation is that a maximum time period for release of new recruits should be agreed with the feeder department, if an application is to be supported

Recommendation 7: A recommendation is that the attendance at LTMs and Intel's new model should be reviewed and fed back into the Op Remedy governance process in the next two months.

Recommendation 8: The recommendation is that a decision is made as soon as possible on the Chief Inspector and Superintendent post

Recommendation 9: Op Remedy officers are no longer taken off response and advanced driving courses; and are allowed to participate if they have a place.

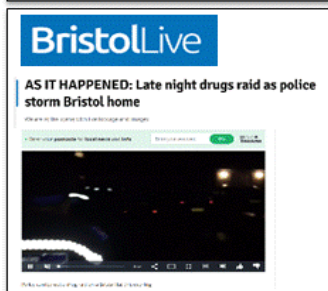
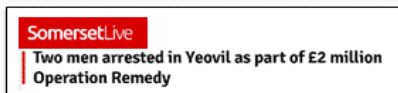
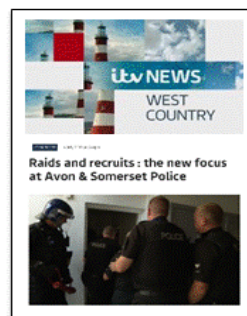
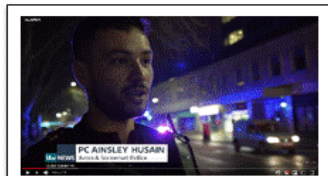
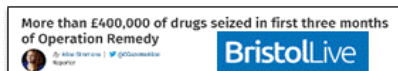
8 – What is the planned governance mechanism to review the findings of this Evaluation Report?

The findings of the report are initially being reviewed at the Police and Crime Board on 3rd June however now that Op Remedy is considered business as usual ownership of recommendation will sit within the Operational Support DLM and Chief Superintendent Claire Armes.

Assurance of the recommendations and improvement activity will sit within the Single Delivery Plan and monitored via the DLM, and T&I with the support of the assigned Improvement Consultant.

Appendix 1 – Communications Examples

Launch and 'milestone' media coverage



Operation Remedy – press coverage



APPENDIX 2 – Conclusions & Recommendations from Residential Burglary (Op Remedy) Audit

CONCLUSIONS

- Call handlers knowledge is improving when advising callers regarding the preserving of evidence, although this has not yet been included in the call script.
- Call handlers are inappropriately grading dwelling burglaries as a low priority, delaying attendance and decreasing investigative opportunities.
- Call handlers are routinely assessing Threat, Harm, Risk ensuring victims of burglary are safe.
- OIC's are becoming more confident and competent in making investigation plans.
- Officers are becoming very experienced in identifying potential evidence at crime scenes. Liaising well with

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CSI to discuss scenes and possible forensic potential. Only appropriate items are being submitted for forensic testing, cutting down on the amount of exhibits being seized unnecessarily and also reducing the cost to the force.

- On the whole CCTV enquiries are being conducted and relied upon when necessary, although there is room for improvement where documentation of scoping is concerned.
- House to house is now being routinely carried out by officers.
- Statements from victims/witnesses at the scene are not being done to a satisfactory level. This impedes progression of the enquiry leading to more cases filed due to lack of evidence and lines of enquiry.
- Officers linking of crimes and dealing with linked offences has declined with even basic linking of involvements not being done.
- Officers are conducting investigations in a very proficient manner, usually filing the crimes before the 28 day reviews are required.
- Supervisors are late with initial reviews which are essential in directing investigatory activities.
- Officers are taking ownership of investigations in their entirety, allowing NPT to only get involved in offences which require more enhanced service or further Crime Prevention work.
- Crimestoppers, Be Home Safe and the Bobby Van have been frequently and very effectively utilised in this sample, providing a comprehensive, preventative and community driven focus which is of credit to Avon and Somerset Constabulary.
- Officers continue to have a good working relationship with other agencies and when appropriate are contacting and working with offender managers.
- Incomplete BRAGs and Victim/Witness Contact management forms have been seen with increasing frequency during this audit, with the opportunity for identifying vulnerabilities being potentially missed.
- Increasing use of S18 and S32 searches is being done with good results meaning stolen property is reunited with the victims.
- Victim services are being recorded as being offered and accepted on the VWCM form, but no LSU referrals were made for some in this sample.

RECOMMENDATIONS

- Changes to the call script should be implemented as previously recommended as a result of Remedy audits to guide victims and call handlers regarding the preserving of evidence at scenes.
- It is important for supervisors to provide timely initial reviews in order to direct an investigation from the very beginning.
- Even when competent OICS are making investigative plans, supervisors still need to check and identify any missed lines of enquiry.
- Officers need to be more thorough in the recording of house to house enquiries. More detail, and in particular names of persons spoken to need to be recorded.
- Officers must do the basic linking of involved parties, locations and vehicles so that opportunities for linking crimes are not missed and so risk and vulnerability can be assessed properly.
- When Body Worn Video is not utilised, officers need to be recording the rationale for this decision. Body worn is a vital tool, especially when recording crime scenes.
- In relation to suspect vehicles, officers need to do more research even when no VRM or a partial VRM is obtained. This may also identify linked crimes.
- Officers need to continue their circulation of suspect images. This has been very effective in this audit sample,

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showing good rates of success.

- Area tours need to be completed, even if the incidents are of a historical nature. This could be conducted (if applicable) at the same time CCTV and house to house are being conducted.
- Recognising enhanced victims and when BRAG should be completed are not being addressed. Officers are not recording their rationales as to why these services are not being utilised.
- Victim Witness Contact Management forms must be completed in full, rather than just added to the Niche in an incomplete state.
- BRAG templates must be completed in full, with officers' observations and perceptions of risk and vulnerability to be made if the victim does not engage with this.
- All victims who have accepted the offer of Lighthouse must be referred to LSU via a task.

APPENDIX 3 – Recommendations from the Interim Audit (October 2019)

RECOMMENDATION 1: Approval is sought to carry forward the balance of any underspend generated in 2019/20 to continue with planned activity (noting this has been agreed in principle with Nick Adams). – This has been completed

RECOMMENDATION 2: It is recommended that consideration is given to replacing the existing Op Remedy Supt post with a Ch/Insp. Business case has been completed and submitted.

RECOMMENDATION 3: It is recommended that the temporary contract of the Senior Delivery Officer is extended to February 2021. (noting this has been agreed in principle with Nick Adams). This has been completed

RECOMMENDATION 4: It is recommended that HR are given approval to consider applications from Police Staff Supervisors (PIP2 accredited) to fill Op Remedy DS roles going forward, in the event that vacancies arise. All PS posts are now filled.

RECOMMENDATION 5: It is recommended that HR are given approval to consider applications from Police Staff Investigators to fill Op Remedy DC/PC Investigator roles going forward and the previously approved fixed-term Police Staff Investigator uplift terms (minimum of 12 month contracts) are changed to permanent contracts in order to secure the strongest calibre of staff, optimise payback on training investment and maximise resource continuity for the department. Op Remedy have had the 10 new scale 6 investigators, these are permanent.

RECOMMENDATION 6: It is recommended that the existing PC Problem Solving role profile is discounted from future Op Remedy recruitment and selection processes and all problem solving specific bids to revert back to Neighbourhood as the initial resource. Completed

RECOMMENDATION 7: It is recommended that a wholesale review of all Op Remedy role profiles is undertaken to ensure these reflect current and expected responsibilities and remain fit for purpose. This is not only specific to the North and South operational roles, but all roles that make up the wider Op Remedy role portfolio. This is still outstanding – to be carried forward as a live recommendation

RECOMMENDATION 8: It is recommended that an uplift to Op Remedy Northern and Southern operational capability is endorsed for Op Remedy SLT to progress, in consultation and conjunction with Directorates, HR and Finance. This is still outstanding – to be carried forward as a live recommendation for consideration within the Futures Programme.

RECOMMENDATION 9: It is recommended that Op Remedy are given approval to recruit 1x Drug Expert (PC) Cost = £56,914 - however managed via the wider Op Uplift Project as included within Recommendation 8. This recommendation is not to be progressed, however it is recommended that there is a T&I review commissioned into the Drug Expert Team – to inform future development.

RECOMMENDATION 10: It is recommended that Op Remedy are given approval to recruit a dedicated PO1-4 Data Forensic Investigator to support with investigations across the Northern and Southern base - please note: the Investigations Directorate are currently seeking a solution which may mitigate the need for this role. This has not been progressed decision needed as to whether this is required.

RECOMMENDATION 11: It is recommended that DI Jo Mines shares with the Head of Intelligence & Tasking the

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outcome of the internal review being undertaken (as mentioned at 4.25) in respect of the Op Remedy Intel capability to confirm how this is serviced going forward. Further update required with this.

RECOMMENDATION 12: It is recommended that DI Jo Mines shares with the Head of Corporate Comms the outcome of the internal review being undertaken (as mentioned at 4.25) in respect of the Op Remedy Comms Officer capability to confirm how this is serviced for Op Remedy going forward. Further update required with this.

RECOMMENDATION 13: It is recommended that Op Remedy remains as forming part of the Operational Support Directorate. Agreed and progressed, Op Remedy has now moved to BAU within Operational Support.

RECOMMENDATION 14: It is recommended that the future Op Remedy recruitment process for the 'fixed' and 'rotational' cohort is managed as per current standard organisational processes and owned by the Op Remedy Insp (and Patrol Ch/Insp for 'rotational' staff) with support from HR Advisory as required. Agreed and progressed.

RECOMMENDATION 15: It is recommended that the 'fixed' cohort of staff (with specific reference to those on 12mth Op Remedy contracts) who joined Op Remedy at the outset and wish to remain are not asked to reapply for their Op Remedy role, and instead a pragmatic approach is adopted. A fair and transparent process will be adopted however to ensure that those officers who remain in the earlier Op Remedy selection pool are still offered a posting opportunity. Agreed and progressed.

RECOMMENDATION 16: It is recommended that the selection criteria for the 'fixed' cohort of staff is revised to optimise the recruitment of individual's best aligned to the role profile and sought essential / desired criteria. Agreed and progressed.

RECOMMENDATION 17: It is recommended that HR are given approval to introduce a 2 year minimum contract posting term to Op Remedy 'fixed' officer cohort roles – with specific reference to the Northern and Southern operational capability. Agreed and progressed.

RECOMMENDATION 18: It is recommended that approval is given to extend the attachment term for the 'rotational' cohort from 3 months to 6 months. This can commence from late April 2020, subject to review of permanent composition. This has been approved and the first cohort of 6 month rotation will start in September 2020.

RECOMMENDATION 19: It is recommended that the ratio of 80% 'fixed' cohort and 20% rotational cohort should be maintained. Agreed and progressed.

RECOMMENDATION 20: It is recommended that the 'rotational' cohort continues to focus primarily on the demographic of officers who are young in service with specific development needs, with consideration to those with a number of years' service who have identified training / knowledge gaps being given. The recruitment and selection process to remains as is, via nominations from Directorates and Departments – maintaining the discipline of supporting nominations with a list of the upskilling requirements needing to be addressed through the Op Remedy attachment. Agreed and progressed.

RECOMMENDATION 21: It is recommended that recruitment and selection of the Op Remedy Central capability remains as being managed by the substantive department in consultation with the Op Remedy Central Insp. Agreed and progressed.

RECOMMENDATION 22: It is recommended that Op Remedy fleet establishment is increased by 8 vehicles and the existing allocation of Crew Buses is exchanged for Vito/Transit style vans with a cage. This has not been progressed however ongoing discussions with Fleet Services to address.

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APPENDIX 3 – Op Remedy Assurance Reporting (March 2020)

OP REMEDY ASSURANCE REPORTING

Objective Alignment	Indicators	As at end Apr 19	As at end May 19	As at end Jun 19	As at end Jul 19	As at end Aug 19	As at end Sept 19	As at end Oct 19	As at end Nov 19	As at end Dec 19	As at end Jan 20	As at end Feb 20	As at end Mar 20
Solve more crimes relating to dwelling burglary, knife crime and drug related offences, through an improved focus on intelligence, prevention and enforcement activities. LINKED BENEFIT: Substantive productivity gains attributable to the additional investment.	Residential Burglary Positive Outcome Rate (Last 12M from Month Stated)	4.40%	4.40%	4.50%	5.10%	5.40%	5.90%	6.00%	6.10%	6.10%	6.70%	7.10%	7.60%
	Drug Crime Positive Outcome Rate (Last 12M from Month Stated)	66.9%	66.0%	63.4%	60.1%	57.8%	64.3%	65.0%	65.0%	66.6%	67.3%	68.4%	69.1%
	Knife Crime Positive Outcome Rate (Last 12M from Month Stated)	75.9%	76.0%	74.6%	72.6%	72.9%	74.8%	75.7%	74.4%	75.0%	75.2%	75.4%	75.5%
Increase the numbers of offenders brought to justice specifically in relation to dwelling burglary, knife crime and the supply of illegal drugs.	Residential Burglary Positive Outcomes (Last 12M from Month Stated)	282	285	320	345	362	395	396	394	385	423	450	488
	Drug Trafficking Positive Outcomes (Last 12M from Month Stated)	421	434	424	448	475	525	495	447	450	458	475	542
	Knife Crime Positive Outcomes (Last 12M from Month Stated)	746	793	830	757	770	846	915	800	789	804	823	854
Reduce the numbers of dwelling burglary offences and increase satisfaction levels for dwelling burglary victims.	Residential Burglary 12M % Change (Last 12M from Month Stated)	Down 15.8%	Down 15.7%	Down 15.7%	Down 12.8%	Down 11.1%	Down 10.9%	Down 7.8%	Down 6.7%	Down 7%	Down 7.4%	Down 7.8%	Down 7.4%
	Residential Burglary Repeat Victimization Rate (Last 12M from Month Stated)	3.0%	3.2%	3.2%	2.8%	2.6%	2.7%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
Improve the confidence of the public around the activities of local police, in response to reports of concerns relating to dwelling burglary, knife crime and supply of illegal drugs. LINKED BENEFIT: Policing feels like an ever present force for good in communities.	Percentage of residents who last saw a police officer/PCSO in the last month (Last FY)	50.3%	50.5%	51.1%	51.1%	51.1%	51.1%	51.1%	51.1%	51.1%	51.1%	51.1%	51.1%
	Public confidence in the Police (Strongly Agree / Tend to Agree) (Last FY)	76.2%	77.8%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%	76.4%
Increase the number and effectiveness of disruptions of Organised Crime Groups involved in the illegal supply of controlled drugs, SAC and violence involving the use of knives	Number of confirmed disruptions	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
	Number of OCGs	83	85	80	83	88	88	74	74	64	63	64	63
Increase the knowledge of Police and partners around those involved with crimes involving the use of knives as weapons.	Strategic Intelligence Requirement for use of knives - Gap Change (annually reviewed)												
	% of Intel Submissions relating to Strategic Intelligence Requirement	N/A	N/A	N/A	8.30%	7.30%	7.00%	7.10%	7.30%	7.50%	7.60%	7.70%	7.90%
Collaborate with partners to deliver effective education, early intervention and harm-reduction opportunities and pathways. LINKED BENEFIT: Upstream intervention leads to prevention of crime and proactive support and protection to the most vulnerable.	Evidenced through qualitative assessment and case studies; evaluation of specific interventions e.g. DEP												
	LINKED BENEFIT: A collaborative police and partner agency approach in the prevention and detection of crime and protecting the vulnerable.												
Seek opportunities to use innovative and partnership approaches to improve the gathering of intelligence and delivery of prevention and enforcement activity relating to crimes connected with dwelling burglary, knife crime and drugs supply. LINKED BENEFIT: Sustainable improvements through innovative, highly visible and effective solutions.	Evidenced through qualitative assessment and case studies; evaluation of specific innovation initiatives.												
	Improve communication with the public around the offences of dwelling burglary, knife crime and illegal drug supply.	Evidenced through qualitative assessment and case studies; evaluation of specific communication activities.											

