

Avon & Somerset Police and Crime Panel

Thursday 24 June 2021

**11.00 am 1875 Room, Somerset County
Cricket Club – St James Street, Taunton,
Somerset, TA1 1JT**



To: The Members of the Avon & Somerset Police and Crime Panel

Cllr Booth, Brown, Cllr Clark, Cllr Craig, Cllr Crew, Davies, Cllr Hucker, Cllr Keen, Knight, Cllr Owusu-Antwi, Cllr Shearer, Cllr A Singleton, Cllr Stone, Cllr Trull, Cllr Wait, Cllr Westwood, Cllr J Williams and Cllr Willis

All Somerset County Council Members are invited to attend meetings of the Cabinet and Scrutiny Committees.

Issued By Scott Wooldridge, Strategic Manager - Governance and Risk and Monitoring Officer - 16 June 2021

For further information about the meeting, please contact Andrew Randell, Senior Democratic Services Officer in Democratic Services, Somerset County Council or Email: ARandell@somerset.gov.uk

Guidance about procedures at the meeting follows the printed agenda.

This meeting will be open to the public and press, subject to the passing of any resolution under Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

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



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AGENDA

Item Avon & Somerset Police and Crime Panel - 11.00 am Thursday 24 June 2021

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

1 **Apologies for Absence**

2 **Public Question Time**

Statements or questions should be e-mailed to Andrew Randell ARandell@somerset.gov.uk or Jamie Jackson JAJackson@somerset.gov.uk or sent to the Democratic Services Team, County Hall Taunton TA1 4DY (marked for the attention of Patricia Jones). Statements must be received no later than 12.00 noon on 23rd June. Questions must be received no later than 3 clear working days before the meeting by 18 June.

Please note that all statements and questions must relate to matters that fall within the Panel's functions and responsibilities.

In order to keep everyone safe, we respectfully request that all visitors to the building follow all aspects of the Covid-Secure guidance. Failure to do so may result in you being asked to leave the building.

3 **Declarations of Interest**

The Statutory Register of Member's Interests can be inspected by contacting Andrew Randell or Jamie Jackson in the Democratic Services Team by emailing ARandell@somerset.gov.uk or JAJackson@somerset.gov.uk

4 **Minutes from the meeting held on 19 February 11 March and 31 March 2021**
(Pages 9 - 26)

To confirm as a correct record.

5 **Chairs Business**

6 **Work Programme Report** (Pages 27 - 36)

7 **PCC Annual Report** (Pages 37 - 80)

8 **Panel Annual Report** (Pages 81 - 100)

9 **Commissioner's Update** (Pages 101 - 134)

10 **Complaints Monitoring Report** (Pages 135 - 140)

Item Avon & Somerset Police and Crime Panel - 11.00 am Thursday 24 June 2021

11 **Date of Next Meeting**

10.30am, 22nd September 2021

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Guidance notes for the meeting

1. Council Public Meetings

The former regulations that enabled virtual committee meetings ended on 7 May 2021. Since then, all committee meetings need to return to face-to-face meetings. The requirement is for members of the committee and key supporting officers to attend in person, along with some provision for any public speakers. However due to the current COVID restrictions and social distancing measures only a small number of people can attend as meeting room capacities are limited. Provision will be made wherever possible for those who do not need to attend in person including the public and press who wish to view the meeting to be able to do so virtually.

Anybody attending the meeting in person will be asked to adhere to the current Government guidance and Council procedures in place to safely work during COVID 19. These include limiting numbers in a venue, maintaining social distancing, using hand sanitisers, wiping down areas that you have used, wearing face coverings when not sitting at a table (unless exempt from doing so) and following one-way signs in the venue/building. You will also be asked to sign in via the NHS Test and Trace app or to sign an attendance record and will be asked relevant questions before admittance to the meeting. Everyone attending the meeting will be asked to undertake a lateral flow test up to 72 hours prior to the meeting.

Please contact the Committee Administrator or Democratic Services on 01823 357628 or email democraticservices@somerset.gov.uk if you have any questions or concerns.

2. Inspection of Papers

Any person wishing to inspect minutes, reports, or the background papers for any item on the agenda should contact Democratic Services at democraticservices@somerset.gov.uk or telephone 01823 357628.

They can also be accessed via the council's website on www.somerset.gov.uk/agendasandpapers.

Printed agendas can also be viewed in reception at the Council offices at County Hall, Taunton TA1 4DY.

3. Members' Code of Conduct requirements

When considering the declaration of interests and their actions as a councillor, Members are reminded of the requirements of the Members' Code of Conduct and the underpinning Principles of Public Life: Honesty; Integrity; Selflessness; Objectivity; Accountability; Openness; Leadership. The Code of Conduct can be viewed at: [Code of Conduct](#)

4. **Minutes of the Meeting**

Details of the issues discussed, and recommendations made at the meeting will be set out in the minutes, which the Committee will be asked to approve as a correct record at its next meeting.

5. **Public Question Time**

If you wish to speak, please contact Democratic Services by 5pm 3 clear working days before the meeting. Email democraticservices@somerset.gov.uk or telephone 01823 357628.

Members of public wishing to speak or ask a question will need to attend in person or if unable can submit their question or statement in writing for an officer to read out.

In order to keep everyone safe, we respectfully request that all visitors to the building follow all aspects of the Covid-Secure guidance. Failure to do so may result in you being asked to leave the building for safety reasons.

After entering the Council building you may be taken to a waiting room before being taken to the meeting for the relevant agenda item to ask your question. After the agenda item has finished you will be asked to leave the meeting for other members of the public to attend to speak on other items.

A slot for Public Question Time is set aside near the beginning of the meeting, after the minutes of the previous meeting have been agreed. However, questions or statements about any matter on the agenda for this meeting may be taken at the time when each matter is considered.

At the Chair's invitation you may ask questions and/or make statements or comments about any matter on the Committee's agenda – providing you have given the required notice. You may also present a petition on any matter within the Committee's remit. The length of public question time will be no more than 30 minutes in total (20 minutes for meetings other than County Council meetings).

You must direct your questions and comments through the Chair. You may not take a direct part in the debate. The Chair will decide when public participation is to finish.

If an item on the agenda is contentious, with many people wishing to attend the meeting, a representative should be nominated to present the views of a group.

An issue will not be deferred just because you cannot be present for the meeting. Remember that the amount of time you speak will be restricted, to three minutes only.

In line with the council's procedural rules, if any member of the public interrupts a meeting the Chair will warn them accordingly.

If that person continues to interrupt or disrupt proceedings the Chair can ask the Democratic Services Officer to remove them as a participant from the meeting.

Provision will be made for anybody who wishes to listen in on the meeting only to follow the meeting online.

6. **Meeting Etiquette for participants**

- Only speak when invited to do so by the Chair.
- Mute your microphone when you are not talking.
- Switch off video if you are not speaking.
- Speak clearly (if you are not using video then please state your name)
- If you're referring to a specific page, mention the page number.
- Switch off your video and microphone after you have spoken.
- There is a facility in Microsoft Teams under the ellipsis button called turn on live captions which provides subtitles on the screen.

