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Date of Meeting: Tuesday 8th December 2020

Time: 10.30 am Microsoft Teams

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	Peter Abraham
Independent Member	Richard Brown (Chair)
Independent Member	Joseph Mullis
Independent Member	Andrew Sharman
Independent Member	Vacancy
Mendip District Council	Heather Shearer (Vice-Chair)
North Somerset Council	Roz Willis
North Somerset Council	Richard Westwood
Sedgemoor District Council	Janet Keen
Somerset County Council	Josh Williams
South Gloucestershire Council	Patricia Trull
South Gloucestershire Council	Franklin Owusu-Antwi
South Somerset District Council	Martin Wale
Somerset West and Taunton Council	Chris Booth

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Agenda published: 30th November 2020
Somerset County Council
County Hall, Taunton
TA1 4DY

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Agenda

Public Information Sheet

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

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

1 Apologies for Absence

2 Public Question Time

Statements or questions should be e-mailed to PLJones@somerset.gov.uk, or sent to the Democratic Services Team, County Hall Taunton TA1 4DY (marked for the attention of Patricia Jones). Statements must be received no later than **12.00 noon on Monday 7th December 2020**. Questions must be received no later than 3 clear working days before the meeting - **5pm on Wednesday 2nd December 2020**.

3 Declarations of Interest

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

4 Minutes of the meeting held on 13th October 2020 (Pages 7 - 16)

To confirm as a correct record and any matters arising.

5 Chairman's Business

6 Commissioner's Update (Pages 17 - 46)

7 Avon and Somerset Constabulary Mental Health Assurance Report (Pages 47 - 54)

Mark Edgington (A&S) to report.

8 2021/22 Financial Planning - Budget Process Update (Pages 55 - 74)

9 Avon and Somerset Police and Crime Performance Summary (Pages 75 - 88)

10 Complaints against the Police and Crime Commissioner and Deputy Police

and Crime Commissioner (Pages 89 - 92)

11 **Work Programme** (Pages 93 - 96)

12 **Date of Next Meeting**

4th February 2021 at 10.30am

Avon & Somerset Police and Crime Panel

Public Information Sheet

Inspection of Papers/Register of Member Interests

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

Please contact Patricia Jones, Governance Specialist on telephone: 07855 284506 if you wish to inspect the papers or the Statutory Register of Member's Interests.

Public Question Time

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

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

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

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

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

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

Process during the meeting:

- Public Question Time is normally one of the first items on the agenda. Statements or questions must relate to the Panel's statutory functions and responsibilities. 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

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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.

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



Minutes of the Police and Crime Panel

13th October 2020 (11:00) ('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 (South Somerset Council) and Roz Willis (North Somerset Council).

Host Authority Support Staff:

Scott Wooldridge - Monitoring Officer
Jamie Jackson - Strategic Manager, Democratic Services
Andrew Randell - Senior Democratic Services Officer
Kait Harvey – Senior Democratic Services Officer
Laura Rose – Democratic Services Officer

Police and Crime Commissioner and Support Staff:

Sue Mountstevens - Police and Crime Commissioner
Mark Simmonds - OPCC Interim Chief Executive Officer
Ben Valentine – OPCC Performance Officer
Sally Fox – Head of Contacts and Conduct Policy
Steve Crouch – Complaint Reviews (OPCC)

1. Apologies for absence

No apologies were received in advance.

2. Public Question Time

There were no Public Questions

3. Declarations of Interest

An additional Declaration of Interest was made by Councillor Roz Willis as a trustee and director of the Mankind initiative which had recently received funding from the Ministry of Justice Covid-19 funding.

4. Minutes of the meeting held on 11th March 2020, AGM 23rd June 2020 and Confirmation Hearing 23rd June 2020.

The minutes of 11th March and 23rd June were approved as an accurate record.

A request was made for the Lammy report to be an item at the next meeting.
An action point on Licensing from Councillor Afzal Shah was requested to be followed up. The Constabulary continued to engage with the licensing authorities. This would be picked up outside of the meeting.

5. Independent Member Appointment Review

The Panel has reviewed its Operating Arrangements and the amendments proposed are required to be endorsed by the Constituent Authorities. Panel Members are aware that the proposed extensions to the term of office of both Councillor Willis and Andrew Sharman to 31st March 2021 have now been agreed by all 9 authorities in the light of COVID 19 and in line with the PCC's extended term.

Additional amendments proposed by the Panel included a "review" of Independent Member appointments after 4 years and the flexibility for Independent Members to reapply after the second 4 year term subject to a formal recruitment process. The Panel was yet to receive the endorsement of South Gloucestershire Council to these other amendments and members are sighted on the correspondence to date.

The Panel is currently compliant with its Operating Arrangements given JM is eligible for a second term and the balanced appointment objective continues to be met. However, it is considered prudent to invite the Panel to review the appointment at this stage. This is in the spirit of the proposed amendment and may be a formal requirement if South Gloucestershire Council provided endorsement to the amendments before this meeting.

RESOLVED that the Panel appointed Joseph Mullis as an independent panel member for a further year.

6. Chairs Business

The Chair reminded the panel of a budget briefing scheduled at 10am on 15th October

The Chair formally raised concerns in respect of campaigning and the views around the appointment of the Deputy PCC. Whilst not in a purdah period the Chair requested that the panel be mindful of the activities that panel members undertake and how this may be perceived by others. This was extended to the PCC office in their capacity with the use of Facebook Live and a word of caution in managing this appropriately.

Assurance was given that any engagement activity with Sue and her office was thoroughly documented with Johns engagements and the purpose aligning to the responsibilities. There was rigor around Johns role as the DPCC and any engagement undertaken.

RESOLVED that the Chairs Business be noted

7. Commissioners Update Report

The Commissioner presented the briefing, providing an update for Panel Members on key activities since the last Panel meeting on 23 June 2020. This report reflects the position as at 29 September 2020. Budget Timeline OPCC and Constabulary colleagues have commenced work on the budget for 2021/22 and the refreshed Medium-Term Financial Plan.

The level of uncertainty created by the Covid pandemic, particularly in relation to its impact on local authority revenue, is probably unique, and especially challenging where we are committed to maintaining continued service improvements. This work will continue over the coming months, including a training session with Panel members on 16th October, culminating in the presentation of the final MTFP to the Police and Crime Panel on 4th February 2021.

The Commissioner highlighted the oversight to the Constabulary response to the Covid-19 pandemic, the demand and context for the Service and the fines and enforcement that had been issued as a result. The work of the Local Resilience Forum in handling the pandemic and the handling of instances of unlicensed music events were reported.

During the discussion the following points and questions were raised:-

- The increase of workload over the Covid-19 period was highlighted in addition to the impact of staff morale

- Local Resilience Forum meetings were Chaired by leaders of local authorities. The Police and Crime Commissioner attended them. Area Commanders attended in some instances.
- Information around areas receiving funding/grants for town councils to apply for was considered. The Panel requested information around the geographical spread of grants awarded. Analysis would be provided at Dec meeting in PCC's update
- Community engagement and gaps in rural areas and those that could not engage online, work was ongoing in addressing this so community's input was heard.
- The Ministry of Justice timetable for the pressures of deadlines had received high demand and delays during the challenging time of the Covid-19 lockdown period. Their flexibility in exchange of information had been positive.
- Concerns of future funding would continue around VRU's. PCP questioned if policy was made up "on the hoof" and what would be the Legacy. The possible funding cliff edge and the uncertainty around this was noted. There was agreement to focus on young people, therefore continuity of funding was required to ensure the right agencies around the table, it was agreed that the DPCC update PCP in DEC.
- The Impact on the health and wellbeing of the team was a concern, flexible working had been put in place with SLT, discretionary time had been worked to address impacts of the peak period.
- Cancellation of rest days of police officers had increased over lockdown; overall sickness had decreased uncertainty remained from cancellation of holidays and days off which was a concern and had a mental impact
- The increase of police officers being assaulted and the impact on staff was a clear concern.
- It was acknowledged that communities needed to be worked with to engage with to report honour-based violence.
- Instances of domestic violence had increased due in some instances to victims being locked down with perpetrators of domestic violence.
- Keeping politics out of policing was recognised at both a local and national level and the sensitivities of this was recognised from the PCC and all staff.
- The impact of public confidence over BLM protest continued to be measured, there was varied opinion over the handling of the protests but there were many positive sentiments of how these protests were handled.
- The differential between campaigning and business as usual was considered, all MP's were involved in visits by the police and crime commissioner, in contact with all 16 MP's.
- Legitimacy and enforcement of Covid-19 restrictions were considered - PCC asked PCP members to feedback on their networks/community views re police enforcement of covid regulations, noting that people's concerns balanced between money, health, mental health and fairness. Further discussion at end of meeting – councils found letters from AM/Sue very useful. PCP agreed to feed community views to OPCC and asked about plans for further joint media approach?

RESOLVED that the update be noted

8. Work Programme 2020/21

The Work Programme for 2021/21 was considered by the committee

During the discussion the following points and questions were raised:-

- The Panel raised a previous action for Desmond to update PCP at some stage in relation to the Lammy Review.
- PCP to let MOS know which assurance reports are required for PCP in 2021 after December (where we have already agreed Mental Health)
- The Chair, Mark and Pat to agree which reports would be considered on the forward plan.
- PCP asked for sight of the RSM report. MOS agreed to request this via the November Resolve board. If/when agreed MOS will issue the report to PCP between meetings.

RESOLVED that the workplan be noted

9. Performance Summary – Quarter 1

The Avon and Somerset Police and crime plan had four priorities and within each of these a number of objectives to deliver in achieving that priority.

- Priority 1 – Protect the most vulnerable from harm
- Priority 2 – Strengthen and improve your local communities
- Priority 3 – Ensure Avon and Somerset Constabulary has the right people, the right capability and the right culture.
- Priority 4 – Work together effectively with other police forces and key partners to provide better services to local people

The performance summary provided data on the following five outcomes:

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
- This performance report seeks to provide a picture of performance against the Police and Crime Plan and will be reported on a quarterly basis. The report examines a wide array of differing measures that have been put into two categories.

Performance measures and a full breakdown of metrics were set out in detail in the report and set out to the panel.

During the discussion the following points and questions were raised:-

- Incidents of theft and burglary were still down.
- ASB, domestic abuse and hate crime had increased in volume. Mental health incidents had also increase. The service was Working with CCG around mental health bed provision.
- Since the lifting of lockdown, demand and crime levels had increased to normal levels, the response time was not as good as in quarter 1.
- Crime figures and categories remained stable. Clarification was requested relating to criteria, correlation to visualise if the trend if it is increasing or reducing in the long term.
- Knife crime and burglary were requested in separate categories along with a comparison between previous years included in future reports.
- In relation to shoplifting offences, PCP asked if any changes had been made to the value threshold for ASC attendance – MOS will check with ASC and update in next PCC's update.
- The panel made a further request for a display of data within a table for Operation Remedy.

RESOLVED that the report be noted

10. Standing Complaints Report

Sally Fox and Steve Crouch introduced and presented the item.

The purpose of the report provided members of Avon and Somerset Police and Crime Panel with oversight of all complaints made against Avon and Somerset Police and Crime Commissioner and Deputy, for scrutiny of the initial handling by the Chief Executive of Avon and Somerset Police and Crime Commissioner's Office.

There had been 8 new complaints since the last Police and Crime Panel with one resulting in a non-recording decision as the complaint did not relate to the actual conduct of the Police and Crime Commissioner ('conduct' including acts, omissions, statements and decisions (whether actual, alleged or inferred)).

4 of the 7 recorded complaints in this period related to the policing response to the Black Lives Matter protest and a perception that the Police and Crime Commissioner had failed to instruct an appropriate police response. Explanatory responses were issued to try and provide reassurance and service recovery where appropriate. There had been 1 complaint against the Deputy Police and Crime Commissioner in

this period.

All complaints to date had Panel oversight, including those solely handled by the PCC's Chief Executive Officer.

All electronic complaint files were available at the PCC's office for viewing by the Panel, if requested. The document retention period was in accordance with the published Record Retention Policy set at eight years.

The new Review process carried a potential risk of increased complaints to the Police and Crime Panel regarding the PCC's handling of these reviews, there was no further right of appeal once the review process is complete. A process had been discussed for management of these and submitted to the complaint's subcommittee for their approval.

The OPCC had received 2 expressions of dissatisfaction in direct relation to the review outcome. Explanatory responses have been provided advising that a complaint is not the appropriate way to challenge a review outcome and directing the complainant to seek independent legal advice.

During the discussion the following points and questions were raised:-

- There were examples of how the OPCC had made a positive change as a result of a review.
- Following new legislation PCC handled appeals and reviews in accordance with this.
- The majority of complaints were usually low-level quality of service complaints, these wouldn't normally result in formal sanction and words of advice given to support individual departmental performance.
- The PCC officer were mindful of how complaints are dealt with and perceived which were culturally important.
- Complaints were assessed by the professional standards department, IOPC investigated matters of misconduct.
- Quality of service matters review responsibility fell to PCC.
- Complaints against PCC, alongside outcomes of complaints against PCC were considered by the panel.

RESOLVED that the panel reviewed 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.

11. Enforcement Approaches

The Assistant Chief Inspector presented the Enforcement Approaches over the Covid-19 pandemic, alongside recent instances of illegal raves and the measures used to address these by enforcement measures.

During the discussion the following points and questions were raised:-

- The number of raves and unlicensed music events since lockdown over the summer were set out
- 348 fixed penalty notices had been issued over the original lockdown restriction period.
- 26 fixed penalty notices had been issued under the most recent rule of 6 or self-isolation after travelling abroad restrictions.
- The notices were disproportionate in terms of public opinion and interest generated following media reports. There remained largely small amounts of breaches of restrictions.
- There was a large amount of trust in the local police for enforcing of restrictions where necessary, it was a recognised fine balance working collaboratively with partners. Enforcement was only used where needed and as a last resort.
- The Penal thanked Nikki Watson. The Chief Constable was booked to attend the meeting on 21st February 2021.

RESOLVED that the Panel noted the Enforcement Approach update.

12. Host Authority Arrangements 2021/2025

The item was Introduced and presented by Scott Wooldridge

The initial set up arrangements for the Avon and Somerset Police and Crime Panel were overseen by a Joint Selection Committee of all Avon and Somerset Council Leaders (LJSC). Following various discussions between the component authorities leading up to the Panel's establishment, the LJSC confirmed Bristol City Council as the Host Authority in April 2012. This arrangement included the provision of administrative and other specialist support to the Panel, and the related Home Office funding was drawn down and administered by Bristol City Council during this period. From the outset there was general agreement between the authorities that the direct costs of the Panel would be contained within the Home Office funding allocation (initially £53,000).

However, if at any time Panel costs exceeded the funding available, it was also agreed that the shortfall would be met by the 9 councils through an indemnity arrangement. This was subsequently incorporated in the Panel Arrangements document and agreed by the Panel on 31st October 2012. From 2017 till present, Somerset County Council has been providing the Host Authority services, support to the Panel and a coordination role with the OPCC. Host Authority services include:

- Governance advice
- Policy development
- Complaints coordination
- Meetings and administrative support
- Monitoring Officer support
- Human Resources support (if necessary)
- Legal Services support (if necessary)
- Financial support for Home Office grant administration

During the discussion the following points and questions were raised:-

- It was questioned if hosting could be migrating to another authority? It had been determined that all other partners were happy with the existing host authority arrangements from 2021-25. No other authority was bidding to host this, and it was determined no drive to change the arrangements.
- Further working with the media was encouraged, to emphasise a more positive story around police and health professionals. The panel requested for a Discussion with the media to be undertaken to hold a greater input over the work of the force.
- A reference was made to Trevor Mealham document previously circulated around the Lloyds victims group. As these documents hadn't been circulated with sufficient notice of the meeting the Chair committee to have discussion around this outside of the meeting.
- A reminder was given in relation to the budget training session on Thursday

RESOLVED that that the Panel noted the need for Host Authority arrangements for 2021-2025 to be agreed and in place by April 2021 and requests that the Monitoring Officer to the Panel reports back in due course.

13. Date of Next Meeting

The next meeting was scheduled for 8th December 2020.

(The meeting ended at 13.41)

Chair

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AVON AND SOMERSET POLICE AND CRIME PANEL

COMMISSIONER'S UPDATE REPORT

8 DECEMBER 2020

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 13 October 2020. This report reflects the position as at 26 November 2020.

Thank you to the Panel members who have responded in relation to the legitimacy question raised at the meeting in October, your responses have been very helpful and show that on the whole the public support the police approach to enforcement at this time. This is also reflected in the Police and Crime survey for Q2 which shows 58.7% fully support the approach taken by the police in relation to the covid restrictions, with 11.7% partially supporting and 23.2% believing police should be taking tougher action to ensure public compliance.

Oversight of the Constabulary Response to COVID

COVID 19 and related oversight, scrutiny, community engagement and reassurance and partnership work has remained a key focus of the PCC over the last few months. There have been a number of key issues, legislative and guidance changes and local partnership forums. In particular, the PCC and DPCC have continued to hold regular Facebook Live events with the Chief Constable to help explain the changes and to put local people's views to the police, carried out regular media interviews to explain the latest position, ensured that local people's views about the regulations, enforcement and particular issues are fed back to the Constabulary and attended high level internal and partner meetings including COVID 19 Local Engagement Boards.

The Constabulary conducted its annual staff survey, which included additional questions regarding Covid, the response rate from staff was larger than previous years, 62% compared to 46% the previous year

Other highlights include:

- Approximately 33% of staff continue to work from home
- Sickness remains lower than previous years across the organisation (2.52% compared to 3.91% last year)
- During the pandemic the Constabulary have continued to deliver training to 5354 students across all disciplines
- 65% stated they would like to see an increase home working giving better concentration, increased productivity and welfare benefits as reasons why
- Increase in screen time , workload and ensuring you took regular breaks were highlighted as having a negative impact
- 90.2 % stated that they had easy access to their line manager

Crime Demand Context

During October, crime demand fell below the seasonably expected level and a steady downward trajectory in demand has been recorded throughout the last 6 – 8 weeks. 15,806 incident logs were created in October. This is 4% lower than the same period in 2019. Similarly, 10,711 crimes were recorded in October, representing a 9.7% reduction on the same period last year.

Following the imposition of the 2nd national lockdown on 5th November 2020, a further reduction in both calls for service and crime have been experienced. For the 2 week period ending on 16th November, the following differences in the 'seasonally expected averages' (based upon the same period in 2019 and 2018) were observed:

- Overall crime decreased by 18.2% (Commercial Burglary decreased by 45.7%; Theft Shop decreased by 44.1%; Serious VAP decreased by 20%; Hate crime increased by 4.8%; Cyber-crime increased by 68.8%)
- Overall calls for service decreased 2.2% (999 calls decreased by 11.1%; 101 calls increased by 2.9%)

DEMAND SUMMARY OF KEY POINTS:

1. Demand has reduced below the seasonably expected level, largely due to the imposition of the 2nd national lockdown. However, it has not fallen to the extent that it did in March / April (during the 1st national lockdown), largely due to the less stringent measures in force.
2. Demand is unlikely now to drop any further. Following the proposed relaxation of conditions on 2nd December, demand is likely to increase again. Indeed, due to the proximity in time to the Christmas party season, a short-term increase in night-time economy activity and associated ASB / violence against the person may be experienced in December.

COVID19 Fines and enforcement (as of 20 November)

There have been a total of 490 FPNs issued for breach of Covid regulations. The breakdown by LA area is:

Somerset - 177

Bristol - 162

South Glos - 82

North Som - 31

BaNES - 9

Awaiting location - 29

During the current lockdown legislation has changed that means that protest no longer has an exemption to allow people to gather, this has meant that policing these type of events has had to adapt and this was demonstrated at the recent "Stand Up Bristol" event where 13 people were arrested. The Constabulary has also responded to a significant Rave in Yate where the level of violence used against officers by those attending was very high, again a number of people were fined and some arrested and an investigation continues to identify those that attended and organised the event.

Operation Hydrogen is the response to the funding provided by the Government to tackle Enforcement of Covid legislation. The Constabulary were awarded £687,000 and have planned how this money will be spent between now and the end of March 2021. It includes high visibility enforcement 7 days a week, along with engagement with local authorities and marshals, campaigns through corporate communications, additional fleet and cycles, additional intelligence and analysis support and an Inspector to oversee the work.

Operation Hawthorn is the Constabulary response to unlicensed music events and Raves and consists of a command team and one Police Support Unit, Inspector, 3 Police Sergeants and 18 Police Constable's) working across the organisation on Friday and Saturday nights and if required coming together to respond to an event such as the Yate rave. This ran from July until the end of Sept and then on Halloween and planned for New Year. They have disrupted over 20 events and dealt with those that have arisen for example Bath and Yate.

Local Resilience Forum

Local authorities have put in place Local Outbreak Plans and Local Engagement Boards which are all attended by the PCC or DPCC.

UK Terrorism Threat Level raised to Severe – 4 November 2020

The Joint Terrorism Analysis Centre (JTAC) raises the UK terrorism threat level from substantial to severe – meaning that an attack is highly likely. JTAC’s decision to change the threat level has been driven by a number of factors, including the recent attacks in France and Vienna. JTAC’s assessments are made independently of Ministers and are based on the latest intelligence. The threat level is kept under constant review.

Governance and Scrutiny

- **Shoplifting** - the PCC is not aware of any changes to the Constabulary’s financial threshold for police attendance which the ASC Business Crime lead has confirmed is £50 currently. ASC are reviewing this having had a steer from Government and Police leads. ASC are, in addition, starting the process of reviewing the Business Crime Strategy and will have a workshop at the next Business Crime Forum meeting in the New Year. The PCC’s office lead is the Interim CEO and he is now attending the APCC’s Business and Retail Crime Portfolio meetings alongside the DPCC.

ASC Annual People Survey 2020 Results

ASC report the response rate to this year’s survey at **62%**, with **3774** forms completed. Last year’s survey attracted a response rate of **46%** and **2574** responses. This shows an increase of 18% and 1200 responses. The response rates for all of the directorates have increased.

See attached Infographic from the Constabulary with more detail. (Annex 1)

Deputy Police and Crime Commissioner Update

The PCC specifically recruited a Deputy to support her and the team on community engagement activity and this has continued to be a priority for the DPCC in the last few months including virtual visits to Bridgwater, North Somerset, Southmead and Bath – a focus of these visits has been reducing reoffending and violence reduction which the DPCC continues to lead on for the PCC. The DPCC has also continued to deputise for the PCC at key meetings and events when she has been unable to attend including covering annual leave during this period which included meeting with local authority leaders, attending Covid Engagement Boards and Strategic meetings and also carrying out Facebook Live and other engagement events. The DPCC leads for the South West Regional Reducing Reoffending Board on the Prisoners Building Modular Homes project and recently presented to the Cabinet Office One Public Estate Team on an application for funding for that project. More details are set out below on the areas the DPCC leads on for the PCC of Engagement, Violence Reduction work and Reducing Reoffending.

Engagement

The OPCC Engagement Strategy takes a three pronged approach to increase focus on and improve the way we do our stakeholder and community engagement across Avon and Somerset. This involves:

1. Community and policy based direct engagement:

Activity since our last update includes visits by the PCC to Ropewalk House in St Jude’s Bristol and St Paul’s in Bristol. These visits were arranged following direct contacts from residents and community

groups in the respective areas who had expressed concerns about specific policing and partner agency issues including drug related crime and anti-social behaviour. We invited partners to these problem solving meetings including police, local authority housing officers and the local MP.

The PCC also visited some of the local support services who were recipients of the recent Ministry of Justice emergency funding, to learn how the services using the money to support victims during the pandemic. Services visited include:

- Opoka (South Glos) - supporting Polish women and children escaping domestic abuse.
- Kinergy (South Glos) - support services for survivors of sexual abuse and violence
- SARSAS (Taunton) – a commissioned partners offering services to victims of Rape and Sexual assault
- Mankind (Taunton) support for men suffering domestic abuse

Each visit is debriefed with the team and action points and areas of concern from local residents which are then followed up with the relevant OPCC department or partner agency. A series of further events across the force area are now being planned up until the end of the calendar year.

2. Continuous engagement and communications activity to mitigate our strategic risks.

The OPCC Strategic Risk Register contains two strategic risk areas that fall under Engagement. They are strategic risks four and five –addressing how **to engage with the public and other stakeholders** and how to increase **public confidence in or awareness of the OPCC**. Here is a summary of our recent key mitigating activity:

- **Post Covid19 lockdown survey**

During the month of September, the OPCC ran an online survey that encouraged local people to share views on how the police have responded to restrictions and what services they feel need extra support. We hosted this on our website and sent out through various channels including a press release to media, organic posts on our social media, paid social media adverts, paid adverts in local and hyperlocal media including radio, direct emails stakeholder groups e.g. Rural Crime Forum.

Nearly 2,000 local people shared their views on how the coronavirus pandemic has impacted how safe they feel in their community. We used tracked links for every different channel that the survey was shared on, in order to see which channels were most successful in yielding responses. We are using the analysis to improve our delivery next time.