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AVON AND SOMERSET POLICE AND CRIME PANEL

23 JUNE 2020

REPORT OF THE POLICE AND CRIME COMMISSIONER

POLICE AND CRIME ANNUAL REPORT 2019-20

- 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 Section 12(1) states this report should provide (for):
 - (a) the exercise of the body's functions in each financial year, and
 - (b) the progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan
- 1.3 The report attached as Annex A is the **draft** Annual Report for the period 1st April 2019 – 31st March 2020 in accordance with section 12(1).
- 1.4 Section 12(2) states the Annual Report must be sent to the Police and Crime Panel. Section 12(3) states the Commissioner must present the Annual Report to the Panel and answer questions on this. Section 12(4) sets out that the Commissioner must respond to any report or recommendations from the Panel.
- 1.5 It is important to note that the presentation of the draft report to the Panel at this meeting is not intended to discharge the duties under subsections 2 or 3. A draft report is presented in order that the Panel have a chance to offer input and feedback prior to a final version being issued.
- 1.6 At the meeting, as well as discussing the content of the report, the Commissioner and Panel can agree how subsections 2-5 can be discharged once the final version of the report is ready.

Contact Officer:

Ben Valentine, Strategic Planning & Performance Officer

Annex A – Annual Report of the Avon and Somerset Police and Crime Commissioner 2019/20 (attached)

Annex B – Section 12 Police Reform and Social Responsibility Act 2011 (below/overleaf)

Annex B – Section 12 Police Reform and Social Responsibility Act 2011

Annual reports

- (1) Each elected local policing body must produce a report (an "annual report") on—
 - (a) the exercise of the body's functions in each financial year, and
 - (b) the progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan.
- (2) As soon as practicable after producing an annual report, the elected local policing body must send the report to the relevant police and crime panel.
- (3) The elected local policing body must attend before the panel at the public meeting arranged by the panel in accordance with section 28(4), to—
 - (a) present the report to the panel, and
 - (b) answer the panel's questions on the report.
- (4) The elected local policing body must—
 - (a) give the panel a response to any report or recommendations on the annual report (see section 28(4)), and
 - (b) publish any such response.
- (5) It is for the police and crime panel to determine the manner in which a response to a report or recommendations is to be published in accordance with subsection (4)(b).
- (6) An elected local policing body must arrange for each annual report to be published.
- (7) It is for the elected local policing body to determine the manner in which an annual report is to be published.

ANNUAL REPORT OF THE AVON AND SOMERSET POLICE AND CRIME COMMISSIONER

1 April 2019 - 31 March 2020

CONTENTS:

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

Published July 2020

1. Foreword and Introduction

Insert a quote with image of Sue

This report reviews the progress I have made between 1 April 2019 and 31 March 2020 in carrying out my responsibilities and overseeing delivery against the Police and Crime Plan 2019-21. This is in accordance with my statutory duty under Section 12(1) of the Police Reform and Social Responsibility Act 2011.

Last year I spoke about the impact of serious violence and the urgent need to take a public health approach to tackle this problem. In the last year we successfully bid into a Home Office fund to establish this approach in Avon and Somerset; I will discuss these Violence Reduction Units further throughout the body of this report.

I also spoke, in the previous report, about the use of funds, raised through the council tax precept, to establish Operation Remedy. This response to tackle residential burglary, drugs and knife crime has been in action throughout 2019/20 and has been extended for a further year. This extension was due to prudent financial planning and continued commitment from my office and the Constabulary.

In the autumn of 2019 the Government announced that it would fund an additional 20,000 police officers, across England and Wales, to be recruited by 31st March 2023; known as Operation Uplift. This is a significant shift in funding and context which has seen police budgets drastically reduced over the previous ten years.

There was also additional funding provision made possible through increasing the council tax precept which I discuss more in Section 2 of this report.

Due to the significant additional funding from both central grant and increase of local tax payers' contribution there is fairly considered to be an increased expectation of the police from both local people and the Government. This additional funding must not only deliver additional officers and staff but also see them properly trained and deployed in the right way to maximise service to the public, value for money and performance benefits. However it is important to note that Uplift is a phased programme delivering across the next three years and that the training of new officers now takes three years. This means that it will be over five years before the Constabulary and the communities benefit from the total complement of, fully qualified, Uplift officers.



Sue Mountstevens
Avon and Somerset Police and Crime Commissioner



I am your Police and Crime Commissioner and it's important I continue to hear from you to ensure I remain your voice in policing

2. Statutory Duties

I am responsible for the totality of policing and I must be the voice of the people. Key duties of my role are to:

- secure an efficient and effective local police force
- appoint the Chief Constable, hold them to account for running the force, and if necessary dismiss them
- set the police and crime objectives through a police and crime plan
- set the force budget and determine the precept
- contribute to the national and international policing capabilities set out by the Home Secretary
- bring together community safety and criminal justice partners, to make sure local priorities are joined up

It is important to note that as well as this report I also produce an Annual Governance Statement as part of the Annual Statement of Accounts. To gain a different and fuller insight into how the governance framework helps me discharge my duties the reports should be read together.

Voice of the people

Each year we conduct a local crime survey of 3000 local residents which gather views about experiences of crime and policing, their feelings of safety, priorities and changes to the level of the precept. The results are returned quarterly and as well as being a formal mechanism for capturing local sentiment are also used as performance management data.

The PCC has a phone line and e-mail which are available for anybody to make contact with and every contact is listened to.

I have held two public forums, in Keynsham (June 2019) and Minehead (September 2019) with wide-ranging discussions.

Forum Topics during the year by Strategic Priority			
Project the most vulnerable from harm	Strengthen local policing communities	Ensure the Constabulary has the right people, equipment and culture	Working together in partnership...
Vulnerability Knife crime Gangs, County Lines, Drug trafficking Terrorism Rural Crime Wildlife Crime	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

Engagement with the public is a fundamental part of daily business for me and to improve this, in the coming year, the following is planned:

- Redesign and launch of new PCC website to make it more user friendly and informative.
- Improving digital engagement – an additional team member has been recruited in the OPCC who will bring greater focus to this.
- Comprehensive stakeholder mapping with enhanced digital management capability.
- Improved performance management of contact and complaints.

If you want to be more generally informed about your area, visit the Constabulary's website to request regular emails or the PCC website to sign up for news and events. Alternatively, you could follow me on Twitter, Facebook and Instagram @AandSPCC.

Since the introduction of COVID-19 legislation restricting face to face contact I have implemented a programme of weekly Facebook Lives. These involve using our social media platforms and our partner agencies and local media channels to invite people to submit their questions on policing so that I can put them to the Chief Constable in a live streamed interview. Public consumption of these

has been in huge demand with some individual videos getting more than 26,000. In total, during the 10 weeks of COVID-19 restrictions, collectively the Facebook Lives have had over 160,000 views.

In April 2020 I recruited a Deputy PCC (DPCC), for the first time, to lead on community engagement. In the coming year there will be local Facebook lives with police commanders for the relevant areas and in addition community groups will be able to request a visit from the DPCC to discuss local issues.

Efficient and effective police force

In order to determine if the Avon and Somerset Constabulary is efficient and effective I take assurance from a number of activities throughout the year:

- Externally through inspections made by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
- Independent internal audit (jointly commissioned with the Constabulary to provide a risk-led audit programme that focusses on areas of agreed risk in terms of governance and delivery).
- A rolling programme of internal assurance activity (jointly agreed between my office and the Constabulary), carried out by the Constabulary. This work is reflected in reports that are reviewed at the Constabulary Management Board and the Police and Crime Board.
- OPCC-led assurance activities such as Scrutiny of Police Powers Panel.
- An Independent Custody Visitors Scheme.

HMICFRS Results

The primary framework by which police forces are inspected by HMICFRS is called 'Police Efficiency, Effectiveness and Legitimacy' (PEEL). All forces are inspected using this consistent methodology, with the outcome being that a grade is awarded for each of the three pillars. Avon and Somerset was inspected in May 2019. The outcome was that the Constabulary maintained their overall 'good' rating, with the grading across the three pillars being:

- **Effectiveness** – HMICFRS found that the Constabulary is **Good** at keeping people safe and reducing crime. The inspectors' conclusion that we had performed well in this year's effectiveness inspection and have made good progress since last year.
- **Efficiency** – HMICFRS found that the Constabulary is **Outstanding** in respect of the efficiency with which it keeps people safe and reduces crime.
- **Legitimacy** – HMICFRS found that the Constabulary is **Good** in respect of the legitimacy with which it keeps people safe and reduces crime.

The HMICFRS Integrated PEEL Assessment is one of the most important sources of assurance for myself and the Chief Constable, in both the delivery of the Police and Crime Plan and the realisation of the Constabulary's vision. Therefore the improvement to outstanding in efficiency is welcomed. This specifically reflects delivery of the Police and Crime Plan objective (3.1) *understand the demand facing the police and partner organisations, ensuring that they are able to resource the most effective response*. Within the efficiency pillar the theme that improved was '*planning for the future*'. Avon and Somerset are one of only six forces to receive a grade of outstanding in any pillar.

The Chief Constable and I are pleased with the progress being made since the last HMICFRS PEEL inspections but recognise there is still more to be done to meet the vision of delivering outstanding policing for everyone.

Internal Audit

Throughout 2019/20 the Internal Audit function completed nine substantive audits, one advisory review as well as contributing towards regional advisory work and conducted follow-up work on previous audits.

Each internal audit conducted throughout the year receives a graded assurance opinion from the auditors. The assurance levels are none, partial, reasonable and substantial.

The conclusion of the internal auditors was that they were able to offer an annual opinion of reasonable assurance. In providing this opinion they have recognised that the majority of the assurance opinions resulting from Internal Audit work completed in 2019/20 were graded as 'partial

assurance', which they attribute to both the Constabulary and I having a sound understanding of their respective risk profiles and potential areas of weakness in their respective control environments.

Each of the audits also provides recommendations for improvement which are categorised into three priority categories reflecting their importance. In total the internal auditors made 51 recommendations during 2019/2020, of which:

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

Whilst I take assurance from the fact that none of the findings is considered to be fundamental, I recognise that the recommendations from the internal auditors provides a number of important actions which need to be progressed.

Internal Assurance

The Scrutiny of Police Powers Panel (SOPP) reviews body worn video of use of force including Taser and Stop and Search. The Constabulary has introduced an internal scrutiny of powers panel this year to complement the external panel and the Chair of the external SOPP is represented and provides a link. There is more detail about this and other scrutiny panels against objective 3.2. The Independent Custody Visitors Scheme is subject of a stand-alone annual report.

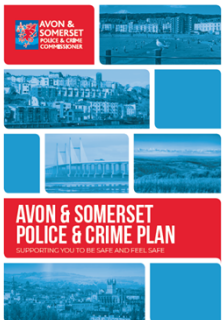
The internal assurance cycle has continued to work well over the last year and has covered a variety of areas of the police response to vulnerability as well as broader police capability and work. The content of these reports is referred to throughout the body of the report in section 3.

Holding the Chief Constable to Account

The single most important facet of how I discharge this duty is through the Police and Crime Board. This is the most senior meeting in the PCC's and Chief Constable's governance structure. This is where necessary, high-level, decisions are signed off and is the formal holding to account of the Chief Constable. This has standing agenda items for performance, assurance and for both organisations to bring forward risks and issues for discussions and questions which forms an important part of the risk management process. Over the last year this meeting has continued to operate successfully with meetings held every month with relevant papers included, minutes and actions taken and responded to and followed up. The minutes continue to be published on the PCC website.

I have a statutory duty to respond to reports published by HMICFRS and in particular any recommendations or areas for improvement within them. These recommendations are usually for the Chief Constable and in writing my response the Constabulary must provide me with an answer as to how they are responding to those recommendations. This is another important mechanism in holding the Chief Constable to account. As discussed above the PEEL report was the most significant but there have been several others and my responses are all published on the website. Aside from the formal response these reports can also help shape the scrutiny and questions I ask through the internal assurance process.

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 2022. The Strategic Priorities in the Police and Crime Plan for 2019-22 are:</p> <ul style="list-style-type: none">• Protect the most vulnerable from harm;• Strengthen and improve your local communities;• Ensure that Avon and Somerset Constabulary 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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During 2019 a new joint performance framework was introduced to measure delivery of the Police and Crime Plan. As part of this there were five outcomes defined that successful delivery of the plan should achieve:

1. People are safe
2. Vulnerable people/victims are protected and supported
3. Offenders are brought to justice
4. People trust the police
5. People feel safe

The revised plan was originally due to be in place no longer than 31 March 2021; a new PCC would have taken office in May 2020 and would have created a new plan. However due to the effects of COVID-19 the PCC elections were postponed by a year until May 2021. I have considered whether to revise the plan given the change in circumstances but believe this is not necessary as the five outcomes it seeks to achieve are equally as relevant even during these unprecedented times.

Setting the Budget and Precept

In terms of financial performance, as can be seen in the group accounts, once year-end adjustments have been made, a break-even position has been achieved during 2019/20. The underlying performance showed a £5.1m underspend. Prudent financial management allowed this underspend to be used to close the capital plan funding gap and invest in areas of work which will mitigate against key risks including Operation Remedy and reducing re-offending.

The medium-term financial plan agreed in February 2020 also showed an improved position with the first three years being balanced and £4 million additional savings required in year five. The financial outlook has worsened since then and will be reflected in updates to the MTFP.

Funding 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 again. Avon and Somerset is underfunded 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.

I set the part of your council tax which goes towards funding policing. When central government made its announcement about police funding for 2020/21 it laid out how forces could raise additional revenue as the limit of the precept (which could be requested without referendum) was increased to £10 for the average band D household (this equated to 4.59%).

In deciding whether to increase the precept and by how much I consider the views of the public. During 2019, prior to setting the precept, over 85% of the 3000 people surveyed supported an increase in the policing precept; of those 80% supported the higher level of increase.

With this support and with approval from the Police and Crime Panel I chose to raise the precept in 2020/2021 by 4.59%. This takes the average (band D) council tax police precept up to £227.81 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.

A significant portion of the additional funding will be used to recruit a cohort of approximately 67 new staff. The majority of these roles will be police staff investigators. These new roles will be injected into targeted areas of the existing structures where it is believed best value can be added. Some specific areas of focus include Rape and Serious Sexual Offences, Digital Investigations and Fraud. Avon and Somerset has always been proactive in workforce modernisation and recognising where police work can be done without the need of a police officer to do it: this is true of a number of aspects of criminal investigations. Given this context increasing the number of police staff investigators is a more efficient and effective way of improving service delivery. Anticipated benefits of the investment are:

- Reduced demand on other front line and specialist officers in order that they can be more proactive and taking a preventative approach.

- Those who burgle homes or carry knives or who deal illegal drugs are brought to justice more quickly and more effectively.
- A more proactive focus on tackling fraud, particularly those scams on the doorstep that target vulnerable victims.
- Greater capacity to tackle the kind of crime which targets small businesses, including theft of tools from motor vehicles.
- Supporting rural communities by better investigating crimes that disproportionately affect those with an economic dependence upon the land.

These benefits should show measurable improvement in victim satisfaction, local confidence levels, response timeliness (getting to non-emergency calls quicker), positive outcome rate, reducing repeat victimisation of fraud and increased engagement and visibility and bringing more offenders to justice for rural crime.

For the remainder of the MTFP it has been modelled on the precept increasing each year only by the previous maximum amount (1.99%). I believe this will be necessary in order for us to maintain a stable financial position and not make even further cuts. However this will be considered each year and will take into account a range of factors including: the police grant funding provided by the Government; the view of local people in relation to local taxation to fund policing; the cost pressures on the Constabulary; the need to fund capital programmes; the views of local people in relation to local priorities; and the performance of the Constabulary.