7. **Exclusion of Press & Public**

If when considering an item on the agenda, the Committee may consider it appropriate to pass a resolution under Section 100A (4) Schedule 12A of the Local Government Act 1972 that the press and public be excluded from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, as defined under the terms of the Act.

If there are members of the public and press listening to the open part of the meeting, then the Democratic Services Officer will, at the appropriate time, ask Participants to leave the meeting when any exempt or confidential information is about to be discussed.

8. **Recording of meetings**

The Council supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public - providing this is done in a non-disruptive manner. Members of the

public may use Facebook and Twitter or other forms of social media to report on proceedings. No filming or recording may take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the Committee Administrator so that the relevant Chair can inform those present at the start of the meeting.

We would ask that, as far as possible, members of the public aren't 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.

A copy of the Council's Recording of Meetings Protocol is available from the Committee Administrator for the meeting.



Minutes of the Police and Crime Panel

19th February 2021 (10:30am)

(‘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:

Chris Booth (Somerset West and Taunton Council), Richard Brown (Chair/Independent Member), Asher Craig (Bristol City Council), Janet Keen (Sedgemoor District Council), Franklin Owusu-Antwi (South Gloucestershire Council), Alastair Singleton (Bath and North East Somerset), Pat Trull (South Gloucestershire Council), Andy Wait (Bath and North East Somerset Council), Richard Westwood (North Somerset Council), Heather Shearer (Mendip District Council), Martin Wale (South Somerset) and Roz Willis (North Somerset Council).

Host Authority Support Staff

Patricia Jones – Governance Specialist
Jamie Jackson – Scrutiny Manager
Kait Harvey – Clerk

Police and Crime Commissioner and Support Staff:

Sue Mountstevens - Police and Crime Commissioner
Mark Simmonds – Interim Chief Executive Officer
Paul Butler – Chief Financial Officer
Ben Valentine – Performance Officer

1. Apologies for absence

Peter Abraham and Pat Trull.

2. Public Question Time

The Chair invited Councillor Tessa Munt to ask a question.

Councillor Munt asked about the enforcement of Rights of Way in rural Somerset - what plans are there to try to enforce Rights of Way legislation in rural Somerset? There were problems with local droves and bridle ways and off-road vehicles were damaging land and making it impassable.

The PCC confirmed that she had spoken to Superintendent Mike Prior who offered to meet with Councillor Munt. Attention was drawn to the input of the Rural Crime Team on BBC Crimewatch and their work with local farmers and Natural England.

3. Declarations of Interest

None.

4. Consideration of revised Precept Proposal

The Chair recapped on the purpose of the meeting:-

- Meeting about revised Precept – to make decision and report back to PCC by 22nd February 2021. Intent to provide Report by end of business today.
- Previous meeting – proposal vetoed by Panel. Panel then wrote to PCC with their deliberations, thoughts and recommendations.
- Question from Chair in respect of Operation Remedy funding, whether this was put to its intended purpose and what was diverted elsewhere. Operation Remedy underspend of £1.3million by year end was the result of the introduction of Serious Violence surge funding and the recruitment time lag, much of funds which was offset by compensating overtime. Anticipating being at full establishment by end of financial year. £1.3m would have ended up applied to our capital reserve, and hence available to fund capital expenditure in the MTFP. The Chair requested clarification as to the underspend of £1.3million in recruitment had been spent on overtime. The CFO stated that a small element had been spent in overtime due to a lack of investigators but £1m underspend.
- Chair asked where underspend was now. PCC responded that any underspend would be transferred to reserves depending on the final year end position.

The Chair invited PCC to give context to arrangements.

The PCC responded as follows:

- Reflected on comments and speculations in press and perception of tussle between PCP and OPCC.
- Budget frozen in 2012. Assurance that team challenged, examined Business Case and considered families within pandemic situation. Noted Panel supported Precept rises over last 9 years and supported 'Tipping Point' when cuts had consequences. Both want value for money. Constabulary rated as outstanding and £83m (28%) had been saved over last 10 Years.
- Hoped that the amended precept reflected the comments in the Panel's report. Having considered the Report, the PCC will issue a final response to the Panel and will issue the Precept. The Police funding settlement puts all under pressure. An independent report predicted that Police recorded crime would increase by 26% in the next few years. 60% of Police funding was from the central government grant which has been frozen. Struggle to keep pace with rising costs. Most PCC's had therefore taken advantage of the £15 precept increase in 2021/22.
- Prosecutions for rape at lowest levels. Had to disband Operation Bluestone due to austerity cuts. Introduction of a specialist team of over 90 officers who would be tackling rape and serious sexual assault. Each local authority having an Offender Management Team and Specialist team.
- Precept setting process needs to have regard to the MTFP. There are underspends in some areas of the budget. 80% of the budget is people – hard to fill underspends in year where this is due to first year recruitment lag. Avon and Somerset Constabulary have had an unprecedented year, challenges of recruiting whilst ensuring supervision for new Officers. Reserves do not fund future recurring expenditure which falls on the precept. Revised precept needs to maintain critical investments. The reduced precept proposed has created £1million annual funding gap – taken from reserves for next year. Reserves being used is not sustainable in this way and the gap will need to be addressed by the new PCC. Majority of houses are in bands A,B and C and therefore will be subject to a smaller increase than the Band D headline.
- Need to be clear on the process following the meeting to inform the Billing Authorities as it is delaying the Billing Authorities from issuing council tax bills. Grateful to have receipt of the Report by the end of the day.
- Over last 9 years local people have told us that more local Police required.
- Revised precept increase of £13.39 per year for Band D.

Chair thanked PCC for context and noted that the meeting was about taking a professional approach to address the issues and concerns and to come to a conclusion at the end of the meeting in respect of the Precept proposal.

Chair invited questions from the Panel:

- Panel expressed concern in respect of the use of terminology on 'victimless crime' towards the end of the address by the PCC and the equation to a reduction of the

budget spend, requesting that this be re-phrased. PCC stated that cuts have consequences and that decisions have had to be put on hold due to the precept. Any reduction of resources going into the Constabulary have consequences. Felt that some people had not had the service they deserved. Had been a reactive not a proactive workforce – desire to move to a more proactive approach.

- The Panel sought clarification of the reductions now appearing in the budget as result of the revised precept because it was not visible in the report. It appeared to the Panel that the budget had been balanced and therefore there had been no impact as a result of the reduced precept. The PCC confirmed that reliance was being placed on reserves, thus creating more difficulties in coming years. There would be pressure on the next PCC to find more savings to bridge the gap.
- B&NES representative advised that B&NES had made £10m of savings and taken £11m from reserves and that income had been devastated by lockdowns. Demands were being placed across the public sector.

Assurances were sought that there would not be a delay in the opening of the new station due to the reduced Precept. Concern had been generated following comments made in public by senior officers who suggested this was a possibility.

The Commissioner stated that Redbridge House and the Enquiry Office at Lewis House were currently available. The Panel was advised that the veto had removed the maximum allowed by the government which had delayed all decisions until the budget was settled. There would be no decisions on any estate or business case during this time period. Once the Precept has been issued, conversations with the Chief Constable would resume.