The results highlighted that, due to the impact of the pandemic, 69% of respondents have concerns about safety and crime in their community or local area. Respondents also raised concerns about police visibility in their communities with 46% agreeing that police should be more visible. The survey also asked questions on people’s views of Operation Uplift and where they would like police officer resources deployed. The survey responses have been used by the Communications and Engagement team to inform some of our messaging and highlight in our communications what services, additional funding and action is ongoing that addresses some of their concerns. The relevant feedback is also being shared with the Constabulary.

- **Precept consultation with public**

Our current method of delivery of precept consultation is done by telephone survey.

Because of the extraordinary circumstances presented by the pandemic, and the adverse impact on people’s employment and financial stability, we want to increase the volume of our consultation responses and ensure we get a better representative spread of responses across households in varying socio-economic situations.

To do this we are delivering the precept survey online and selecting a sample of A&S addresses from across all deciles within the Indices of Multiple Deprivation (IoMD) to send a pre-paid self-addressed paper version of our survey. We regularly analyse the demographics of the

responses we get via the telephone survey. During these unusual and difficult times legitimacy is key and we want to focus on testing additional consultation tactics to help us learn how we can improve our representation through consultation delivery.

Violence Reduction Unit's (VRU)

Overview of funding for 20/21 delivery (end of grant date 31/03/21);

LA	Total
Banes	£ 114,884
Bristol	£ 424,389
N.Somerset	£ 143,582
Somerset	£ 362,225
S. Gos	£ 114,920
Total	£ 1,160,000

Funding update:

We still have no indication as to whether there will be continued VRU funding for 21/22, however through various channels of communication with our Home Office colleagues we believe they have been lobbying for multi-year funding, which would create more opportunities for planning ahead and sustainable approaches to delivery. We will continue to work with the local VRU's to plan around the possible eventualities for 2021/22. The Deputy PCC has written to the Home Office to flag the importance of early notification of funding, this was responded to positively by the Head of the Serious Violence Department within the Home Office, albeit with no promise, recognition to this and our work locally was made.

Strategic 'Hub' activity:

Centrally the OPCC will be coordinating an 'Annual Report' for mid-January, telling the story of our model and achievements thus far, a series of workshops have been set up with the VRU's to bring this report together. The Home Office have suggested this document will potentially be used to influence decisions. As well as this, a procurement process is near to complete, to appoint a local independent evaluation provider. 7 Bids came through with some really relevant and exciting experience to bring to the review. We will be looking to review both the 'hub and spoke model' and also a selection of community based interventions (such as community mentors and community safe space's). Another significant area of work will be both the local and strategic refresh of the needs assessments and response strategies, these will be delivered by the VRU spokes and centrally by the OPCC for the Avon and Somerset overarching reports. These must be submitted to the Home Office in March.

County Lines continues to take a focus, we have seen some great linked up work between VRU, Surge (Constabulary) activity and other key partners in delivering targeted activity in Somerset. Efforts are being made to achieve similar partnerships in N. Somerset.

Health Data (particularly A&E) sharing is happening but quality remains of a mixed standard reducing the ability to be able to use it effectively. Deputy PCC John Smith is continuing to drive this agenda and has recently met with RUH to engage them with this process. The OPCC and Constabulary are also part of a South West NHSE group, also working on data sharing process to tackle serious violence.

As part of the update on data, one of the key highlights to flag is the roll out of the VRU Qlik App, which is now being proactively used in all 5 areas. The app provides a form of 'social network analysis' using police data to enable informed and targeted approaches to tackle serious violence, this works

to an individual level, group or hotspot area. This has only been achievable through the joint up working with the Constabulary. The OPCC will be co-hosting a 'webinar' with the Constabulary to showcase this tool, this has been offered out on a national level to both VRU and non-VRU areas, Surge SPOCS, as well as the Home Office and APCC. We are seeing a high level of interest in this learning event to be held on 03/12/20.

Education, although a protective factor for many, it can also bring with it risks in terms of young people engaging with serious violence. There remains an inconsistent offer across the A&S area to the most vulnerable cohort of young people who are at highest risk of exclusion, this is mainly down to a variation on local authority 'inclusion' processes. The Strategic VRU maintains driving this as a priority area to ensure consistent approaches and resource are allocated to working with the Education sector, as part of this an 'Education Protocol' has been designed for the Strategic VRU to agree to a set of working principles for the VRU's to commit to. As well as this, the Constabulary have developed a 'School's Strategy' which clearly outlines their offer and resource available to schools, as to which the VRU's is part of.

The OPCC is going to be recruiting an Analyst Role on a one year fixed term contract to predominantly focus on VRU work but also support in other areas such as Reducing Reoffending. Performance and Analysis work has been a gap in the central coordination function of the VRU work and will benefit hugely in our ability to understand impact. This appointment is likely to be no earlier than late February.

The Strategic VRU Board meets quarterly, now chaired by the Deputy PCC. The last Board was held on 12/10/20, which focused on local spoke updates as well as working through the key priority areas (as outlined in above updates). The next Board is to be held 09/02/21, local Councillors have been invited to attend on this occasion.

The partners forming the Board, include;

- OPCC (inc. Deputy PCC, Communications, Serious Violence and VRU leads, Strategic Planning and Performance Officer)
- North Somerset VRU
- Bristol VRU
- Somerset VRU
- B&NES VRU
- S.Glos VRU
- Head of Neighbourhoods and Partnerships (ASC)
- ACC Cullen (Serious Violence lead)
- Supt Raphael (Surge lead)
- VRU Inspector
- Chief Insp Paterson (SOC lead)
- ASC Youth and Schools Lead
- Head of Performance and Insight (ASC)
- Somerset Association of Secondary Head teachers
- Public Health England (SW lead)
- National Probation Service
- BNSSG (CCG) (Head of Transformation)
- NHSE Improvement (Assistant Director of Quality and Safeguarding)
- Executive Principle of the Bristol Woodway Federation

NB: the Board is still evolving and seeking to include additional relevant partners. Representation for the Voluntary Sector is a priority.

Local frontline 'spoke' delivery:

Frontline delivery within the spokes is still happening, however it cannot be denied that with the late notification for 20/21 funding and of course Covid, the ability to deliver has been slowed down and certainly reduced the ability to report on impact. With the second lockdown posing some challenges, everyone feels they have learnt a lot from the first wave and so positive momentum can be observed this time; Outreach work continues to be successful where it can be delivered, with some recent fruitful results in areas of Bristol. Engagement with schools continues to be a concern but an agreed focus of the VRU's to support and drive attendance where they can. The VRU PCSO's have been playing an important role in this. Case Studies can be viewed in Annex 2 for Bristol and North Somerset which reflects on some of this work.

As updated previously, the roll out of the VRU App has significantly aided the functionality of the VRU's. Each spoke area has a regular meeting structure to use the App, in conjunction with their local partners input and information sharing. These meetings provide a robust process to identify and manage their cohorts.

Additional funding was sourced from the Home Office to support 'micro-charities' aligned to the work of the VRU's during Covid. £98,101 was received for the area in July and funded until 31/10/20. Under this additional funding, 1178 young people were supported.

Performance:

The Home Office have set the following Key Performance Indicators, which form part of the quarterly reporting and also use of *Public Health* held data;

1. an update of progress made against the Delivery Proposal and completion of specified activities;
2. involvement of partner organisations;
3. progress in delivering the Purpose, including a multi-agency, public health approach to preventing and tackling serious violence; delivery of the mandatory products and the Core Function;
4. The number and nature of interventions funded and the number of young people supported by means of specified interventions.
5. *a reduction in hospital admissions for assaults with a knife or sharp object and especially among those victims aged under 25;*
6. *a reduction in knife-enabled serious violence and especially among those victims aged under 25;*
7. *a reduction in all non-domestic homicides and especially among those victims aged under 25 involving knives.*

We have developed a locally held performance template, which requests a number of other additional metrics that illustrate activity, demographics and measures attributed to commissioned interventions. It must be noted that this is working progress and that as previously suggested, meaningful reporting this financial year has been disrupted by Covid, we anticipate that Q3 will see a positive shift. Completion of this reporting requires both local authority input and Police data, this will be an early task for the Analyst to embed and quality assure.

Headline figures on the collective reach of VRU's for September 19-August 20 can be seen in Annex 3. We will continue to develop our opportunities for impact review, although this year has been somewhat hindered, we are confident that in maintaining VRU momentum and learning from the numerous elements of review pieces that are due to take place, we will have a good picture of what serious violence looks like in Avon and Somerset (moving on from the initial BIT report), as well as a good understanding of our VRU impact by the end of the financial year.

Reducing Reoffending

Since the last Panel meeting the Drive project – being piloted in South Gloucestershire – has gone out to tender, with a closing date for bids of 4th December. Drive is a Domestic Abuse perpetrator scheme which has previously been trialled in South Wales and reported significant results. Following the receipt of bids an evaluation process will take place in the usual way. Another key project of the Resolve Board – Court Up, which will support and work with women as they attend Bristol Magistrates Court – has also recently gone out to tender with a closing date of 21st December. The Programme Manager for the Ready for Release programme in Bristol prison is due to start in post on 1st December.

The combined investment over the life of the project of the three commissioning partners is *up to* £755,207. (NCLF/DRIVE contribution, OPCC and SGlos). OPCC have committed to investing up to **£243,000** from Resolve reserves. South Glos have committed to investing up to £210,000.

The review of Integrated Offender Management (IOM), commissioned by the Resolve Board and undertaken by RSM has reported. A sub-group of the Resolve Board reviewed the report in detail and it was also considered by the wider Resolve Board at its last meeting. The report sets out a range of options for taking IOM forward. It was agreed that further meetings at a local authority level will take place to consider these options.

A new Senior Commissioning and Policy Officer in the OPCC – Kirsty Stokes – has been appointed and will have a focus on reducing reoffending as part of her role. Kirsty is due to take up post on 1st December.

Lammy Review

The Avon and Somerset Lammy review work continues and is on schedule to produce a final report next year. Workshops with key stakeholders are being held in the next few weeks on each of the 6 work streams. The Independent Chair met with David Lammy in September and has been invited to participate in a national network to show case the Avon and Somerset work. The Independent Chair is happy to attend the Police and Crime Panel to update members on the work in the New Year.

PCC Election

The Election Governance Board continues to meeting monthly which is proving to provide very good oversight and planning. At the last Board held on 29/10/20 the PARO's representative attended and was able to provide a tentative timeline for the pre-election/election period. These dates need to be confirmed by the Electoral Commission but provide some early insight for planning purposes;

22nd March 2021- notice of election (Purdah commences)

23rd March 2021 – nominations of candidacy can be accepted

8th April 2021 – deadline for nominations

6th May 2021 – Election

7th May 2021 – Election result

At current there are two self-declared candidates, who have both been in touch with the OPCC to seek opportunities with regard to meeting with the Chief Executive (OPCC), Chief Finance Officer (OPCC) as well as the Head of Commissioning and Partnerships (OPCC). The 'normal' offer of ride-alongs, custody

visits and a communications centre visit have been paused whilst the pandemic is still rife. This will be reviewed and the opportunity will be reinstated when assessed safe to do so.

HMICFRS

Since last reported there have been no new responses or publications requiring a response.

However the Constabulary was subject of two thematic inspections in October. The first was about the policing of protests and the second was a joint inspection of the Constabulary and CPS into the investigation and prosecution of rape cases. These reports are not expected until the new year.

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/reports-publications/police-crime-board-reports/>

Key Decisions

There has been one formal decision since the October Panel meeting.

- Agreed replacement of CCTV Live Feeds Infrastructure

All decision notices and accompanying documents are published at the following link:
<https://www.avonandsomerset-pcc.gov.uk/reports-publications/decisions-log/>

Commissioner's Community Action Fund (CCAF) with recovery fund focus:

CCAF –Snapshot of Q1 and Q2 provided below and will provide end of year report.

Total value for LA (CCAF only)

Bristol	£50,300
Banes	£11,500
North Somerset	£10,982
Somerset	14,700
South Glos	£0
Forcewide	£35,000

Ministry of Justice Extraordinary Covid Funding – Round 2 –

The Ministry of Justice (MOJ) has made further COVID-19 Extraordinary funding available for organisations that support victims of domestic abuse and sexual violence and is again distributing this funding via PCCs. £216,000 has been provided to Avon and Somerset to cover the period November 2020 to the end of March 2021 (Members will recall that round one of the extraordinary funding covered the period April 2020 to end of October 2021). This is significantly below both the amount received in round one and also the amount providers set out they needed for this period (following a needs assessment process conducting on request of the MOJ towards the end of September). As such the Commissioning Team are currently working through the allocation of this funding and we will update PCP next report once all is confirmed. We are working with providers from the original round.

As with round one the MOJ have imposed very tight timescales for OPCCs and providers to respond to this process.

Criminal Justice

I continue to chair fortnightly meetings of the Local Criminal Justice Board. Despite the hard work of individuals across all criminal justice agencies progress has been slow in addressing the backlog of cases due to Covid. Adaptations to court buildings and the current installation of screens across courts where social distancing is not possible have allowed an increased volume of cases to be heard, with 5 trial courts due to be running in Bristol by the end of the month. This will also aid the ability to run complex and multi hander cases for up to six defendants. Bristol Law society has been introduced as a nightingale court but support for criminal cases continues to be delayed. Technology is still not being used to transform the system.

Both the Lighthouse Safeguarding Unit and a number of external victim services I commission are under severe pressure given few cases are going through the court process (and therefore need continuing support) and an increase of new cases continue to be referred in to our services. Services also report that the complexity of cases and victim vulnerability is more significant, presenting another challenge.

I continue to highlight the challenges, risks and issues facing the criminal justice system through my national role and continue to advocate for more radical approaches to ensure justice is delivered in a timely manner.

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 the 24th September 2020. This session was held virtually as a result of lockdown measures. Using digital solutions the Panel were able to scrutinise and review complaints relating to 'most recently closed' public complaints. This enabled the Panel to look at a broad range of complaints with varied themes such as Discriminatory Behaviour or Delivery of Duties or Service

They reviewed approximately 26 complaints in total. The report for this meeting is due to be published in over the coming weeks.

The next meeting is scheduled for the 3rd December 2020 and will focus on Abuse of Police Powers. It will also have a continuous professional development input for the Panel as Counter Corruption will be providing an input as well as the Independent Office for Police Conduct.

The panel's findings are shared with Professional Standards for comment and published as a public report.

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

<https://www.avonandsomerset-pcc.gov.uk/reports-publications/independent-residents-panel-reports/>

Reviews of complaints

The new complaints legislation went live on the 1st February 2020 and this increased the role of the PCC in that the PCC became the appropriate appeal body for the management of low level service complaints against the Constabulary. These appeals are known as Reviews.

To date the PCC has received a total of 94 reviews. 65 (69%) were not upheld and 11 (12%) were considered invalid. 18 (19%) were upheld. The number of reviews received is the highest in the region, being slightly above the number received by D&C, but the proportion upheld is comparable with others in the region (through comparison at regional forums).

In the majority of cases, the PCC was satisfied that the complaint had been handled 'reasonably and proportionately'.

Scrutiny of the Use of Police Powers Panel

During the last 2 weeks of November 2020 Panel members are reviewing (remotely) cases within the theme of disproportionality in Stop and Search and Taser deployment, selecting body worn video (BWV) footage of black ethnicity subjects in the Bristol East area and Somerset area. An additional 4th review of Covid-19 regulation cases is part of the Panel reviews, as well as the request to review BWV relating to complaints from members of the public regarding Stop and Search and Taser.

Collated member feedback will result in a Report, highlighting cases to view again by all members at the Panel meeting (remote) on 10th November 2020. The invited guest at this meeting is from Dorset OPCC. Panel reports are published on the PCC's website at:

<https://www.avonandsomerset-pcc.gov.uk/reports-publications/scrutiny-police-powers-panel-reports/>

Independent Custody Visiting Scheme

Independent Custody Visitors (ICVs) returned to onsite visits of the 3 Custody Units in October 2020, also with some continuing remote visits (phone calls to detainees and Custody Record reviews), the latter remaining as the contingency plan due to Covid-19.

During July to September (Quarter 2), the total number of detained people (DPs) through custody was 4814 (Q2 2019 was 4844). At the time of the 43 ICV visits in Q2 there were a total of 370 detainees in custody and ICVs visited 94 detained persons (DPs) - checking each person's Rights, Entitlements and welfare – plus reviews of 126 Custody Records (CRs).

ICVs are reporting positive findings including internally: ICVs commending Custody Staff for professionalism, being friendly and interested; Magazines and Exercise Yard provision for DPs; Clothing provision for DPs; Toothpaste/brush, cotton towels for showing rather than paper towels; and a good range of Meals and Drinks including hot chocolate and decaffeinated coffee. Externally: Enhanced cleaning; Mental Health Assessment onsite (Somerset Trust), HCPs and G4S running well. ICV findings of concern include: Increased detention time (average 2-3 hrs.) and staffing requirements for virtual remand courts (VRCs). The Constabulary has now withdrawn from VRCs.

ICVs welcome the updated Custody Covid-19 Guidance and look forward to reviewing CRs to check records of any DP's informed consent to remote legal advice and to virtual Interviews.

Strategic Policing Requirement (SPR)

The purpose of the SPR is to highlight key national threats where police forces (Chief Constables and PCCs) need to contribute using local and /or regional capabilities to the national response, either individually or collaboratively, in order to protect the public. The current review is considering national threats, the required policing response, and, separately, options for strengthening accountability and improving governance.

The first part of this review included a survey for PCCs and Constabularies to respond to. In response to this the Association of PCCs (APCC) established a working group and organised a meeting for all PCCs to discuss the collective response. The outcome of this meeting was almost unanimous in agreeing that very little change was required. There was a concern any expansion of content or governance through the SPR could be detrimental to the local leadership and delivery at a force level, especially for PCCs.

Following this meeting I submitted a response to the Home Office, the APCC and the Association of Policing and Crime Chief Executives. In essence my response agreed there were no fundamental changes needed but I did suggest the addition of cyber crime and fraud as national threats and that county lines and exploitation of children should be recognised as a specific themes under the Serious and Organised Crime threat.

Standing Updates:

Contacts/Complaints Oversight

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 this correspondence a proportion (approx. 50 – 17%) result in a case being created in the OPCC case management system and case work being required.

Month	2020	2019	-/+
September	226	221	+5
October	149	236	-87

The OPCC average handling time for this period reduced to 2.9 days from 4.5 days despite a KPI of 20 working days. The theme of contacts has broadened again due to the significant reduction in COVID19 queries and the Black Lives Matter correspondence. We also saw 28 contacts relating to ideas or innovations and 26 relating to road safety. We received 29 complaints (various in nature and appropriate authorities), 5 compliments and the majority of the correspondence received related to operational matters at 151.

Data also includes monitoring of complaints which is a statutory function for the PCC. Since Sept 2019 (when records started), the PCC has monitored 164 complaints at the request of the public to ensure transparency, fairness and compliance with statutory guidance. The team continue to check complaints handling regularly to support timely resolution and compliance with the IOPC Statutory Guidance 2020.

Scrutiny of ASC in relation to TVP review and alleged banking fraud: Report attached (Annex 4)

Estates: An update report is attached. (Annex 5)

Contact Officer – Mark Simmonds, Interim Chief Executive

Avon and Somerset Police

PEOPLE SURVEY 2020 RESULTS



Due to the global coronavirus pandemic that has changed the way we've been working, this year's People Survey, carried out in October, follows on from two wellbeing 'Pulse' surveys that were carried out in May and July.

The annual People Survey is now in its third year and allows us to seek the views of all those who work for us in order for us to learn what we do well and where we can do better.

The survey allows us to measure the engagement of our workforce as well as views across seven main themes.

This year we're delighted to see an improvement across all seven themes, as well as increased engagement in relation to the continued implementation of our four values that are being weaved into ways of working across the organisation.

Of course the survey also highlights where we can do better, and there are still clearly areas we can improve. However it is great to see that as an organisation we're moving in a positive direction again this year.

We use a range of tools to measure and understand how this last year has felt for you all and this will allow us to measure any trends to see if we've improved on the ideas and suggestions you made last year.

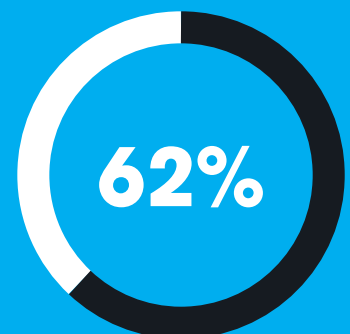
We have also added seven 'future ways of working' questions to understand how you have worked throughout this time. The results of these questions are being analysed to take forward and inform our future working plans for the organisation.

Based on your feedback, we can strengthen work already in place and decide on new actions we can take together as a caring, courageous, inclusive and learning culture, to move our organisation forward over this coming year.

Given everything that has happened this year, we thank you for taking the time to make your voice heard and feed in to the future work of the organisation.

RESPONSE RATE

Overall **3,774** of you responded to this year's survey which is a response rate of 62%. Last year we had 2,574 responses, which was 46%. This is a massive 16% increase on the last two years' responses and an increase of 8% on the two wellbeing Pulse surveys we ran (54% in May and 54% in July).



KEY FINDINGS



EMPLOYEE ENGAGEMENT

Our employee engagement index was 58% last year and **this year it has increased to 68.5%**, which is higher than Ministry of Defence (63%), Ministry of Justice (59%) and the Civil Service benchmark (61%). **Engagement remains strongest among our youngest and shortest serving staff.**

INCLUSION, WELLBEING AND FAIR TREATMENT

In 2019, 63% of the people who responded agreed that overall they are happy at work. 67% think the organisation respected individual differences. **This year, 75% agree that overall they are happy at work and 79% think the organisation respects individual difference.** This is a significant change from last year and a great move forward for our Inclusive value.



BULLYING AND HARASSMENT



In 2018, 11% of those who responded said they had personally experienced bullying and harassment at work in the past 12 months. This remained the same in 2019 with no significant change, comparable to national benchmarks. On the back of feedback this year we have separated bullying and harassment into two different questions. **This year 6.8% of respondents said they had been bullied and 1.5% said they had been harassed over the last 12 months.** Further analysis will be done and fed into work to improve this within our organisation.

UNDERSTANDING DATA

One of the new questions we asked last year was if employees felt they had confidence in understanding and using data. 64% of the organisation told us that they did in 2019. **This year 73% agreed they had confidence.** This supports our aim to be data-driven.



LEADERSHIP, MANAGING CHANGE AND IMPROVEMENT



This was the lowest scoring theme across the last two years and for this year it remains the lowest score. The lowest agreement for both years was for the question on how well change is managed, **this year the lowest agreement is for the question on having the opportunity to contribute my views when decisions are made.**

WE MOST AGREE

“I am trusted to carry out my job effectively”



“I understand how my work contributes to the constabulary objectives”



“I am treated with respect by the people I work with”



“My manager is considerate of my life outside of work”

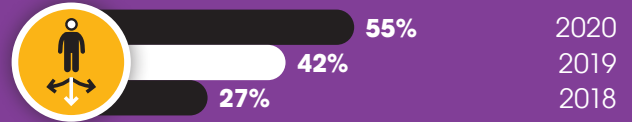


“I have a clear understanding of the constabulary objectives”

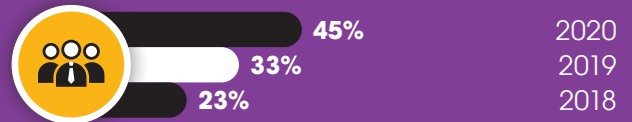


WE LEAST AGREE

“There are opportunities for me to develop my career in the constabulary”



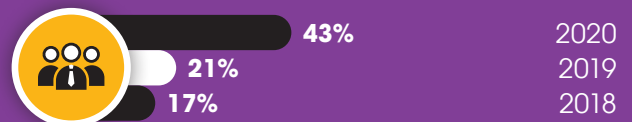
“Senior leadership teams in the constabulary are sufficiently visible”



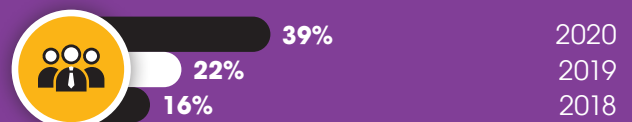
“I have the opportunity to contribute my views before decisions are made that affect me”



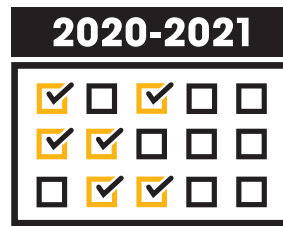
“I feel that change is managed well in the constabulary”



“When changes are made in the constabulary they are usually for the better”



TURNING RESULTS INTO ACTION



Actions from last year

All of the directorates fed back prior to this year's survey, outlining an array of workforce improvements that have been made in the last 18 months. These included:

- equipment upgrades
- introduction of PCSO supervisors
- creation of Demand Flow Project
- CPD on what teams and leaders want to further their learning
- web chats and drop in sessions with senior leaders on different topics
- increased visibility of senior leaders
- reward and recognition within teams
- direct Q&A sessions and more consultation with teams on decisions and feeding back the rationales behind them.