Looking towards the next budget and the MTFP, I am concerned that a severe recession in the UK (caused by COVID-19) will adversely affect many households, reduce council tax base, reduce council tax collections and put great financial pressure on many of our residents. This means I expect to budget for a collection fund deficit in the next few years which will immediately impact 2021/22 planning and also the MTFP income assumptions. I expect a lower than forecast tax base and lower than currently forecast collection rate, than previous MTFP assumptions, in the next 3-4 years. In addition the unprecedented level of national government borrowing is an emerging national risk and I fear some inevitable future restrictions on public sector funding as a consequence. This will be announced in future budgets and the delayed Comprehensive Spending Review in 2022. In anticipation I will now build new contingency into the MTFP plans. Despite these challenges, we still need to invest in technology, data management and people. As a consequence, new conversations about future savings have begun with the Chief Constable.

Strategic Policing Requirement

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

- Terrorism
- Serious and organised crime
- National cyber-security incident
- Threats to public order or to public safety
- Civil emergencies
- Child sexual abuse

The Constabulary conduct a self-assessment of their ability to respond to these threats. This assessment is conducted every six months and is based on the five Cs approach of assessing capacity, contribution, capability, consistency and connectivity. This self-assessment report is then reviewed by the Constabulary Management Board and the Police and Crime Board. I am satisfied that the Constabulary is able to adequately respond to these threats.

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 together effectively with other police forces and key partner agencies to provide better services to local people*. The revised objectives within priority two also

have more of a focus on partnership work. Progress in this respect will be discussed throughout section four of the report.

Grants and Commissioning

A range of community safety projects and services in 2019-20 have been allocated almost £4.4 million of my budget to support the delivery of the Police and Crime Plan. These have included services commissioned such as victim support services including advocacy, support related to abuse and exploitation, restorative justice and substance misuse support services, mental health control room triage, as well as local community safety initiatives.

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

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3. Performance (against PCC Priorities in 2019-21 Plan)

General overview

An overview of performance can be seen in Annex 2 which provides a suite of numerical measures that provide insight. In the body of the report I will go on to describe achievements and progress against each of the 24 objectives within my Police and Crime Plan.

Last year I spoke about a number of themes of vulnerability that were important to me. The below table shows numbers of recorded crime and positive outcome rates for these themes.

When a crime is finalised i.e. the police have finished dealing with it – they must apply an official Home Office outcome to it. Among the list of outcomes a group of these are referred to as positive outcomes e.g. charged or summonsed to court or use of an out of court disposal. Therefore the positive outcome (PO) rate is the percentage of all outcomes that were positive.

	2019/20		2018/19	
	Recorded crime	PO rate	Recorded crime	PO rate
Domestic Abuse	21257	11.3%	18527	14.3%
Honour Based Abuse	94	6.7%	38	12.5%
Sexual abuse	4394	8.1%	4272	7.8%
Child Sexual Abuse or Exploitation (CSA/E)	550	16.1%	552	16%
Hate Crime	3529	12.9%	3411	13.0%
Modern Slavery	174	1.7%	92	1.7%

Domestic Abuse

The discrepancy between actual crime and crime that is reported is a widely accepted phenomenon. However, the discrepancy between actual and reported crime is thought to be of greater significance for those crimes that are deemed to be 'hidden crimes'. Domestic abuse is one of these. As its presence is often in a private (not public) setting visibility on this crime type is poorer than other more public forms of crime. This makes the challenge of detection and reporting particularly complex.

Not only this, but there have been historical difficulties, nationally, in the recognition and recording of domestic abuse. Over the last year process improvements have sought to improve recording and application of crime recording rules meaning a higher number of domestic abuse crimes were predicted to show in police data following these changes. Accordingly, the number of recorded domestic abuse crimes has increased 15% compared to last year.

Arguably, process improvements make it harder to interpret whether growth in recorded domestic abuse is the result of changes to recording practice or an actual rise in crimes being reported to the police. This remains a challenge to determine. Even where more crime is reported to the police, due to the inherent complexity of this crime type, it would be hard to determine if there is an actual rise in crime or just an increase in crime being reported to the police.

The Office for National Statistics (ONS), latest data, compares the calendar year 2019 to 2018 and shows there is an 11% increase in the total number of domestic abuse-related offences nationally. It also states that *"this increase is thought to reflect factors related to reporting and recording and does not provide a reliable indication of current trends."*

The number of positive outcomes is almost unchanged from last year but, therefore, the rate has decreased because of the growth in numbers of recorded crime outcomes.

Clear strategic focus is evident from the force lead Superintendent Deryck Rees. Areas of improvement this year have included:

- Improved police insight through work undertaken with Business Intelligence Team adding better quality information to Qlik to improve analytics; in turn, improvements in assurance and oversight have been an apparent consequence.
- Small increase in use of body worn video in incidents attended within an hour.

- Increased DASH completion rate (Domestic Abuse, Stalking and Harassment risk assessment).
- Improved use of controlling and coercive behaviour as a crime category.
- A CPS Joint Task Force has also been focusing on those cases that are not being charged to court alongside greater oversight on the tactical practices occurring on the front-line.

I have ensured greater oversight of the force-wide response to domestic abuse in light of widespread national concern regarding the potential for increased risk to victims in COVID-19 lockdown conditions. A fortnightly Domestic Abuse Strategic Working Group chaired by the Constabulary and including local authority representatives, as well as domestic abuse charities, has been attended by my office. This has enabled a greater understanding of such things as capacity of safe-houses across the region, discrepancies between police and service provider experience of domestic abuse levels, assessment of the practices of Multi Agency Risk Assessment Conference (MARACs), and current court processes.

I am keen to ensure that those events where the victim does not wish to prosecute are managed effectively. This was raised as a particular area of focus and the force DA lead is looking closely into ways to capture evidence to press forward with 'evidence led'/'victimless' prosecutions. Alongside this, ongoing assurance work is being completed regarding no further action (NFA) decisions.

Honour Based Abuse

Honour Based Abuse is also considered a hidden crime and the numbers recorded are very low. It is also believed this increase is due to better understanding and recording of this offending type. The number of positive outcomes this year is only one less than last year but due to the number of all outcomes more than doubling the rate is significantly less.

Sexual Abuse and CSA/E

All sexual offences has seen a small increase in crimes of 3%; CSA/E is almost unchanged year on year. Both have seen an increase in the number of positive outcomes as well as the PO rate. This increase in positive outcomes shows good improvement bringing offenders to justice, and helping to prevent future harm to victims of sexual offences.

I know, from talking to victims that disclosing a sexual offence is a deeply personal and frightening experience. Imbuing a compassionate and specialist front-line response to sexual violence has been a focus of Avon and Somerset police this year to ensure that reports of sexual violence are handled with the utmost care and attentiveness. To develop and improve this the following work has been undertaken:

- As part of an informed and evidence-based approach the force have worked alongside academics from the University of the West of England this year to evaluate Operation Bluestone. Op Bluestone was the award-winning approach to the investigation of Rape and Serious Sexual Assault which operated within the former Bristol District (2010-2014).
- The evaluation provided a set of 'What Works' recommendations to support police response and overall management of rape and sexual violence cases.
- Strong partner working with Independent Sexual Violence Advisors (ISVAs) has illustrated how police awareness has grown. I can see how valued ISVAs are by the police force and a joint-commitment with external agencies shows combined efforts to place the victim at the centre of the criminal justice process.

I recognise that the police continue to face challenges in providing the best response for every victim of sexual violence, some of this difficulty must be achieved through improved training, taking forward the considerations provided through the academic evaluation.

The current response to Rape and Serious Sexual Offences is recognised, nationally, as needing improvement; the challenges faced in Avon and Somerset are similar across the country. The high attrition rate for sexual offences is reflective of the obstacles that must be overcome to ensure more cases are taken right through to prosecution; where this right for the victim. The Avon and Somerset Deputy Chief Constable, Sarah Crew, has taken the national police lead on this portfolio. The creation of the Criminal Justice Taskforce is testament to the Avon and Somerset Constabulary determination to problem-solve and collaborate to improve the management of sexual violence cases.

In relation to child victims Operation Topaz, discussed below, continues to be a positive response from the Constabulary.

Hate Crime

There has been a slight rise of 3% in recorded hate crime compared to last year. The number of positive outcomes for hate crime has grown by 18% but this is less than the growth in all outcomes therefore causing the 0.1% reduction in PO rate.

Enhancing police officer knowledge regarding the complexities of hate crime forms a crucial defence against it. Understanding the realities of our diverse community in Avon and Somerset has been paramount to local police strategy this year. I have noticed how the police have taken time to listen, providing support to those who have been affected by – or may be vulnerable to – hate crime, to broaden their knowledge, and improve detection. A commitment to engaging with hard to reach groups has increased constabulary understanding of a wider range of hate crimes. Positive engagement with minority groups has enabled the Constabulary to uphold an important message of solidarity to the public, reinforcing to the wider community that prejudice will not be tolerated.

Here are some of the many activities the police have been involved in this year:

- Continued work with LGBT networks and specialist charities, support of Pride events across the region and connections with LGBT night-time economy venues.
- A training event led by the Community Safety Trust supplied valuable knowledge for officers about the experience of the Jewish community, increasing police understanding of anti-Semitism.
- Promotional work through the police Disability Network has helped illuminate to others the issue of under-reporting of hate crimes targeted at neuro-diverse individuals.
- Work with multi-agencies alongside service-user workshops has increased recognition of Hate Crime.
- Work with Bristol University to encourage students to recognise and report hate crime.
- Launch of the Mosque Independent Advisory Group in Bristol (alongside engagement with the Mosques across the region) has helped police assert their presence as a supportive organisation; a poster campaign also encouraged visibility of the police in mosques communicating to the Muslim community that the police are an agency ready to listen.
- Hate Crime Awareness Week in October 2019 included panel discussion with Muslim women from a Bristol mosque, social media activity and Facebook Live Question and Answer.
- Positive engagement with less visible BAME groups through the review panel (Kurdish, Polish, Filipino, Turkish).

I have seen how the police have taken a lead to facilitate multi-agency working to improve the collective response to tackling hate crime, bringing internal and external partners together. Just as important as building community relationships, I recognise a culture of learning this year; one that has grown and enabled the Constabulary to show an open-mindedness to new ways of working, and can innovate well. As part of this work the following efforts stand out this year:

- Creation of a multi-agency hate crime review panel chaired by local specialist Stand Against Racism and Inequality (SARI) with membership from Neighbourhood policing and housing partners. The review panel assesses high-risk and complex cases with the aim to formulate a robust response and reduce the risk of harm.
- The introduction of hate crime ‘champions’ who demonstrate best practice to the force. The hate crime champions perform a vital function to review hate crimes and incidents, providing live advice as well as scrutiny.
- Close partnership working with The Lighthouse Hub has ensured the right support is provided for victims of hate crime.
- Improving information flow to determine repeat victimisation, links between victims and perpetrators, and any relevant prior occurrences known that may hold a bearing on the current offence disclosed.

Going forward there are some identified areas of improvement including:

- Improving compliance – work is being completed to improve BRAG compliance rates and monitor the quality of referrals. Currently, “hate only BRAG” is 60% for Response and 72% for Neighbourhood Policing and this needs to be better.

- Recognising hate – assurance dip sampling work has shown that the correct flags are being applied on almost every occasion where hate crime is overt and/or identified by the victim. However, there remain some gaps in the initial identification of hate crime when the ‘hate element’ is not overt or obvious. In particular it has been identified that in the case of crimes relating to neurodiversity and gender hate crime flagging is more frequently missed.
- Educating new recruits – the new police training (PCDA) includes a two week module on vulnerability with specific input on hate crime. A further two week module enhances this learning through the inclusion of topics relevant to hate crime. The Victims Code of Practice, special measures, vulnerable and intimidated witnesses and crime recording standards, as well as Victim Personal Statements are all covered on the course.

Modern Slavery

Numbers of modern slavery offences are relatively small when compared with other crime, however modern slavery figures have nearly doubled in the last year. The Office for National Statistics has advised that a growth in this offence type has likely arisen due to better recording practices and greater awareness.

What needs improvement is the positive outcome rate. This has not changed this year and remains one of the lowest rates for any crime type. Modern slavery is indeed a complex and multi-faceted crime; there are challenges in achieving sufficient evidence for several legal elements of the offence, making positive outcomes problematic in some cases.

Where there are difficulties in achieving the evidence required I have noted the determination with which the Constabulary has worked this year to bring offenders to justice for any offence where sufficient evidence does exist; for example, when an assault has occurred in this context.

As we understand, the very nature of hidden crime poses a challenge to find ways to shine a spotlight into those spaces where this crime occurs. I have witnessed this year how the police have utilised expertise and strategy to uncover crime through:

- Forming connections and utilising intelligence to ensure that the links between County Lines and Modern Slavery are known. Part of this has included the involvement of County Lines input into the Modern Slavery working group.
- Development of the Modern Slavery Working group has seen an expansion of attendees and representation from Modern Slavery single points of contact (SPOCs), Investigations, Intelligence, and PCC commissioned charity Unseen to pool expertise and evidence.

Sharing specialist knowledge increases the capacity to manage this complex offending and I have been impressed by the dedication that has been seen across the force to tackling Modern Slavery:

- Following an internal marketing campaign this year, a number of new officers and staff volunteered to support activity in this area of vulnerability.
- These officers and staff will be provided with training and ongoing CPD to equip them with the necessary skills and abilities to add value in this area.
- Other activities this year have included ongoing training sessions to key partners Beloved, One25 and Unseen to support partners’ understanding of police powers and procedures and education on police engagement and enforcement patrols as they relate to on and off street prostitution and modern slavery.

Priority 1 – Protect the most vulnerable from harm

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

The Disclosure and Barring Unit (DBU) within Avon and Somerset carries out enhanced Disclosure and Barring Service (DBS) checks for anyone who wishes to work with children or vulnerable adults on behalf of the DBS. Each month, the staff within the DBU work extremely hard to complete on average 7,500 checks which identify information that might be relevant to an employer's assessment of an applicant's suitability and to determine whether it ought to be disclosed.

For the fourth year running Avon and Somerset DBU has received an end of year rating of 'Outstanding'. As well as achieving the coveted rating, the team were also awarded six areas of 'Best Practice': a designation which is given sparingly, to commend exemplary work that is so strong it can be used by the force for training purposes.

The bi-annual review uses a dip-sample of cases to appraise the teams' standards and compliance against the DBS Quality Assurance Framework. As with any grading process, attaining an 'Outstanding' rating is not easy to achieve, but to consistently maintain this rating over the past four years is spectacular and demonstrates the high quality working practices, recruitment and training undertaken in the team for this essential safeguarding practice.

The DBS process is far from simple and at times can be very demanding, difficult and frustrating, especially when the unit would like to disclose information but are unable to do so. Each enhanced DBS application is risk assessed on a case by case basis and any information held is reviewed as to whether it is reasonable, proportionate and relevant for disclosure dependent on the specific sector.

The 'Outstanding' rating received in the DBU review is testament to the hard work and determination of every member of our team, and the oversight, resilience and exceptional leadership of the unit managers. Above everything, what the grading means is that the team are, as far as is within their gift, ensuring the young and vulnerable within our society are not put at risk of harm or abuse by the professionals and volunteers entrusted with their care. I am incredibly proud of them and all that they have achieved.