CFO Paul Butler reported that every public sector organisation had to make significant cuts over the last decade. Identifying savings when 80% of the costs were staff was a challenge. The government had ringfenced staff numbers, therefore these could not be touched thereby leaving very small numbers to control – cutting officers or opting out of the Police IT programme was not an option.

The Serious Violence Grant was a one off which overlapped with Operation Remedy and was being used to enable maximum benefit.

In the original MTFP there were £7.3m savings in the plan. After these savings a deficit of £7.4m was left in year 4. With the additional £1m deficit from the reduced precept, the savings challenge was increased to £8.4 million by Year 4. This could require a reduction in staff.

- The Panel requested more information in relation to the recruitment of 113 Officers ahead of schedule. The Commissioner's expectation was a trajectory to recruit 450 extra

Police Officers by the end of 2022/23. Might recruitment be slower at the other end, as opposed to losing staff? It was clarified that the uplift programme was supported by government and would be maintained as a priority. The £8.5million saving by the end of MTFP could only be found through staffing numbers.

- The Panel sought clarification on the £1million identified for the use of the incoming PCC and whether this would be funded by an increase in the deficit. The Commissioner confirmed that it came from the underspend over this year. This also happened in 2016. She referred to a number of cliff edges during the year including the funding of 'Appropriate Adults' which was meant to be Local Authority led. However, there was no statutory decision about funding. The £1m referred to was no longer being made available to the new PCC to ensure funding for the investments outlined at the last meeting remained.
- The Panel sought further assurance regarding cuts in planned provision or recruitment as a result of the revised precept figure. The Commissioner was unable to provide that guarantee as she would no longer be PCC. The CEO advised that the £15 precept rise had enabled a balanced budget through 2021/22 and the gap now arising from the reduced precept would be filled from reserves. In respect of the budget for subsequent years, there would be a recurring additional £1m funding gap, from reduced precept income and any further savings would be a matter for the next PCC. The CFO remarked that to address savings in future years, an action plan may be required at an early stage to ensure a good lead in time for savings to take effect.
- Attention was drawn to PCSO supervision referenced in the MTFP and more information was sought on the direction of travel for management of neighbourhoods. It was noted that due to the career structure in place, a number of PCSOs would routinely leave their positions to become officers. with a policy of PCSOs supervising PCSOs which had been far more effective.
- There was general agreement that the press attention and unfortunate headlines generated by the Precept decision and resulting reports were unfortunate. An important decision had been reduced to a simple message that lacked nuance. It was understood that morale had been damaged by chronic underfunding and front line challenges, however the Chair emphasised that the Panel's support of the Constabulary was a given and reflected in the continued support the Panel had shown since 2012.

The Commissioner stated that she was disappointed in light of Precept increases having been accepted by other Panels. She suggested that morale had been affected – the Police Federation, Superintendents Association and the Black Police Association, who were supportive of the maximum rise. However, it was accepted that all households had been affected by the pandemic and this was not an easy position. By taking on board

the concerns expressed by the Panel and by using reserves as balancing feature, she hoped that a compromise had been reached.

- The Panel welcomed the Commissioner's acknowledgment of the democratic process. The force had made good progress, leaders were well motivated and delivering day to day.
- The Commissioner requested the Panel's written report as soon as possible to avoid delay in signing off of LA budgets. She recommended that the timings of all meetings should be looked at in future to avoid further delays.

The Chair outlined the budget consultation that commenced annually from September /October. The statutory timescales and obligations had been met. He highlighted the merits of engaging with communities earlier in the year as opposed to a limited survey at short notice. The Commissioner reported that the telephone phone survey was conducted every quarter and the government's late funding announcement precluded earlier consultation on the final proposal.

- Councillor Willis stated that she would not be reprimanded or made to feel uneasy about the decision made by the Panel. A decision was made following full scrutiny of the facts and with due regard to the public purse. The Panel's Precept history was one of support and working together. The government was asking people to pay more for the Police service through underfunded Local Authorities and it was not right in her view to ask the taxpayer to continually subsidise. This, and the Panel's duty to consider residents who find themselves at a cliff edge were the substantive reasons for the Panel's veto.

Following discussion and on being put to the vote, the Panel **RESOLVED** to support the Commissioner's proposal to increase the Policing Precept by £13.39 per annum in 2021/22 for an average Band D property (11 members voting in favour and 1 abstention).

The Commissioner thanked the Panel for its support.

5. Date of next meeting

11th March at 10.30am

(Meeting closed 11:01am)



Minutes of the Police and Crime Panel

11th March 2021 (10:30am)

('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:

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Jamie Jackson – Scrutiny Manager
Patricia Jones – Governance Specialist

Police and Crime Commissioner and Support Staff:

Sue Mountstevens - Police and Crime Commissioner
Mark Simmonds – Interim Chief Executive Officer
Paul Butler – Chief Financial Officer
Ben Valentine – Performance Officer

1. Apologies for absence

Councillors Peter Abraham and Josh Williams.

2. Public Question Time

None

3. Declarations of Interest

None.

4. Chairs Business

Independent Members

The Chair recapped on the Panel's discussion at the pre-meeting. Members were in agreement that the Panel membership should include 3 Independent Members as currently provided for in the Panel Operating Arrangements:-

"The Panel will normally consist of 3 non-political Independent Members. The Panel will at all times maintain a minimum of 2 in accordance with Schedule 6 Part 2 Section 4(3) of the Act"

Action – none. No alternative proposal and therefore no endorsement required from the Constituent Authorities.

5. Commissioner's Update:

The PCC provided the Panel with an update for her actions and decisions since the last meeting. The Commissioner drew attention to the following key points:-

- the importance of encouraging residents to participate in the vaccination programme.
- 20 enquiry offices would open with effect from Monday 12 April 2021 in addition to the 4 locations that were currently open.
- Thanks were extended to Councillor Craig and Councillor Singleton for taking part in the selection process for the Interim CEO position. The Commissioner thanked the Panel for arranging another Confirmatory Hearing on 31st March 2021.
- Attention was drawn to the full report on the delivery of the Violence Reduction Units attached as Annex A to the Update Report. The Panel heard that Avon and Somerset were one of 18 forces to receive government funding - £35 million allocated to the network of which ASC would receive £1.16m. This piece of work had been led by the DPCC.
- Lammy Review – progress was being made on securing relevant data from criminal justice partners, though this had proved challenging.
- PCC elections – the DPCC would stand down from his role with effect from the pre-election period commencing 22nd March 2021. Councillor Heather Shearer would also step aside from Panel business for the duration of the pre-election period. This Panel meeting would be her last.

- Safer Streets – the second year of funding was launched on 21st January 2021, enabling maximum bids of £432,000. Bristol and North Somerset had confirmed they will be submitting proposals and BANES, Somerset and South Gloucestershire declined the opportunity.
- Criminal Justice - the latest national announcement indicated a backlog of 56,003 cases in the Crown Court. Avon and Somerset was in a better position following collaborative work to reduce the backlog and trials were being listed from September 2021.
- Complaint Reviews – 15% of complaints to the Constabulary (not complaints to the Panel) were being appealed and were the subject of a review in accordance with PCC's enhanced powers in the complaints process. The Panel was informed that 20% were upheld, demonstrating a solid checks and balances mechanism.