On the back of focus groups and in collaboration with the Disabled Police Association and our organisation lead for autism, we have implemented a Wellbeing Passport.

The passport can be used by anyone at any time and has had particular positive feedback from both users and line managers

Turning this year's results into action

As we move into the new year, we will start to consider what action we can take on both a local and whole organisation level. Organisational Development along with the Improvement Consultants and HR Business Partners will be working with senior leadership to discuss resources that can help.

Things you can look at first

- clear identification of specific issues in your areas
- areas that are working well and how this could be replicated in other areas or across the whole organisation
- actions to address specific issues raised, wherever possible, weaving these into pre-existing ways of working so that the change can be embedded - for example, continuous improvement plans, IPR reviews, appropriate meeting/team agendas, wellbeing conversations and future ways of working.

NEXT STEPS

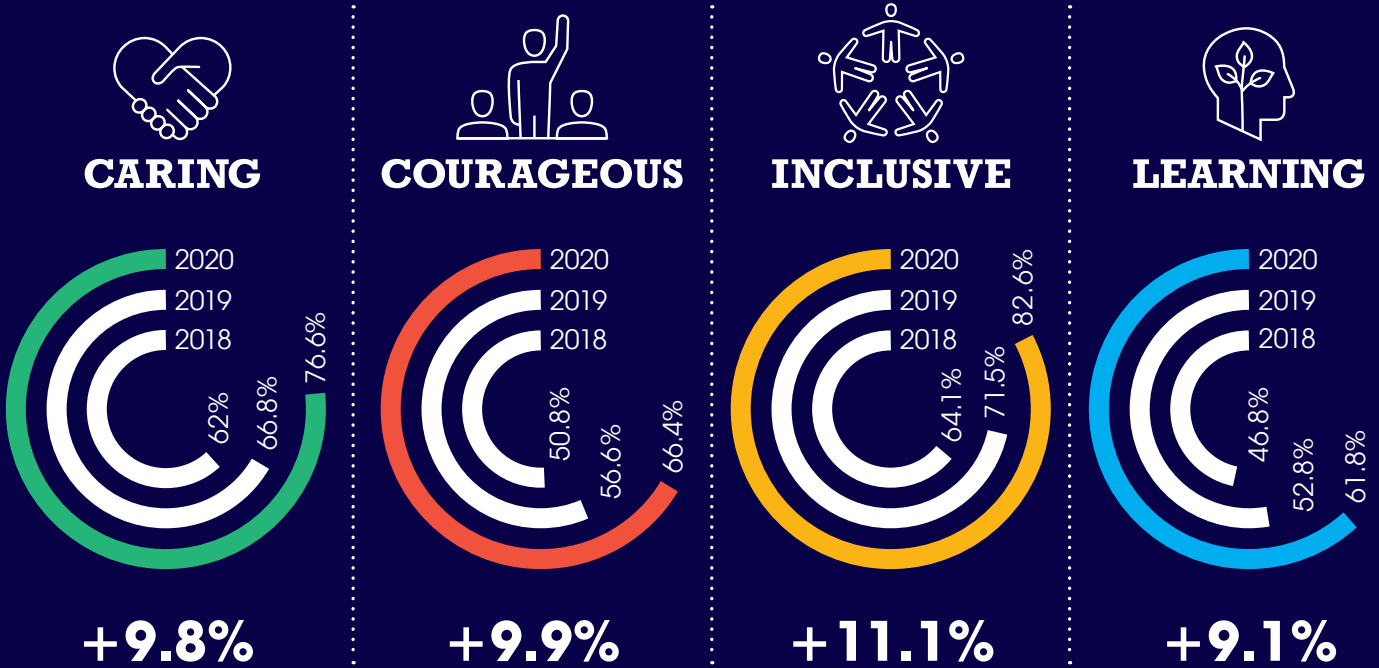


During November we are sharing the results of the survey with teams across the organisation. This is your opportunity to look at the results and consider what they might mean for your teams, where there appears to be good practice and where there are potential areas for improvement.

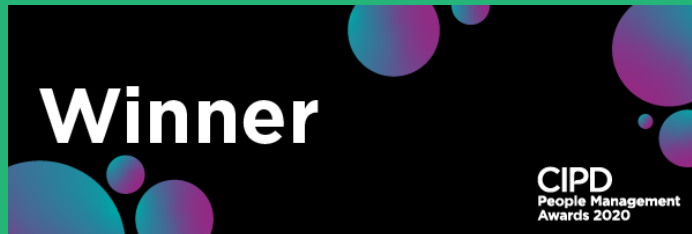
These results will build on the great work that has happened over the 18 months since the last annual survey, within all directorates and across the organisation.

VALUES

We can now see a three-year trend of how our values have felt to you.



The highest agreement and the biggest improvement year on year since 2018 is our Inclusive value with an 11.1% increase on last year.



PEOPLE MANAGEMENT AWARD

We are proud to announce that in September our People Survey Analytics App won the CIPD award for the Best Digital/Technology Initiative in the HR/L&D category. The judges commented,

"Avon and Somerset Police's submission is our winner because it's clear they're delivering on their strategic goal of driving a diverse and inclusive workforce through their innovative and effective combination of data, leadership and clarity of purpose."

Bristol Case Study

Identification/ Background

16 year old male PB, identified as a young person at risk of CCE through our Qlik app due to hitting 4 risk indicators - reported missing on 3 different occasions, non-school attendance, arrested for carrying a bladed article and PWITS. He has links to other young people involved in CCE and county lines. No current or previous involvement from Social care or Families in Focus.

PB was discussed at a safer options meeting and we gathered other intelligence and analysed PB's current risk. As we Tier our young people 1,2,3 – 1 -being High concerns – 2 – being Medium concerns 3 – being Low concerns, we set PB at Tier 2. (bearing in mind any young people that we Tier at 1 would need to have lead professional working with them and their families. Lead Professionals can be a Social Worker, Strengthening Families Worker from Families In Focus or a YOT Practitioner.

Actions taken by VRU based on PB's Tier 2 status at the time;

Education Inclusion Manager – establish current education offer to assess why he is not attending and how we re engage PB back into education.

The VRU PCSO and Police Intelligence Officer made a home visit to explore his missing episodes and offer support/ intervention opportunities.

Intervention

PB was referred to a Community Organisation where he was matched to one of their Community Mentors (CM), who is well known in the community and has lived experience.

The CM started to build a relationship with PB and PB said he felt he could relate to the mentor and they quickly built a rapport. The Mentor and PB would meet 3 times a week during this time they explored together the issues for PB and the Mentor was able to find out more about what was going on for PB.

It was quickly established that PB was in drug debt to some older males (names he wouldn't disclose) and he was being made to deal drugs to repay his debt. Having this intelligence, although the names of the groomers were not disclosed by PB, Police Intelligence Officers and Safer Options team were able to build a picture around PB from his associations and the Police were able to establish a bit more around who PB might be in debt to from past intelligence and work with other young people.

As PB had also disclosed that he was carrying a knife for protection, the Community Organisation and Mentor engaged PB into a series of targeted group work sessions with him and his friends around choices and consequences of carrying a weapon. Again this work helps the Safer Options Team gain more understanding of why young people are carrying knives and how we can support them not to.

Because PB was clearly being groomed a NRM was applied for him and this was accepted therefore no charges came about. This was instrumental to us gaining trust with PB and his family – who were really worried that him having a criminal record.

Support was offered to parents via a parents group that Safer Options fund within the local community which supports parents to explore CCE and CSE issues, with regular speakers and training around these issues along with support around children going missing and/or non-attendance – again Safer Options fund a community organisation to run this group in order or parents to access local provision in an environment that is comfortable for them.

Outcomes

With the support PB enrolled in a construction course at college with good attendance and has made some new friends on his course.

He also has a part time job working in a warehouse 3 evenings a week.

He continues to attend the weekly group's session.

He meets with his mentor not so often now as the mentor is part of the group work staff team.

He openly says that he no longer carries a knife and can talk to other young people about why they shouldn't carry a knife

He has not been involved in any criminal activity for the last 3 months.

He has recently (throughout)been part of an online music production group whereby tutorials were run on line for young people who are interested in music – equipment provided by Bristol City Council in order for young people to join the group.

The organisation delivering the on line workshops have reported back the PB is clearly using his music sessions to explore and develop and he is becoming much more self-aware along with being very supportive of other young people who are in the situation he found himself in six months ago.

North Somerset Violence Reduction Unit Intensive Engagement

The Intensive Engagement Programme is an approach being trialled in two areas of Weston Town Centre, which if successful will be rolled out wider across North Somerset. Using internationally recognised approaches, staff from the VRU, local agencies and the community will be working together to build stronger and more involved communities that work closely together to both raise understanding of issues and develop solutions and services to the local community.

Intensive Engagement is a structured and consistently repeatable process of community engagement and involvement activities aimed at improving co-production of community health, safety and resilience; shaping partners' strategies and resources and preventing, delaying and resolving problems. It is based on locally identified solutions and practices using an 8 step toolkit.

The two LSOAs identified, WsM Central - Alfred Street and WsM West - Upper Church Road, are within the area where two thirds of violent crime and disorder have been recorded in North Somerset.

The VRU are coordinating this under the 'Communities Programme' within the VRU, with a focus on building community resilience to the issues that underpin violent crime. The VRU Sgt is leading the approach with staff and community from across the area assisting to deliver sustainable improvements to the areas defined.

The approach is building on existing approaches such as Redeeming Our Communities, ensuring that it complements and meets the needs of local residents. The first 4 stages of the LISP process also ensures a complete understanding of local insights and the formulation of locally based solutions in partnership with agencies.

Benefits:

- Early intervention
- Addresses local priorities and concerns
- Increased community intelligence and rich picture insight

Challenges

- Shared vision and expectations
- Clarifying purpose, evaluation and impact measurement process
- Communicating strategy to ensure project is motivated and enables rapid progress



VRU REACH A BRIEF SUMMARY...



YOUNG PEOPLE IDENTIFIED...

Across Avon and Somerset over **800** Young People (YP) have been identified as at risk through the VRU's

ACTION TAKEN...

The VRU's worked with partners and took some form of action where it was deemed appropriate with nearly **600** of these YP



WHAT SORT OF ACTION?



This might include; gathering more information or intelligence, working to support a leading partner such as the school or social worker. It might involve mentoring on a 1:1 basis or referring to another intervention.

WE HAVE ALSO SUPPORTED FAMILIES...

The VRU's alongside their partners, have also delivered targeted support to **90 families**. This targeted work continues to develop to reach more families.



WORKING WITH EDUCATION

Working with education has been important, both to implement upstream early intervention but to also ensure those YP at risk are well supported by their school...

Across the force area the VRU's have in some way worked with just over **200** schools and over **4,800 students**. This includes student workshops, staff training, individual mentoring and general awareness raising.





PCC Summary Statement

Response to correspondence received by the Police and Crime Panel in relation to fraud within Lloyds Bank and other banking institutions in October 2020.

26th November 2020

Purpose

The PCC has been subject to a number of complaints regarding perceived failure in her statutory responsibilities to scrutinise and challenge the actions of Avon & Somerset Police in their handling of multiple allegations of fraud against Lloyds Bank and other financial institutions. These matters have been heavily scrutinised both internally and externally and in August 2019, the Police and Crime Panel concluded that the PCC had actively sought assurances where required and had not failed in her statutory responsibilities (*notwithstanding that recommendations were made for further consideration*). Thames Valley Police also led a peer review which concluded in September 2019 which found no concerns or issues with the actions or decision making by Avon and Somerset Police in these cases.

Both outcomes received heavy criticism from the complainants and allegations of corruption and collusion have continued to be levelled at Avon and Somerset Police and the PCC.

It is important for the purposes of this summary to reiterate that under the Policing Protocol Order 2011:-

- The Commissioner has the legal power and duty to monitor all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable.

However the legislation is clear that:

- The Commissioner must not fetter the operational independence of the Police Force or the Chief Constable who leads it.
- The direction and control of a Chief Constable will include total discretion to investigate or require an investigation into crimes and individuals as he/she sees fit.

The aspiration of both reviews and subsequent findings was to provide the complainants with independent assurance that due diligence had been applied and confirm that the decision making was transparent, fair and lawful. Regrettably, the lack of mutually agreeable outcome has caused further dissatisfaction and fuelled speculation.

The Police and Crime Panel received new correspondence from representatives and affiliates of the Action4Justice/Lloyds Victims Group in October 2020. The material alleged that information was

withheld from Thames Valley Police, that the PCC has blocked this investigation and that the complainants were promised a full investigation.

Additional allegations of corruption have been made against the PCC. These allegations are subject to formal complaint procedures via the Independent Office for Police Conduct and will not be commented on in this report.

It is recognised and agreed by both the Police and Crime Panel and the Office of the Police & Crime Commissioner that the PCC:

1. Did not commission the TVP review.
2. The PCC has no power to block or fetter operational policing, nor instruct an investigation where the Chief Constable is satisfied it does require one.
3. The PCC has never promised 'a full investigation' as it is not in her power to provide one. The Police have been clear that this was always considered a 'review'.

The decision not to investigate these complaints remains an operational policing decision and outside the role of the PCC and the Police and Crime Panel.

This report seeks to assure the Panel of the PCC's scrutiny of the Thames Valley Police Review including missing material and activity relating to banking fraud contacts. It will also highlight the investment and growth of the Economic Crime Team within Avon and Somerset and the strategic work undertaken by the PCC/OPCC at a national level in response to fraud.

1. Scrutiny

Thames Valley Review

The Thames Valley Police Review (TVPR) was commissioned directly by the Chief Constable in response to continued allegations of corruption against ASC staff, the Chief Constable and the PCC as well as ensuring public confidence and transparency.

Whilst it is recognised that this was an operational review, the PCC and her team were permitted full access to the review including sight of the Terms of Reference (TOR) on the 26th February 2019. The PCC was pleased to see that of the 10 cases subject to the review, it included all those she had brought to the attention of the Constabulary. The TOR also included identifying any links to Op Hornet (HBOS Reading) due to continued intimation that there were links between the ASC cases and those investigated by Thames Valley. It also clearly stated that UKFF/UK Acorn Group cases were out of scope due to SFO/NCA reviews in 2018 and previous joint scrutiny action by ASP, PCC and P&CP.

The review was formally commissioned April 2019 and the final report was received 5th September 2019. The final Gold Group was held on 10th December 2019. During this period the PCC directed the CEO and Head of Contact and Conduct to act under her delegated authority and exercise this scrutiny function under her direction which included:

- Holding an A&S OPCC and ASC Joint Review into the cases relating to Lloyds Recoveries and other banking institutions on Friday 12th April 2019 chaired by the PCC and attended by the Chief Constable.
- OPCC CEO and Head of Contacts and Conduct attended **all** related Gold Group meetings (4 in total) in order to scrutinise the progress and findings of the TVPR including the September 2019 meeting where the lead officer for the TVPR, Detective Superintendent Nick John came

to present their findings. Both were given the opportunity to question the methodology and findings of the TVP team. The PCC was briefed after every Gold Group.

- There were 21 meetings in this period between the Head of Contacts and Conduct and PCC/CEO where updates were provided and they discussed matters relating to TVPR and banking fraud.
- There were 5 informal meetings between the Head of Contacts and Conduct and Avon and Somerset Police Gold Group Sub-Committee representatives to check progress with the TVPR and address new material/contact received by the PCC.
- The OPCC were given early sight of the TVPR outcome and opportunity to comment on the findings.

Each complainant was spoken to personally by a member of the TVP team to confirm the findings in relation to their case and a follow up letter was sent by ASC to conclude the matter. Whilst the complainants remained dissatisfied with the outcome, the PCC and her team were assured throughout that the TVPR had been conducted fairly, transparently and in accordance to the TOR. No links were identified between these cases and those in the Operation Hornet cases.

During the review a list of 200 names were provided to Thames Valley as potential victims of banking fraud. Of these 200, 13 were identifiable and related to ASC. 6 were UKFF/Acorn Finance which had previously reviewed and were out of scope. 7 related to ASC and were reviewed as part of the TVPR with 5 being ASC reported and handled cases and 3 were ASC residents.

On the 19th October 2020 the OPCC received notification from the Panel that they had received additional correspondence relating to the TVPR and Lloyds BSU. All of the material was reviewed and shared with Avon and Somerset Police. A Gold Group was held on the 12th November 2020 to review the material and enable the OPCC to scrutinise the actions of ASP on behalf of the PCC.

The OPCC were satisfied in all the cases that they had been followed up and responses are being provided where appropriate.

Where expressions of dissatisfaction were identified, they have been passed to Professional Standards in accordance with The Police (Complaints and Misconduct) Regulations 2020. They have since been concluded and no further action is being taken notwithstanding any right to review.

Allegations also emerged that material was omitted by ASP and this was compounded by a letter from TVP PCC Anthony Stansfeld sent to a complainant on the 5th October 2020. It intimated that ASC had not shared information with TVP on one case that 'strongly indicated a major fraud had been committed' against the complainant. This letter is misleading and factually inaccurate. This material has been scrutinised heavily by the PCC as it was the only outstanding action from the TVPR. This material was **never** provided to ASP and TVPR were clear that they did not believe it was evidence of criminal matters but it did identify irregularities that required follow up. ASP have sought to resolve this issue many times however due to the global pandemic the complainant has not been in a position to meet with ASP to date. ASP are taking all possible steps to expedite this.

The other issue of missing material was subject to formal complaint procedures with Avon and Somerset Police which have now concluded. The OPCC have been able to question ASP leads about this material and based on the explanations provided are satisfied that there has been no deliberate attempt to omit material. The material has now been brought to the attention of TVPR lead Detective Superintendent John who has liaised with the complainant accordingly. Avon and

Somerset Police provided full access to Guardian, Niche and Altia (the primary crime recording systems) as part of the Review.

The OPCC representatives asked all the ASP staff present at the Gold Group including Chief Officers whether there any reason to suspect that information was deliberately omitted from the TVPR. All present answered no.

The PCC was briefed in full of the Gold Group outcome 13th November 2020.

General Scrutiny Activity

The OPCC/PCC continues to provide scrutiny on matters relating banking fraud. The PCC has received 80 contacts relating to wider banking fraud including Lloyds since the Summary Statement sent to the Panel on 9th May 2019. Many of these are cc'd emails that are not related to Avon and Somerset or directed personally to the PCC. Every contact is thoroughly reviewed to ensure that any new information, new report, request for assistance or question posed to the PCC is managed. Replies are provided where appropriate such as operational questions, clarifying ASC/PCC position or where steer is required such as signposting to alternative agencies or support services e.g. Action Fraud. In some cases they have required referral to ASC for an operational view, safeguarding, liaison with other forces and to check and test decision making.

Banking fraud matters have been discussed 12 times between the Head of Contacts and Conduct and the PCC/CEO since Jan 2020. The Head of Contacts and Conduct has held 3 meetings with Fraud Team (previously Economic Crime Team) in this period to address correspondence issues including addressing and responding to all correspondence to the P&CP from the 11th March 2020 meeting.

The PCC and her team continues to impartially scrutinise the actions of ASC in relation to fraud on a case by case basis and is always cognisant of new reports or information.

Strategic work relating to Fraud

The PCC is fully aware of the challenges in investigating and prosecuting reports of fraud on a national level. In May 2019, the PCC wrote to the then Home Secretary in response to the HMICFRS – FRAUD A TIME TO CHOOSE publication issued on the 2nd April 2019 which highlighted concerns about Action Fraud's capacity and the handling of fraud cases nationally. The PCC echoed these concerns but was able to provide assurance that Avon and Somerset did not have any such 'sifting out policy' and every report was triaged according to threat harm and risk as well as the call for service criteria for fraud. The PCC also iterated Avon and Somerset's adoption of Operation Signature which provided prevention and protection services for vulnerable victims of fraud. The PCC reaffirmed her commitment to tackling fraud as indicated through the refreshed Police and Crime Plan (2019-21) and that fraud should be regarded as a local priority in addition to knife crime, burglary, drugs, anti-social behaviour and road safety.

The PCC also attended the APCC Fraud Deep Dive 21 May 2019 in London hosted by Commander Karen Baxter, National Economic Crime Co-Ordinator, City of London Police which focused on the strategic approach to fraud. The Head of Contacts and Conduct represented the PCC recently at the APCC Fraud Symposium 19 October 2020 and discussed the report commissioned by West Midlands OPCC on Tackling Fraud in the UK – Successes, Shortfalls and Strategies for Improvement. The PCC has also been approached by UK Finance, the collective voice for the banking and finance industry, representing more than 250 firms across the industry to explore how the OPCC, ASP and UK Finance can work together to prevent fraud and protect our communities. This meeting is scheduled for the 14th December 2020.

The PCC has also been in contact with Kevin Hollinrake MP, Chair of the All Party Parliamentary Group on Fair Business Banking during this period. Most recently she wrote to Mr Hollinrake in January 2020 to seek an update on the proposed recourse platform for SME's. Mr Hollinrake confirmed that the 'Business Banking Resolution Service' (BBRS) was in the pilot phase and a selection of cases had been identified for the pilot. It had been the intention of the OPCC to follow this up later in the year however this was not possible due to COVID-19. Recent information in the public domain would suggest that the complainants have raised concern about the BBRS therefore deemed it not fit for purpose. The PCC/OPCC continues to work with national initiatives to improve services and support to victims of fraud at both a local and national level.

2. Resourcing of the Fraud Team (Complex and Volume) previously known as the Economic Crime Team

There has been previous intimation that the reason Avon and Somerset Police have not investigated these cases is due to the associated costs. The PCC is satisfied that this has not been a deciding factor in these cases and the matter of costs has never arisen as part of the decision making.

There is no minimum value below which the Fraud Team will not investigate. There are factors that may mean the Fraud Team would not investigate but they would only take into account value when considering the most appropriate and proportionate response for a report of fraud.

All fraud (except call for service) is initially assessed by NFIB. As part of their assessment they apply various algorithms which means that some cases will not be reviewed. However, a minimum value isn't one of those factors that would automatically rule out a case for investigation notwithstanding that a higher value case may evoke review.

There is an acceptable level of capacity to deal with fraud within Avon and Somerset. Fraud reports are assessed by a supervisor in the Fraud Team and the Fraud Investigation Model is applied. This is then directed to the most appropriate unit for investigation. This could be through the Incident Assessment Unit for desktop investigations, Response for incidents requiring attendance, Investigations or retained by the Complex or Volume Fraud Team.

The Fraud Team has been subject of growth in accordance with the demand placed on the Constabulary through fraud cases. The recent investment in 7 new posts has been directly funded through the 2020/2021 precept increase. This includes investigators, a supervisor and two new Protect Officers who will work directly with our most vulnerable communities and the wider public to educate, protect against and prevent fraud. Whilst Protect Officers will educate, prevent and protect against fraud they will also investigate. Avon & Somerset Police are the only Fraud Team in the region that have the Protect Officer resource. This will be complimented by the new National Economic Crime Victim Care Unit which means that everyone who is a victim of fraud will now have access to an appropriate level of support.