Lauren Cockburn – Head of Victim Care, Safeguarding and Vulnerability

Last year I told you about the introduction of BRAG (Blue, Red, Amber, Green) risk assessment. This was a new process to support officers and staff in identifying and fully describing levels of vulnerability at an early stage. It also helps determine the most appropriate course of action both internally and with partners, based upon identified needs. At the start of the year there was a 58% completion rate and by the end of the year it was 64%: a relative 10% increase. It is important to note due to the way data is captured there is no expectation of 100% compliance as the system will show there is no BRAG in cases where in fact a BRAG is not required. This is an area where performance continues to be monitored and the hope is to improve this in the coming year

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

The Ministry of Justice (MoJ) grant money to me to be used to commission or fund victim support services. In the year 2019/20 the services funded through this grant supported nearly 10,000 new victims.

After a competitive commissioning process Swan Advocacy won a new contract, which started on the 1st April 2019, providing the Victims of Crime Advocacy Service (VOCAS). VOCAS provides an Enhanced Adult Advocacy Support Service along with practical and emotional support to victims of crime and anti-social behaviour (ASB). Advocacy is a form of support which empowers and enables individuals to cope and recover from their experience as a victim of crime. Victim Advocates speak up for people who, for whatever reason, feel unable to do so for themselves. This might be because they

have lost their confidence or have an illness or disability. The service is centred around the needs of the victim and the overarching principle of the support is that it is victim led.

In the first year VOCAS took on 279 new referrals as well as continuing to support 70 cases from the previous provider. Throughout the year VOCAS have continued to develop their work with partners and other agencies in order to improve their service and also promote their service in order to be able to support even more victims.

Case study: victim support

K was referred to VOCAS due to ASB and threats to kill from her neighbour. K's enhanced need was mental health.

K was in need of support regarding the incidents with her neighbour as it was affecting most aspects of her life. K reported feeling unsafe and unable to enjoy her own home. When K was referred to VOCAS the aim was to support her through a civil court case (housing) where K was due to be a witness.

The Victim Advocate met with K to support with the civil court process: providing information on what K could expect from the court and special measures that could be put in place. The Victim Advocate then supported K to attend the court alongside the PCSO. They attended earlier to ensure that the special measures were in place. K was supported throughout the court process and while there was a delay in that process K was supported until its conclusion. The Victim Advocate supported her to continue to liaise with the housing association about this issue and any further incidents.

K has provided extremely positive feedback about the service from VOCAS saying it was brilliant from start to finish and found it very useful having someone alongside her in the court. K reports, after two years, being able to get her life back together. K reports an improvement with her mental health, engagement with others and her ability to self-advocate.

3. Ensure the provision of effective preventative approaches

Last year I told you about Op Topaz – which is an important part of the Constabulary response to Child Sexual Exploitation (CSE) – focussing on prevention. This was originally set up as a temporary structure to test its effectiveness and in the last year has been made a permanent structure within Investigations due to its success. The Child Protection Deep Dive Audit, undertaken in December 2019 included a small audit of cases that were handled by Op Topaz. This audit found:

- The model had tangible benefits in safeguarding highly vulnerable children and in protecting them from harm.
- Good information sharing and joint working with partner agencies.
- A level of victim engagement and bespoke support which ensured that the best service possible was given to the child and wider family.
- Opportunities to disrupt suspects were taken in a timely manner which enabled safeguarding and the prevention of future offences.
- Good quality investigations.
- The child remained the centre of the investigation throughout and was fully supported through the Criminal Justice process.

It was also agreed that the scope of Topaz would be extended to help children who are being criminally exploited (CCE); CCE is a prominent feature of County Lines drugs offending. There are important differences in the nature and characteristics of CSE and CCE, and in the challenges they each present in protecting highly vulnerable children from harm. The application of the Topaz ethos, in CCE, of police engagement with child victims, alongside the standard child protection system and specialist services, in tandem with the disruption of exploiters, is expected to result in better outcomes for children than can currently be achieved through the conventional ways of working. Topaz staffing capacity was increased by 10 officers to support this wider remit.

The extension of Topaz will act as a source of learning and expertise; and Topaz will be able to support colleagues in adopting the right mind-set, behaviours and actions to give appropriate priority to the potential vulnerabilities of children identified as suspects, and to the recognition of when they need to be treated as victims.

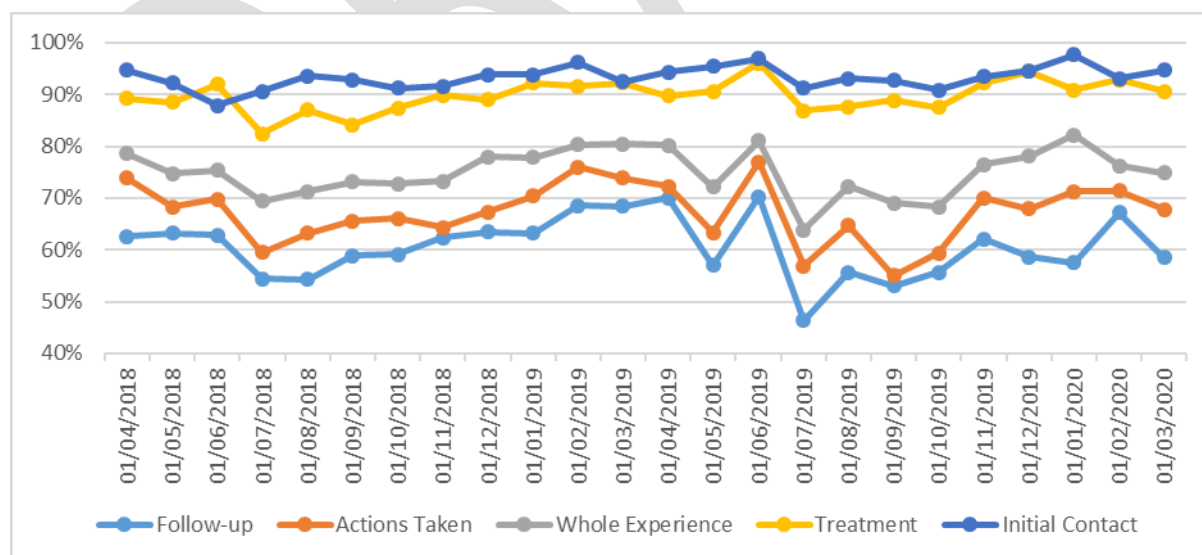
Work has been taking place with partners to develop a proposed model by the end of June 2020 and to implement this as soon as possible thereafter.

The Topaz CCE model will need to capitalise upon existing local arrangements, such as the Violence Reduction Units and associated meetings and processes. Contributing to information sharing and coordinated responses to tackle the drivers of serious violence, and to exploit opportunities for prevention and early intervention with local partner agencies. The increasing partnership commitment to develop and implement contextual safeguarding approaches to reduce the risk of harm to children is highly relevant to any arrangements the Constabulary puts in place to optimise the safeguarding, disruption and investigative response to CCE through Topaz. Contextual safeguarding approaches are likely to provide an invaluable tool for disrupting exploiters and locations, especially where the identification of the exploiters is challenging.

4. Organisations provide an effective victim-centred response

Every month a survey is undertaken for the Constabulary to ask victims of crime about their experience of dealing with the police. This experience is measured in five categories seen below. The four groups of offending that are surveyed are Anti-Social Behaviour (ASB), Burglary, Hate Crime and Violence against the person (VAP). The results of this survey provide a good insight into how victim-centred the Constabulary response is: the data below reflects the percentage that are satisfied.

Year average	Whole Experience	Treatment	Initial Contact	Actions Taken	Follow-up
2018/19	75.4%	88.8%	92.6%	68.2%	61.8%
2019/20	74.6%	90.7%	94.0%	66.4%	59.3%



As the above demonstrates three quarters of people are satisfied with the whole experience. However across the four other measures there is a differing range of performance. The strongest aspects of service are initial contact and treatment with more than nine in ten people being satisfied with these. However actions taken and follow-up are less positive with only six in ten people being satisfied. Comparing 2019/20 to the previous year it is also interesting to note that the better aspects of service have improved slightly and the other areas have seen a marginal decrease. This tends to indicate that the Constabulary responds well and treats people in the right way but that the area for improvement is

how it then progresses and investigates these crimes and incidents. Improving investigative standards as an area of focus for the Criminal Justice Taskforce discussed later in this report.

The Code of Practice for Victims of Crime (also known as VCOP) is a statutory Government document which sets out the information, support and services that victims of crime are entitled to receive from criminal justice agencies in England and Wales. Within the last year the MoJ have requested all forces and criminal justice organisations start to check and test compliance with elements of VCOP. My office has started to lead partnership work in this area, not just to comply with the MoJ request, but to deliver best value for money and try and develop this as meaningful insight into local performance. Starting this work has highlighted challenges in how data is captured and recorded in order to be able to assess performance. In the next year this an area I hope to improve on and develop to be able to present meaningful results.

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

In last year's report I told you about ASCEND (Avon and Somerset Constabulary, Engage, Navigate, Divert) – the out of court disposal (OOC) framework – that was implemented in November 2018. This was to move to a two tier framework that aimed to stop use of three of the five possible OOC types and just use Community Resolutions and Conditional Cautions. This was put in place to make the process simpler for officers and, more importantly, deliver better interventions, which are more meaningful to victims and offenders. The interventions primarily seek to change the behaviours of offenders in order to reduce re-offending.

Within the last year of the 3159 adult OOC issued 97% were Community Resolutions or Conditional Cautions.

When ASCEND was started it was also anticipated that OOC could be used for appropriate, low-level, domestic abuse and hate crimes. In order for this to happen national permission had to be obtained from the Director of Public Prosecutions: this permission has now been granted. In the last year there were 459 Community Resolutions or Conditional Cautions issued in domestic abuse cases. Although the use in domestic abuse cases has progressed the use for hate crime offences has been delayed as there is not yet an appropriate referral pathway for a specialist intervention. Avon and Somerset are working with West Midlands and Hampshire police forces to procure and develop a suitable intervention.

ASCEND is currently being independently evaluated by the University of the West of England: this will help inform the future of ASCEND and how OOC are used. In the year ahead I would hope to see an increase in the numbers of OOC being used as part of improving positive outcomes rates overall.

Another achievement from the last year has been the Drugs Education Programme (DEP). People are referred to this programme for low level substance misuse offences – particularly possession of cannabis – and the aim is to stop those referred using illegal drugs. The programme began as a pilot in Bristol but was rolled out force-wide in April 2019. There are on average 93 DEP referrals a month. There will also be an independent evaluation of the DEP over the next year.

In terms of out of court positive outcomes, on the 1st July 2019 the Home Office introduced Outcome 22. This outcome can be applied where there is a diversionary educational intervention: the DEP is an example of this. In the nine months after introduction there were 1,222 outcome 22s recorded; an average of 136 month.

6. Operation Remedy will protect vulnerable people exploited by organised criminal groups and support vulnerable victims of residential burglary, drugs and knife crime

Operation Remedy is the Constabulary dedicated response to tackle residential burglary, drugs and knife crime. Op Remedy was made possible because of additional funding generated through the increased precept throughout 2019/20 and was bolstered by 'Surge' funding from central government which was an additional grant to force to help tackle serious violence.

One of the most significant ways Op Remedy helps protect vulnerable people is in supporting the Constabulary tackle County Lines. County Lines is a term used to describe organised criminal networks involved in exporting illegal drugs (typically heroin and crack cocaine) out of bigger cities into one or more smaller towns in the UK, using dedicated mobile phone lines or other forms of 'deal line. County lines are inextricably linked to vulnerability. The majority of those used by the line vulnerable through their drug addiction. There are juveniles which are exploited into working for the lines, mostly from outside the force area but also from local communities. Avon and Somerset has seen significant violent incidents, related to County Lines, which have involved knives/weapons and includes murder.

Op Remedy has provided support in tackling County Lines particularly across Somerset in Frome, Yeovil, Bridgwater and Weston-super-Mare. Resources have regularly been tasked through and provided support to neighbourhood policing through vulnerability checks, execution of warrants and supporting operations such as Operation Yarrow. The vulnerability checks often relate to premises that have been cuckooed: where County Lines offenders take over the address of a vulnerable person through coercion and/or exploitation. Operation Yarrow is a disruptive system text messaging dealers, and offering help to users if they want to get clean or are being cuckooed.

Over 80% of Op Remedy's tasks in the south are to support County Lines work, resulting in successfully terminating one of the lines in Frome. Numerous successes have been achieved in other areas across the force. Op Remedy is the most regularly used force resource to support this area of business. Having the capability to operate both covertly and overtly allows the team to support a variety of tasks.

Case study: Operation Avalon

The scale of the County Lines issue in Weston-super-Mare, and the resulting levels of public concern, were such that it became necessary to create an agile response that could respond rapidly to new and emerging intelligence. Op Avalon was the response led by Neighbourhood officers – with support from Op Remedy – which started in October 2019.

This team has experienced outstanding success in terms of furthering the four Ps approach (pursue, prevent, protect and prepare) to this criminality. There has been a very significant number of arrests, warning notices, support provided to vulnerable people and Class A drug and cash seizures.

Intelligence indicates that the work of the team has been successful in inhibiting targeted County Lines supply routes into Weston-super-Mare.

Priority 2 – Strengthen and improve your local communities

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

The primary way people access police in the first instance is by calling 999 and 101. So in order to understand how accessible the police are, the most significant measures are the abandonment rate of those call lines. The 2019/20 year has seen further improvement in an area of business that was already performing well. The 999 abandonment rate has reduced from 0.14% to 0.08% the year before and the 101 abandonment rate has reduced from 5.04% to 3.23%. The average time taken to answer a 999 call was just 1.4 seconds. To put this into context a force's performance is monitored where they have more than 50 abandoned 999 calls month. Across the last year, in Avon and Somerset, the average was only 18 a month some other forces are losing hundreds of emergency calls a month. This year has also seen improvements in the timeliness of answering non-emergency calls and the continued take up and success of the 101 call-back service, which allows a caller to opt for a call-back whilst retaining their place in the queue if the wait is over three minutes long.

From switchboard operators introduced to reduce front line non-emergency demand to direct initial calls, call handlers reassuring the frightened and vulnerable, dispatchers making sure we respond correctly, Force Incident Managers making swift, critical decisions needed to keep the public safe to the Incident Assessment Unit ensuring crime is recorded and desktop investigated correctly. Every senior member of the leadership team has worked on the front line from answering calls, dispatching officers to eventually running the department. They understand every aspect of the business, staying in tune with the team daily and immediately finding workable solutions to problems swiftly. Solutions they know from experience will work.

Control room life has been built from the ground floor up. The intricacies of timings from everything to when to take a break, so call times are unaffected, to ensuring the right people are in the right place at the right time using predictive analytics are carefully considered based on a wealth of practical knowledgeable and experience. Daily, the team huddle down together before 8am to highlight business of the day that needs attention.

The first point of contact team serve with a shared vision: saving and changing lives every day. Embedded in the psyche is 'the public' means not anonymous numbers on a police incident report but real people, our families, your families at the heart of every decision made. The service provided is one we would want and expect for our own – timely, professional and most of all caring. This is not a department aiming to stand still. It looks to the future with a channel shift from phone to online services, embracing social media, learning from others, investing in new technology. Changes embraced, sacrifices made and sometimes tears shed when providing the very best service but the resolve is unwavering – outstanding service to our residents around the clock with care and pride.

Becky Tipper – Head of Command and Control

As mentioned above there is a strong drive to provide effective online services to our communities; these digital services are a constantly developing area. The Constabulary have continued to see an increase in the use of the website and online reporting capability which has been expanded further over the last year. Public satisfaction in online reporting remains high at 94%. The Constabulary launched their new website in October 2019 which made the public's experience even simpler and included a full review of all the content to ensure it meets user needs. This included testing with citizens from across the force area. In the last year 1.7 million people visited the website and 60,000 online forms were submitted.

The below is an example of partnership working to resource the most effective response.