The Commissioner commented as follows in response to questions from the Panel:-

- Good performance in respect of criminal justice backlogs/disposals had been assisted by the size of Bristol courts which were large enough to ensure safe social distancing. The smaller Taunton courts presented a challenge.
- VRUs and data sharing – VRU delivery had been a good catalyst for better cooperation in the sharing of data. The Serious Violence Bill created a duty on partners to engage and data was a big part of this. Charlotte Pritchard (VRU/Serious Violence Lead) reported that outcomes at a strategic level were focussed on health and hot spots. Ambulance and hospital data was now overlaid with Police hotspot data and Local Authorities had access to a VRU App with ASC analytics software which created risk and harm scores around serious violence and perpetrators. As a starting point, VRUs needed to come together and look at risk, where to put resources and how best to divert young people from violence.

It was noted that Police resources were focussed on intervention. Another layer of data being used at strategic level was exclusions data.

The Panel expressed interest in how the richer data translated to the tactical position on the ground. It was noted that this level of information was not currently available, but members were assured that messaging and resource targeting were a priority within the VRU structure.

The Panel queried the absence of B&NES in the VRU Awareness Raising Training for local authority staff listed at page 44 of the papers. It was confirmed that B&NES was not prioritising training this year, choosing to focus on intervention and building on existing services such as Domestic Abuse provision and street-based violence.

- The Commissioner stated that she fully understood concerns relating to the long-awaited plans for the opening of a new Police station in the centre of Bath. The Panel was assured this was a priority and nearing completion.

- Complaint Reviews – the Panel expressed concern about a potential trend in these cases leading to conduct complaints against the Commissioner. The Commissioner emphasised that she had previously warned of this possibility, making the point that the coming years could see a transfer of the complaints system in its entirety to the OPCC. The Commissioner invited the clerk to comment on the current position. The Panel was advised that the complaint review process provided an opportunity for the Commissioner to independently assess whether the Constabulary’s complaint handling process has been reasonable and proportionate. It was emphasised that the Panel has no power to intervene if a member of the public wished to challenge the outcome of a complaint review.

However, there remained the possibility for complainants viewing this as an opportunity to make a conduct complaint against the Commissioner. Making the distinction between a valid conduct complaint and dissatisfaction with the outcome of a complaint review was therefore vital.

There was further discussion around the Panel’s statutory role in complaints handling and the protracted liaison required with the IOPC in relation to vexatious or repetitive complaints. The clerk confirmed that all efforts were being made in cooperation with the OPCC to bring these cases to a conclusion.

The CEO reiterated this and added that resource wise, this workload was set to increase. The Commissioner suggested that the Home Affairs Select Committee (Standards in Public Life) could usefully be tasked with looking at both the PCC and Panel’s remit in the future.

6. Assurance Reports

The Panel received the following presentations to assist

Derek Rees ASC -Domestic Abuse Portfolio Lead

The Panel was provided with an overview of the Domestic Abuse Assurance work currently underway. This involved three separate reviews commissioned to explore the different aspects of domestic abuse including the impact of COVID:-

- **High Risk Review** that looked at 50 cases involving DA victims assessed as High Risk on the DASH Risk checklist (Domestic Abuse, stalking and honor based violence). Victims were automatically referred to the Lighthouse Safeguarding Unit (LSU), DA service delivery partners and potentially to the Multi Agency Risk Assessment Conference (MARAC).

- **Incidents Review** that looked at 235 domestic abuse cases involving an altercation of within a domestic setting that did not amount to an offence, typically high in volume and low in risk.
- **Crimes Review** that looked at 373 cases tagged as DA and amounting to either coercive control, assault, harassment or criminal damage. These crimes made up around 16.5% of total recorded crime and involved repeat offenders and victims who did not wish to pursue the case.

Although the three reviews were conducted differently and considered different criteria, the Panel was advised that similar themes emerged in terms of the learning and recommendations. These were set out in detail in the report circulated in advance of the meeting and were summarised as follows:-

1. To carry out a comprehensive refresh of DASH and to provide officers with further guidance on how to complete an effective and high-quality risk assessment, to increase officer understanding of how to use the DASH to aid decision making. This included an emphasis on quality information when completing DASH.
2. A review and refresh of all tools available to aid positive action from officers when dealing with DA, including consistent and comprehensive completion of the OEL template (??) , BRAG tool (Blue, Red, Amber, Green) and widespread use of Body Worn Video to enable Supervisors and Inspectors to decide on further action.
3. Further assurance and understanding to determine the effectiveness of the options available to help deal with DA cases and those involved in them, including MARAC and DVPNs (??). Further work also required to ensure children were cared for in an effective and timely manner through the adoption of Operation Encompass, either in its true format or some other more workable solution.

The Panel noted that DA had been closely tracked during the pandemic with 50 DA related crimes a day. 20% of the 83 people in custody in the last 24 hours were DA related. COVID had marked a 17% increase in comparison to the previous 12 month period with the weather, alcohol and lockdown being the principal causes. The July 2020 peak dropped away as the weather became colder/nights darker in line with national averages.

Below is a summary of the discussion that followed:-

- It was not possible to confirm if all 3 LSUs provided consistent levels of support.
- The development of the DASH and BRAG tools was welcomed by the Panel. It was reported that this was a back to basics approach and provided opportunity to influence and train younger staff, get the mindset right and learning in place to deliver the best service to victims.
- The Panel stated that continuous and reinforced training was key to ensure historic inconsistencies in DASH completion were improved upon. The Panel was assured that the appropriate checks and refresh training would take place.

- The Panel emphasised the importance of culturally embedding a consistent approach across the organisation with senior leaders playing a key part. There was recognition that the core information needed to be right to get the right input from the LSU and wider field. It was noted that DASH had been chosen for deep dive assurance because of the volume of business. Embedding it into the organisation was less about compliance and more about the value of doing things properly in terms of safeguarding and investigations.
- Victims could be prevented from accessing help because of lack of time or opportunity to make a call or report their circumstances in person. The Panel was advised that the Constabulary was confident that the use of the code word "Annie" would immediately flag a problem if used on a call or in a pharmacy.

Det/Superintendent Lisa Simpson ASC - Adults at Risk Portfolio Lead

The Panel received a detailed powerpoint presentation and noted the following:-

- the Care Act defined an 'adult at risk' as someone who:-
 - has needs for care and support;
 - is experiencing, or is at risk of, abuse or neglect; and
 - as a result of those needs is unable to protect themselves against the abuse or neglect or the risk of it.
- Vulnerability was complex and the Constabulary aimed to upskill teams across the organisation. There had been no increase in crime of late. Signposting and training was a priority.
- A report from HMICFRS in July 2019 had expressed "Grave concerns" about adult safeguarding and "little Police analysis of the problem", "good initial attendance, poor follow up and investigation, poor partnership working and variations".
- BRAG audit findings suggested and "Overall Fair" grading, completed 75% of the time and 84% of those were considered to add value. A collaborative approach allowed the force to rank and track vulnerability but a lack of understanding regarding the definition of vulnerability and pathways hindered consistency.
- Whilst assessment and initial attendance were mostly good, investigations covered a broad spectrum and were variable and only the more serious tended to get a high standard of investigative approach. Conclusions could be premature with incomplete accounts from the victim and suspect. Little evidence of Prosecution team focus or ID of repeat victims/suspects.