3. Recommendations from the PCC Complaint.

Recommendation	OPCC Action
Changes in the Complaint Regulations: The Panel requests a further report on the Commissioner's	<ul style="list-style-type: none"> OPCC Head of Contacts and Conduct and CEO met with Democratic Specialist and

<p>preparation for these changes. This should include recruitment of staff, training and resource implications. The Panel would be grateful if the details of the process the OPCC will adopt for keeping the Panel informed of numbers/themes of Police complaint appeals including Super Complaints, could also be included.</p>	<p>Panel Sub-Committee lead to provide an overview.</p> <ul style="list-style-type: none"> • Appointment of Review Manager • Meeting between CEO, Democratic Specialist, OPCC Head of Contacts and Conduct and Review Manager to discuss complaint handling. • Revised Complaints Protocol submitted and awaiting Sub-Committee sign off. • Agreement and implementation of PCC Complaint Panel Summary Report including risk rating. • Head of Contacts and Conduct & Review Manager attended IOPC and Sancus Training on new regulations. • Complaints and Reviews regularly featured in Commissioner’s Update including Super Complaints. • OPCC Head of Contacts and Conduct and Review Manager attend Regional OPCC Review Meetings with IOPC. • OPCC Head of Contacts and Conduct and Review Manager presented to the Panel October 2020.
<p>Independent Residents Panel and Joint Audit Committee - The Panel hopes that there is a formal mechanism relating to these bodies that enables complaint findings to be directly presented to the Commissioner.</p>	<p>IRP – All the material including the findings of the panel in relation is presented to the PCC as part of the report produced by the IRP which is published here: https://www.avonandsomerset-pcc.gov.uk/reports-publications/independent-residents-panel-reports/</p> <p>JAC – The PCC attends the JAC and therefore hears their findings first hand. The reports are circulated and published here: https://www.avonandsomerset-pcc.gov.uk/reports-publications/joint-audit-committee-reports/</p>
<p>IOPC - There should be a system to ensure the Commissioner is personally made aware when the Independent Office for Police Complaints makes recommendations to the Constabulary</p>	<p>The PCC is updated at every SLT weekly meeting by the Deputy Chief Constable of cases referred to the IOPC. Where the IOPC manage or direct complaints the Head of Contact and Conduct will be made aware and attend any associated Gold Group. There is also quarterly meetings between the Head of Contact and Conduct and the Head of PSD to discuss any IOPC matters. The PCC is updated accordingly.</p>
<p>We recommend that if future complaints require the Commissioner to exercise her oversight duty</p>	<p>This recommendation is accepted.</p>

<p>or challenge function of the Chief Constable, then a very detailed record is kept of any meetings or conversations that take place.</p>	
<p>We recommend that a formal process for the storage of record books is adopted because the continuing value they bring is immeasurable when accountability is challenged. We regard these records as being the property of the Office of the Police and Crime Commissioner and they should be retained by the office on change of Commissioner and a retention period applied to the books. This recommendation serves the joint purpose of protecting both the public and the Commissioner.</p>	<p>The Information Commissioners Office has recently completed an audit of OPCC's and made a number of recommendations. This is being captured as part of this work in the new year and in preparation for the PCC Election.</p>
<p>The Panel has been advised that the Commissioner and her PCC colleagues are in talks to bring about a constructive banking review and related compensation scheme and the Panel welcomes this collaborative step. The Panel recommends that the Commissioner notifies the complainants.</p>	<p>Please see commentary above under Strategic work related to fraud, specifically the Business Banking Resolution Service.</p>

Final Summary

An extensive level of scrutiny and assessment has been applied by multiple agencies in these matters and none have found concern or issue with the actions of Avon and Somerset. There is no supporting evidence to suggest that there has been any corruption or collusion with an intention to deceive complainants. The PCC must rely on the information provided to her by the Chief Constable however the PCC has discharged her scrutiny at multiple levels of Avon and Somerset Police through her team throughout this period. All have been advised that the matters reported did not contain the elements required to make out a criminal offence and have been satisfied with the explanations received.

The PCC and her team have always maintained their sympathies for those affected by these banking matters. Whilst the PCC continues to discharge her scrutiny function to ensure the highest level of transparency and public accountability in policing, the PCC has now exhausted all appropriate scrutiny options at this time. It is regrettable that there is now a level of acceptance that neither the PCC nor Avon and Somerset Police are likely to alter the beliefs, change perceptions or provide assurance to complainants in these matters. Whilst sympathetic to the circumstances the complainants are in, there is nothing further that the PCC can do to assure herself that these matters have been taken seriously and fairly.

Avon and Somerset Police deal with an average of 180 victims of fraud a week in the Avon and Somerset area and have had many successful outcomes. An example of this is Operation Everest, a three-year investigation into a complex £7million investment fraud involving 340 victims, many who were elderly and vulnerable. The offender in this case was a green energy fraudster who claimed to

be raising funds for a biogas reactor. The victims, some of whom were suffering from dementia, suffered losses ranging from £5000-£500,000. An original investigation had already been started by another police force but was discontinued. Avon and Somerset Police picked up and continued the investigation and after a ten-week trial, the leading defendant in the trial was sentenced to seven and a half years and ordered to pay compensation of £1.94million. The lead officer was recognised nationally for her work and received the 'Outstanding Investigator' award in the 2019 Tackling Economic Crime Awards as well receiving praise from the presiding judge.

Fraud remains a concern nationally and the PCC and her team will continue to work with Avon and Somerset Police and key stakeholders nationally to disrupt and deter offending and protect the public.

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

Site	Status	Timescale
Shepton Mallet	New premises opened	March 2020
Williton	Lease in place for new police station at West Somerset House Works to complete Proposed disposal of old police station	Winter 2020/21 20/21
Taunton	Completion of sale - old police station	September 2020
Kenneth Steel House, Bristol	Phased refurbishment programme	Work completed Autumn 2020
Yeovil	Design phase for new police station on existing site expected to complete Construction programme due to commence	Winter 2020/21 Spring 2021
Minehead	Options re-appraisal continues following decision that leasehold premises identified on the high street no longer viable due to flooding risk	Autumn 2020, Winter 2020/21
Trinity Road, Bristol	Contracts exchanged with preferred bidder Planning application finalisation and submission Proposed re-development to commence	September 2020 No later than Jan 2021 2021/22 (subject to planning)
Broadbury Road, Bristol	Options appraisal continues to include potential sharing with partners/partial disposal.	2020/21
Wells	Construction commenced on new police station Project expected to complete Completion of sale of old police station	Autumn 2020 Winter 2020/21 2020/21
Street	Refurbishment complete Proposed disposal of surplus building	2020/21
Somerton	Options appraisal. Refurbishment costs/business case to be informed by condition survey	2020/21
Chard	Options appraisal continues for new police station. Proposed disposal subject to business case	2021/22 2022/23
Burnham	Options appraisal continues	2021/22
Bath (Lewis House)	Agreement of Terms in principle. Design development and sign-off with BaNES. Original scheme design no longer achievable Options review ongoing	Spring 20/21 Autumn 2020
Weston Super Mare (Town Hall – Police Enquiry Office)	Terms agreed. Construction to commence (subject to signing of lease).	Autumn 2020/21

AVON AND SOMERSET CONSTABULARY MENTAL HEALTH ASSURANCE REPORT (OCTOBER 2020)

1. Purpose of report

- To provide thematic assurance around the vulnerability area of Mental Health.
- To provide information about assurance and ongoing and planned improvement activity
- To make recommendations for improvements in this thematic area.

2. Background / Summary

“There will be no vaccine for the population mental health impacts of the COVID-19 pandemic”¹

This assurance report highlights the large increase in complex mental health demand, mainly exacerbated by the COVID-19 pandemic. The increasing pressures on Mental Health services have implications for police. Collaborative working to problem solve the demand challenges are more critical now than ever.

The aim of the Constabulary’s mental health theme is to ensure that the correct policing purpose in any mental health related incident is identified and understood; to ensure the response is proportionate and that people who present to police while experiencing a mental health crisis will be supported and managed in the most appropriate way by the most appropriate service.

The Independent Commission on Mental Health and Policing Report² describes mental health as “core business” of policing. Local research suggests that officers and staff are not confident and may even be fearful of decision-making where mental health is an issue. This affects their ability to accurately assess risk and take appropriate measures. The interface between policing and mental health is complicated but must be recognised as “business as usual” rather than a “medical matter”. The policing purpose relating to calls involving mental health can be overlooked.

Many of the challenges discussed in this report are not unique to Avon and Somerset but are being reported nationally; however the Constabulary is one of the leading forces in this field. The Constabulary has put significant resource into understanding Mental Health related demand, working with the College of Policing, and is one of only three forces leading in this project. It is also one of the only forces to have successfully rolled out Mental Health Tactical Advisors (TacAds). The Constabulary is also actively tackling the issue of diagnostic overshadowing (discussed later in this paper). The Constabulary’s Mental Health Coordinator is well connected locally, regionally and nationally and has been able to influence development in this policy area.

3. Current demand position

3.1 Data

The first national mental health data snapshot, in November 2019, estimated mental health demand at 5.3%; although this is contested as too low. This figure was contested by some forces who claimed that it under-counted. Desktop analysis by the Constabulary estimates that 6.5% of all demand is related to mental health. These figures pre-date the outbreak of the COVID pandemic and should be treated with caution.

The method of counting the number of mental health related calls, however, does not reflect the entire picture. The snapshot revealed that most mental health related calls are attended. Most are graded as Immediate or Priority and the calls often take longer to resolve and require more officers. This explains why mental health related calls feel like they are taking so much of front-line officers’ time. It is also recognised that mental health calls are not always accurately tagged and this too has an impact on the reliability of the findings.

In 2018, the Constabulary produced their first Problem Profile for mental health demand and this helped provide focus in this area. When this paper was discussed at the Constabulary Management Board (CMB) in October it was agreed a new Problem Profile will be produced; this is especially important given that Public Health England are predicting a 30% increase in mental health related demand due to the pandemic. It was also agreed at the meeting that a Qlik App would be developed in order to be able to have better oversight of mental health related data in real time.

¹ Kousoulis; Van Bortel; Hernandez; John ‘The long term mental health impact of COVID-19 must not be ignored’, BMJ (2020)

² Adebawale et al, Independent Commission on Mental Health and Policing Report (2013)

3.2 Demand; levels, flow and mitigation actions

A significant area of mental health related demand for the force is the use of powers under S136 of the Mental Health Act. Use of S136 for the year 2019-2020 shows an increase of 33%, continuing a rising trend seen in previous years. The figure for the last year stands at over 1700 uses. This will be discussed later in the report.

Whilst the volume of calls has been described as “stable” the complexity of and follow-up resourcing required for these calls is increasing. Officers are being called to support the Places of Safety more frequently due to the labile presentations of patients; there have been issues gaining access to the Places of Safety and Emergency Departments; people already known to services have been calling emergency services more frequently.

There is significant internal demand on the central team for tactical advice, attendance at case conferences in complex cases and service recovery on a case by case basis.

The COVID situation has aggravated and magnified issues that existed before the pandemic began. The NHS experienced a drop in demand during lock-down, but all agencies have been actively monitoring trends. A number of factors appear to be consistent across all providers:

- demand has rebounded and is beyond previous levels
- the level of psychosis in patients is higher than previously
- the level of violence is higher than previously
- more people are requiring admission to hospital under section following S136 than previously (a reported increase of about 10%)
- more of these people require placements in Psychiatric Intensive Care Units than previously and the local and national provision for this is inadequate. Sometimes there are no PICU beds available anywhere in the UK.
- in addition to people currently known to mental health services – there has been an increase in the number of people who were thought to have previously recovered and an increase in the number of people who were not previously known to mental health services.

In addition to extra demand the impact of coronavirus, and the measures to manage it, has caused the system to slow down; assessments are taking longer and it is taking longer before patients can leave the Place of Safety for a ward.

Usually officers with a S136 detainee, who cannot go to a Place of Safety would go to Accident and Emergency (A&E) as an alternative. The pandemic has also caused delays in A&E and this has led to situations where paramedics and police officers (with people suffering from both physical and mental illnesses) have been queued outside in vehicles for hours. While this is far from ideal, the multi-agency response has been quick in relation to general contingency planning and new and emerging issues.

A positive development in this area was the opening of the Bristol Sanctuary in October. This is commissioned by Bristol, North Somerset and South Gloucestershire (BNSSG) Clinical Commissioning Group (CCG) and will provide options for police, ambulance and acute trusts five days a week, late into the night, which have not historically existed. Where these agencies encounter people who appear to be in crisis but who do not meet the threshold for S136 (or require treatment in A&E for a physical ailment) the sanctuary can be used to take these people to. The sanctuary will help the person in their moment of crisis, make any necessary referrals or signpost them to other services and arrange for them to be taken home afterwards. Each person gets an allotted two hours at the sanctuary and it is estimated they can accommodate nine people per night. On the two nights it is not actually open to receive clients – a telephone service will be offered instead.

It is hoped that the provision of this service will reduce the number of people being taken to A&E with pure mental health presentations and also reduce the use of S136 as an unnecessary protective measure thereby reducing pressure on the Places of Safety and allowing police and paramedics to safely hand someone over and continue with other duties.

3.3 Predictions of future demand

The initial drop in mental health related demand that occurred across the whole system can be defined a COVID suppressed demand where the true level of need was artificially hidden by people not calling or lack of referrals etc.

There is also COVID generated demand which is mental illness, distress, anxiety, suicidality etc. caused by the effects of lock-down, fear and the economic fall-out.

As mentioned above there is a national prediction of a 30% increase in demand. Local mental health services had started to experience this surge in demand but it is unknown how the second lockdown will effect this.

3.4 THRIVE

The Constabulary are part of the strategic umbrella group at THRIVE and contributed to the development of their report *Mental Health and Wellbeing COVID-19 Response*. The report talks about the expected impact of COVID-19 and but also over 40 recommendations to mitigate this impact. The recommendations have been agreed by the THRIVE Gold Group and are now exploring financing options.

The Constabulary will remain involved in the work and the Office of the PCC will also be represented going forward.

This report is focused in the BNSSG area but the Bath, Swindon, and Wiltshire CCG are now recommencing their own version.

4. The Constabulary response to mental health on a day to day basis

4.1 The “13/22 bulge”.

The “13/22 bulge” is a term used to describe the visible patterns in mental health demand at both a local and national level: there is a clear pattern that mental health related demand starts to pick up at 13:00 hours and then starts to come down again at 22:00 hours. It is believed that similar patterns are evident in demand on the ambulance service and A&E departments. Locally it has also been noted that the hour preceding midnight is also busy and close to levels at 09:00 hours.

This illustrates the need for wider and longer provision of actual mental health services beyond 17:00 hours. Police data, like this, is currently being used to inform CCG level meetings examining demand and provision.

4.2 Diagnostic overshadowing

Diagnostic overshadowing is where somebody allows a mental health issue to overshadow situational decision-making. It means that the genuine policing purpose is missed with crimes being overlooked and safeguarding not undertaken. Diagnostic overshadowing can be found in cases subject to statutory case reviews, Professional Standards Department reviews and Independent Office for Police Conduct reviews.

Diagnostic Overshadowing is recognised as a key area for improvement and features across Constabulary mental health training discussed below.

4.3 High Intensity Users and Response Plans for individuals with mental health problems.

There is a small but significant cohort of people within the force area, with a usual diagnosis of personality disorder, who very frequently come to the attention of police and other emergency services.

Treatment for personality disorders is complex, intense and is not readily available. From a policing perspective it manifests itself in high numbers of missing person episodes, threats of suicide or self-harm. Faced with this – many officers resort to the use of S136 as a means to immediately keep the person safe. They are assessed and then discharged because a personality disorder cannot be treated with medication or in hospital.

This is ultimately a commissioning issue and it has featured in the plans discussed elsewhere in the report as an urgent and ongoing need. In the meantime, the Constabulary work with clinicians to develop appropriate Response Plans. These are based around the National Decision Model and contain all known relevant information to assist officers when they come into contact with a named person. The plans are embedded on Niche and officers are able access, read and act upon them in real time. These plans are complex and time consuming to prepare are there are only a few people in the Constabulary who can write them.

In recent months, the situation with some of these people has reached the point where taking a criminal justice pathway has been the only viable option. This is only recommended after a great deal of consideration and discussion – where possible but not always – with the agreement of clinicians. But such has become the effect of the behaviour that it has led to considerable use of resources or a significant impact on the public. This is never the preferred option and it is rarely the first but in the cases where this approach has been taken it has been entirely justified, necessary and supported by the finding of the court.

4.4 Supporting the mental health theme internally

When this report was discussed at CMB it was agreed to increase the support to the Mental Health Coordinator with an additional secondment of a Mental Health TacAd. This means the TacAds can focus on tactical and operational work allowing the Coordinator to focus on training, strategic planning and multi-agency liaison.

The Mental Health Board (see below) has also been developed so that broader organisational support can be leveraged to address some of the issues faced.

5. Section 136

The use of S136 has been rising year on year for many years. In the year 2019-2020, there were over 1700 uses which represents a rise of 33% on the previous year. Given the reporting period this increase cannot be attributed in any way to the pandemic. Base on initial data it appears that the pandemic did not cause S136 use to decrease.

5.1 “Conversion rates”

It has been suggested that the police use S136 powers too frequently. One reason that health partners believe this is because of the low “conversion rate”. The “conversion rate” is the number of people who are formally admitted to hospital – under Section after a full Mental Health Act Assessment – compared to all those detained by the police using S136. This figure, has for a long time, been about 20-25%; during the pandemic it has some time risen to 30-35%.

However just using this rate does not present the full picture. It does not include the number of people who are discharged, following a S136 assessment, but who receive some kind of follow up or referral with mental health services in the days after. These people account for an additional 40-45 percent. So in total between 60-70% of people who are detained by the police under S136 receive some kind of follow up by mental health services after the event.

It is also important to consider that how someone presents during a Mental Health Act assessment – which usually takes place 12-16 hours after the crisis – will be very different from how they were presenting to the police at the time of contact with officers. That assessment will take place in a calm and safe environment, hours later and after rapport and support has been offered by nursing staff. It is a very different scenario from that faced by officers with a person in full crisis but who appears to need immediate care and control.

What these figures actually suggest is that, in the main, officers are getting the decision right. There may be other options and police powers may be used over-cautiously (see below) but police decision making is made in the heat of the moment and often when there do not appear to be other alternatives that can keep someone safe.

It will be beneficial to try and understand the circumstances of the people who are discharged with no follow up as this suggests that there was not an underlying mental health condition. Academic research indicates that the most likely reason for a S136 detention is suicidal ideation. It is likely that a large proportion of these people will have made suicidal comments. S136 is then used by police to prevent the person from killing themselves, when that is their stated intention, and in the absence of other viable options. S136 is effectively being used as a “suicide prevention tool”³

During the lock-down period, despite a notable drop in mental health related demand seen on STORM and across the whole mental health system, the one countable figure which did not go down was the use of S136. Its use remained consistent with numbers from previous months and years. Places of Safety reported as many admissions as the same time the previous year.

Much work has gone on to understand the reasons behind this continual rise as well as reviewing why the existence of triage has not reduced it. This research has been conducted by the Constabulary, the Office of the Police and Crime Commissioner and draft research completed by a university Masters student.⁴

The combined summary of this research outlines the following issues:

1. Officers are calling for advice from a mental health professional more often than not. The law states that this conversation must happen where it is practicable. Reasons why it might not be practicable include the need to

³ Menkes and Bendelow: “Diagnosing Vulnerability and Dangerousness”: Police use of Section 136 in England and Wales (2014) 13 Journal of Public Mental Health

⁴ Moulds K: Keeping the Peace in times of uncertainty: An examination into police and their interactions with people facing mental health crisis during the COVID-19 pandemic. (DRAFT) (2020)

take immediate action with no time to safely make calls or inability to contact a mental health professional. Research shows that officers not calling for such advice when they could or should in approximately 15% of cases. In the other 85% of cases they are either calling, it is not safe to do so or there is no reply.

2. The advice is very often to “use S136”. Instances which can truly be claimed as diversions from S136 following such a conversation are very small.
3. The most likely scenario in which a “diversion” occurs takes place when a nurse actually deploys to the scene (the Street Triage Model.)
4. Officers lack confidence in decision making and there is a fear of adverse outcomes.
5. Officers feel they have no alternative option to keep people safe and not wanting to leave them.

Although the samples used for this evidence has been small there are common themes found in this Avon and Somerset based research.

5.2 Potential actions that could help improve the situation

The key, therefore, appears to be training and giving officers the confidence to make better decisions; training is discussed elsewhere in this report.

Having a mental health professional at the scene also appears to be important in what action is subsequently taken. Street Triage is currently limited to the BNSSG area and is financed by that CCG; two nurses provide cover from 10:00-22:00 hours. More needs to be done to understand how well this is used and how effective it is.

The Constabulary and OPCC continue to work closely together with BNSSG CCG and the service provider (AWP) to monitor performance, understand how effective the triage service is and ultimately aim to improve it.

6. Places of Safety (PoS) and Transport

Based on figures in Avon and Somerset, in August and September 2020, around 60% of persons subject to S136 powers are conveyed to a PoS by ambulance. This figure represents an increase on previous years, and reflects national figures.

Because of the pandemic, and increased demand on Ambulances, contingency plans have been agreed, through the Local Resilience Forum, that recognise that the police may have to operate outside of the code of practice and more frequently transport people themselves.

The current practice is that officers should still request an ambulance on every occasion but if it appears that they cannot attend or there is going to be a significant delay – in the best interests of the person concerned – police should transport directly to the PoS rather than wait indefinitely at the roadside.

6.1 Places of Safety

The pandemic has highlighted the lack of PoS capacity within the BNSSG area. Theoretically the PoS should, on most days, be able to accept and accommodate the number of people detained under S136 by police. However the situation is compounded by the speed in which they are assessed once inside. AWP estimate that it takes, on average, 16 hours to assess and then discharge or admit someone. Considering that the period of detention allowed for S136 is 24 hours it is easy to see how a backlog is created. The reasons for this delay are the availability of assessment teams, particularly the availability of suitably qualified doctors and these have been compounded by the bottlenecks described elsewhere in this report. All of these issues are being discussed at the most strategic clinical and commissioning levels with plans being developed to improve the situation.

Pressure on the PoS has also been aggravated by issues in police custody. In cases where a person has been arrested on suspicion of a criminal offence and requires an in-custody Mental Health Act assessment - the speed of assessment and, in particular, the speed in which a bed can be found for someone following an assessment in custody has slowed considerably during the pandemic. This has meant that custody staff – facing an expiring PACE clock – have had no option other than to follow national guidance to use S136 in order to ensure that continued detention is lawful. This means that the person then has to be conveyed to the PoS thus creating additional demand for them.

The general situation is slightly less problematic in Somerset but the availability of suitably qualified doctors seems to be a national issue which cannot be easily remedied.

In response to the pandemic a number of contingency plans were developed which have included temporary increased capacity and the choice of PoS being defined by the location of the detention. None have been sufficient to alleviate the issues entirely.

The wider issue of actual PoS capacity within the BNSSG area is being discussed as part of the overall system-wide response and review meetings which are underway as a result of the pandemic.

6.2 Escalation process

There are no figures for the number of times the multi-agency escalation process has been used. When it has been used the response has, on the whole, been successful. On occasions where it has not worked as well as intended the matter is normally raised with the Mental Health Coordinator who is able to liaise with a senior counterpart in the other agency and resolve the situation. Instances where it has been needed have usually revolved around access to PoS, requests for police assistance or custody related. The escalation process has been highlighted over the pandemic period and partners are working together to identify any learning to improve the processes.

7. Training of officers and staff

7.1 Communications Training

As has been discussed previously data quality is an area for improvement and this applies with mental health in terms of proper flagging and tagging on core systems. To help improve this an automation has been added into the first point of contact process. For the three call-types most commonly associated with mental health (Suicidal, Concern for Welfare and MISPER) the initial call scripts now ask whether it is believed that mental health is the cause of the incident. If this is answered “yes” it automatically populates the mental health tag and qualifier.

Internal training is currently being delivered to the Communications teams; this started in September and sessions will continue to the end of the year. The session outlines relevant mental health legislation, data and demand, case studies regarding diagnostic overshadowing, a myth-busting session and outlines what Triage and the Mental Health TacAds can offer to support staff.

7.2 Mental Health Tactical Advisors

The course delivered to the TacAds is done so by police colleagues, clinicians and a service-user. Students spend one day on placement with mental health services with one of the local Mental Health Trusts.

Separately, the Mental Health Coordinator delivers training and input to outside agencies, such as Places of Safety and approved Mental Health Practitioners on the police role and responsibilities in mental health related incidents.

Feedback on the TacAds has been positive and both the OPCC and university research also identified benefits of the training and the role. Formal evaluation is due to take place by the College of Policing but this has been delayed because of the pandemic.

Between September 2019 and January 2020, over 60 TacAds were trained, from all areas of frontline uniformed policing and from within Communications. Maintaining these levels requires regular training programmes and this has also been delayed because of the pandemic. Due to the success of the course there has been additional demand from staff wanting to take it and additional departments asking for their staff to be included in this training schedule. Consideration is being given as to how to adapt this delivery to ensure it is as effective but also sustainable going forward.

7.3 Supervisor workshops

By late 2018 almost all uniformed Sergeants and Inspectors (at the time) had taken part in one-day workshops on mental health in policing. Due to other training priorities this was not sustainable and the resource was re-deployed to focus on designing, developing and delivering the TacAd training. During this period training was also designed and delivered to Communications supervisors and Custody staff.

The Constabulary has recognised the importance of delivering suitable mental health training to supervisors and has begun to deliver training in Patrol. These are online sessions delivered by the Thematic Lead and Mental Health Coordinator together. Each session covers an update on the current situation regarding policing, mental health and COVID-19. There then follows learning on common errors, legislation and powers, use of force, appropriate use of the Mental Capacity Act and diagnostic overshadowing.

7.4 Mental health training for new officers

In recognising the importance of equipping new officers with the right skills – and to try and address the lack of confidence in decision making – all new officers on the Police Constable Degree Apprenticeship now receive an input,

within their initial weeks, about mental health in policing. Later in their training student officers also take part in mental health related role-play situations which will further test and embed their learning.

7.5 Improvement activity

When this was discussed at October's CMB the Board approved a number of recommendations for improvement activity in this theme:

- to create a cohort of associate trainers from within the existing Mental Health TacAds who could then assist in the delivery of basic mental health training to a wider audience;
- to review all existing initial training for communications, PCSOs, custody and newly promoted Sergeants to establish if there is an opportunity to expand or enhance any mental health elements to include diagnostic overshadowing and other local perspectives;
- for the bespoke mental health courses to be included in the central suite of Avon and Somerset training;
- to design and develop a new basic mental health training package for patrol and neighbourhood teams which would reflect local and national learning. This would be delivered by the new TacAd Associate Trainers.