Case study: Schools demand work in Bristol

An App has been designed using shared data to better understand which schools are causing the most demand / have the highest need and from this delivering a consistent response between local authority and Police. For the first time there is a shared definition and response so when we say a high demand school, both council and police are using the same data, same method and responding accordingly. This has enabled both agencies to identify where resource is needed to provide the most effective response.

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

During 2019/20 I, and my office, have facilitated and attended a plethora of engagement and communication events to ensure police and partners engage with local communities. Some highlights include:

- Bristol Race and The City International Race Equality Conference to engage with the public on race equality issues.
- Attendance, on a quarterly basis, to the Rural Crime Forum to meet with local farmers and their representatives
- Quarterly PCC Pride Awards in which we actively seek out and commend members of our communities doing positive work that contributes to achieving our priorities of protecting the most vulnerable, strengthening communities and working with partners.
- Community days in South Gloucestershire, Taunton, North Somerset, West Somerset, BANES, Bristol and Mendip in which we visit individuals, key community groups, local charities and community support projects. These organisations were focused on a range of issues including gender and racial equality, domestic abuse, farming, offender rehabilitation, addiction recovery, homelessness and the business sector. Each community day also involves an open drop in session within a community location which is advertised for public to attend to speak to PCC and OPCC team and put forward their questions and concerns.
- Attendance at other key public events, for example, the International Women's Day Conference in Bristol which was widely attended by public. We used a communications campaign based on an art exhibition of the work of people supported by our commissioned victims services to talk about some of our priorities, work and help the public understand what we do.

Both the chief constable and the police and crime commissioner (PCC) have effective measures in place to talk to and work with the public. This ensures that the views and priorities of local communities are reflected in how the force area is policed.

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In October 2019 the Constabulary agreed some changes to improve the support of Citizens in Policing. These changes more than doubled the number of positions in the team and realigned the team to be part of the Neighbourhoods and Partnerships Directorate as this was a better strategic fit for what the team are set up to achieve. This team support all major aspects of citizens in policing including Specials, other volunteers, Cadets, Mini Police, Junior Cadets and Citizens Academy. The aim is to better engage the community, further enhance the contribution of volunteers to policing and also better support all those involved to improve the quality of their experience.

In addition to the core team the Constabulary has recruited a Cyber Special and Cyber Volunteer Coordinator that started in September 2019. Their twelve month project is to identify and recruit specials and volunteers with skills that will complement and enhance the force's cyber capacity in respect of prevent, pursue, protect and prepare. The Constabulary is also utilising the specialist

knowledge of a Special from another force to deliver product training and is working towards securing two secondments from universities which will be funded through the NPCC Cybercrime Programme.

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

Case study: Thornbury ASB

In Thornbury, information sharing between the Police, SGC, Young Peoples Drugs and Alcohol Services, BNSCCG, Education, Children's Social Care and the YOT has enabled the group to identify a high risk cohort of young people who have been perpetrating anti-social behaviour and violence in Thornbury, and to apply bespoke interventions for each individual. Marked reductions in ASB have subsequently been reported.

Case study: Bike theft

- *Bike thefts account for 2% of all recorded crime.*
- *Only 3% of unregistered bikes are returned back to their owner.*
- *Avon and Somerset had high levels of pedal cycle thefts when compared nationally.*

Bike Register (from Selectamark) had been used on a very small scale in specific locations but in 2019 a force-wide roll out was agreed. The scheme used is a national one also adopted by other forces and is recognised as secured by design. The Constabulary administer the registration kit offering a personal service. This also allows for the members of the public to discuss bike and general crime prevention at bike marking events with the police.

The Bike Register mapping system identifies all local bike crime and has a facility to search for stolen bikes. It also provides statements and evidence where the offender is dealt with through the criminal justice process.

In Avon and Somerset the following performance can be seen:

- *5326 bikes have been marked using the Bike Register scheme last year.*
- *In the last 6 months 25+ bikes have been recovered to their lawful owners (the quickest being in 48hrs).*
- *Bike crime has reduced by over 16% in last 12 months – that equates to 562 less bikes reported stolen force-wide.*
- *Six out of eight policing areas have reduced bike crime over last 12 months (only one area has shown an increase). Bristol East are leading the way with 30% reduction of bike crime over last 12 months – that equates to 152 less bikes reported stolen in that area.*

Selectamark in partnership with Avon and Somerset Constabulary have made it through to the final of the British Security Awards, under the category "National Partnership Finalist", which is due to take place on the 1st July 2020.

Case Study: Operation Buell

Operation Buell was set up to tackle the rising issue of motorbike thefts mainly across Bristol but also the wider Constabulary area.

Initially targeted work was carried out by the neighbourhood teams in North Bristol but this did not have the desired effect. Crime was rising, offenders were being harmed and sometimes killed in associated road traffic collisions (RTCs). Tensions were rising to concerning levels on Social Media where offenders were goading the victims of their crimes. There was very little evidence to support successful prosecution.

Operation Buell was implemented by a neighbourhood police officer but designed as a multi-agency working group with each partner taking responsibility for delivering against the different aspects of the criminality. This was also a significant 'one team' approach by the Constabulary across numerous departments: including Investigations, Covert Investigations, Intelligence, Local neighbourhood teams, Roads Policing, Anti-Social Behaviour Team and Corporate Communications.

This operation also worked with the Local Independent Advisory Group to help build trust and open lines of communication as well as holding the Constabulary to account.

As a result of this partnership approach the Constabulary were able to reduce the targeted crime by 70% and this operation helped build trust and confidence with the previously hard to reach biking community.

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

In recent years, there has been an increase in serious violence; recognised as a national problem. As part of the Home Office Serious Violence Strategy they recognised a public health approach was needed and in early 2019 agreed a fund to grant to forces most affected by this problem. Both the Chief Constable and I successfully lobbied and evidenced that Avon and Somerset required this additional support. The result was the award of £1.16 million in additional grant funding to establish Violence Reduction Units (VRUs).

Prior to receipt of this grant, I commissioned an independent piece of work to assess the level and demands of Serious Violence in the area; Behavioural Insights carried out this work which was then able to inform the initial year of implementation for the VRUs.

Locally the scope of 'serious violence' was defined in the work delivered by Behavioural Insights, which includes:

- Violence against the person where the level of harm is at least "Actual Bodily Harm" or a knife is used
- Robbery
- Domestic violence
- Rape and serious sexual assault

It excludes certain high harm offences, such as child neglect, from the definition as it is believed the underlying factors that drive them are different and will require different responses. It is also acknowledged that some people have been both perpetrators and victims of serious violence.

Due to the diverse nature of Avon and Somerset – and after consultation with the Constabulary and Local Authorities – I put forward a model of local delivery rather than a centralised, force-wide approach. This approach is different than other force areas but it was agreed that each Local Authority area has its own challenges which it is best placed to respond to. Division of the funding between the areas was based on population and levels of serious violence.

The VRUs set themselves up very quickly, building on existing resources, recruiting new staff. Each area has delivered the two mandatory products – a problem profile and a response strategy – and have also commissioned various interventions.

Although the funding has been devolved to Local Authority areas it is still centrally governed through a Strategic VRU which I chair and includes senior Constabulary representatives, Local Authority leaders, Public Health England, Clinical Commissioning Groups, education, youth offending teams, probation and representatives from other partners.

In its first year some of the key areas of work of the strategic group have been:

- Data sharing between health partners to enable an enhanced understanding of demand but also live time referral opportunities with a victim of serious violence and seek appropriate pathways on departure from hospital.
- Development, and access for VRUs, of Qlik data visualisation and analytics to help identify the most vulnerable and at risk people to work with.
- Engagement with education leads at a strategic level. An aspiration to engage at a consistent level across the force and to explore patterns and themes around exclusion from education.

I have also successfully bid for, and been awarded, a second year of funding for 2020/21; again of £1.16 million. During this second year VRUs will need to deliver against their response strategies and will have to complete a revised needs assessment by January 2021. In addition to this my office will commission an independent evaluation of the VRUs which will feed back into the national Home Office evaluation.

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

The constabulary effectively manages the risk posed by registered sex offenders (RSOs). [...] The constabulary completes risk assessments using the nationally recognised Active Risk Management Model. And it works closely with partners in the probation service in their completion. Sometimes, digital forensics officers accompany staff on visits to scrutinise digital devices. This may identify further offending. It may also act as a deterrent and inform more accurate risk assessments. In addition, the constabulary is effective in its approach to identifying those who share indecent images of children online. It shows a proactive approach to reducing this threat. A specialist unit is trained to investigate these offences. As more cases are being identified, mainstream investigators are tackling those cases that the constabulary deems to be less serious.

The constabulary routinely uses preventative and ancillary orders to protect the public from dangerous and sexual offenders. [...] Dedicated offender management teams ensure a swift and effective response when breaches of orders occur. During our visits to local stations, neighbourhood policing teams were fully aware of the location of registered sex offenders in their areas. They were actively monitoring them and were submitting relevant intelligence to reduce the risks to the public. There was a good relationship between offender managers and neighbourhood staff, with evidence of supervisors giving additional training. This may help officers to recognise concerning associations or behaviour, and to respond appropriately.

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Within the Management of Serious or Violent Offenders (MOSOVO) units there are a team of five officers and staff who have additional training, equipment and software that enable them to interrogate electronic devices belonging to registered sex offenders. Many of these offenders are subject to orders preventing them from communicating with young people or deleting browsing history and most must tell police of any devices capable of accessing the internet. Therefore this capability is crucial to managing the risks that sex offenders pose. As well as managing and visiting their own

allocated sex offenders, the team assist others with their technical expertise. They prioritise high risk offenders and those believed to be offending online. The team get around 20 referrals per month and visit around 50 offenders per month (including their own allocated offenders). On around a third of these visits they find a new offence, a breach of an order or other concerning information.

Being embedded with the MOSOVO teams, this innovative resource has uncovered criminal offences and safeguarding concerns that would otherwise have remained hidden; this has also helped to upskill their colleagues at the same time. In short this enhanced capability improves the Constabulary's ability to protect the public from harm. This set up and the team's excellent work has attracted the attention of the Home Office and other forces; Avon and Somerset are raising awareness and helping to build this capability around the country.

6. Operation Remedy will prevent and improve outcomes in relation to residential burglary, drugs and knife crime

	Residential Burglary	Drug Trafficking ²	Knife Crime
	R e c o r d e d C r i m e		
2018/19	6,677	637	2,626
2019/20	6,158	673	2,968
	P o s i t i v e O u t c o m e R a t e		
2018/19	4.4%	75.1%	25.7%
2019/20	7.6%	76.2%	26.7%

²Trafficking includes all drug offences that are not simple possession; including possession with intent to supply (PWITS).

The number of residential burglaries has decreased 7.8% comparing 2019/20 to the year before. However drug trafficking has increased by 5.7% and knife crime 13%. There is an important distinction between burglary and drug and knife crime. Burglary is an offence that is well reported i.e. if somebody is burgled in many cases this will be reported to the police; so being proactive in tackling burglary means preventing burglaries, stopping offenders and therefore reducing the number of burglaries. However with drug and knife crime when the police are proactive, as with Op Remedy, this will inevitably lead to an increase in recorded crime because proactivity will mean 'discovering' more of this type of offending.

The positive outcome rates for residential burglary, knife crime and drug trafficking offences provide good evidence towards achieving this objective. The Constabulary positive outcome rate for residential burglary, in 2018/19, put the Constabulary at 38th nationally. However the relative growth in positive outcomes in 2019/20 was 70% which puts the Constabulary 16th nationally. Although the growth in positive outcome rates for the drug trafficking and knife crime are not as big it is a step in the right direction that the number of positive outcomes has grown more than the total outcomes.

In addition to the improvements to positive outcomes outlined above, during the year 2019/20, 235 suspects were identified, and 706 people arrested in total under the three themes.

At the outset of Op Remedy Neighbourhood Teams committed to carrying out follow up visits with all residential burglary victims – the aim was to provide additional crime prevention advice; provide reassurance to the victim; and identify any additional vulnerability needs. The impact of this could be measured via the monthly victim satisfaction surveys which drill down from whole experience satisfaction – to individual metrics such as follow up.

Overall victim satisfaction for dwelling burglary has increased by 4% points, to 86% in 2019/20. For follow-up satisfaction has increased over 9% points to 78%. For initial contact this was scored on average over 90% satisfaction over the last year. For victims that were specifically identified as being dealt with by the Op Remedy team (note that not all residential burglaries will always be dealt with solely by Op Remedy) overall satisfaction is 88% which is a 3% increase on last year. 87% of people are satisfied with the follow up.

By February 2020 nearly 10,000 hours of high visibility and public reassurance patrols had been conducted in areas known to be associated with residential burglary, drug and knife crime offences.

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

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

In the 2019 Integrated PEEL Assessment the Constabulary was graded as outstanding in '*planning for the future*' which built on the outstanding grade it had already received previously for '*meeting current demands and using resources*'. These are direct evidence that the Constabulary is delivering against this objective. Below is some additional narrative from the HMICFRS report:

In past reports, we have complimented the constabulary for its use of technology. It has a strong record of accurately assessing future demand for its services. It performs better than many other forces in its appreciation of the complexity of demand.

The constabulary works effectively with organisations to learn about crime and harm that are likely to be hidden within its communities.

The constabulary takes the views and priorities of local communities into account when policing the region. And it is innovative in communicating online with the public

For example, the information has led to the constabulary introducing its demand status plan, which has both short and longer-term benefits. Firstly, the demand status plan gives an accurate snapshot of live-time demand across the constabulary's area. Secondly, planners can assess 12-month demand trends and adjust resourcing levels accordingly. Thirdly, the plan calculates four tiers of demand levels. These take account of resource availability and predicted calls for service. These demand levels range from level 1 (business as usual) to level 4 (exceptional demand). Police commanders refer to protocols for each demand level. These set out the procedures for mobilising resources to address operational pressures when necessary.

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Since the inspection the Constabulary have continued to develop the demand status plan to place greater emphasis on the timeliness of response and refining the suite of tactical options available at each level.

In anticipation of the fundamental changes COVID-19 may bring about the Constabulary applied this same methodology to develop a COVID demand status plan. Further than this, on the 17th March 2020 the Constabulary introduced a new way of dealing with calls for service in order to better allocate these and ultimately ensure more resource is available to respond to crimes and incidents that pose the highest threat, harm and risk. This should also help improve the timeliness of the Constabulary response. This new way of working will be assessed as to its effectiveness and the Constabulary will learn from this what can be embedded as a sustainable process going forward.

Throughout the coming year, 2020/21, the Constabulary will also develop and roll-out a digital skills platform (Chronicle) which is currently only used for firearms training. Chronicle will help the Constabulary better understand what skills its people have and where there may be gaps or will likely be gaps in the future. This will further enhance their ability to plan and resource an effective response.

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

It should first be noted that complaints of incivility have reduced by 15% in 2019/20 compared to the previous year. An important part of achieving this objective is based on the proper handling of complaints. From the 1st February 2020, significant changes were made to the police complaints regulations making processes simpler and enabling a reflective and learning culture. This also included widening the definition of what is classed as a 'complaint' and gave me extra duties powers: I am now responsible for reviewing appeals. For low level service complaints handled by the Constabulary, where the complainant is dissatisfied with the outcome of the complaint, they will have the right to have their complaint independently reviewed by my office. In order to properly exercise this function I have employed a new team member with relevant skills and expertise to manage the reviews; Because of timescales from complaint to review, by the end of the year there had only been four reviews under the new legislation. However even in this small number there was learning identified by the Review Manager and this was fed back to Constabulary through PSD.

Another important system of redress, that I have responsibility for, relates to police officer misconduct. Under the new complaint and conduct regulations my role has increased in this area. Misconduct hearings are heard by a panel led by an independent Legally Qualified Chair (LQC) and accompanied by two wing members: a police Superintendent and an Independent Panel Member (IPM). Both the LQCs and the IPMs are recruited and appointed independently by my office following a competitive recruitment process. In the last year four new LQCs were appointed doubling the pool of LQCs from which to choose. My office also maintains a bank of eight IPMs to assist with hearings on a rotational basis.