The Panel welcomed a transparent and refreshing look at this challenging work area and raised the following queries:-

- What percentage of Police time was taken up investigating matters involving the abuse of adults? It was reported that 20% of adults fit into the 65+ demographic and 20% of crime reported had a victim in that age bracket. Adult investigations routinely received less time than Rape and Serious Sexual Offences (RASSO) and offences involving children.
- The Panel expressed concern that the abuse and neglect that takes place in care homes could still easily remain behind closed doors. It was also recognised that an element of unskilled staff made offending and general neglect more likely. There were obvious links with the Care Quality Commission in these instances but the public needed to know that reports could come to the Police.
- The Panel was thanked for the reminder about the collation of ethnicity data. There was a significant recording issue and this was being reinforced in training.
- It was noted that in 2020, 12,032 Safeguarding Adult referrals were made into the LSU, however only 3602 (30%) were referred on to Adult Social Care with the result that 70% of referrals were being triaged out by LSU staff as either not meeting Adult at Risk criteria or not having an appropriate referral pathway. Strategically, the Panel felt this was an unsettling position to be in as it appeared to be out of the control of the Constabulary and the bar for getting into NHS services was particularly high.
- It was understood that a similar picture existed for rape offences. It was recognised that there was much work to do.

7. Avon and Somerset Police and Crime Performance Summary

The Panel noted the latest performance report with related data developed to enable the Panel to carry out its oversight of performance against the Police and Crime Plan.

Key points highlighted included:

- **101 Abandonment rate** – for 999 calls remaining stable and was still performing well. The rate had declined in Quarter 2. This had not been sustained and October and November saw numbers back to 3.3% rate, more in line with figures seen recently.
- **Response timescales** – Decreased in Quarter 2. Actions had been taken to improve these including a triage system to ensure the right work was being done. Advised of a change to the call grading system, with changes to call grades 2 and 3, in the hope that this would better prioritise the threat harm risk level and to enable a better response, in a timely manner.

- **Operation Remedy** - next report to include Quarter 3 results plus burglary outcomes
- **Demand levels** – Small difference since Quarter 2. Reference to Appendix table for different breakdown of crime types. Noted in Quarter 2 theft had significantly decreased on last year and violence against the person had increased in Quarter 2, from last year.
- **Conviction rate** -The impact of the pandemic was reflected in Quarter 1 figures but had now returned to expected levels.
- **Public confidence** – was at its highest level in 5 years at 78%. The survey results in respect of the enforcement approach in response to Covid were pleasing.

10. Complaints against the Police and Crime Commissioner and Deputy Police and Crime Commissioner

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

It was noted that there had been 2 new complaints since the last meeting with one resulting in a disapplication decision under The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

Action – that the report be noted.

11. Work programme

The Panel noted that all items had been completed across the year with the exception of Desmond Brown's postponed presentation (Lammy Report) to the Panel which would be scheduled in next year's work programme.

12. Date of next Meeting

31st March 2021 at 10.00am

Chair



Avon and Somerset Police and Crime Panel

Hosted by Somerset County Council Democratic Services



Minutes of the Police and Crime Panel

31 March 2021 (10:00) ('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:

Chris Booth (Somerset West and Taunton Council), Richard Brown (Chair and Independent Member), Asher Craig (Bristol City Council), Franklin Owusu-Antwi (South Gloucestershire Council), Afzal Shah (Bristol City 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), Roz Willis (North Somerset)

Host Authority Support Staff:

Scott Wooldridge – Monitoring Officer and Strategic Manager – Governance and Democratic Services

Jamie Jackson - Strategic Manager, Democratic Services

Pat Jones – Democratic Services Specialist

Andrew Randell - Senior Democratic Services Officer

Laura Rose – Democratic Services Officer

Police and Crime Commissioner and Support Staff:

Sue Mountstevens - Police and Crime Commissioner

Sally Fox – Candidate for OPCC Interim Chief Executive Officer

1. Apologies for absence

Apologies were received by Councillors Peter Abraham, Janet Keen, Heather Shearer and Josh Williams.

2. Public Question Time

There were no Public Questions or statements.

3. Declarations of Interest

There were no additional declarations of interest.

An update was provided by the Police and Crime Commissioner around a recent series of protest events in Bristol. Police and City Leaders were engaged with and supported the actions of the officers involved. There was awareness of allegations relating to video content of police conduct on the night that was being investigated by ~~standards and the conduct of policing~~ the Independent Office for Police Conduct. More recent protests had taken place peacefully.

A further series of protests were planned around Academic Freedom and Hinkley Point along with further protests against the Police and Crime Bill. Modifications of the Covid-19 regulations had now enabled organisers to work with the police.

The Chair and the Panel passed their gratitude to those officers of Avon and Somerset Police on the frontline of the protests ~~and~~ for protecting the community and properties.

4. Confirmatory Hearing – Interim Chief Executive Officer

The Police and Crime Commissioner introduced the item outlining the recruitment process.

Under the provisions of the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner is required to appoint 'a person to be the head of the Commissioner's staff' (Schedule 1, 6 (1)(a)). This report explained the process to be followed by the Panel in confirming the proposed appointment of the preferred candidate to the role of interim Chief Executive Officer in the Office of the Police and Crime Commissioner.

The Panel received notification from the Commissioner of the proposed appointment to the role of Interim Chief Executive on 19th March 2021.

It was subject to the public scrutiny that is required as part of a proposed senior appointment process set out in Schedule 1 of the Police Reform and Social Responsibility Act 2011

Two members of the Panel (Councillor Craig and Councillor Singleton) participated in the selection process and had previously reported to the Panel on their findings. Councillor Craig formed part of the selection Panel itself and Councillor Singleton observed the process.

Councillor Singleton also set out the arrangements for the selection process and recruitment panel and he confirmed that the scoring was conducted separately to ensure a fair and impartial process.

During the debate and considerations no comments and questions were raised around the selection process.

6. Panel Decision and Recommendation

Following consideration of the Commissioner's verbal and written submissions and having due regard to the reports provided by Councillor Craig and Councillor Singleton, the Panel recommended Sally Fox should be appointed as the Interim Chief Executive.

8. Minutes of the meetings held on 4th February 2021

Resolved – that the Minutes of the meeting held on 13th October 2020 be confirmed as a correct record and signed by the Chair.

9. Panel Governance Review

The Monitoring Officer for Somerset County Council provided an update around remote meetings and the change in legislation after 7th May 2021, requiring Local Authorities to consider how meetings could be supported in future whilst adhering to current and any future safety restrictions

The Panel then considered the Governance Review Report. The Chair reported that the Panel had taken the opportunity to review its governance documents to ensure that it runs as effectively as possible and continues to fulfil its statutory functions. A small sub-group of Panel Members had met on 19th January 2021 to undertake the review (Councillor Shearer, Councillor Craig and Councillor Westwood) with the support of the Panel's Governance Specialist.