8. Governance and Partnership working

8.1 A&S Mental Health Strategic Board

The challenges faced in relation to mental health in the Constabulary affect many different parts of the organisation. In recognition of this and to strengthen the senior leadership in this theme, the Constabulary will establish a Mental Health Board. The overarching aim of the board is:

“To ensure that the correct policing purpose in any mental health related incident is identified and understood; to ensure the response is proportionate and that people who present to police while experiencing a mental health crisis will be supported and managed in the most appropriate way by the most appropriate service.”

Whilst there is some partnership focus of the board, its primary focus will be internal to ensure all parts of the organisation understand the challenges and work together collaboratively to address these, particularly those relating to diagnostic overshadowing.

8.2 Avon, Wiltshire and Somerset Crisis Care Concordat

The Crisis Care Concordat had been on a long hiatus and was reconvened for the first time in 2019. A way forward being considered is for more local meetings to continue but with the ability to escalate to a regional executive level on an ad hoc basis if the need arises.

8.3 Redesign of the care pathways

The redesign of the care pathway in the North of the force has largely been interrupted and superseded by the contingency planning required to deal with the pandemic. The contingency work has led to emergency and temporary measures being introduced not previously considered as part of the redesign. Many of these local meetings are now adapting into groups examining the lessons learned and considering how things may be different once the crisis period of the pandemic has passed.

The Bristol THRIVE report (discussed above) touches on many of the themes that the care pathway redesign was considering. In many respects the work is progressing but the prioritisation of different elements has changed. Most of the people attending the various THRIVE groups and sub-streams were members of the original pathway redesign group.

There have been no meetings of an equivalent nature in the South of the force. The Constabulary are still engaged with the Somerset Foundation on both operational and strategic items. However there has been no move to “re-invent” the entire pathway in the South as, at this stage, it appears to be a less pressing issue.

8.4 Mental Health Referral pathways

There is currently no method by which the police can notify GPs or primary care of concerns following attendance at an incident whether S136 was used or not. The main reason for needing such a referral pathway is to enable earlier intervention of appropriate health services and support. Even GPs are reporting that they are not being made aware of their patients predicaments until after they have been subject to S136. This presents a significant gap in the ability to better manage mental health issues.

It was hoped that the Avon, Wiltshire and Somerset Crisis Care Concordat would drive this issue forward but, as discussed above, this group is not working effectively. Another avenue considered was how Triage could be utilised but this cannot progress currently due to information governance issues being resolved.

This continues to be a significant risk and the Constabulary are looking for opportunities through the Safeguarding work but also looking to follow up on recent movement from health partners in both the North and South of the force.

9. Conclusion

Mental health demand was increasing prior to the pandemic and this has been exacerbated by the pandemic and response to it. This demand is anticipated to continue.

Mental health is recognised as core policing business by senior leaders in the Constabulary but more needs to be done to embed this view among 'front-line' colleagues. Through leadership and training the Constabulary are trying to change the way mental health is dealt with internally in order to improve the service both to those with mental ill-health whilst also securing the best public service for the wider community.

As well as progressing the improvement agenda internally the Constabulary are working with partners locally, regionally and nationally to try to bring about the whole system changes. This broader change is needed to make a fundamental difference to those with mental ill-health and ensure they receive effective help which will prevent their repeated contact with the police.

AVON AND SOMERSET POLICE AND CRIME PANEL

8TH DECEMBER 2020

REPORT OF THE POLICE AND CRIME COMMISSIONER

2021/22 FINANCIAL PLANNING - BUDGET PROCESS UPDATE

1. EXECUTIVE SUMMARY

This report provides an update on the process that will lead to the setting of the 2021/22 revenue budget, council tax precept and capital programme in February 2021. It sets out our current planning assumptions and areas of continued uncertainty at time of writing. At this stage of the process, the Panel are not being asked to consider a draft budget or financial plan, only to note the current assumptions and illustrative examples of their implications.

Whilst this report is prepared on the best information currently available, it has been necessary to make a large number of assumptions and projections about future events in order to arrive at these financial illustrations. Going forward, it will be necessary to continue to review these in light of a number of areas, most notably:-

- The outcome of the 1 year Comprehensive Spending Review (CSR), and the detail of the police funding settlement;
- The confirmation of targets and funding beyond March 2021 for the delivery of the Government’s promised 20,000 increase in police officer numbers;
- The projections and forecasts of local authorities for council tax, particularly the impact that Covid-19 will have on the tax base and on the PCC’s share of any deficit against the 20/21 collection fund;
- The principles and parameters within which the PCC is asked to consider and set the policing precept, including the level at which a local referendum will need to be held.

Our key working assumption at this stage in relation to the policing precept is that this will increase by 1.99% p.a. in each of the next 5 years.

	<i>Current</i>	MTFP Period				
	<i>20/21</i>	<i>21/22</i>	<i>22/23</i>	<i>23/24</i>	<i>24/25</i>	<i>25/26</i>
Av. Band D Police Precept	<i>£227.81p</i>	£232.34p	£236.97p	£241.68p	£246.49p	£251.40p
<i>Annual increase</i>	<i>+£10.00p</i>	<i>+£4.53p</i>	<i>+£4.62p</i>	<i>+£4.72p</i>	<i>+£4.81p</i>	<i>+£4.91p</i>

We acknowledge however that there remains the possibility that the government both enables and expects PCC’s to agree to a different change in the precept, as has been the case in previous years. The final decision on proposed precept will therefore be made in the context of the increased certainty that the future funding settlements are expected to provide.

The other key variable in our future revenue forecasts is whether or not any inflationary increase is made to our main grant funding and to the ring fenced funding to support the uplift in police officer numbers. At this stage of our planning we have developed two

illustrative scenarios for our revenue planning depending on whether we assume our future grant funding includes inflation or not:-

Revenue Plan - Scenario 1	21/22	22/23	23/24	24/25	25/26
Grant funding with inflation	£'000	£'000	£'000	£'000	£'000
Budget requirement	335,457	345,739	354,528	363,293	373,053
Less; Identified Savings	-7,261	-8,805	-9,803	-8,542	-6,281
Less; General funding	-323,255	-330,028	-337,734	-348,066	-356,925
(Surplus)/Deficit	4,942	6,906	6,991	6,684	9,848

Revenue Plan - Scenario 2	21/22	22/23	23/24	24/25	25/26
Grant funding without inflation	£'000	£'000	£'000	£'000	£'000
Budget requirement	335,670	346,412	355,649	364,802	374,959
Less; Identified Savings	-7,261	-8,805	-9,803	-8,542	-6,281
Less; General funding	-319,601	-322,804	-326,869	-333,486	-338,555
(Surplus)/Deficit	8,809	14,803	18,977	22,774	30,124

The capital plan headline forecasts at this stage of our planning are:-

Capital Plan	21/22	22/23	23/24	24/25	25/26
	£'000	£'000	£'000	£'000	£'000
Capital Plan Expenditure	19,549	18,565	20,536	14,113	7,910
Less; Capital Plan Funding	-19,549	-18,565	-12,673	-12,119	-7,619
Deficit	-	-	7,863	1,994	291

There remains a deficit in our capital plans, reflective of cuts to capital grant funding and of the continued uncertainty around the local implementation costs related to national IT programmes, most notably the Emergency Services Mobile Communication Programme, which alone is forecast to cost £13m to deliver in Avon and Somerset over the next five years. Where possible we will refine our forecasts for both capital expenditure and funding further by the time our final MTFP is presented and approved.

2. BACKGROUND

The setting of an annual budget occurs within the framework of our Medium Term Financial Plan (MTFP). This sets out our strategic approach to the management of our finances and provides the framework within which the delivery of the PCC's priorities will be progressed.

The PCC's Police and Crime Plan has four overarching priorities:-

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

The MTFP provides the financial outlook, context and resourcing principles for the annual budget setting process. It outlines, in broad terms, the specific service and funding issues over the 5-year period and how the PCC will, within these financial constraints, fund its priorities and ensure financial sustainability and resilience can be achieved. The MTFP is subject to annual review, with the next period covering 2021/22 – 2025/26.

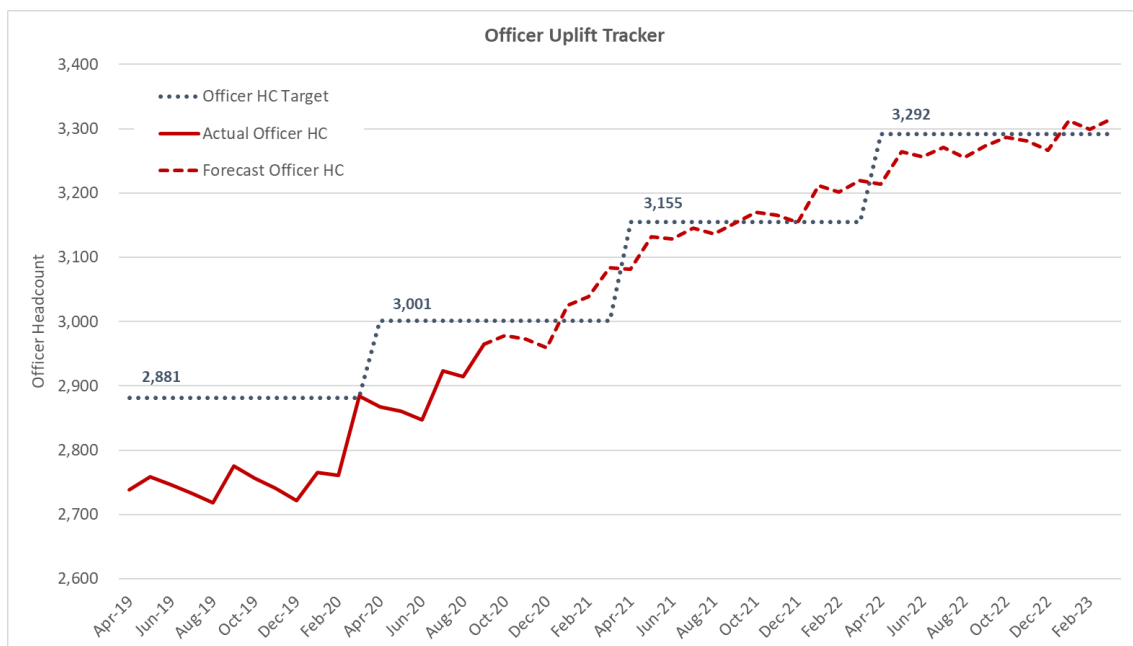
In February 2020 the PCC approved the 20/21 revenue budget and capital plan, confirming an average band d precept of £227.81, an increase of £10/4.6% on the previous year. The increase in local precept in 20/21 enabled investment in new police staff investigators and provided permanent funding for PCSO's previously funded by time limited specific grant funding.

When combined with main government grant funding, the total revenue funding received by the PCC in 20/21 equates to £186.02 per head of population, £29.84 below the national average for PCC's across England and Wales.

During the summer of 2019, the Government announced its intention to increase the number of police officers in England and Wales by 20,000. The target date for the achievement of this objective is by the end of March 2023, with incremental targets every year to ensure that this can be achieved. So far, the Government has confirmed targets for each force area to achieve by 31st March 2021, with announcements of future targets expected alongside the police funding settlement.

In the absence of confirmed targets beyond March 2021 at this stage, the Constabulary is planning towards the delivery of 457 extra officers by 31 March 2023 compared to a baseline headcount of 2,835 as at 1st April 2019. This 457 represents 2.3% of the national uplift target, equating to the Avon and Somerset % share of total police grant funding.

As at September 2020 the Constabulary was well on track to achieve this target, as is shown in the graph below. Between October 2020 and March 2023 it is projected a further 756 new officers will be recruited to achieve this growth and offset expected leavers numbers. Upon confirmation of future targets, we will review this plan and flex accordingly.



The global Covid-19 pandemic has introduced both short and medium term pressures and uncertainty.

- Short-term - the initial and ongoing response resulted in cost pressures (e.g. the costs of providing personal protective equipment to frontline officers, enabling home working for large numbers of our workforce), as well as reductions in income (e.g. cancellation of events for which we would normally charge for special policing services and reductions in speed awareness course referrals). Some of this pressure has been eased through the provision of extra government funding during 20/21 financial year;
- Medium-term – the economic outlook in the UK and across the globe has been weakened by this pandemic. It is likely that recovery will be slow with heightened unemployment and the ongoing need for virus control measures impacting on both consumer and business confidence. Against this backdrop our local authorities are forecasting reductions in council tax receipts, generating collection fund deficits and adjustments to future council tax base which are materially different from our previous assumptions.

The impact of the pandemic will also have consequences for wider public finances. By necessity, the government have had to introduce a number of interventions the financial costs of which will require long-term plans to recover. At this stage in the pandemic the government has confirmed that the CSR will focus only on a 1 year settlement, rather than the 3 year period previously planned.

The police service have engaged with the Home Office in its submission as part of the spending review. In doing so the case has been made for the funding needed to assure the delivery of the uplift in officers as well as to manage ongoing inflationary pressures arising from future pay awards, pension increases and other factors. The service has recognised the need to offer further savings and efficiencies, and has done so through ongoing opportunities presented out of a number of national programmes and initiatives. These include further potential procurement savings achievable through the newly created [Bluelight Commercial Organisation](#), as well as realising productivity and efficiency gains through national technology programmes (e.g. [National Enabling Programme](#)).

3. REVENUE FUNDING

The main revenue funding received by the PCC comes from two sources:-

- General grant funding – consisting of Home Office policing grants and legacy council tax grants; and
- Council tax funding – determined by the policing precept multiplied by the local council tax base and adjusted for our share of historic surplus or deficits on collection fund.

In addition grant funding is also received for specific purposes, and these grants include:-

- Uplift grant funding – this new grant funding for 2020/21 reflects the funding provided to enable delivery of the government’s commitment to increase police officer numbers;

- Pensions grant funding – this grant funding was introduced in 2019/20 to provide support for the increased cost of police officer pensions following an actuarial assessment that increased the employer contribution rate from 24% to 31%;
- Victims commissioning grant funding – this grant funding is provided to the PCC from the Ministry of Justice in support of the commissioning of victims services.

The value of both general and specific purpose funding is dependent on a number of variables which at the time of presenting this report remain uncertain. It has therefore been necessary to make a number of assumptions, and (in the case of council tax) rely on the forecasts of local authorities which in themselves remain subject to significant uncertainty at this time.

Council tax funding – The previous MTFP, approved back in February 2020, assumed future growth in council tax revenue. COVID-19 will impact on these assumptions, and early indications from our collecting authorities confirm this emerging picture. We expect to receive firmer confirmation of both tax base estimates and collection fund performance in time to finalise our budget proposal for presentation to panel in February.

The current average household in Avon and Somerset pays £227.81p towards local policing costs in 2020/21. This remains nearly £21 lower than the average across England and Wales (excluding city of London). In the southwest region, Avon and Somerset have the median police precept:-

	20/21 Precept £p	Difference £p	Difference %	Value £m
Gloucestershire PCC	£257.25p	+\$29.44p	+12.9%	+\$16.8m
National Average ¹	£248.65p	+\$20.84p	+9.1%	+\$11.9m
Dorset PCC	£240.48p	+\$12.67p	+5.6%	+\$7.2m
Avon and Somerset PCC	£227.81p			
Devon and Cornwall PCC	£221.64p	-\$6.17p	-2.7%	-\$3.5m
Wiltshire PCC	£216.27p	-\$11.54p	-5.1%	-\$6.6m

Our working **assumption at present is that the precept will be increased by 1.99% each year across the 5 year planning period covered by the MTFP**. This level has been assumed at this stage in our planning to reflect the expectation that this will be the level at which the referendum capping principles will be set:-

Annual increase of 1.99%	Current	MTFP Period				
	20/21	21/22	22/23	23/24	24/25	25/26
Av. Band D Police Precept	£227.81p	£232.34p	£236.97p	£241.68p	£246.49p	£251.40p
Annual increase	+\$10.00p	+\$4.53p	+\$4.62p	+\$4.72p	+\$4.81p	+\$4.91p

The PCC is undertaking a public consultation to seek views on precept levels and the attitude to any potential increase. The consultation will be online, by telephone and by mailshot to

¹ Calculated from an England and Wales policing council tax requirement of £4,396,606,485 divided by a council tax base of 17,681,556. The City of London Police are excluded from this calculation as their council tax requirement is calculated using a difference methodology to the rest of the county.

elicit the widest possible response. Once the results have been received they will be shared as part of the 21/22 budget and precept proposal.

The value of council tax funding is not determined by only the precept level, but also by the change to the council tax base, and the distribution of any surplus or deficit on local collection funds.

- **Tax Base** - The MTFP approved in February assumed aggregate tax base growth of 1.5% p.a. across our eight local collecting authorities. Taking into account the current impact of COVID-19 on the number of Local Council Tax Reduction Scheme claimants, and the slowing down of new house building during the pandemic, this assumption is no longer appropriate. At time of writing this report, we have received early estimates from all of our local authorities with the exception of Bristol City Council. Using an estimate for Bristol based on the worst-case position presented by our other local authorities, we project an aggregate **reduction in the tax base of 0.6% for 2021/22** financial year. Thereafter we are prudently forecasting a slow recovery, with 0.5% growth in 22/23, 1.0% for 23/24 and annual growth of 1.5% thereafter. We will review our assumptions here in light of final confirmed tax base estimates once received;
- **Collection Fund** - the MTFP approved in February assumed our aggregate share of collection fund surpluses would be £0.5m p.a. This reflected our assessment based on the historic performance. COVID-19 has resulted in all of our local authorities now projecting deficits on their collection fund. The government has announced that collection fund deficits arising in relation to 2020/21 must be spread over the forthcoming three financial years – normally these would be funded in the next financial year in full. Our **projected share of the deficit** based on returns provided by our local authorities (only Mendip have yet to confirm a figure) **would be £1.6m in 2021/22, rising to £1.7m in 2022/23 and 2023/24**. It is understood that conversations are still happening with HM Treasury around further support for local authorities to help manage the impact of this. At this stage we have assumed no support for this in either of our illustrative scenarios, and therefore we expect the full value of the deficit to be funded by the PCC.

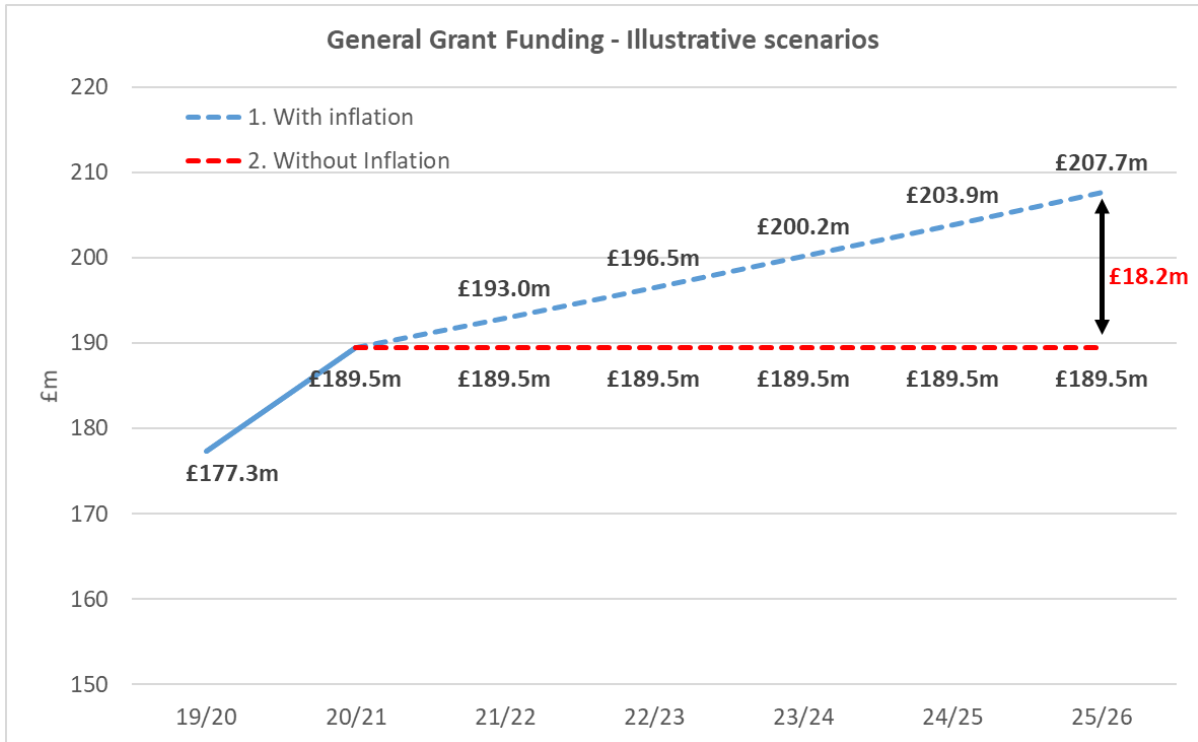
General Grant Funding – The final values of our grant funding will not be known until the announcement of the police settlement, which is not expected until mid-December at the earliest, with recent rumours suggesting that it will actually be January until this is published.

The key variable here is whether we will receive inflationary increases in Home Office police grant funding into the future (we are already assuming legacy council tax funding is frozen at historic values). Our last MTFP had assumed that future grant funding would be inflated, however we understand that this assumption is a key area under review by government.

We have modelled two illustrative scenarios at this stage in our planning:-

- Illustration 1 assumes growth in Home Office grant funding of 2% p.a. and
- Illustration 2 assumes this grant remains frozen for the duration of the MTFP, which we recognise is extreme.

The difference between these two illustrations, particularly when compounded over the 5-year planning period, is significant as demonstrated by this graph:-



There is a commitment from Government to review the formula used to determine the distribution of the Home Office police grant funding, however we recognise that this is not a current priority for the Government and therefore we do not expect this to be a significant factor affecting the value of this funding over the life of this MTFP.

Specific Grant Funding – Like with general grant funding we do not expect the value of these grants to be confirmed until the police settlement is announced. In the case of the pensions grant (20/21 - £2.8m) and the victims commissioning grant (20/21 - £2.0m) we expect these grants to remain frozen at historic levels. The key variable therefore relates to the uplift grant funding.

The uplift grant is payable on delivery of officer uplift targets which have been given to each police force area across England and Wales. The distribution of the targets has been confirmed up until March 2021, with Avon and Somerset being expected to increase our officer headcount by 137. Thereafter we are planning in line with the national planning assumptions which see our target increase to 457 additional officers by March 2023.

	19/20	20/21	21/22	22/23
Baseline officer headcount ²	2,835	2,835	2,835	2,835
A&S cumulative officer uplift target	+46	+137 ³	+320	+457
Target officer headcount	2,881	2,972	3,155	3,292

² This is the headcount figure after the increase of 100 officers funded by the 2019/20 precept increase were accounted for.

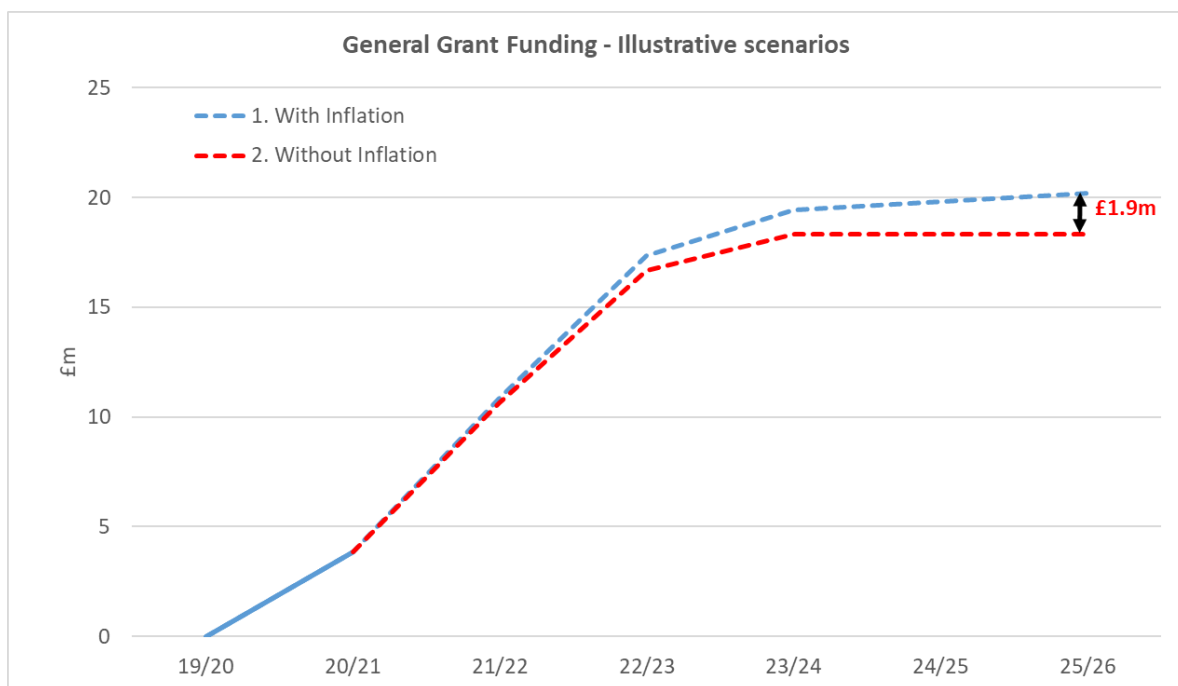
³ Given the uncertainty we planned for the delivery of a further 29 officers by March 2021, making our local target 3,001 as per the graph above. This 'local stretch' has been removed from future year projections.