Where an officer is subject to a misconduct hearing and is dissatisfied with the result they can appeal: this appeals process is known as a Police Appeal Tribunal and is coordinated by my office. During 2019/20 there were seven appeals and four went to oral hearing. Within those that have taken place some areas for improvement have already been identified.

In order to help ensure these high service standards I have established a number of independent panels to scrutinise the performance of the Constabulary and provide feedback and learning. These panels assess cases/incidents based on all the information available including body worn video footage. The selection of cases is usually random to ensure independence although, themes of cases may be looked as might specific cases that have been flagged because of public interest or issues of public confidence. The panels issue reports which are given to myself and the Chief Constable and are published on my website. The panels are described below.

Independent Residents Panel – volunteers from the communities of Avon and Somerset come together with the PCC's office in order to examine complaints made against the Constabulary. In the financial year 2019/20 the panel met quarterly as planned in June, September, December 2019 and March 2020.

Scrutiny of Police Powers Panel – volunteers from the communities of Avon and Somerset come together with the PCC's office to examine the use of Taser, stop and search, body worn video and the use of force by the police. In the financial year 2019/20 the panel met three times: in May, August and November 2019.

Out of Court Disposal Panel – Out of court disposals are a means of resolving an investigation without prosecution through the courts. This panel brings together professionals from numerous criminal justice agencies and victims services who review the use of out of court disposals. In the financial year 2019/20 the panel met quarterly as planned in June, September, December 2019 and March 2020.

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

Last year's report introduced the "Five Big Ideas", part of the Constabulary Inclusion and Diversity Strategy, which are central to delivering this objective. Below shows the progress made towards delivering these ideas.

Big Idea 1 – External Accreditation for Inclusion and Diversity

The Constabulary submitted initial evidence for the National Equality Standard (NES) and received a summary feedback report in September 2019 recognising the progress being made toward becoming an Inclusive and Diverse employer. The majority of employers do not achieve the standard on this first submission of evidence, and the Constabulary were only three competencies short of achieving the standard; which NES recognised as a significant achievement in itself. Particular strengths highlighted were Targeted Recruitment, Leadership Commitment, Community Relation and Mental Health. Areas for development include Reasonable Adjustments, Middle Management and Measuring Impact. All competencies and areas for development are overseen by the Deputy Chief Constable at the Inclusion and Diversity Board. Most recently the Constabulary submitted additional evidence in March 2020 and by April had received full accreditation.

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

Throughout the year over 150 leaders – both officers and staff, from second line manager level through to Chief Officers – have received Cultural Intelligence training. The training is focussed on explaining to leaders what 'Cultural Intelligence' or 'CQ' is, the importance of CQ and equipping them on how to develop their own CQ. The feedback has been excellent from those who have attended, with comments such as 'I'd never thought of it [inclusion and diversity] like that before' as typical and an enthusiasm towards the holistic nature of the approach. There are follow up days planned in the coming year. There will then be further steps taken on how to embed the approach, likely through internal training and dissemination.

For operational police officers and staff, there were some initial focus groups on what kind of intervention or training may be helpful and following feedback from key stakeholders including the chair of the Strategic Independent Advisory Group, a plan is in place which will provide the basis of training from the autumn of 2020. The Community Engagement element of the PCDA (see below) is currently being finalised with University of the West of England.

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

It had previously been agreed to employ Outreach Workers, from our local communities, in order to challenge organisational thinking about engagement and support diversity. The Constabulary used a different approach to the recruitment, which took place in April 2019, which attracted a particularly high quality and calibre of applicants. Due to the strength of the different candidates it was agreed to appoint seven Outreach workers rather than the three originally proposed; those who were successful have a range of backgrounds but all are BAME.

The Outreach Workers went through their induction process in September and October 2019, and have already started to make an impact with regards to community engagement and the attraction from under represented communities to the force. When looking at the diversity data for police officer applications the below shows some of the improvements.

	BAME	White – other	LGBT	Female
2016	4.8%	4.6%	7.5%	32.5%
Nov 2019 and Feb 2020	6.0%	5.3%	8.2%	35.8%

Throughout the coming year, 2020/21, the Constabulary will develop and roll-out a digital recruitment platform (Oleeo). This will, not only make the recruitment process more efficient, but also allow for instant and accurate reporting of data e.g. protected characteristics. This data will allow detailed analysis to understand how people from different characteristics progress from one end of the process to the other and identify any barriers that may disproportionately affect certain groups.

Big Idea 4 – Recruiting for Difference

A procurement process has now taken place successfully securing an organisation called Diversity by Design to support the Constabulary with police staff recruitment. Four areas of police staff are being considered: Intelligence, Call Handling, IT and Safeguarding. Initial training and an introduction to the approach for line managers and HR staff was conducted in January 2020. The process will look at job design, advertising and selection procedures with a focus on Inclusion and Diversity and attracting and selecting from as wide a pool as possible, removing barriers for groups and communities who are currently under represented within the Constabulary.

Big Idea 5 – Mobilising the whole workforce

The Constabulary recognise the need to be inclusive for all employees, as well as focussing on diverse recruitment. The Chief Constable aspires to become 'the most inclusive police force in the UK'. The Constabulary are using a number of different tactics to support this ambition including; focus on inclusion and diversity specifically as part of the annual People Survey including analysis, follow up action and activity in relation to areas of concern; blogs and internal communications from leaders across the organisation; working towards the Stonewall Workplace Equality Index and training conducted in January 2020 for Stonewall Allies. The Chief Constable has lent his support to this progress through his annual Chief's Roadshows (January – March 2020) for all leaders putting a particular emphasis on the importance of inclusion. Part of this has been the creation of a short film of colleagues to highlight the importance of an inclusive workforce.

4. 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

The College of Policing leads on training and development of police officers across England and Wales. The Policing Education Qualifications Framework (PEQF) is a new, professional framework for the training of police officers and staff. The first and most significant part of this relates to the training of new police officers. The main entry route is called the Police Constable Degree Apprenticeship (PCDA) and replaces the Initial Police Learning and Development Programme (IPLDP). A fundamental difference between these two is that IPLDP was a two year course delivered internally by the Constabulary whereas the PCDA is a three year degree apprenticeship delivered in partnership with a higher education institute.

The University of the West of England (UWE) is our partner in delivering the PCDA. Forces were able to adopt this new way of training at different times and Avon and Somerset was an early adopter of this with the first cohort of 30 new recruits starting their PCDA in May 2019. As with any new partnership venture there have been areas of learning identified and changes made to respond to these. To get a better understanding of how it is working the Constabulary are using leaders on their People Development Programme to evaluate the initial training now delivered to new officers. Overall the PCDA, and partnership with UWE, is progressing well and there have since been cohorts, of approximately 60 new recruits each intake, in September, January and March as planned.

In autumn 2019 the Government announced additional funding for policing with the target of recruiting 20,000 additional police officers, nationally, by March 2023 (Operation Uplift). When this was announced the detail of how it would be funded and how the share of officers would be split across territorial and national policing was not immediately clear. Therefore we worked up a predicted number of officers for Avon and Somerset and starting planning and budgeting based on this.

In order to coordinate this large and complex venture a new area of business was created in the Transformation Portfolio and this is now known as the Futures Programme. Given the scale of this operation a new Programme Executive was employed; a recently retired Superintendent.

The Government have now confirmed local targets for officer recruitment and in Avon and Somerset this meant recruiting 46 new officers by 31st March 2020 and a further 91 officers by 31st March 2021; a total of 137 new officers. These numbers were very close to those we had predicted and planned for. It is not yet known what these numbers will look like in the final two years but current forecasting is based on a predicted target of 368 new officers (in total) by March 2023.

To meet this year's target the cohort of officers that were due to start in May, actually commenced employment at the end of March and undertook a bespoke six week initial training package with the Constabulary. To meet future targets the approach of recruiting 60 new officers every other month has also been adapted and the final two cohorts in the coming year are due to be 90 each.

This demonstrates the speed and effectiveness with which the Constabulary have been meeting this huge recruitment challenge. The ground for this was laid by two things. Firstly, prior to Operation Uplift, the use of the precept increase in 2019/20 to recruit 100 additional officers meant the Constabulary had already started 'gearing up' its recruitment process. The second factor, influenced by the first, was the foresight to adopt the PCDA early – without this the Constabulary would have likely struggled to meet the vast training needs internally. However we are now in a position where we are predicting that – not only will we be able to deliver the Government targets – we will also aim to recruit an additional 35 officers above the 2023 target.

As well as having a thorough understanding of the future demands it is likely to face, the constabulary works well to develop its workforce in response to these challenges.

HMICFRS – Police effectiveness, efficiency and legitimacy 2018/19 – An inspection of Avon and Somerset Constabulary (7th February 2020)

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

In 2019 a Superintendent from the Constabulary led a review into crime recording in order to identify areas for improvement. This review culminated in a comprehensive set of findings and recommendations that were approved by the Constabulary Management Board in October 2019 and presented at Police and Crime Board a couple of weeks later. The changes recommended were implemented soon thereafter and included aspects of people, process and technology as well as looking across the business from first point of contact to safeguarding. These recommendations were targeting areas of risk and helped ensure the Force Crime and Incident Registrar, and their team, had better oversight in these important areas.

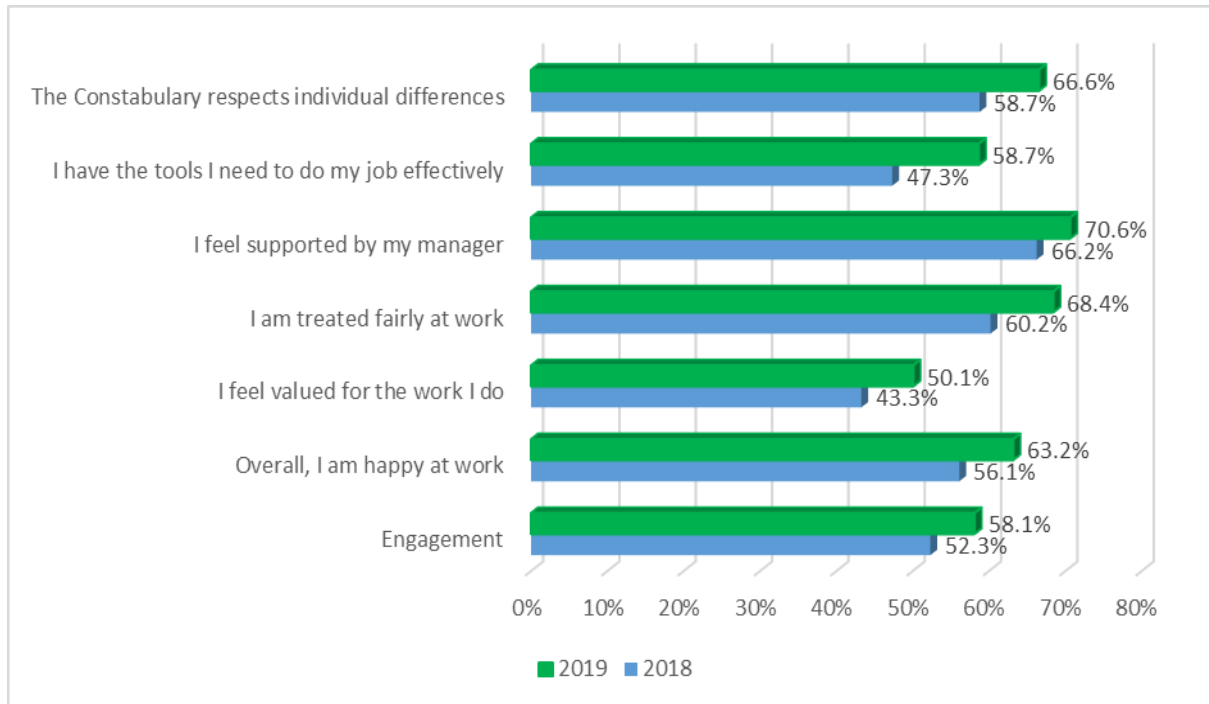
HMICFRS carried out a follow-up inspection of the Constabulary's Crime Data Integrity (CDI) in January 2020; the results of this inspection were not intended to be published. The overall compliance rate was 86.35%, 3% less than the previous HMIC CDI inspection found in 2016. A significant area for improvement from the 2016 inspection was the recording of rape offences; this has greatly improved and there were with no missed crimes of rape identified in the 2020 inspection. On receipt of the findings the Constabulary looked in detail at all cases where there was deemed to be non-compliance with crime recording rules. In analysing the findings there were only a very small number of examples where the CDI error had impacted on the service provided to the victim.

As a result of these findings the Constabulary have developed an internal CDI improvement plan which is overseen by an Assistant Chief Constable. One particular area for improvement is how officers recognise 'crimes within a crime' i.e. where multiple crimes are described within one incident. A number of work streams are underway for example, training videos, regular blogs, and targeted training in those departments that have the most involvement in crime recording.

It is important to note that the data audited by HMICFRS was prior to October 2019 i.e. before the Constabulary had put in place the improvements discussed at the start of this section. In the coming year I will seek assurance on whether the defined improvement plan is improving performance and this will be supported by the Constabulary conducting an internal audit using HMICFRS methodology.

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

An important indicator of whether the Constabulary is displaying these values are the results of the annual staff survey, which takes place in Quarter One each year. The below graph demonstrates some of the key questions asked and the results from this year compared to last: all of which show substantial improvement. The survey asks approximately fifty questions in total and nearly all of these saw improvements between 2018 and 2019.



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

1. Work to strengthen partnerships in order to intervene early

Earlier I discussed the VRUs which are using a public health approach to tackle serious violence. In addition to the new multi-agency approach to this crime type the other most significant factor in this new approach is the use of interventions to intervene early. These interventions can involve working with schools or parents as well as the young people themselves and can range from delivery of lessons to large groups, to smaller selected groups or working with 'at risk' individuals directly. The interventions cover the range of different types of violence being targeted including street violence, violence linked to the night time economy and domestic and sexual violence.

The concept of working with people who pose risk to change behaviours and reduce offending is not new in itself: this is the key purpose of offender management and is central to the delivery of meaningful out of court disposals (ASCEND discussed earlier). The difference in how the VRUs are developing this work however is two-fold. Those other examples rely on an offence being committed and dealt with by the police or courts as trigger points for intervention. The VRUs are intentionally trying to move 'upstream' of the process to work with people without relying on trigger offending; being proactive rather than reactive. The other difference in how the VRUs are working is how 'at risk' individuals are identified. Identification no longer just relies on each agency making best use of the information they have but instead agencies are starting to work together to build a richer tapestry of information to better understand those at risk.

Below are two brief case studies which demonstrate some of the work being done in this area.

Case Study: Using analytical technology to inform priorities

Somerset VRU is testing new and analytical technology that combines data from the police and children's services. The technology is designed to inform the VRU which individuals, groups and locations are most likely to benefit from resources to help with harm reduction.

Somerset is a large county with services spread across four district councils. Young people regularly travel across district and service boundaries, which creates barriers for services and often disrupts attempts at partnership working. One advantage of the new technology is that it helps reduce the impact of these barriers. This is demonstrated through one of the test cases: Mandy, where a likelihood of high risk of harm was identified. Case based knowledge confirmed this and in addition there were accumulative risk indicators present, which gave a high level of concern. This included hidden harm factors from family networks, a recent displacement into accommodation away from familiar networks and associates of concern. The VRU adolescence worker made enquiries with Children's Social Care who confirmed the young person was not engaging well with services and there were safeguarding concerns regarding her missing episodes. Countywide intelligence from within the VRU helped identify possible locations and networks linked to her missing episodes. Mandy has now agreed to a short term intervention from the VRU adolescence worker – who has been able to feed further intelligence into the local policing strategy to help reduce risk of harm to Mandy.