It was noted that the initial set up arrangements for the Avon and Somerset Police and Crime Panel were overseen by a Joint Selection Committee of the Avon and Somerset Council Leaders (LJSC) and the Panel Operating Arrangements document emerging from these discussions was agreed by the LJSC on 11th June 2012 and adopted by the Panel on 31st October 2012. Attached as Appendix A to the report, the document was last reviewed in July 2020 to reflect the formation of Somerset West and Taunton Council (following the merge of West Somerset Council and Taunton Deane Borough Council) and to address amendments required as a result of the pandemic and postponement of the PCC elections.

It was reported that in accordance with Schedule 6 Part 2 section 3 of the Police Reform and Social Responsibility Act 2011, the Panel was required to seek the endorsement of the Constituent Authorities before any amendments to the document could be adopted.

The Panel noted that the Rules of Procedure (attached as Appendix B to the report) guide how business is conducted, ensuring that the Panel meets its statutory requirements. Unlike the Operating Arrangements, it was pointed out that the Panel can determine and make changes to this document, last reviewed on 13th December 2018.

The Panel's Complaint Protocol (attached as Appendix C to the report) was last reviewed on 13th December 2018. The Panel noted that the proposed amendment attempted to address the resource issue created by complaints/dissatisfaction with the PCC's failure to uphold a Police Complaint Review

Layouts and social distancing would be required to enable meetings in person to be carried out following the further relaxing of restrictions. Accommodating future meetings would need to be within government guidance. Members of the public would be able to attend in person currently after 21st June. It was noted that hybrid meetings were the preferred future option from the Panel which met Council ambitions around improving air quality and addressing climate change. Andrew – could we pls move this para so it doesn't break up the report ? Maybe to the top where Scott commented on meetings.

Following discussion, the Panel approved the proposed amendments to the following documents:-

1. Panel Operating Arrangements (Appendix A)
2. Panel Rules of Procedure (Appendix B)
3. Panel Complaints Protocol (Appendix C)

The Committee thanked Sue Mountstevens and Roz Willis for their continued participation and hard work since 2012

The Police and Crime Commissioner thanked the Panel for their support and participation during her time in office and wished her successor all the best for the future.

10. Date of Next Meeting

The next meeting was scheduled for 23rd June 2021 (AGM)

(The meeting ended at 10.42)

Chair

Avon and Somerset Police and Crime Panel

24th June 2021

Title: Work Programme Report

1. Purpose of Report

The Panel is invited to consider and approve the draft Work Programme for 2021/2022.

2. Summary

This Work Programme is expected to take into account:-

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

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

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

- **consideration of the Commissioner's Annual Report** - as soon as practicable following the conclusion of the relevant financial year that it covers. Members are reminded that the Annual Report presented at today's meeting is the concluding report of the former PCC.
- **consideration of the Commissioner's Precept proposal** – 3rd February 2022. The Panel is required to scrutinise the Commissioner's proposed Council Tax Precept (the money collected from council tax specifically for Policing). As part of this, the Panel has oversight of the overall draft Policing budget and its proposed allocation.

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

To ensure that Members make a tangible, practical contribution to the budget and precept-setting process, consultation on the Budget starts each year with a briefing at Police and Fire Headquarters. This year it will take place on **25th November 2021 at 10am (already in your diaries) and all Members are required to attend this meeting.**

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

The Panel welcomes a new Police and Crime Needs Assessment which along with the Commissioner's manifesto will be used as a solid evidence base to develop a new plan to cover the period 2021/23. The purpose is to provide a picture of the most significant issues, risks and threats shared by partner agencies and stakeholders across Avon and Somerset. Sight of an early draft of the new plan will assist the Panel in its review.

The Commissioner has also formed a plan Programme Board to assist with its development and the first meeting will be held later today. The Panel appreciates the offer of a place on the board.

Also to be incorporated into an annual work programme where considered appropriate by the Panel:-

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

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

The Panel has requested the OPCC to keep the Panel sighted across the year on key decisions and pieces of work the Commissioner will be addressing on which it may be appropriate for the Panel to receive a report, be consulted or hold a pre-decision scrutiny review.

- **Arrangements for dealing with complaints against the Commissioner**

The Panel is required to consider and resolve complaints against the personal conduct of the Commissioner. In 2012, the Panel delegated the initial complaints handling function to the Chief Executive Officer in the OPCC and the delegation remains in place. The final arbiter however is the Panel, and complainants are made

aware that complaints can be escalated to the Panel if they are not satisfied with the initial attempt at resolution. The Panel receives a standing summary report on complaints to each meeting and the Panel's Complaints Sub-Committee has authority to consider individual complaints when they are escalated.

An individual Panel Lead Member also leads and maintain an overview on complaints that are escalated to the Panel with advice, guidance and support provided by the Lead Officer. This provides a filter for the less serious complaints and ensures that meetings of the sub-committee are only held when necessary. The complaints handling process and information supplied by the OPCC has been aligned for this purpose.

- **Other Panel responsibilities** relate to senior appointments (confirmation hearings) These responsibilities are usually ad-hoc in nature, occur as circumstances dictate and may necessitate the calling of "extraordinary" meetings of the Panel. However this year is exceptional and the following senior appointments will require endorsement from the Panel:-

Temporary Chief Constable
Deputy Police and Crime Commissioner
Chief Executive Officer
Chief Financial Officer
Chief Constable

3. Lead Member and other roles

The Panel has previously chosen to shape its scrutiny and review of the Commissioner's activities around the priorities contained in the Police and Crime Plan. This method of involvement can strengthen accountability and transparency by enabling Link Members to report back to the full Panel Membership on activities and key issues in their area of business. It has also provided opportunity for sharing performance and assurance information.

This year the Strategic Priority Briefing mechanism will cease by consent but sharing of assurance reports will continue.

Members who have sufficient time and experience to contribute and report back to the main Panel are still required for the following areas of business:-

- Police and Crime Plan Programme Board set up by the Commissioner with the Constabulary and stakeholders to develop the plan. In addition to Julie Knight, a further volunteer is requested to ensure this work area is adequately covered.

- Complaints Sub-Committee – 3 Panel Members are required in accordance with the Terms of Reference. In addition, Gary Davies will take the lead member role for complaint son the basis of his skills and experience in this area.
- Joint Audit Committee – a volunteer is requested to observe two/three meetings a year. These meetings take place at Police Headquarters.
- The Commissioner is engaging a consultant to run the process of appointing a substantive Chief Executive Officer and has extended an invitation to the Panel to observe the process. Two volunteers preferably with recruitment experience are required.

4. In-depth Scrutiny Topics

In 2019, members chose Serious Violence and Knife Crime as a topic for detailed consideration following the release of a new Home Office strategy which placed additional responsibilities on Police and Crime Commissioners. There was no dedicated topic in 2020 during the pandemic.