In 2020/21 we were allocated £3.84m in uplift funding which we are expecting to receive in full by the end of the financial year on demonstration of having achieved this targeted increase in officer headcount. The value of this funding was based on 137 extra officers at 70% funding (which worked out at £28.1k per officer) on the assumption that all officers would not be employed for a full year.

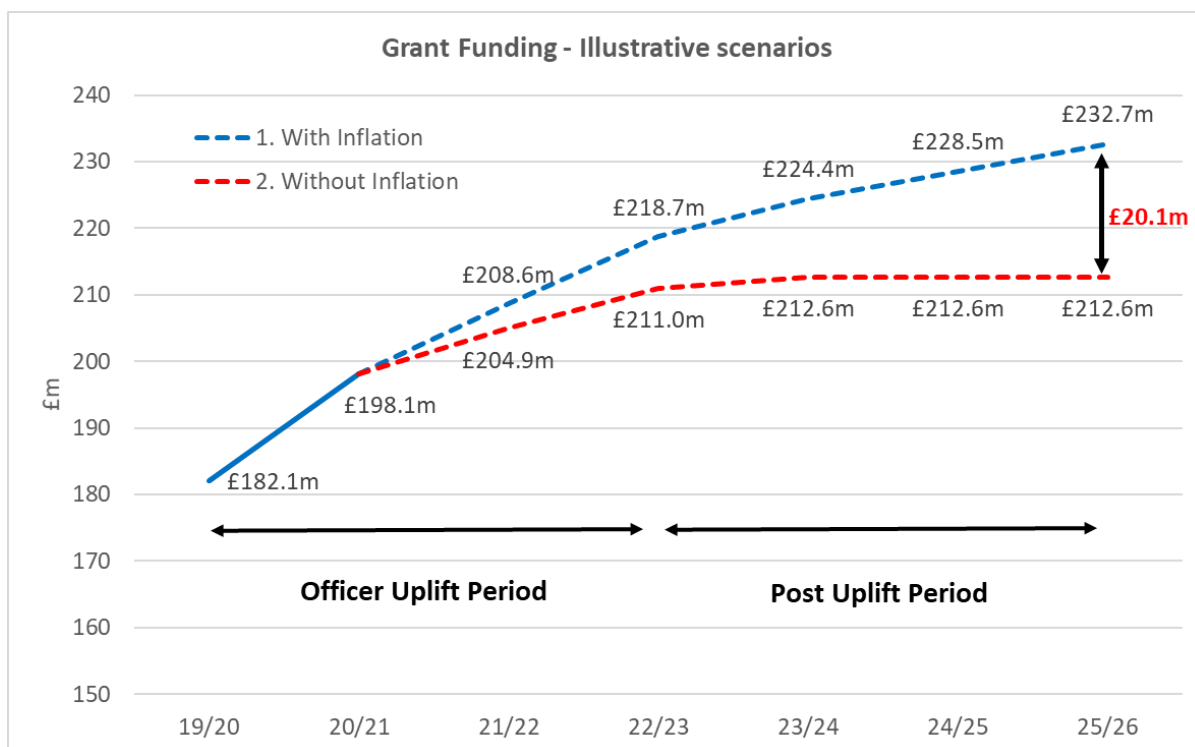
Using this understanding to inform our future projections, we therefore recognise that in the second year we expect to receive 100% funding for officers recruited in the previous year, plus 70% funding for a new target of additional officers to be delivered over the course of the new financial year. The remaining uncertainty (beyond confirmation of the distribution of officer targets) is therefore whether we will see unit funding per officer inflated or not.

We have modelled two illustrative scenarios at this stage in our planning:-

- Illustration 1 assumes growth in uplift grant funding unit value of 2% p.a. and
- Illustration 2 assumes the unit value of uplift grant funding is frozen across the MTFP.



At this stage in the development of our MTFP and budget plans the key area of uncertainty remains as to whether our grant funding will be frozen in cash value, or whether it will grow in real terms in line with inflation. Over the course of a 5 year planning horizon the difference between these two illustrations is estimated to be c. £20.1m, and therefore the outcome of this has a material bearing on our financial plans (although it is recognised that a freeze for this duration would be extreme):-



4. REVENUE EXPENDITURE

Our planning remains under development, but at the point of writing this report the following table summarises the modelling for revenue expenditure over the next 5 years:-

Expenditure net of savings	Current	MTFP				
	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
Constabulary	323,411	338,577	353,715	363,860	374,219	386,582
<i>Movement</i>		+15,166	+30,304	+40,449	+50,808	+63,171
OPCC	5,040	5,284	5,387	5,411	5,495	5,551
<i>Movement</i>		+244	+347	+371	+455	+511
TOTAL Expenditure	328,451	343,861	359,102	369,301	379,714	392,133
<i>Movement</i>		+15,410	+30,651	+40,850	+51,263	+63,682

The key assumptions that shape the future changes to our costs are:

	21/22	22/23	23/24	24/25	25/26
Officer Pay Award	+2.5%	+2.5%	+2.5%	+2.5%	+2.5%
<i>Impact (£m)</i>	+£3.6m	+£7.3m	+£11.2m	+£15.1m	+£19.1m
Staff Pay Award	+2.5%	+2.5%	+2.5%	+2.5%	+2.5%
<i>Impact (£m)</i>	+£2.9m	+£5.9m	+£8.9m	+£12.0m	+£15.2m
General Inflation	+1.0%	+1.5%	+2.0%	+2.0%	+2.0%
<i>Impact (£m)</i>	+£0.3m	+£0.8m	+£1.4m	+£1.9m	+£2.4m

	21/22	22/23	23/24	24/25	25/26
Officer Pension	31.0%	31.0%	31.0% ⁴	31.0% ²	31.0% ²
<i>Impact (£m)</i>	<i>Nil</i>	<i>Nil</i>	<i>Nil</i>	<i>Nil</i>	<i>Nil</i>
Staff Pension	16.3%	16.3%	18.0% ⁵	18.0% ³	18.0% ³
<i>Impact (£m)</i>	-	-	+£1.6m	+£1.7m	+£1.8m

In addition to these general assumptions there are a number of areas of specific increases to our costs, including:-

- **Police Officer Uplift** – As outlined above we are working towards a targeted increase of 457 extra officers by March 2023 compared to baseline as at April 2019. While some of the cost of these extra officers has already been included within our base budgets, budgeting for the full year effect of those as well as the delivery of further officers towards this target will cost **£19.8m in officer costs by 25/26**, which has been included within these forward plans. In addition we have also built in growth to both training budgets (£0.3m) and equipment budgets (£0.3m) reflecting the increased costs in both these areas as a consequence of the extra officers;
- **Police Staff** – There has been approved growth in staff numbers to both sustain the increase officer numbers, as well as to target specific investment into our IT Directorate (in recognition of the need to bolster resilience here, and ensure capacity for future national and local transformation initiatives), and into our information security capacity (in response to increase compliance demand). In total our growth in police staff costs will be **£1.4m by 25/26**;
- **Injury Pensions** – Forecasting for both inflation and annual increases in the number of retired officers in receipt of an injury pension has been included in the forecast, with this increasing our costs by **£0.6m by 25/26**;
- **Specific inflation** – Our forecasts include specific inflationary factors for utilities, business rates and fuel costs over the next five years. This is forecast to add a further **£1.4m by 25/26**;
- **Mobile Policing** – During 2020 we have reviewed and reset our forward strategy for the key policing application that will be used by frontline officers and staff through their mobile smart phones. This is forecast to add **£0.6m in annual costs with effect from 21/22**;
- **National Police Air Service (NPAS)** – The funding model for NPAS is set to change with effect from April 2021 as a consequence of a national review. The impact of this locally is that we expect our costs to increase with immediate effect, reflecting the true cost of delivering air support services in the Southwest. The cost forecast at present is **£0.4m extra p.a. from 21/22**;

⁴ Officer pensions will be subject to actuarial valuation confirming employer contribution rates with effect from April 2023. At this stage we are assuming no change here. If there were to be a change in the rate we would expect affordability considerations to be part of discussions with the Home Office service wide.

⁵ Staff pensions will also be subject to actuarial valuation that will confirm the employer contribution rates with effect from April 2023. At this stage we're assuming a further increase to 18%.

- **Degree Holder Entry Programme (DHEP)** – Following the introduction of the Police Constable Degree Apprenticeship (PCDA) programme in 2019, the Constabulary has been developing alternative entry route for degree holders in partnership with the University of the West of England. This offers the potential to direct some of the officer uplift more swiftly into specialist roles, such as investigative roles. Unlike PCDA, DHEP does not attract apprenticeship levy funding from government. The annual cost, which is forecast to be **£0.6m by 22/23 reducing to £0.3m by 25/26**, therefore has to be met locally;
- **Regional Collaborations** - We have budgeted for inflationary increases to our share of regional collaborations, including the South West Organised Crime Unit (SWROCU), South West Forensics, Tri-Force firearms training and Tri-Force Major Crime Investigations Team. As the majority of costs within these budgets is pay, the key assumption driving these costs increases is the annual pay award assumed at 2.5% p.a. in common with regional counterparts. The cost of this is forecast to be **£2.3m by 25/26**;
- **Interest Receivable** – As a consequence of the wider global financial position following COVID restrictions around the world, we have been advised by Somerset County Council who provide treasury services to us, to expect a significant reduction in the interest rate we earn on cash balances. The consequence of their advice will see our **income here reduce by £0.4m every year for the next five years**;
- **Capital Financing** – In line with the current plans for borrowing (see section on capital below) we are forecasting an **increase of £0.4m in capital financing costs by 25/26**, driven by increases to interest payable and our minimum revenue provision;
- **OPCC Budgets** – The PCC has approved growth in budget to reflect the approved pay award and the increased demands on the OPCC Office and commissioning activity.

Our work to build our forward revenue budgets remains under review at this stage, and therefore will be subject to further changes over the coming weeks as we refine our planning assumptions.

5. BALANCING THE REVENUE BUDGET

Our plans include savings which have been reflected in the above numbers.

Revenue Savings	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
Officer and staff standard unit cost	-2,760	-4,685	-5,610	-4,610	-2,610
Staff vacancy factor	-1,212	-1,053	-1,053	-786	-520
Officer and Staff allowances	-624	-508	-581	-693	-698
Other employee costs	-156	-156	-156	-156	-156
Premises costs	-446	-446	-446	-446	-446
Transport costs	-215	-215	-215	-215	-215
Supplies and services costs	-805	-805	-805	-805	-805

Revenue Savings	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
Partnership costs	-79	-79	-79	-79	-79
Income	-351	-246	-246	-140	-140
Central costs	-611	-611	-611	-611	-611
TOTAL Savings	-7,261	-8,805	-9,803	-8,542	-6,281

Despite these savings we recognise at this stage in our planning that further savings will be required to balance our revenue budget over the medium term.

In the absence of any certainty, we are planning to achieve a further £14m in savings by 23/24 financial year. We are planning this in conjunction with our work to determine the best allocation and use of the extra police officers, and we expect these plans to become more firmly established in time to brief a new PCC following the elections next year.

Achieving further savings following a decade of austerity will not be easy. Achieving savings at a time when we are under the sustained operational and organisational pressure presented by COVID, alongside the delivery of growth in officer numbers and the resultant expectation on the part of government and our communities will require careful planning and consideration.

6. CAPITAL PLANS

Our assets are essential to the provision of an effective policing service. In order to sustain this service, and meet the objectives and ambitions set out in the Police and Crime Plan, it is important that we set out how we intend to maintain and develop our assets, identifying investments we plan to make. These are required to both support the refresh of our existing assets and infrastructure, as well as to invest in new transformative initiatives that will help us to realise improvements in our operational efficiency and effectiveness.

The COVID-19 pandemic has had implications in the delivery of our capital plan during 20/21. In our estates plans we have seen a slowing down of delivery in some of our schemes because of wider restrictions within the construction sector. Our fleet plans have been impacted by the lead times for vehicle manufacture and delivery, a situation we hope to have recovered by the end of the financial year. Our IT plans have been the least impacted, and in some cases it has been necessary to change and accelerate our plans as part of our COVID-19 response.

At time of writing our capital plans remain under review. The emerging picture suggests continued investments in support of both local and national change programmes. A number of assumptions have been needed to be made to inform this plan, which is reflected in the fact that at present we are showing as having a deficit in capital funding of £10.1m over the next 5 year plan. Refining the assumptions that drive cost here (where possible), as well as our funding considerations will be part of our work over the coming weeks and months.

	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
Asset replacement	8,879	7,986	8,215	5,876	6,860
Digital Projects	4,639	8,156	9,434	2,987	300
Estates Projects	6,031	2,422	2,886	5,250	750
TOTAL Capital Plan	19,549	18,565	20,536	14,113	7,910
Capital Grants	-416	-308	-527	-269	-269
Direct revenue funding	-6,500	-6,500	-6,500	-6,500	-6,500
Capital reserve funding	-7,533	-1,323	-	-	-
Capital receipts	-100	-9,634	-4,146	-100	-100
Borrowing	-5,000	-800	-1,500	-5,250	-750
TOTAL Capital Funding	-19,549	-18,565	-12,673	-12,119	-7,619
Deficit	-	-	7,863	1,994	291

Asset replacement – the breakdown of our asset replacement plan is as follows:-

	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
ICT	4,396	4,598	4,798	2,489	2,591
Estates	1,542	489	497	311	1,281
Fleet	2,683	2,681	2,703	2,859	2,770
Equipment	258	218	218	218	218
TOTAL Replacement	8,879	7,986	8,215	5,876	6,860

- **ICT replacement** – our plans predict we will need to spend £18.9m on the replacement of ICT infrastructure. This includes the replacement of laptops (£5.6m) and monitors (£1.0m); the replacement of personal issue mobile smartphones (£1.8m); the replacement of body worn video cameras (£1.5m); and the replacement and upgrade of storage, servers and networks (£7.6m).
- **Estates replacement** – our plans predict we will need to spend £4.1m on the replacement and repair of our estate. This is informed through building condition surveying as well as the delivery of our wider plans, and includes the replacement of heating, ventilation, air conditioning, mechanical and electrical systems (£2.4m); and the repairs and maintenance of the fabric of our buildings (£1.2m);
- **Fleet replacement** – our plans predict we will need to spend £13.7m on the replacement of our fleet over the next 5 years. This includes the replacement of response and patrol fleet (£2.6m); the replacement of road policing and specialist response fleet (£5.0m); and the replacement of neighbourhood fleet (£3.0m).

Digital Projects – our digital projects largely fall into three categories as follows:-

	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
National Projects	2,801	5,566	4,134	2,089	-
Regional Projects	100	390	100	100	100
Local Projects	1,738	2,200	5,200	798	200
TOTAL Digital Projects	4,639	8,156	9,434	2,987	300

- National Projects – our plans predict that we will need to spend £14.6m enabling the implementation of national programmes locally within Avon and Somerset. This relates to two national projects:-
 - Emergency Services Mobile Communication Programme (ESMCP) will see all emergency services replace the existing airwave radio system with a new digital solution using 5G technology. It is currently forecast to cost us £12.6m over the next four years. This national project continues to prove difficult to predict with accuracy. National airwave contracts require emergency services to have transitioned to the new solution by end of 2024, but the final business case for the national programme remains under review and is yet to receive ministerial approval. Our costs are based on some modelling done locally to interpret the national business case, but will need to be subject to further refinement as and when the national position becomes clearer;
 - National Enabling Programme (NEP), which will see all police forces and agencies introduce the latest cloud based productivity tools, increasing effectiveness and improving service delivery by enhancing communications and facilitating interaction with other forces, partner organisations and the public. Improved identity access management into policing systems and networks and national infrastructure and asset information security monitoring services will also be delivered. The cost of implementing this within Avon and Somerset will be £2.0m over the next two years.
- Regional Projects – the provision of £0.8m within our capital plan for regional projects reflects the ongoing work around two systems:-
 - Crime, Case, Custody and Intelligence records management system (Niche) – we continue to work with four of our regional neighbours in the shared development of our separate instances of the same Niche system. Over the course of the next 5 years £0.5m has been identified to support this at this stage;
 - Forensic Management System (Socrates) – our plans include £0.3m in 22/23 to upgrade or replace our regional forensic management system in conjunction with regional partners.
- Local Projects – our plans predict that we will spend £10.1m on the implementation of local projects over the next five years. This includes:-
 - Corporate Systems – we are currently developing our plans for the improvement of our corporate HR, finance and operational capabilities,

enabling continued improvements in many of our key corporate processes. We have yet to set out clear plans here as the development work remains ongoing, but at this stage our capital plans include £8.0m in support of this over the next four years;

- Mobile platform – during 2020 we have reviewed and reset our forward strategy for the key policing application that will be used by frontline officers and staff through their mobile smart phones. Our capital plan includes £0.6m in 21/22 to support the necessary work to take this forward;

Estates Projects – our estates projects largely fall into three categories as follows:-

	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
Somerset Projects	4,988	992	580	-	-
Bristol Projects	358	1,430	807	-	-
BANES Projects	686	-	1,500	5,250	750
TOTAL Estates Projects	6,031	2,422	2,886	5,250	750

- **Somerset Projects** – our capital plan includes £6.6m over the next three years to progress estates projects in Somerset. This supports:-
 - Yeovil police station - £5.4m over the next three years is included within the plan to complete the demolish and rebuild of our Yeovil police station on our existing police station site;
 - Frome police station - £0.5m is included within our plan for 23/24 to develop our police station in Frome;
 - Minehead - £0.5m is included within our plan for 22/23 to develop a new plan for our future police station in west Somerset;
 - Wells and Williton police stations – our plans for the new police stations in both these locations are expected to be substantially progressed by the end of the current financial year, however our forward plan identifies £0.1m in 21/22 to complete these projects in the spring of 2021.
- **Bristol Projects** – our capital plan includes £2.6m over the next three years to progress two estates projects in Bristol. This supports:-
 - Trinity Road police station (Old Market) – the work to progress the redevelopment of our current Trinity Road police station site has continued throughout 2020. We have now sold the site (subject to planning permission) to a social housing developer, with the intention of securing a neighbourhood base on the ground floor of the redeveloped site. £1.6m over the next three years has been included in the plan to support this;
 - Broadbury Road police station (Knowle West) – our plans include £1.0m over the next two years for the redevelopment of our existing police station site.
- **Bath and North East Somerset Projects** – our capital plan includes £8.2m over the next five years in support of both an enhanced neighbourhood and enquiry office presence

in the city centre (£0.7m), as well as the longer-term development of a new response base (£7.5m).

7. NEXT STEPS AND TIMETABLE

We expect to further develop and finalise our plans and our precept proposal in time to present a final recommended proposal for consideration by the Police and Crime Panel at their meeting in early February. We are reliant on the following in order to achieve this timetable:-

- Confirmation of approved 2021/21 tax base across our 8 local authorities – expected in December;
- Confirmation of the government’s main police grant funding for 2021/22 – expected in December but may slip into January;
- Confirmation of the future targets and funding for officer growth to be delivered in Avon and Somerset – expected at the same time the grant funding is announced;
- Confirmation of the referendum capping principles for the policing precept – expected at the same time the grant funding is announced;
- Confirmation of our share of any surplus or deficit on the collection fund across our 8 local authorities – expected mid-January.

In addition to the above external confirmations we will continue internally to progress our development of the MTFP and budget and associated savings plans, refining these where appropriate.

This paper was finalised prior to the chancellor’s Spending Review announcement on 25th November. The implications of this are therefore not included, but will be reviewed at the Police & Crime Board on 2nd December.

Members of the Police and Crime Panel are asked to discuss this report.

Appendix A - Scenario 1 Grant Funding with inflation		<i>Current Yr 2020/21 £'000</i>	MTFP Period						
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000		
Constabulary Budgets									
Police officer costs	152,926	161,751	171,322	175,886	181,498	188,846			
Police community support officer costs	12,251	12,362	12,778	13,203	13,562	13,929			
Polices staff costs	88,984	92,485	95,003	99,216	102,392	105,734			
Other current and former employee costs	9,840	10,311	10,649	10,654	10,658	10,663			
Premises costs	13,966	13,806	14,113	14,429	14,785	15,151			
Transport costs	5,150	5,024	5,102	5,180	5,289	5,400			
Supplies and services costs	34,339	36,821	37,637	38,078	38,532	39,173			
Partnership costs	13,912	14,552	14,962	15,350	15,747	16,155			
<i>Plus</i>									
Contribution to/(from) reserve	678	138	138	138	138	138			
Capital financing costs	17,277	17,317	17,375	17,595	17,604	17,603			
Outstanding savings target	214	-	-	-	-	-			
<i>Less</i>									
Income (inc PFI Grants)	- 26,124	- 25,990	- 25,364	- 26,181	- 26,297	- 26,522			
Constabulary costs before specific grants	323,411	338,577	353,715	363,547	373,907	386,269			
<i>Less</i>									
Pensions grant	- 2,828	- 2,828	- 2,828	- 2,828	- 2,828	- 2,828			
Uplift grant	- 3,843	- 10,836	- 17,340	- 19,434	- 19,823	- 20,219			
TOTAL constabulary costs	316,741	324,913	333,547	341,286	351,256	363,222			
OPCC Budgets									
Office of the PCC costs	3,488	3,529	3,529	3,529	3,529	3,529			
PCC commissioning costs	1,552	1,755	1,858	1,911	1,966	2,021			
<i>Less</i>									
Victims commissioning grant	- 2,001	- 2,001	- 2,001	- 2,001	- 2,001	- 2,001			
TOTAL OPCC costs	3,039	3,284	3,387	3,440	3,494	3,550			
Net Revenue Expenditure	319,780	328,197	336,934	344,725	354,751	366,772			
<i>Funded by:</i>									
Home Office police grant	- 174,768	- 178,262	- 181,828	- 185,464	- 189,173	- 192,957			
Legacy council tax grant	- 14,709	- 14,709	- 14,709	- 14,709	- 14,709	- 14,709			
Council Tax - Precept	- 130,068	- 131,914	- 135,212	- 139,281	- 144,184	- 149,259			
Council Tax - (Surplus)/Deficit	- 235	1,630	1,720	1,720	-	-			
TOTAL Revenue Funding	- 319,780	- 323,255	- 330,028	- 337,734	- 348,066	- 356,925			
Deficit at this stage of our plan development	-	4,942	6,906	6,991	6,684	9,848			

Appendix B - Scenario 2 Grant funding without inflation		<i>Current Yr</i> 2020/21 £'000	MTFP Period						
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000		
Constabulary Budgets									
Police officer costs	152,926	161,751	171,322	175,886	181,498	188,846			
Police community support officer costs	12,251	12,362	12,778	13,203	13,562	13,929			
Polices staff costs	88,984	92,485	95,003	99,216	102,392	105,734			
Other current and former employee costs	9,840	10,311	10,649	10,654	10,658	10,663			
Premises costs	13,966	13,806	14,113	14,429	14,785	15,151			
Transport costs	5,150	5,024	5,102	5,180	5,289	5,400			
Supplies and services costs	34,339	36,821	37,637	38,078	38,532	39,173			
Partnership costs	13,912	14,552	14,962	15,350	15,747	16,155			
<i>Plus</i>									
Contribution to/(from) reserve	678	138	138	138	138	138			
Capital financing costs	17,277	17,317	17,375	17,595	17,604	17,603			
Outstanding savings target	214	-	-	-	-	-			
<i>Less</i>									
Income (inc PFI Grant)	- 26,124	- 25,990	- 25,364	- 26,181	- 26,297	- 26,522			
Constabulary costs before specific grants	323,411	338,577	353,715	363,547	373,907	386,269			
<i>Less</i>									
Pensions grant	- 2,828	- 2,828	- 2,828	- 2,828	- 2,828	- 2,828			
Uplift grant	- 3,843	- 10,623	- 16,666	- 18,313	- 18,313	- 18,313			
TOTAL constabulary costs	316,741	325,126	334,221	342,406	352,766	365,128			
OPCC Budgets									
Office of the PCC costs	3,488	3,529	3,529	3,529	3,529	3,529			
PCC commissioning costs	1,552	1,755	1,858	1,911	1,966	2,021			
<i>Less</i>									
Victims commissioning grant	- 2,001	- 2,001	- 2,001	- 2,001	- 2,001	- 2,001			
TOTAL OPCC costs	3,039	3,284	3,387	3,440	3,494	3,550			
Net Revenue Expenditure	319,780	328,409	337,607	345,846	356,260	368,679			
<i>Funded by:</i>									
Home Office police grant	- 174,768	- 174,768	- 174,768	- 174,768	- 174,768	- 174,768			
Legacy council tax grant	- 14,709	- 14,709	- 14,709	- 14,709	- 14,709	- 14,709			
Council Tax - Precept	- 130,068	- 131,754	- 135,048	- 139,113	- 144,009	- 149,078			
Council Tax - (Surplus)/Deficit	- 235	1,630	1,720	1,720	-	-			
TOTAL Revenue Funding	- 319,780	- 319,601	- 322,804	- 326,869	- 333,486	- 338,555			
Deficit at this stage of our plan development	-	8,809	14,803	18,977	22,774	30,124			