Case Study: Intervening early to prevent risk and harm

Adverse Childhood Experiences (ACEs) are traumatic events occurring before age 18. A person who has had ACEs are more prone to a variety of negative outcomes in adulthood, including poor physical and mental health, substance abuse, and risky behaviours.

Ella is 16 years old and lives with her mum, step-father and five siblings in rented accommodation in Bristol. At the time when we met Ella, the family was being supported by the Families in Focus Team.

Throughout school Ella was bullied and subsequently left school with no qualifications. Since leaving school Ella has not worked. She did start a college course but gave up after the initial assessment. Ella has a strained relationship with her mother and siblings.

Ella spends most of her days indoors and in the evenings she roams the city centre with friends or 'hangs' around on the streets. Ella would often walk home late at night alone.

Ella has issues including poor self-image, poor mental health, self-harm, poor relationships with parents and siblings, birth father hospitalised long term and sofa surfing.

With all three older children out of work and not in education, this has put a strain on the family finances and mental well-being.

Ella was referred to the Growing Futures Community Mentoring scheme to engage her in meaningful activity, support the relationship with her mum and family members and ultimately keep her out of the Care system.

Throughout the intervention three areas were identified to work on: self-confidence and self-esteem; to be part of positive activity; and build resilience. Weekly meetings with the mentor took place. Ella was put in touch with a local charity shop to volunteer her time. After starting in the role the store manager was pleased with her work and so asked her to devote more time. It wasn't long before Ella was offered a paid role in the store. Also, with the support of the mentor, Ella and a few friends and her sister formed a dance crew and began to film their progress on their own YouTube Chanel.

Building her resilience was key throughout the mentoring process. When Ella declined to attend a session, she was encouraged to keep going. She certainly showed that she was able to stick to a task and develop her negotiating skills and self-reflect.

Ultimately Ella was able to stay with her family; this intervention also saw increases in: confidence and self-image; workplace experience; hope for a brighter future; resilience; relationship with parents and siblings; and an ability to seek support.

At the time of writing the changes caused by COVID-19 have resulted in some disruption to the daily business of VRUs: this has limited how interventions can delivered but has also impacted on intelligence received. The VRUs are working through immediate challenges and are also planning for the likely increased demand as lockdown measures get relaxed.

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

The Commissioner's Community Action Fund (CCAF) – administered by the Police Community Trust – continues to support voluntary and community sector projects to apply for individual grants, of up to £3,000. The projects awarded funding 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. Throughout 2019/20 CCAF awarded 41 grants, allocating a total of just over £120,000 of funding. These grants have included: support for victims of domestic abuse, sexual assault, violence, abuse and neglect; outreach programmes, mentoring, training, activities and safe spaces for young people; schools programmes; rural crime reduction; engaging offenders in volunteer work; other community action group work.



It is important to note that in anticipation of the PCC elections, which were due to take place in May 2020, the CCAF fund was suspended for quarter 4 of 2019/20 which is why the total grants fall short of the total available.

The below case study is just one example of how partnership working is addressing local issues.

Case Study: Partnership working to tackle community issues

Good practice has been developed in the Somerset West Local Policing Area. The One Team meetings (in Taunton and West Somerset) and Together Team meetings (in Sedgemoor) are multi-agency partnership meetings which are run by the local councils. Partners include: police, fire, housing agencies, Getset (young person and family support service), YMCA, health visitors, schools, mental health services and Citizen's Advice Bureau.

Cases are discussed weekly by each partner where it is felt some intervention is needed by other agencies. An example has been neighbour disputes reported to the police where housing intervention is needed. By being able to identify, engage and support these families in a timely manner and by signposting those to the relevant agencies, should help prevent further escalation of local issues and reduce demand for all partners.

Priorities meetings are held fortnightly and are chaired by the police. These meetings are similar but generally need a higher level of intervention for example addresses associated with organised crime groups or hate crimes within the area. These meetings enable partners to work together to plan interventions, particularly to engage with those who have not previously, and work with agencies to identify a lead to take responsibility.

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

Community Safety Partnerships are nationally recognised groups where statutory partners' work in partnership to reduce crime and disorder. In order to support this, every year, the five Local Authority areas in Avon and Somerset receive a Police and Crime Grant from my office. Below is a summary of what these grants have been used to help fund throughout 2019/20.

Bath and North East Somerset

- Domestic abuse victim support service.
- Youth crime prevention service.
- Young people's substance misuse service.

Bristol

- Youth Offending Team – support for young offenders.
- Two additional PCSOs – tackling local priorities e.g. working with the Street Intervention Team to tackle on street anti-social behaviour (ASB).
- MARAC coordination – continues to be an essential prevention and early intervention service for Domestic Violence victims – this funding helps ensure these run efficiently and effectively.

North Somerset

- Young people's substance misuse advice service.
- Domestic Abuse and Sexual Violence victim support services.
- Weston-super-Mare Evening and Night Time Economy – to help those in need and work with licensed premises.
- Supporting multi-agency working to improve Bournville and Old Mixon areas in Weston-super-Mare.
- Youth service to prevent offending and anti-social behaviour and/or provide support to young people experiencing emotional and mental health difficulties.

Somerset

- Accommodation and support for offenders.
- Work to prevent Child Sexual Exploitation.
- Coordinator to facilitate multi-agency working and problem solving across Somerset.
- Coordinator to facilitate multi-agency working and problem solving in the Mendip area.
- Joint agency preventative and intervention work.
- A Bridgwater centre which is a women-only space where a wide range of support needs can be addressed in a safe and supportive environment.

South Gloucestershire

- ASB support service for high risk victims.
- Domestic abuse victim support service.
- Specialist domestic abuse victim support service working with most complex cases including BAME victims and those with other protected characteristics.
- Young offenders support service including those abusing substances.

Regional Organised Crime Units

ROCUs form a critical part of the national policing network. ROCUs investigate and disrupt organised crime groups operating across police force boundaries. They work at a local, regional, national and sometimes international level. Avon and Somerset is part of the five force South West ROCU. The SWROCU's capabilities include disruption and Government Agency Intelligence Network (GAIN), economic crime, cyber-crime, sensitive intelligence, CSA/E online investigations, technical surveillance, prison intelligence and regional co-ordinators in CSA/E, Modern Slavery, Human Trafficking and Organised Immigration Crime and County Lines.

Throughout 2019/20 the SWROCU counted 515 disruptions in Avon and Somerset with the majority relating to drugs; this was a 60% increase on the previous year. Below are some examples of SWROCU work from the last year:

- CSE Online – following four cases where sentences were considered unduly lenient the matter was taken to the Court of Appeal where the Judges ruled in favour of the police. The legislation has now been amended so that sentencing will be determined on the harm intended not caused. This is a significant preventative step to protect children from harm before it happens. The staff involved are to receive Chief Constable Commendations.*
- Operation Elderflower – led to arrest of person from Bristol who travelled to London to purchase a firearm. He was arrested with a .38 Colt revolver and 4 rounds of ammunition. This has led to further seizures of firearms and drugs and many more arrests which have also supported the work in Avon and Somerset around Bristol Conflicts.*
- Operation Benefit – was a 'cyber' investigation into an email compromise with a multinational tobacco company, based in Bristol, that resulted in invoice fraud of £460,000. The suspect was arrested in Dublin trying to leave for Canada on a fraudulent passport.*
- Op Glendora – targeted offenders who have pleaded guilty to trafficking for sexual exploitation and money laundering.*
- Jetstream – was an undercover infiltration into the importation of brand new, lethal firearms and ammunition from the USA. The offenders have pleaded guilty.*

In last year's report I spoke about the Control Room Triage: a co-commissioned mental health triage service that aims to inform police decision-making regarding mental health incidents.

The police have a duty to protect the public when mental health becomes central to an individual's vulnerability and when an issue of mental health indicates to the police that they need to adapt or behave differently because of it. Mental health is inherently complex; for the police, mental health incidents often include high-risk events that require fast, appropriate and effective judgement.

At times the police must deploy the power to section an individual to protect that individual and in some cases, those around them. However, the decision to use Section 136 of the Mental Health Act (1983) – temporarily removing an individual's liberty – is a serious decision the result of which may have long-lasting impact on the individual in question. Therefore, getting this decision right is paramount to effective policing and upholding priority 1 of the Police and Crime Plan to protect the most vulnerable from harm.

To offer specialist support to the police in undertaking decisions relating to the use of s.136 the OPCC has extended the co-commissioned service. Working in partnership with clinical commissioning groups, Control Room Triage has remained an integral component to supporting police decision-making this year, providing force wide access to mental health professionals who are on hand to offer live advice in mental health cases and deploying a street triage nurse to support the front-line response, where appropriate.

To enhance access to this expertise, I made the decision this year to ensure the hours that Control Room Triage operate are supportive of demand, challenging the reduction in hours that had occurred. The team have reinstated their weekend service and now operate Monday – Sunday, 09am – 10pm to better support need across the working week and at weekends.

As well as extending the hours of operation I have been keen to ensure rigorous research is undertaken to evaluate the impact Control Room Triage is having on police decision-making and the use of s.136; the results of which I hope to share later this year. Avon and Somerset Constabulary also has a dedicated Mental Health Co-ordinator who is working alongside the OPCC and our clinical partners to improve information sharing between partnership agencies. A commitment to evaluation, knowledge generation and partner working will ultimately continue to refine the police response to mental health incidents and ensure that those individuals who are reaching or experiencing a crisis can get the right support when it's needed.

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

Implementation of the Criminal Justice Transformation Programme continued, led by a Senior Responsible Officer (appointed for a two year period to December 2019), to deliver against the following strategic priorities:

- Reduction in the overall length of time cases take from reporting to outcome at court.
- Reduction in Failure to Appear Cases and 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 Courts.
- Victim and Witness experience of and engagement with the local Criminal Justice Service is positive experience.

The programme was re-focused in May 2019 to reflect the changing context across partner agencies since work was first commissioned, and to move away from tactical interventions that would have limited impact on transformational change. The focus for the remainder of the programme shifted to driving forward agreement for multi-agency data sharing, alongside agency improvement activity including use of bail and those 'released under investigation', continued efforts to improve file quality and strengthening charging decisions.

Despite strong buy-in from partners, it is acknowledged that the transformation the programme sought to deliver has not yet been realised. This is set against a backdrop of continued austerity, agency reorganisation and national programmes that have presented a barrier in developing a locally tailored approach, and activity focusing on single-agency issues. However work to transform the criminal justice service has continued through a number of key strands:

- A Criminal Justice Taskforce, established in January 2020, led by the Police and CPS to jointly improve service delivery and outcomes for victims. The work is focussing on six workstreams:
 - Investigations
 - Pre-Charge File Submissions and CPS Advice
 - Post-Charge File Submissions
 - Disclosure
 - Organisational Communication and Engagement
 - Assurance and performance management
- Work with the Constabulary Data Science and Innovation Centre to enable multi-agency, real-time performance management information to manage demand across the criminal justice journey.
- Proposals to improve the criminal justice response to RASSO (Rape and Serious Sexual Offences) cases.

Transformation of the criminal justice service will continue to be a key focus for the coming year, with close oversight of the impact of COVID-19 on the justice system and the experience of victims, and taking opportunities to accelerate transformation through recovery planning. In order to support this work, and my national CJ role, I will be recruiting a dedicated Senior Policy Officer in the coming year.

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

With the support and commitment of our partners my reducing reoffending work in Avon and Somerset has continued to grow and develop this year. In September 2019 I agreed to retain the position of Resolve reducing re-offending Senior Responsible Officer (SRO) for an additional year in order to better try and deliver the objectives of the project. This role has been filled by a secondee from Her Majesty's Prison and Probation Service (HMPPS). In addition to the Avon and Somerset SRO I also co-fund a reducing re-offending SRO to work across the whole South West region.

The Resolve board was established by the PCC in 2017 and made up of key criminal justice agencies, Local Authorities, third sector advocates and other critical statutory partner agencies. Resolve set as its priorities for 19/20 to work with male offenders who are repeatedly recalled to prison following short sentences, to work to reduce the number of women within the criminal justice service and to develop a joined up approach to domestic abuse perpetrators across the force. These priorities accord with those set by the Regional Reducing Reoffending Partnership which was established across the South West this year and I chair the meeting. The first of its kind outside London and Manchester the Partnership has been highlighted as good practice and engages partners committed to reducing reoffending and supporting offenders to strive towards a life free from crime.

Within Avon and Somerset my office has worked across the different agencies to make steady progress in a force-wide agenda to reduce reoffending. The Resolve Board has commissioned a review into Integrated Offender Management (IOM) across Avon and Somerset which has been long called for in order to take learning from past successes and make recommendations for how IOM can best be configured moving forward to meet the challenges of the future. This report will inform decision making at every level and is taking into account the views of all stakeholder agencies. Work is also ongoing in seeking to consolidate a range of data sources from different partners to provide a more holistic picture of reoffending within Avon and Somerset. The challenges have been the legality of data sharing but all agencies remain committed to finding a solution and moving towards a better understanding of the reoffending picture within the area. The Resolve Board have also been working with Golden Key, a Bristol based charitable partnership, to better understand the challenges of delivering change through partnership working and to make changes to improve the effectiveness of this work. This was put into action at a session to redefine the priorities of the Board and generated a number of key new projects which have been developed and are now being commissioned.

The Board are pleased to appoint a project manager for the Ready for Release project based within HMP Bristol. This project is committed to ending the release of men with no fixed abode into Avon and Somerset, to better preparing men for their release in advance; ensuring all supporting agencies are informed and aware of an impending release; and facilitating the agencies such as mental health, Local Authorities and the third sector to work with those men prior to release; to try and ensure they do not return. Working with women at the beginning of their criminal justice journey is the focus of the SHE project and a pilot based in Somerset seeking to provide consistent and protracted mentoring for women on the cusp of entering the criminal justice service. For those women who have been summoned to appear at Bristol Magistrates court the Court-Up project is seeking to offer a strong partnership between a third sector provider, probation and the courts to support and understand the needs of those women, signpost them to extra support in the community and develop links to offer courts a wider and more effective range of sentencing options as an alternative to a custodial sentence. This aligns with the MoJ women's strategy to reduce the number of women sent to custody for short sentences.

As significant changes are enacted in the structure and delivery of probation services across the country the Resolve Board has been working proactively with our partners to ensure all stakeholders are well placed to have strong conversations about how to move Avon and Somerset priorities in reoffending forwards. In particular this will include interventions around domestic abuse perpetrators. The pilot which has been run for the last 12 months to provide a close system of monitoring and intervention with a cohort of offenders in the force is being evaluated and options for further development with Local Authorities, or a national initiative, are being explored. The Start to Finish project in North Somerset has also reported in to the Board about the close support and supervision approach to a cohort of difficult to reach repeat offenders and evaluation of this project will seek to develop options for further roll out of the principles to other areas of Avon and Somerset.

Although the role of SRO for Resolve comes to an end in 2020 my office will recruit a permanent Reoffending Commissioning Officer role to continue this work and oversee the projects already in place.

6. Work in partnership to deliver an Avon and Somerset approach to addressing disproportionality in the criminal justice service

The Lammy Review was an independent review of the treatment of, and outcomes for, Black, Asian and Minority Ethnic individuals in the criminal justice service. In April 2019 I appointed an independent Chair to lead the local multi-agency Lammy Review Group. This central group has identified five key work streams and has commissioned Task and Finish Groups to drive improvements in these particular areas. The workstreams are summarised below.

Stop and Search

Working with the internal Constabulary stop and search scrutiny group, they are looking at three initial themes:

- The disproportionality in Somerset.
- Searches where ethnicity is not recorded at all.
- Recruitment, retention and development of BAME police officers and staff.