In the absence of the Strategic Priority Briefings mechanism, it is proposed that the Panel considers the following 2 scrutiny topics in depth across the year as a whole Panel function.

- Integrated Offender Management
- Serious Violence (to include Violence Reduction Units, Rape and Serious Sexual Assaults and as a refresh to the Panel’s scrutiny of this topic in 2019)

The Panel is invited to consider and agree these topics.

5. Chief Constable Presentation

The Chief Constable has operational independence and reports to the Panel once a year. In previous years, this has taken place in December when the Panel considers the draft budget or alternatively in February when the Panel considers the Precept proposal. The year’s presentation is scheduled for 3rd February 2022.

The Home Office protocol states that, ‘if the Panel seeks to scrutinise the PCC on an operational matter, the Chief Constable or other officers may need to attend alongside the PCC to offer factual accounts and clarity if needed for the actions and decisions of their officers and staff. The accountability of the Chief Constable remains firmly to the PCC and not to the Police and Crime Panel’

6. Training for new Members

It is proposed that a training session for new members takes place as soon as this can be arranged. In the meantime, the Lead Officer has provided an induction session to new members in advance of the AGM.

7. Work Programme 2018/19

Based on the above, a draft work programme has been drawn up which is attached at Appendix A to this report. This is a fluid document based on work planning meetings which took place with the OPCC following the PCC election.

Meetings will take place on the following dates and members have been sent corresponding meeting invitations:-

22nd September

25th November (Private meeting)

9th December

3rd February

18th February (Reserve Precept meeting date)

17th March

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

Patricia Jones
Lead Officer

Avon and Somerset Police and Crime Panel

PLjones@somerset.gov.uk

Tel – 07855284506

Panel Work Programme 2021/2022

Date PCP Meeting	Business (does not include standing items, see end of page)	Notes
24 th June	Annual General Meeting and Confirmatory Hearing	Confirmation of Temporary Chief Constable pending formal recruitment
24 th June	PCC Annual Report Panel Annual Report Work Programme Report – for Panel consideration/approval Estates Strategy – principles	Commissioning Strategy, Green Strategy and COVID (learning and response highs and lows) – to be incorporated into PCC Update Report
TBC	Confirmatory Hearing Deputy PCC	OPCC will provide timeline for senior officer appointments early June 2021
22 nd September	<p>Latest Performance information</p> <p>Assurance Reports Cybercrime RASSO</p>	<p>Various levels of additional performance information have been previously agreed and discussed further in a planning meeting with the OPCC on 18th May 2021.</p> <p>Quarterly Strategic Priority Briefings – this mechanism will now cease following a review by members last year and recent discussions with the OPCC.</p> <p>Assurance Reports – these will continue.</p>

	Memorandum of Understanding	<p>Recruitment – remains a standing item in the PCC Update report</p> <p>Operation Remedy – extended for a further 12 months. Performance monitoring will continue to ensure outcomes can be tracked against public expectations and investment.</p> <p>PCC Review - <u>The Specified Information Order</u> currently places a duty on PCCs to publish certain information within specified timeframes, to ensure the public have the information they need to hold their Commissioner to account at the ballot box. The Home Office has amended the Specified Information Order to require PCCs to provide a narrative on force performance against the Government’s crime measures and HMICFRS force performance reports. The Panel will be provided with the relevant data.</p> <p>Working Protocol to support effective working relationships between the Commissioner and the Panel. Panel to agree.</p>
TBC	Confirmatory CEO	
TBC	Confirmatory Hearing CFO	
25 th November (Private briefing Police Headquarters)	First consultation on the Budget led by the OPCC Chief Financial Officer Paul Butler in the form of a presentation followed by member questions.	The session must be attended by all Panel Members. It 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 in December. Final report/Precept Proposal 3 rd February.

TBC	Confirmatory Hearing Chief Constable	
9 th December	<p>Scrutiny of the Budget/Draft Medium Term Financial Plan</p> <p>Assurance report – Operation Remedy</p> <p>Integrated Offender Management</p>	<p>Proactive Scrutiny topic. HMICFRS has tasked PCC's with ensuring relevant partners and services are involved in the delivery of IOM. The PCC funded a review and the Panel was provided with the outcome document and plans to design a new way of IOM delivery for Avon and Somerset.</p>
3 rd February	<p>Formal Review of the Budget and Precept Proposal</p> <p>Chief Constable Presentation</p>	
11 th March	<p>Assurance Report – Serious Violence</p> <p>Panel Budget/Costs report</p>	

Date TBC	Serious Violence	Proactive Scrutiny Topic. Consider in the context of the Police and Crime Plan, VRUs, Rape and Serious Sexual Offences (RASSO) Action Plan and Operation Bluestone.
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Standing reports to each meeting:-

- Commissioner's Update Report – report on PCC activities/key decisions. Standing updates on Fire Governance, Estates and recruitment
- Work Programme – fluid and presented for noting or approval following amendment
- Performance Monitoring Reports
- Complaints Report – Monitoring arrangements for dealing with complaints against the Commissioner

AVON AND SOMERSET POLICE AND CRIME PANEL

24 JUNE 2021

REPORT OF THE POLICE AND CRIME COMMISSIONER

POLICE AND CRIME ANNUAL REPORT 2020-21

- 1.1 The Police and Crime Commissioner has a duty under section 12 of the Police Reform and Social Responsibility Act 2011 to produce an annual report after the close of each financial year.
- 1.2 Section 12(1) states this report should provide (for):
 - (a) the exercise of the body's functions in each financial year, and
 - (b) the progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan
- 1.3 The report attached as Annex A is the **draft** Annual Report for the period 1st April 2020 – 31st March 2021 in accordance with section 12(1).
- 1.4 Section 12(2) states the Annual Report must be sent to the Police and Crime Panel. Section 12(3) states the Commissioner must present the Annual Report to the Panel and answer questions on this. Section 12(4) sets out that the Commissioner must respond to any report or recommendations from the Panel.
- 1.5 It is important to note that the presentation of the draft report to the Panel at this meeting is not intended to discharge the duties under subsections 2 or 3. A draft report is presented in order that the Panel have a chance to offer input and feedback prior to a final version being issued.
- 1.6 At the meeting, as well as discussing the content of the report, the Commissioner and Panel can agree how subsections 2-5 can be discharged once the final version of the report is ready.

Contact Officer:

Ben Valentine, Strategic Planning & Performance Officer

Annex A – Annual Report of the Avon and Somerset Police and Crime Commissioner 2020/21 DRAFT (attached)

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

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

Annual reports

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

ANNUAL REPORT OF THE AVON AND SOMERSET POLICE AND CRIME COMMISSIONER

1 April 2020 – 31 March 2021

CONTENTS:

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

Published June 2021

1. Introduction and Foreword

This report reviews the progress made between 1 April 2020 and 31 March 2021 by the former Police and Crime Commissioner (PCC) carrying out their responsibilities and overseeing delivery against the Police and Crime Plan 2019-22. This is in accordance with the statutory duty under Section 12(1) of the Police Reform and Social Responsibility Act 2011.

A new PCC, Mark Shelford, was elected on 6 May 2021 and formally took office a week later.