Appendix C – Capital Plan

Appendix C Capital Plan	Current Yr	MTFP Period					5 Yr Plan
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000

CAPITAL PLAN EXPENDITURE							
Information and Communication Technology	6,425	4,396	4,598	4,798	2,489	2,591	18,872
Estates	1,652	1,542	489	497	311	1,281	4,120
Fleet	3,082	2,683	2,681	2,703	2,859	2,770	13,695
Equipment	411	258	218	218	218	218	1,130
TOTAL Maintenance and Replacement	11,570	8,879	7,986	8,215	5,876	6,860	37,817
National Projects	744	2,801	5,566	4,134	2,089	-	14,591
Regional Projects	-	100	390	100	100	100	790
Local Projects	1,069	1,738	2,200	5,200	798	200	10,135
Digital Projects	1,812	4,639	8,156	9,434	2,987	300	25,516
Somerset Projects	1,437	4,988	992	580	-	-	6,559
Bristol Projects	1,104	358	1,430	807	-	-	2,595
BANES Projects	79	686	-	1,500	5,250	750	8,186
Estates Projects	2,620	6,031	2,422	2,886	5,250	750	17,339
TOTAL Capital Plan	16,002	19,549	18,565	20,536	14,113	7,910	80,673

CAPITAL PLAN FUNDING							
General Capital Grant Funding	- 269	- 269	- 269	- 269	- 269	- 269	- 1,346
Specific Capital Grant Funding	-	- 147	- 38	- 257	-	-	- 442
Direct Revenue Funding	- 7,168	- 6,500	- 6,500	- 6,500	- 6,500	- 6,500	- 32,500
Capital Reserves	- 6,585	- 7,533	- 1,323	-	-	-	- 8,856
Capital Receipts	- 171	- 100	- 9,634	- 4,146	- 100	- 100	- 14,080
Borrowing	- 1,808	- 5,000	- 800	- 1,500	- 5,250	- 750	- 13,300
TOTAL Grant Funding	- 16,002	- 19,549	- 18,565	- 12,673	- 12,119	- 7,619	- 70,525

Deficit	-	-	-	7,863	1,994	291	10,147
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Capital Reserve						
B/Fwd	- 15,441	- 8,856	- 1,323	-	-	-
Additions	-	-	-	-	-	-
Use of	6,585	7,533	1,323	-	-	-
C/Fwd	- 8,856	- 1,323	-	-	-	-

Capital Receipts Reserve						
B/Fwd	- 3,982	- 8,606	- 12,980	- 4,046	-	-
Additions	- 4,624	- 4,374	- 600	-	-	-
Use of	-	-	9,534	4,046	-	-
C/Fwd	- 8,606	- 12,980	- 4,046	-	-	-

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Avon and Somerset Police and Crime Performance Summary

July – September 2020 (Quarter 2 2020/21)

Introduction

The Avon and Somerset Police and crime plan has four priorities and within each of these a number of objectives to deliver in achieving that priority.

- Priority 1 – Protect the most vulnerable from harm
- Priority 2 – Strengthen and improve your local communities
- Priority 3 – Ensure Avon and Somerset Constabulary has the right people, the right capability and the right culture
- Priority 4 – Work together effectively with other police forces and key partners to provide better services to local people

We have also defined what the plan ultimately seeks to achieve which are the following five outcomes:

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

This performance report seeks to provide a picture of performance against the Police and Crime Plan and will be reported on a quarterly basis. The report examines a wide array of differing measures that have been put into two categories.

Success Measures

These are measures whereby looking at the data alone will indicate how well the Constabulary or other service are performing. This will consider both the snapshot of performance during the quarter in conjunction with the trend over a longer period of time. These two factors together will be translated into a three tier performance grading based on defined ranges of expected performance:

Exceeds expectations – performance exceeds the top of the range and does not have a negative trend.

Meets expectations – performance is within the range and does not have a negative trend or is above the range but has a negative trend.

Below expectations – performance is below the bottom of the range or is within the range but shows a negative trend.

The report will highlight when the grading has changed from the previous quarter.

The performance ranges will be reviewed on an annual basis or as required if there are other significant changes in processes. This is to ensure these ranges remain current and continue to provide meaningful insight.

Diagnostic Measures

These are measures where conclusions cannot be drawn from simply looking at the data and need further analysis to try and understand if any change is good or bad. An example may be numbers of recorded crimes. If this was to increase, on the face of it, it looks bad i.e. more crime being committed. However this increase could be attributable to better internal crime recording or an increase in the public confidence to report crime where they were not previously: both of which would actually be a success.

The individual measures are aligned to an outcome or outcomes rather than any particular objective within the plan because objectives, and even priorities, cannot be delivered or reported on in isolation.

Dashboards

There are a range of separate measures that form the basis of the performance framework. These measures are spread across a number of dashboards:

- Central
- Victims
- Legitimacy
- Op Remedy – this is the Constabulary operation to tackle knife crime, burglary and drug crime that was made possible through extra raised by increasing the precept and started in April 2019.

The central dashboard contains a variety of the most important measures whereas the others contain a suite of measure that all relate to that theme. It is only the central dashboard which will be reported in full in every version of this report. The other dashboards will be reported as a single aggregate measure (average performance of all the measures within it); Op Remedy will now be reported in this way. However individual measures, within the supplementary dashboards, will be reported on by exception.

Like all aspects of delivery this report itself seeks to continuously improve so additional measures will be included as relevant data is identified, gathered and made available.

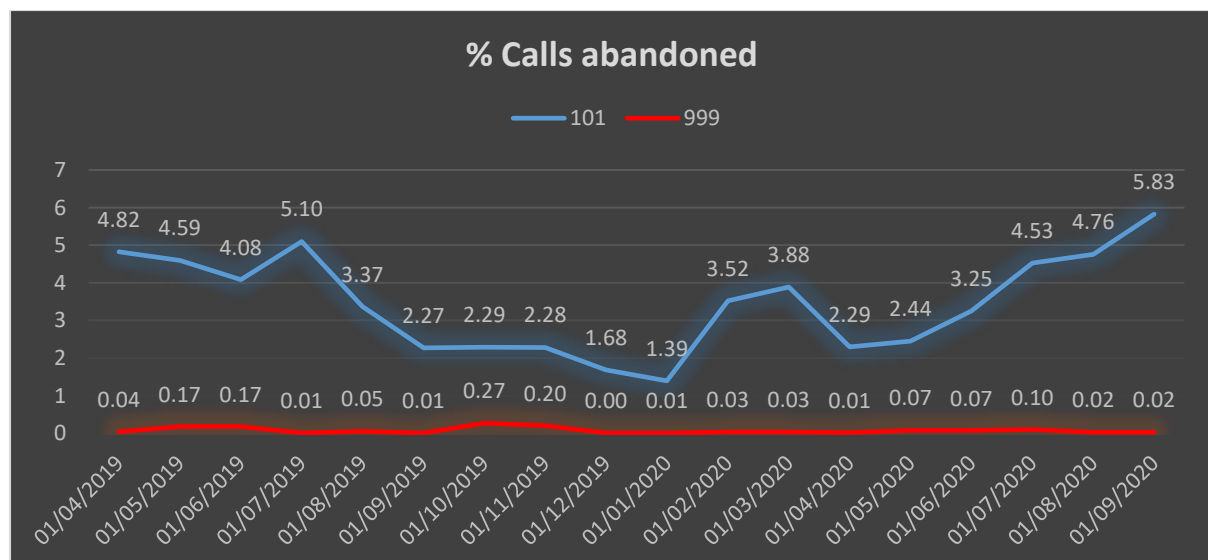
Appendix 1 explains some of the below measures which are not obvious by their description as to what they are.

Performance by outcome

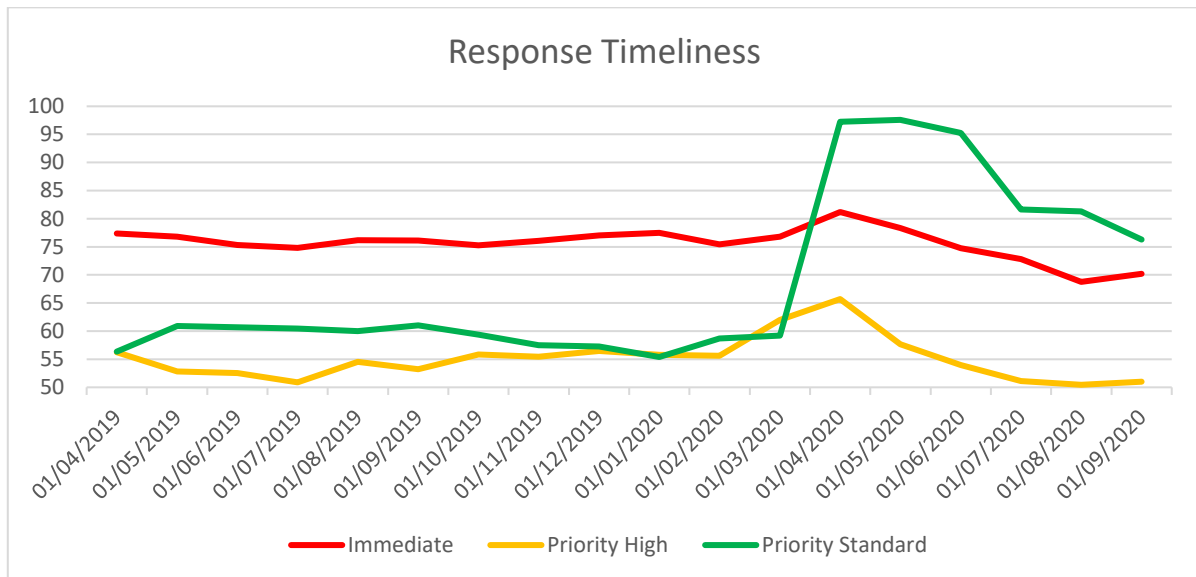
People are safe

Measure	Current performance	Trend	Grading
999 abandonment rate % of all calls	0.05	Stable	Exceeds expectations
101 abandonment rate % of all calls	5.03	Moderate downward trend	Below expectations
Timeliness of attendance of calls graded as <i>Immediate</i> % attended within SLA	70.6	Stable	Below expectations
Timeliness of attendance of calls graded as <i>Priority High</i> % attended within SLA	50.8	Stable	Below expectations
Timeliness of attendance of calls graded as <i>Priority Standard</i> % attended within SLA	80.5	Moderate upward trend	Exceeds expectations
Number of people killed or seriously injured in road traffic collisions (Q1)	17	Moderate downward trend	N/A
Numbers of recorded crimes	34,747	Stable	<i>Diagnostic</i>
Demand Complexity	295,271	Stable	<i>Diagnostic</i>
Victimisation Rate Number of victims per 10,000 population ¹	166	Stable	<i>Diagnostic</i>
Op Remedy Aggregate measure	N/A	N/A	Meets expectations

¹Based on Office of National Statistics 2018 Population Estimates of 1,711,473.



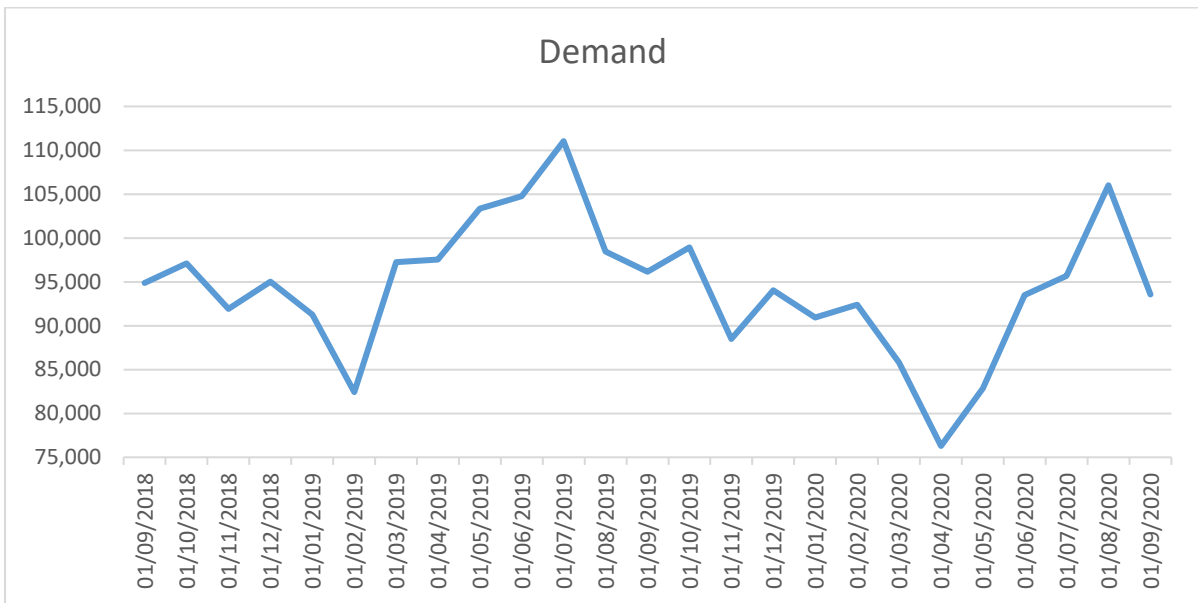
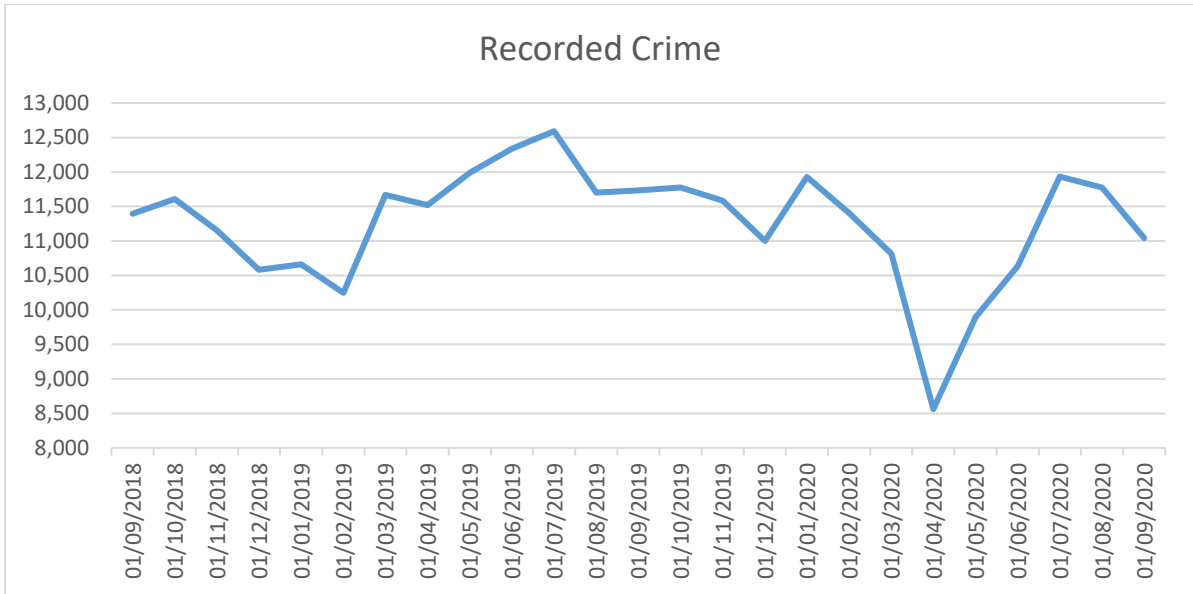
The 999 abandonment rate is unchanged and continues to exceed expectations. However the 101 abandonment rate has increased by 2.4% points; this is still within the expected performance range but shows a moderate downward trend over the last year. These two measures should be seen together, as they are both dealt with by the call handling team, and naturally priority is given to servicing 999 calls which consistently has some of the best performance in the country. However the 101 abandonment rate will continue to be monitored closely.



The above graph shows the percentage of calls responded to within the SLA (see Appendix 1 for more information). As can be seen in the above graph all three grades of calls were responded to in a less timely manner with Immediate and Priority High now below expectations.

The previous report mentioned the new triage system which was introduced to recognise where desktop investigation was more appropriate than an officer responding in person. This new area of business has had some staffing issues throughout quarter two which has resulted in the drop in response timeliness directly for priority standard calls but also for the other two grades as the 'knock on' effect is that more calls are held for officer response instead increasing their overall workload. These staffing issues are beginning to be resolved with the recruitment of additional police staff investigators which were funded through the council tax precept increase.

In quarter three the Constabulary have just introduced a new call grade, in line with national standards, with the intention of being able to better prioritise workload and take into account callers needs as to when they can be seen. Much like the triage system the expectation is that this will allow a more timely response to the more urgent priority high and immediate calls.



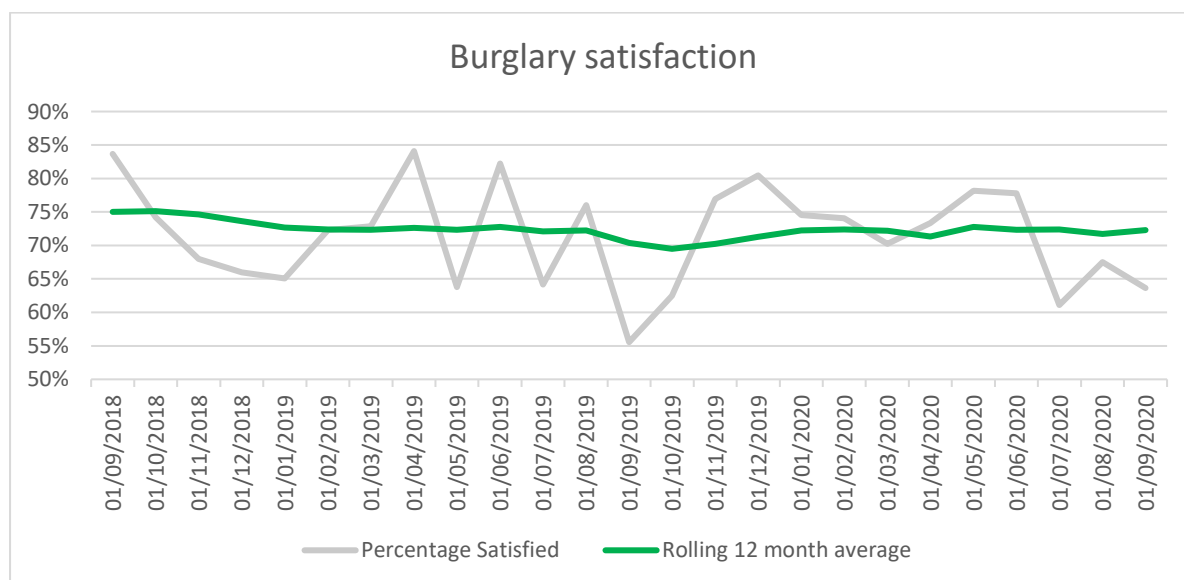
As expected crime and demand increased significantly in quarter two compared to the previous quarter. Both were at very similar levels to quarter two last year: approximately 3.5% less. Quarter two has been particularly challenging in terms of overall crime demand returning to almost normal levels overall and with the additional demand created by the enforcement of COVID-19 regulations.

Op Remedy Priority Crime Types – Recorded Crime and Positive Outcome Rate						
Quarter	Burglary - Residential		Drug Trafficking ²		Knife Crime	
	Crime	PO rate	Crime	PO rate	Crime	PO rate
Q1 2018/19	1,806	4.7%	141	73.9%	639	19.8%
Q2 2018/19	1,616	4.0%	210	79.1%	658	29.2%
Q3 2018/19	1,675	5.0%	140	76.7%	623	26.8%
Q4 2018/19	1,581	3.6%	152	68.6%	708	25.6%
Q1 2019/20	1,582	4.4%	157	68.9%	741	24.8%
Q2 2019/20	1,503	10.2%	193	78.1%	723	31.5%
Q3 2019/20	1,523	6.8%	145	77.4%	724	25.1%
Q4 2019/20	1,521	9.0%	185	73.6%	776	24.7%
Q1 2020/21	1,148	8.6%	175	76.9%	677	29.6%
Q2 2020/21	1,255	6.5%	155	75.3%	796	23.6%
Year						
2018/19	6,678	4.4%	643	75.2%	2,628	25.7%
2019/20	6,129	7.6%	680	75.3%	2,964	26.6%
2020/21 (Q1-2)	2,403	7.5%	330	76.2%	1,473	26.6%
2 Year Trend	Moderate downward	Stable	Stable	Stable	Stable	Stable

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

The positive outcome rate for all three crime types has seen a reduction this quarter compared to the previous quarter; this is in line with the reduction seen at the force level.

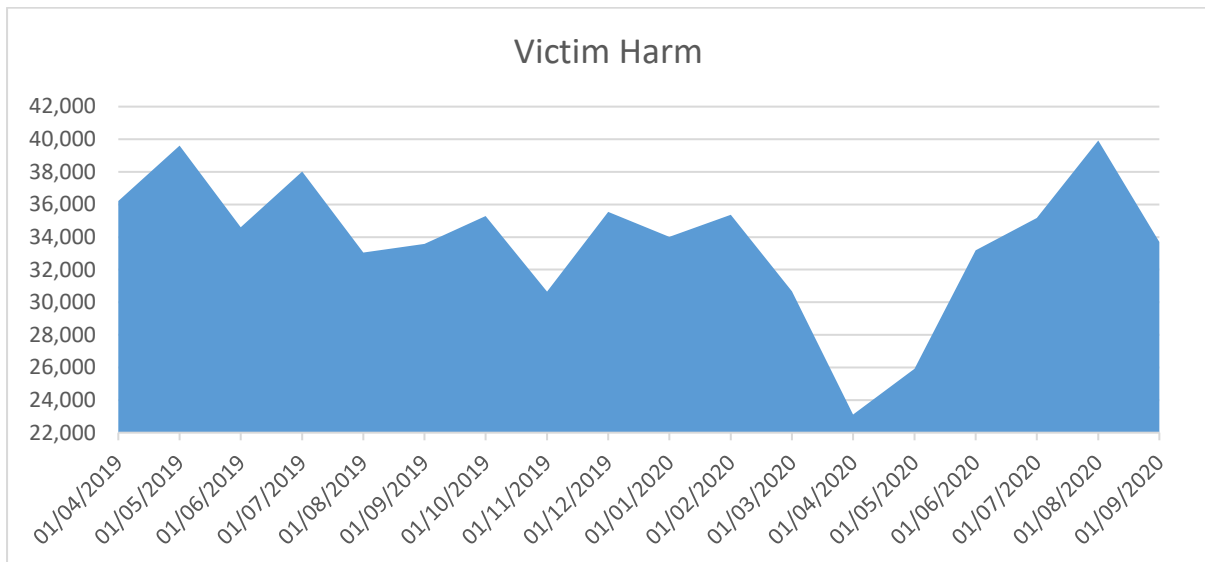
As expected recorded crime for both residential burglary and knife crime have increased from the lows caused by lockdown in quarter one. Conversely drug trafficking offences have reduced this quarter but drug trafficking recorded crime was not affected in the same way as most crime types in quarter one.