Youth Justice

- Exclusions, and the link to entry into criminal justice service, for young BAME people.
- Deferred Youth Prosecution schemes.
- Impact of 'Referral Order guidance' and what has been learned from the trial of disproportionality toolkit in Avon and Somerset.
- Recruitment, retention and development of BAME Youth Offending Team staff and volunteers.
- Recruitment, retention and development of BAME magistrates in Youth Courts.
- Along with HMPPS, Avon and Somerset representatives, the Task and Finish group will identify areas where decision making and use of discretion apply, and look if any disparities exist in outcomes for BAME people within prisons.

Out of Court Disposals

- Working alongside Bristol City Council's Insight team to develop Qlik analytics hub.

Judicial

- Working with partners to establish better data collection and sharing regarding sentencing at Crown Courts; including ethnicity outcome data.
- Recruitment, retention and development of BAME Courts, Tribunals and Magistracy staff and volunteers.

Prisons

- External prison scrutiny panels for use of force, Incentives and Earned Privileges and complaints.
- Recruitment, retention and development of BAME staff and volunteers.
- Introduction of monitoring framework.

4. Annexes

Annex 1 – Summary of Grants Issues and Commissioned Activity in 2019/20

Grant	Recipient	Service / Project
Lighthouse Integrated Victim Care £906,000 (approximately 35% of the total Lighthouse budget)	Avon and Somerset Constabulary Avon and Somerset Constabulary contribute the other 65%	Victims who are vulnerable, intimidated, persistently targeted or experience serious crime are offered practical and emotional support and guided through the criminal justice process by specially-trained staff. The service has teams made up of both police staff and independent support workers and volunteers.
Emotional Support Service for Victims of Crime and ASB £327,670	Victim Support	Emotional and practical support for victims of crime and ASB. Available both to those who report to the Police and those who do not.
Adult Support Service for victims of any crime or ASB – VOCAS (Victims of Crime Advocacy Service) £254,932	Swan Advocacy	Independent and confidential advocacy service for adult victims of crime and ASB who need additional support relating to: race, religion, sexuality, gender identity, mental health issues, learning difficulties, physical disabilities, problems associated with old age and problems associated with isolation. Adult victims can also access practical and emotional support to help them recover. Available to those who report to the Police and those who do not.
Children and Young People Advocacy Service – Young Victims' Service £165,000	North Somerset Youth Offending Team	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. Available both to those who report to the Police and those who do not.
Independent Sexual Violence Advisors (ISVA) Service £389,159 (£118,815 of the funding is from NHSEngland)	Safelink	A service that offers advice and practical and emotional support including a safe place to talk, access to counselling, support attending Sexual Health Services and help with medical attention. They provide support for anyone (women, men, children) who has been the victim of rape and sexual abuse. They also can help with supporting the family and practical problems such as help with housing, benefits, and employers.
A Restorative Justice Service for victims of any crime or ASB £179,000	Resolve West	A holistic approach that supports the victims, their family and communities enabling their voice to be heard and for perpetrators to have greater insight into the impact of their behaviour. The aim of the service is to empower victims to move towards closure and encourage them to explore different ways of coping.
Sexual Assault Referral Centre (SARC) – The Bridge £228,481	University of Bristol Hospitals Trust Co-commissioned with NHS England who are the Lead Commissioner.	Specialist medical, forensic, practical and emotional support for anyone who has been raped or sexually assaulted. Available both to those who report to the Police and those who do not. Includes specialist paediatric support.
Child sexual abuse support services £132,248	Southmead Project (£65,026) The Green House (£48,213) Somerset and Avon Rape and Sexual Abuse Support (SARSAS) (£19,009)	Counselling and therapeutic services supporting victims of child sexual abuse, both recent and historical.

Grant	Recipient	Service / Project
Specialist Support Service for Victims of Child Sexual Exploitation £222,884	Barnardo's (PCC contributes to total annual budget of £445,767) Project is also funded by the five local authority areas.	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.
Modern Slavery Support Service £38,595	Unseen UK	A contribution towards specialist support service focusing on the needs of victims of modern slavery before engaging in nationally commissioned services as well as the period after that support ends. Available both to those who report to the police and those who do not.
Mental Health Control Room triage £122,064 (budgeted amount but final cost not yet advised)	This project is also funded by: Avon Fire and Rescue and the Clinical Commissioning Groups Avon and Somerset PCC is not the lead commissioner.	Funding for mental health professionals to be situated in the police control room. They have access to relevant health systems, offering advice and support to police officers and partner agencies such as Avon Fire and rescue Service and South West Ambulance Trust with a view to ensuring suitable pathways are identified at the earliest opportunity.
Police and Crime Grant £739,461	Individual grants issued to the five Community Safety Partnerships	Supporting various Community Safety projects which contribute towards delivery of the PCC's priorities. See table under Section 4 objective 4.2.
Custody and Courts Referral Service £553,421	AWP Co-commissioned with NHS England who are the Lead Commissioner	Service supporting individuals at the point of arrest whose offending is linked to substance or alcohol misuse.
Appropriate Adults Service (2 operate: 'Avon' and 'Somerset') £49,162	Brandon Trust (Avon) and Somerset Youth Offending Service (Somerset) Bristol City Council and South Gloucestershire Council contribute to the funding of Brandon Trust.	Service to support and safeguard the welfare and rights of vulnerable adults detained or interviewed by the police.
Prevention and Intervention Fund £40,000	Resolve West	A partnership fund and project, called Take 5, which is led by Resolve West. Take 5 is working with a school in Somerset where there a significant issues of ASB.
Serious Violence Coordination Fund £59,900	Grants issued to three of the five Local Authorities (£20,000 per Local Authority. The remaining £40,000 will be allocated to the other two authorities in 2020/21)	The grants were match funded by the Local Authorities and used to in locally defined ways to help tackle serious violence. The grants were set-up prior to the VRU funding.
Commissioner's Community Action Fund £49,987	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 Home Office Police Transformation Fund Grant for £41,155 in 2019/20	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.

Grant	Recipient	Service / Project
<p>Early Intervention Youth Fund</p> <p>Home Office Funded Project</p>	<p>Barnardo's</p> <p>Home Office Police Transformation Fund Grant for £347,038 in 2019/20</p>	<p>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. The integrated three-layer service will tackle root causes of serious violence by improving resilience and safety through:</p> <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.
<p>Serious Organised Crime (SOC) Community Coordination</p> <p>Home Office Funded Project</p>	<p>Sedgemoor District Council employs the SOC Community Coordinator</p> <p>Various Providers</p> <p>Home Office Police Transformation Fund Grant for £217,500 in 2019/20</p>	<p>Grant to reduce crime, reduce the impact of SOC on communities and protect the most vulnerable members of society from criminal exploitation. Project to deliver a whole system approach to tackling SOC through activities that will involve targeted Prevent interventions, resilience-building work and strategic communications to develop capability on the ground.</p>
<p>Violence Reduction Units (VRUs)</p> <p>Home Office Funded</p>	<p>Grants Issued to the five Local Authorities</p> <p>Home Office Funding for £1,136,829 in 2019/20</p>	<p>Multi-agency work, using a public health approach, to tackle serious violence.</p>
<p>Total: £4,457,964</p>		

Annex 2 – Summary of Performance

Measure	Quarter 1 (2019/20)	Quarter 2 (2019/20)	Quarter 3 (2019/20)	Quarter 4 (2019/20)	Total for 2019/20	Total for 2018/19
Outcome: People are safe						
Recorded crime	35,827	36,028	34,350	34,426	140,631	136,817
999 and 101 calls to police	243,885	258,901	234,279	229,030	966,095	962,048
999 abandonment rate % of all calls	0.13	0.02	0.16	0.02	0.08	0.14
101 abandonment rate % of all calls	4.49	3.63	2.10	2.81	3.23	5.04
Timeliness of attendance of calls graded as <i>Immediate</i> % attended within SLA	76.5	75.7	76.1	76.5	76.2	77.8
Timeliness of attendance of calls graded as <i>Priority High</i> % attended within SLA	53.9	52.9	55.9	55.7	55.2	56.3
Timeliness of attendance of calls graded as <i>Priority Standard</i> % attended within SLA	59.1	60.5	58.2	57.2	59.0	59.3
Number of people killed or seriously injured in road traffic collisions	129	108	102	63 ¹	402 ¹	503
Demand Complexity	298,506	298,805	276,217	264,466	1,137,994	1,174,749
Victimisation Rate Number of victims per 10,000 population	156	159	152	105	573	616
Harm score managed offenders	5,563	3,767	2,382	2,831	14,545	21,044
Outcome: Vulnerable people/victims are protected and supported						
Harm score victims	129,687	126,897	125,055	79,662	461,302	484,602
User satisfaction – overall experience % satisfied	77.8	68.4	74.3	80.2	75.2	75.4
Users of Lighthouse service average rating of support and advice received from Victim/Witness Care Officer (out of 5)	4.4	4.8	4.6	4.2	4.5	4.6
Users of Lighthouse service average rating of feeling well informed about the Criminal Justice process (out of 5)	3.8	3.7	3.9	3.6	3.8	3.8
Users of Lighthouse service average rating of access to support services (out of 5)	4.1	4.3	4.1	4.3	4.2	4.1
Outcome: Offenders are brought to justice						
Positive Outcome rate % of all offences	9.5	16.2	13.8	13.1	13.3	12.3
Conviction rate % of all court cases	83.4	85.4	86.6	87.6	86.6	83.7
Outcome: People trust the police						
Public Confidence (National measure) % agree	78.6	78.2	76.9	N/A	77.9	78.3
Confidence in the Police (Local measure) % agree	68.9	76.0	78.7	80.4	76.0	76.4
Dealing with community priorities % agree	52.5	52.5	52.2	N/A	52.4	56.3
Active Citizenship % of people engaged	9.9	6.5	8.5	10.3	8.8	9.0
Workforce representativeness % BAME	2.9 ²	3.0 ²	3.3 ²	3.4 ²	3.4 ³	2.9 ³
Complaints of incivility	29	40	40	22	131	154

Disproportionality of Stop Search by ethnicity	4.1	4.6	4.1	3.8	4.1	4.0
Outcome: People feel safe						
Perceived Safety % Feel safe in local area	91.6	90.8	92.0	92.7	91.8	89.4
Police Visibility % Agree	55.1	50.8	55.3	61.6	55.7	51.1

¹Data is subject to final checks and may vary once validated.

²Average across the quarter

³As at year end 31st March

Explanation of measures

Timeliness of attendance – calls to the police are graded based on threat harm and risk. There is a service level agreement (SLA) for each grade which states how long attendance should take (below). It is important to note that the SLAs are defined by the Constabulary, not mandatory, and intended to be challenging rather than having a longer SLA which would have greater compliance.

- Immediate – 15 minutes for urban areas and 20 minutes for rural areas
- Priority High – 1 hour
- Priority Standard – 4 hours

BAME – is Black, Asian and Minority Ethnicity – and used as a high level way of analysing ethnic diversity.

Demand Complexity – this is measure of demand into the police counting the number of incidents (not just recorded crime): each crime has a harm value and non-crime incidents have a value based on how much time that type of incident takes to deal with. This is a much more accurate picture of demand than simply counting crimes or incidents or calls.

Harm score managed offenders – individual offenders are given a harm score based on the amount and type of offending they are known or suspected to have perpetrated. This is the total score for all Impact Managed offenders in Avon and Somerset.

Harm score victims – individual victims are given a harm score based on the amount and type of offending they are known or suspected to have been the victim of. This is the total score for all victims in Avon and Somerset.

Positive Outcome rate – positive outcomes are counted as Home Office defined outcomes 1-8 which are: charge/summons, cautions/conditional cautions for youths or adults, offences taken into consideration, the offender has died, penalty notice for disorder (PND), cannabis/khat warning and community resolution.

Conviction rate – A conviction is an admission or finding of guilt at Magistrates or Crown Court, including both custodial and non-custodial sentences, and is counted based on the offender not the number of offences.

Public Confidence – the national measures are figures taken from the Crime Survey of England and Wales whereas the local measure is data collected from the Avon and Somerset survey; both results are for respondents living within this policing area only. The local measure is more subject to fluctuation because this is reported each quarter in its own right whereas the national measure reports a 12 month rolling average which naturally 'flattens' the data line. The national measure only reports a 12 month figure because the number of respondents they survey is smaller and so to remain statistically significant the data must be averaged over this longer time period. There is always lag in receiving the results: the national reporting is about 14 weeks after the end of the quarter and the local will be about 6 weeks after the end of the quarter.

Active Citizenship – this is the % of the population, surveyed, that has attended or been involved with or as:

- 'Watch' meetings such as Neighbourhood Watch, Farm Watch or Business Watch
- Other police or council Neighbourhood Meetings or forums
- Volunteering as a Special Constable
- Volunteering in another policing or community safety related way
- Community speedwatch
- Police webchats

Disproportionality of Stop Search – this looks at the number of people subject to stop and search, according to two ethnicity categories – white or BAME, as a percentage of the population of those respective categories in Avon and Somerset (based on 2011 Census data). The figure displayed is the ratio of how many times more likely a person is to be stopped if they are BAME compared with if they are white. An important point of note about the data is that the stop and search data is current but this is being compared to population data from 2011 – in this time period the demographics of the areas will undoubtedly have changed and the actual ratio will be different.

Police Visibility – this is based on the question in the local survey of when did you last see a police officer or a police community support officer in your local area? This is percentage of respondents that have seen an officer within the last month (or more recently).

MORE INFORMATION



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

Avon & Somerset Police & Crime Commissioner

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AVON AND SOMERSET POLICE AND CRIME PANEL

23 JUNE 2020

REPORT OF THE CHIEF EXECUTIVE

COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER

PURPOSE OF THE REPORT

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

BACKGROUND

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

SUMMARY OF COMPLAINTS RECEIVED

4. There has been one new complaint since the last Police and Crime Panel however the complainant is yet to confirm their allegations and it is unclear whether this complaint relates to the actual conduct of the Police and Crime Commissioner ('conduct' including acts, omissions, statements and decisions (whether actual, alleged or inferred)).
5. Please refer to the summary table in Annex 1.
6. All complaints to date have had Panel oversight, including those solely handled by the PCC's Chief Executive Officer.
7. 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

Police Integrity Reforms

8. The new Police Integrity Reforms have been live since the first of 1st February 2020. The OPCC has received 21 reviews to date under the new regulations and continue to work with the Professional Standards locally to fine tune processes to ensure that they are fit for purpose and comply with the new regulations.
9. The new process carries a potential risk of increased complaints to the Police and Crime Panel regarding the PCC's handling of these reviews as there is no further right of appeal once the review process is complete. Whilst the legislation does not give any provisions of how this should be managed by the Police and Crime Panel, it will need to be closely monitored and any approach should be devised and agreed collaboratively. To date we are not aware of any approaches to the Police and Crime Panel with dissatisfaction post review.
10. The OPCC attended the first regional meeting of OPCC leads for reviews and complaints to evaluate approaches to the review process and share best practice. Avon and Somerset PCC's were in a strong position with reviews and efforts to implement the ethos of the new regulations early have provided a solid infrastructure and transition into the new regime.
11. The new complaints system is now embedded and considered BAU moving forward.

EQUALITY IMPLICATIONS

12. 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

13. 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.

MARK SIMMONDS – INTERIM CHIEF EXECUTIVE

REPORT TO: AVON AND SOMERSET POLICE AND CRIME PANEL

Date: 23 JUNE 2020

No.	Date rcvd / log no.	Summary	Recorded?	Handled by	Outcome	Live or Closed
42.	05/05/2020 26975	Sent directly to the PCC: Allegations are not yet confirmed but appear to be relate to dissatisfaction with the PCC decision not to instruct an investigation in to an alleged fraud.	Yes	CEO PCP notified		LIVE

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