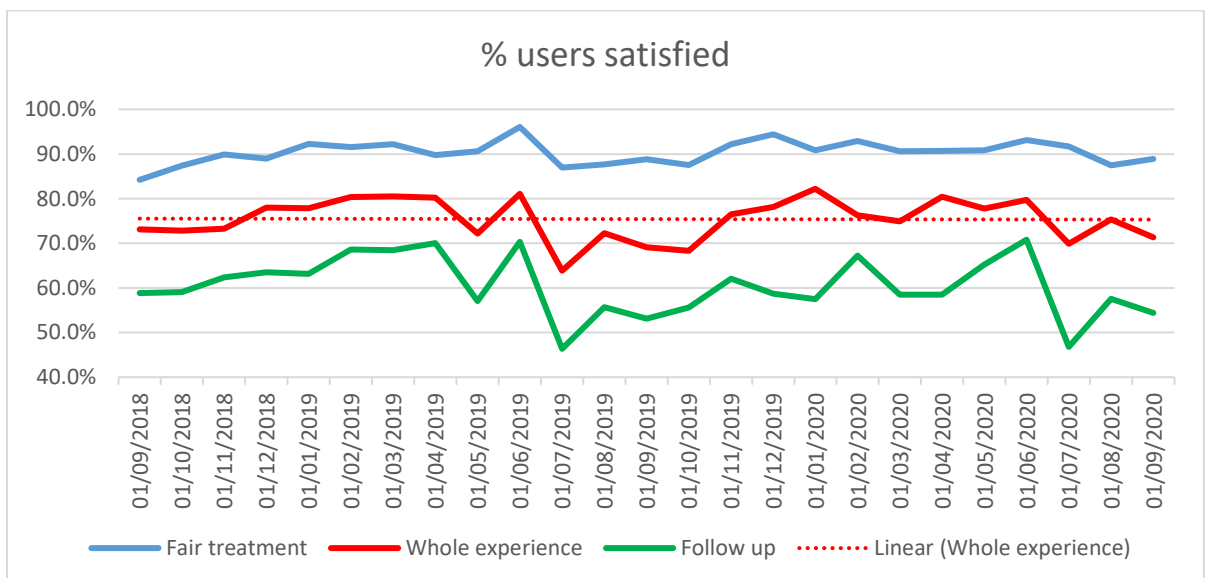
Another objective of Op Remedy was to improve victim satisfaction of burglary. As the above graph shows this has remained stable over the last two years. There was a negative direction of travel until October 2019 but this has been reversed and over the last year shows a moderate upward trend. However there is still improvement need to return to the levels seen two years ago.

Vulnerable people/victims are protected and supported

Measure	Current performance	Trend	Grading
Harm score victims	108,783	Stable	<i>Diagnostic</i>
Victims aggregate measure	N/A	N/A	Meets expectations



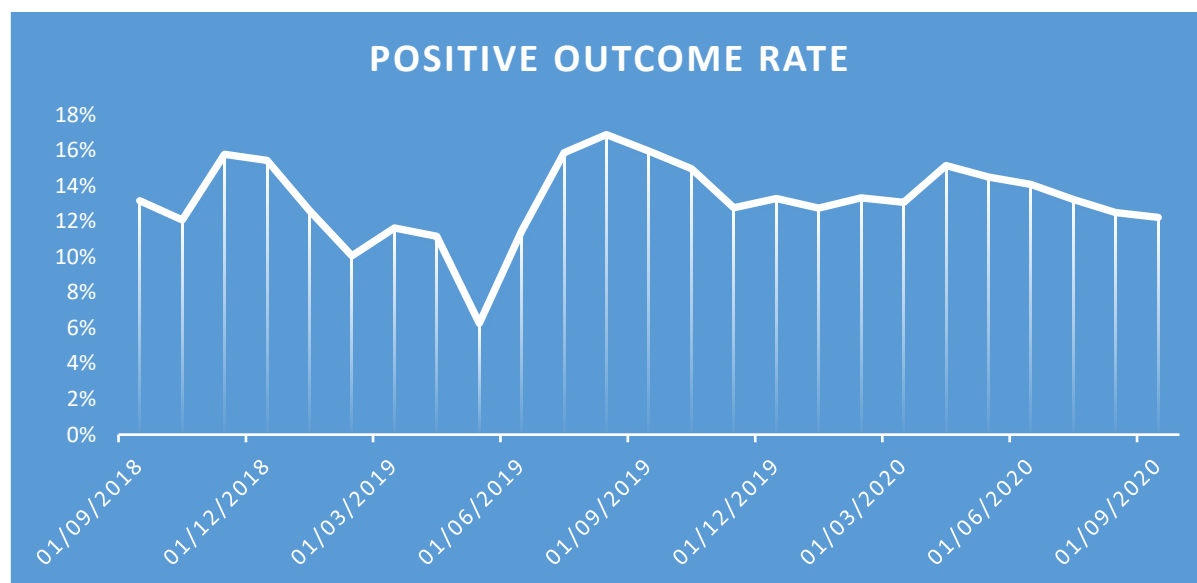
The overall pattern of victim harm has followed that of crime and demand discussed above which has increased in July and August then decreased again in September; quarter two is in line with previous years having returned from the lockdown low.



The quarter two satisfaction results are slightly lower than previously and more in line with the same quarter last year. Overall the three topics are stable and within the expected performance ranges. The overall satisfaction levels for the current 12 months compared to the previous 12 months are still 0.6% points higher.

Offenders are brought to justice

Measure	Current performance	Trend	Grading
Positive Outcome rate % of all offences	12.7	Stable	Meets expectations
Conviction rate % of all court cases	89.4	Stable	Exceeds expectations

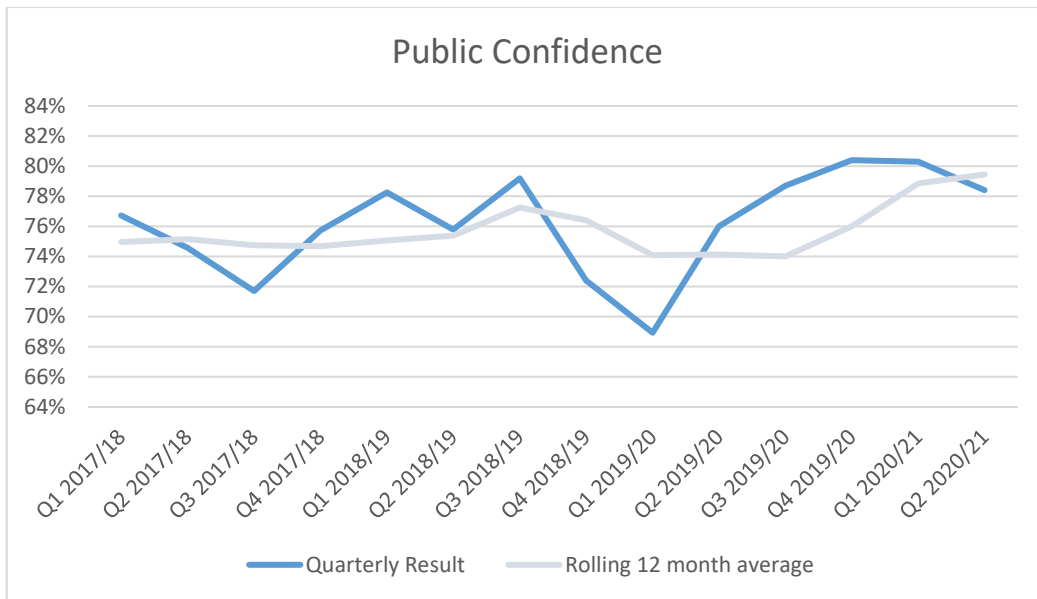


The quarter two positive outcome rate has decreased 1.9% points on the last quarter but the trend remains stable overall. A breakdown of positive outcome rates can be seen in appendix four.

The conviction rate has increased by 9.7% points compared to quarter one; this recovers the position back to pre-lockdown levels and is actually the highest rate for two years.

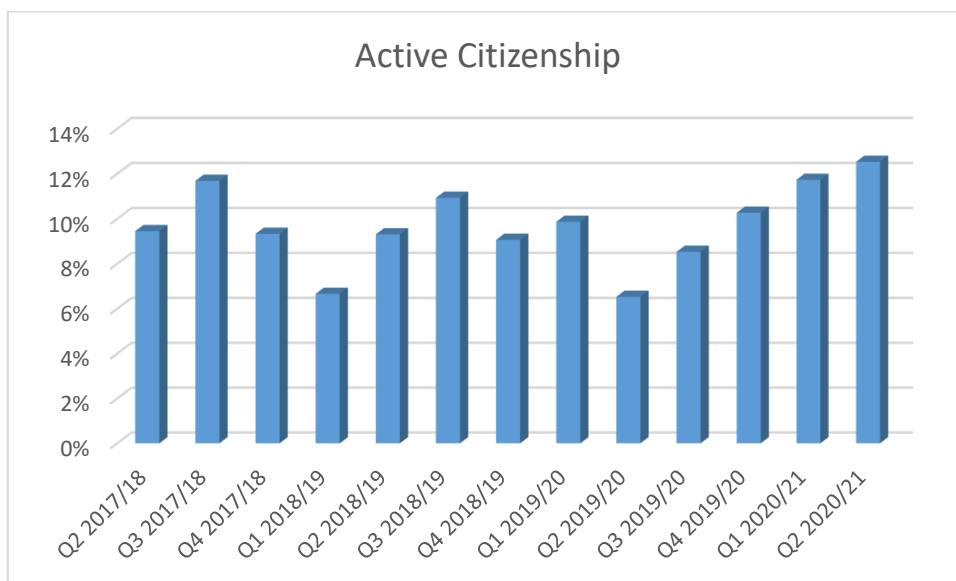
People trust the police

Measure	Current performance	Trend	Grading
Confidence in the Police (Local measure) % agree	78.4	Stable	Meets expectations
Active Citizenship % of people engaged	12.5	Stable	Exceeds expectations
Workforce representativeness % BAME	3.5	Strong upward trend	Exceeds expectations
Complaints of incivility	39	Stable	<i>Diagnostic</i>
Disproportionality of Stop Search by ethnicity	4.2	Stable	<i>Diagnostic</i>
Legitimacy aggregate measure	N/A	N/A	Meets expectations



The local confidence measure has decreased 2% points to 78.4%. This brings it back within the performance range but the rolling 12 month average is still 79.5% which is the highest it has been in five years. This public confidence has held up despite some of the negative online and media attention that has been received around public events such as protests and raves as well as the divisive issue of policing COVID-19 regulations. The survey also asked for people’s agreement (or not) with the following statement “the police handling of COVID-19 has increased my confidence in the police in this area”. Half of respondents neither agreed nor disagreed but 35.1% agreed or strongly agreed with this statement.

Two measures in this outcome category have been removed: *public confidence (national measure)* and *dealing with community priorities*. These results were based on the Crime Survey for England and Wales but that survey will no longer be producing results disaggregated to police force areas.



The number engaged in active citizenship has increased again, by 0.8% points this quarter and is now above the performance range.

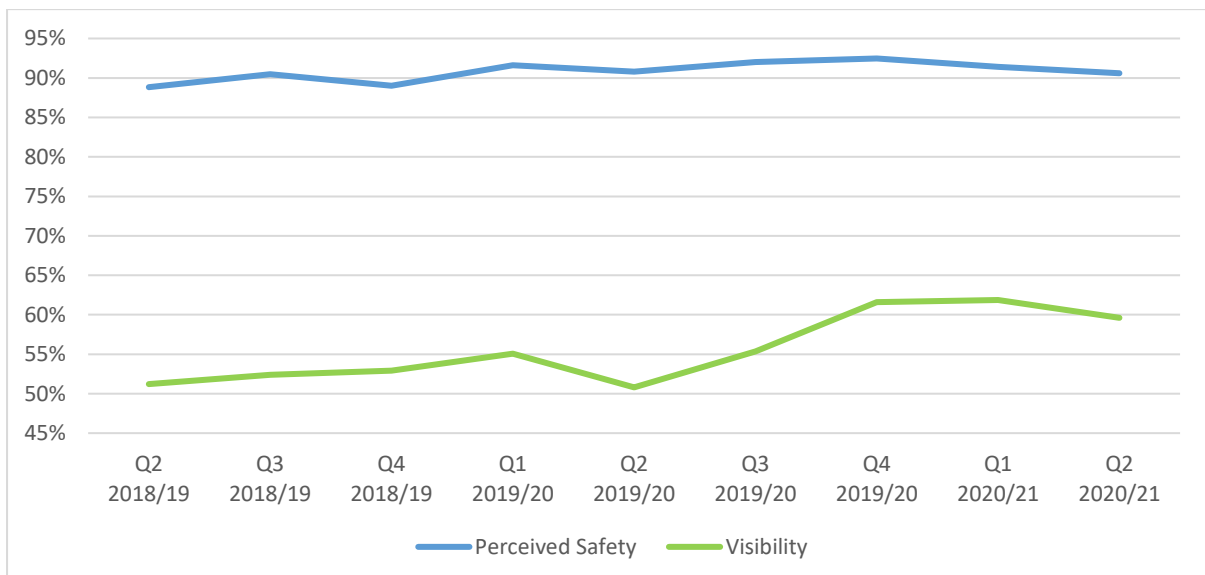
The percentage of the workforce that are BAME is the same as the previous quarter at 3.5%.

Complaints of incivility have decreased this quarter with more stable monthly figures in line with previous years.

Disproportionality of Stop Search has decreased this quarter from 4.5 to 4.2; this is broadly in line with figures over the last two years. The use of Stop Search is scrutinised through the independent Scrutiny of Police Powers Panel; which consists of local residents. The Constabulary also publish a quarterly [Stop and Search Bulletin](#), with more detailed information, for public view.

People feel safe

Measure	Current performance	Trend	Grading
Perceived Safety % Feel safe in local area	90.6	Moderate upward trend	Exceeds Expectations
Police Visibility % Agree	59.6	Strong upward trend	<i>Diagnostic</i>



Perceived safety has decreased 0.8% points from last reported but is still continuing the moderate upward trend and is still above the top of the performance range.

Police visibility has decreased 2.3% points this quarter but still shows a strong upward trend over the last three years.

Interestingly the results for safety and visibility were also slightly lower in quarter two last year so there may be some element of seasonality to this. Although recognising results may be very different this year because of COVID-19 and the subsequent restrictions.

Appendix 1 – 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 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. Please note that quarter four 2019/20 the total harm scores changed retrospectively so it will look different compared to previous reports.

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, community resolution. From July 2019 an additional outcome 22 was introduced which counts as a positive outcome; this is diversionary, educational or intervention activity, resulting from the crime report, has been undertaken and it is not in the public interest to take any further action.

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 – this is based on the local Police and Crime Survey which is a telephone survey of 750 Avon and Somerset residents each quarter.

Active Citizenship – this is the % of the population that are either Special Constables, volunteers or cadets.

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).

Appendix 2 – Expected Performance Ranges

Measure	Expected Performance Range
999 abandonment rate % of all calls	0.29-0.10
101 abandonment rate % of all calls	5.99-3
Timeliness of attendance of calls graded as <i>Immediate</i> % attended within SLA	76-78.99
Timeliness of attendance of calls graded as <i>Priority High</i> % attended within SLA	52-57.99
Timeliness of attendance of calls graded as <i>Priority Standard</i> % attended within SLA	58-61.99
Positive Outcome rate % of all offences	10-15.99
Conviction rate % of all court cases	83-87.99
Confidence in the Police (Local measure) % agree	70-79.99
Active Citizenship % of people engaged	9-11.99
Workforce representativeness % BAME	2.9-3.4
Perceived Safety % Feel safe in local area	85-88.99

Appendix 3 – Recorded crime by offence group

Quarter	Arson & Criminal Damage	Burglary	Drug Offences	Miscellaneous Crimes Against Society	Possession of Weapons	Public Order Offences	Robbery	Sexual Offences	Theft	Vehicle Offences	Violence Against the Person	Total
Q1 2018/19	3,741	2,627	755	470	212	4,894	313	1,143	7,700	2,725	11,059	35,639
Q2 2018/19	3,847	2,536	766	519	229	4,728	383	1,138	7,485	2,495	11,174	35,300
Q3 2018/19	3,916	2,522	728	409	183	3,967	423	965	7,155	2,807	10,269	33,344
Q4 2018/19	3,783	2,399	711	509	214	3,794	372	1,056	6,801	2,480	10,454	32,573
Q1 2019/20	3,853	2,329	871	512	252	5,122	452	1,273	7,390	2,697	11,093	35,844
Q2 2019/20	3,837	2,263	917	464	255	5,380	419	1,042	7,386	2,521	11,545	36,028
Q3 2019/20	3,971	2,246	978	454	231	4,421	519	1,004	6,595	2,768	11,176	34,364
Q4 2019/20	3,855	2,211	909	617	233	4,549	478	1,067	6,281	2,643	11,302	34,141
Q1 2020/21	3,049	1,611	1,078	630	250	4,722	364	886	4,135	1,587	10,784	29,092
Q2 2020/21	3,918	1,748	828	532	237	5,631	483	1,050	5,631	2,109	12,581	34,747
Year	Arson & Criminal Damage	Burglary	Drug Offences	Miscellaneous Crimes Against Society	Possession of Weapons	Public Order Offences	Robbery	Sexual Offences	Theft	Vehicle Offences	Violence Against the Person	Total
2018/19	15,287	10,083	2,956	1,906	838	17,382	1,491	4,275	29,142	10,507	42,952	136,819
2019/20	15,513	9,049	3,636	2,048	969	19,471	1,870	4,386	27,651	10,629	45,098	140,316
2020/21 (Q1-2)	6,967	3,359	1,906	1,162	487	10,353	847	1,936	9,766	3,696	23,365	63,839
2 Year Trend	Stable	Moderate downward	Stable	Stable	Stable	Stable	Stable	Stable	Moderate downward	Stable	Stable	Stable

AVON AND SOMERSET POLICE AND CRIME PANEL

8 DECEMBER 2020

REPORT OF THE CHIEF EXECUTIVE

COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER & DEPUTY 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 and Deputy, 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 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 have been 3 new complaints since the last Police and Crime Panel with one resulting in a disapplication decision under The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 as repetitious (as depicted in Section 15, Paragraph 4).
5. There is 1 complaint outstanding against the Police and Crime Commissioner and against the Deputy Police and Crime Commissioner carried over from the last period which has been reopened as escalated to the Panel.
6. Please refer to the summary table in Annex 1.
7. All complaints to date have had Panel oversight, including those solely handled by the PCC's Chief Executive Officer.

8. 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.

PCC COMPLAINTS IN RESPONSE TO REVIEWS

9. A process has been discussed for management of these complaints in relation to Reviews and submitted to the Complaints sub-committee for their approval.

SUPER COMPLAINTS

10. Avon and Somerset Police and the OPCC has been notified of a super complaint that has been assessed by HMICFRS, the IOPC and the College of Policing as eligible for investigation. The complaint looks at "Police Response to Black, Asian, Minority and Ethnic Victims of Sexual Abuse". ASC/OPCC representatives will be attending the National Independent Reference Group on the 10th December 2020. The report has not been released at this stage and further updates will follow.

EQUALITY IMPLICATIONS

11. 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

12. 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

COMPLAINTS and CONDUCT MATTERS AGAINST AVON AND SOMERSET POLICE AND CRIME COMMISSIONER AND DEPUTY PCC

REPORT TO: AVON AND SOMERSET POLICE AND CRIME PANEL

Date: 8th DECEMBER 2020

No.	Date rcvd / log no.	Summary	Recorded?	Handled by	Outcome	Live or Closed
COMPLAINTS and CONDUCT MATTERS AGAINST AVON AND SOMERSET POLICE AND CRIME COMMISSIONER						
49.	06/09/2020	Sent to CEO and Panel Members: 1. Factual error on social media.	Yes	CEO	CEO responded by means of explanation 10 th September 2020 and copied to PCP. Escalated to the Panel by the complainant.	Open
51.	29/09/2020	Sent to CEO: 1. The PCC personally allowed you to be bullied by the Constabulary. 2. It was the report submitted by the PCC that led to your arrest. 3. The PCC told you that she 'could not be bothered' to save your life and that you 'should be happy that the police have verbally confirmed that you are not a paedophile'.	Yes	CEO	Responded by means of explanation. Complaint not upheld however escalation to the Panel requested and OPCC Summary Statement provided to Panel 5 th November 2020.	Closed
52.	21/10/2020	Sent to CEO: 1. Corruption, perverting the course of justice with tampering with evidence and covering up bullying and harassment by members of the government and the police. 2. Hacking a computer and deleting evidence "on you, police and the government." "PCC sent the police to harass me" and the officer was aggressive towards me the police and PCC covered it up and said it was my fault.	No	CEO	Iteration of previous complaint and therefore disapplied under The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 as repetitious (as depicted in Section 15, Paragraph 4). Panel notified.	Closed

53.	05/11/2020	<p>Sent to CEO: COMPLAINT STILL UNDER ASSESSMENT AND ALLEGATIONS TO BE AGREED WITH THE COMPLAINANT.</p> <p>Initial Summary</p> <ul style="list-style-type: none"> • Complaint against PCC handling of a review. • PCC is racist and has failed to assist the complainant by providing overview of complaints with PSD. • PCC has no independence and is acting jointly with Avon and Somerset Police. • The way the complainant's case has been handled evidences institutional racism. 	Yes	Due to allegations will be passed to PCP.	OPCC Summary Statement and supporting documents being drafted for submission to PCP for handling.	Open
COMPLAINTS and CONDUCT MATTERS AGAINST AVON AND SOMERSET DEPUTY POLICE AND CRIME COMMISSIONER						
1. Page 92	06/09/2020	<p>Sent to CEO and Panel Members:</p> <ol style="list-style-type: none"> 1. Deputy Police and Crime Commissioner (DPCC) John Smith engaged with an incorrect social media comment 	Yes	CEO	CEO responded by means of explanation 10 th September 2020 and copied to PCP. Escalated to the Panel by the complainant.	Open

Panel Work Programme 2020/2021

Date PCP Meeting	Business	Notes
26 th June	AGM Procedural Business PCC Annual Report Work Programme – draft for Panel consideration/approval	
13th October	<p>Work Programme report</p> <p>Latest Performance information</p>	<p>For discussion/agreement</p> <p>Following consideration of the Precept proposal in Feb 2019, various levels of additional performance information were agreed. This included Quarterly Priority Lead Member meetings – the OPCC agreed to hold quarterly lead member meetings on each of the 4 Priorities in the Police and Crime Plan. The OPCC lead circulates an agenda in advance and also shares specific performance reports which come to the Police and Crime Board on that priority area as a form of further assurance.</p> <p><i>This mechanism for proactive scrutiny is in abeyance pending further discussions with the OPCC</i></p> <p>(the latest recruitment figures are a standing item at Panel meetings)</p>

	<p>Complaint Reviews – first report following implementation on delivery of the function and numbers/themes/trends</p> <p>Allocation of resources and emergency planning.</p> <p>Fire Governance</p>	<p>This will be provided as an Appendix to the Standing Complaints report. OPCC proposal on approach to deal with vexatious complaints emerging from this new duty to be tabled for consideration by the Complaints Sub-Committee in advance of the 13th October meeting.</p> <p>Asst Chief Constable Nikki Watson to present.</p> <p>Standing item in PCC Update report – agreed update on D&S FA/Voting place and any update on AFA to be included. OPCC will share relevant extract from their submission to Home Office PCC review.</p>
15 th October (Private briefing)	First consultation on the Budget led by the OPCC Chief Financial Officer Paul Butler in the form of a presentation followed by member questions.	This provides opportunity for the Panel to consider the OPCC’s planning assumptions and forecasts ahead of the draft Medium Term Financial Plan which will be presented to the Panel on 8 th December. Final report/Precept Proposal 4th February. The session should be attended by all Panel Members.
8 th December	<p>Scrutiny of the Budget/Draft Medium Term Financial Plan</p> <p>Mental Health Assurance Report</p> <p>Violence Reduction Unit – policy and continuity of funding</p> <p>Chief Constable Presentation</p>	<p>Constabulary lead Mark Edgington to attend.</p> <p>OPCC to provide verbal update at the meeting</p> <p>Deferred to 4th February 2021</p>
4 th February	Formal Review of the Budget and Precept Proposal	

	Chief Constable Presentation																					
11 th March	Panel Budget/Costs report Assurance Report (s)	<table border="1"> <tr> <td>2020/21</td> <td></td> </tr> <tr> <td>Domestic Abuse</td> <td>02/09/20</td> </tr> <tr> <td>Equality & disproportionality</td> <td>07/10/20</td> </tr> <tr> <td>Public Order</td> <td>02/12/20</td> </tr> <tr> <td>Service to victims (VCOP)</td> <td>13/01/21</td> </tr> <tr> <td>Safeguarding (adults at risk)</td> <td>03/02/21</td> </tr> <tr> <td>2021/22</td> <td></td> </tr> <tr> <td>Road Safety</td> <td>03/03/21</td> </tr> <tr> <td>County Lines</td> <td>31/03/21</td> </tr> <tr> <td>Cybercrime</td> <td>02/06/21</td> </tr> </table>	2020/21		Domestic Abuse	02/09/20	Equality & disproportionality	07/10/20	Public Order	02/12/20	Service to victims (VCOP)	13/01/21	Safeguarding (adults at risk)	03/02/21	2021/22		Road Safety	03/03/21	County Lines	31/03/21	Cybercrime	02/06/21
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Standing reports to each meeting:-

- Commissioner's Update Report – report on PCC activities/key decisions. Standing updates on Fire Governance and Estates.
- Work Programme – fluid and presented for noting or approval following amendment
- Performance Report

- Link Member reports/Scrutiny of performance against the Police and Crime Plan – Strategic Priorities Quarterly Briefings
- Complaints Report – Monitoring arrangements for dealing with complaints against the Commissioner