“This report covers the last year of Sue Mountstevens’ service as the PCC for Avon and Somerset. I am very grateful for all she has done over the last nine years to keep our communities safe; she will always be remembered as the first PCC for Avon and Somerset.

Moving forward I will work with the Police and Crime Panel to review the process of holding the

Constabulary to account. Part of this will consider how this Annual Report can be more effective as part of the new scrutiny processes, communicated to the panel and the public. I will ensure delivery of this Annual Report is done in a more efficient way as part of an ongoing cycle of performance and assurance activity.

More broadly speaking this report also highlights a number of areas where – through my first Police and Crime Board – I have highlighted to the Constabulary some early priorities for them such as crime recording, workforce representation and effectiveness of prevention.”

Mark Shelford – Avon and Somerset Police and Crime Commissioner

2. Statutory Duties

The PCC is responsible for the totality of policing and should be the voice of the people. Key duties of the role are to:

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

It is important to note that as well as this report an Annual Governance Statement is written as part of the Annual Statement of Accounts. To gain a different and fuller insight into how the governance framework helped discharge the PCC's duties the reports should be read together.

Voice of the people

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

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

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

Since the introduction of COVID-19 legislation restricting face to face contact the PCC implemented a programme of regular Facebook Live events. These involved using social media platforms and partner agencies and local media channels to invite people to submit their questions on policing so that the PCC could put them to the Chief Constable in a live streamed interview. These have accrued over 320,000 views.

In April 2020, for the first time, the PCC recruited a Deputy PCC (DPCC), to lead on community engagement. Over the course of the year the DPCC focussed on more local level engagement.

Efficient and effective police force

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

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

HMICFRS Results

The primary framework by which police forces are inspected by HMICFRS is called 'Police Efficiency, Effectiveness and Legitimacy' (PEEL). All forces are inspected using this consistent methodology, with the outcome being that a grade is awarded for each of the three pillars. Avon and Somerset was

inspected in May 2019. The outcome was that the Constabulary maintained their overall 'good' rating, with the grading across the three pillars being:

- **Effectiveness** –the Constabulary is **Good** at keeping people safe and reducing crime.
- **Efficiency** – the Constabulary is **Outstanding** in respect of the efficiency with which it keeps people safe and reduces crime.
- **Legitimacy** – the Constabulary is **Good** in respect of the legitimacy with which it keeps people safe and reduces crime.

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

Internal Audit

Throughout 2020/21 the Internal Audit function completed ten substantive audits, one follow-up review as well as contributing towards regional advisory work and conducted follow-up work on previous audits.

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

Seven of the audits resulted in a reasonable assurance opinion and three resulted in a limited assurance opinion. The conclusion of our internal auditors was that they were able to offer a reasonable assurance annual opinion.

Each of the audits also provides recommendations for improvement which are categorised into three priority categories reflecting their importance. In total the internal auditors made 27 recommendations during 2020/2021, of which:

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

Internal Assurance

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

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

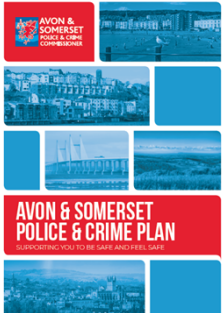
Holding the Chief Constable to Account

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

The PCC also has a statutory duty to respond to reports published by HMICFRS and in particular any recommendations or areas for improvement within them. These recommendations are usually for the

Chief Constable and in writing the response the Constabulary must provide the PCC with an answer as to how they are responding to those recommendations. This is another important mechanism in holding the Chief Constable to account. As discussed above the PEEL report was the most significant but there have been several others and all responses are all published on the website. Aside from the formal response these reports can also help shape the scrutiny and questions the PCC asks through the internal assurance process.

Setting Strategic Direction

	<p>The current Police and Crime Plan was refreshed in April 2019 and covers the period of 1 April 2019 until 31 March 2022. The Strategic Priorities in the Police and Crime Plan for 2019-22 are:</p> <ul style="list-style-type: none">• Protect the most vulnerable from harm;• Strengthen and improve your local communities;• Ensure that Avon and Somerset Constabulary has the right people, right capability and right culture; and• Work together effectively with other police forces and key partner agencies to provide better services to local people.
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During 2019 a new joint performance framework was introduced to measure delivery of the Police and Crime Plan. As part of this there were five outcomes defined that successful delivery of the plan should achieve:

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

The revised plan was originally due to be in place no longer than 31 March 2021; a new PCC would have taken office in May 2020 and would have created a new plan. However due to the effects of COVID-19 the PCC elections were postponed by a year until May 2021. The PCC did not think it was necessary to change the Plan as the five outcomes it seeks to achieve were equally as relevant even during the last year while living with the pandemic.

Setting the Budget and Precept

In terms of financial performance, as can be seen in the group accounts, once year-end adjustments had been made, a break-even position has been achieved during 2020/21. The underlying performance showed a £14.1m/4.3% underspend, of which £12.3m relates to performance against Constabulary managed budgets and £1.8m against PCC managed budgets. This underspend has been used for various matters including the bolstering of the general fund for the purposes of risk management and also a significant amount was required to be added to capital reserves again to make up the shortfall in the capital grant received from the Government.

The PCC sets the part of your council tax which goes towards funding policing. When central government made its announcement about police funding for 2021/22 it provided additional funding which was ring-fenced for the officer uplift but was effectively frozen other than this. They did however further increase the limit of the precept (which could be requested without referendum) to £15 for the average band D household (this equated to 6.6%).

In deciding whether to increase the precept and by how much the PCC considered the views of the public. A total of 3635 people were survey about this precept level and 34.5 supported the maximum increase. The second highest result, at 29.5%, was people that did not wish to pay any increase.

Although the PCC's original precept proposal was the maximum £15 the Police and Crime Panel was vetoed by the Police and Crime Panel and the precept was set at £13.39. A leading reason for the Panel's veto was the financial hardship being faced by residents, caused by the pandemic. When

taken in the round, of the people surveyed more did not support the maximum increase than did which the Panel also reflected upon.

The current medium-term financial plan (MTFP) shows a worsening position than the previous year with just the first year being balanced and £8.5 million additional savings required in year five.

Funding challenges in the longer term still remain due to setting adequate funds aside for capital programmes and meeting the inflationary revenue budget pressures. It has been disappointing that adjustments to the policing funding formula have been delayed again. Avon and Somerset is underfunded by the Government for the amount of people who live in the area and a revisit of the formula would offer an opportunity to address this.

Strategic Policing Requirement

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

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

The Constabulary conduct a self-assessment of their ability to respond to these threats. This assessment is usually conducted every six months and is based on the five Cs approach of assessing capacity, contribution, capability, consistency and connectivity. This self-assessment report is then reviewed by the Constabulary Management Board and the Police and Crime Board. In the last year the self-assessment that was due to take place during April and May of 2020 was cancelled due to the pandemic; the regular cycle resumed reporting in November 2020.

Partnership Working

The PCC has a statutory duty to work with partners and beyond on this it is enshrined as the fourth priority of the current plan which is to *work together effectively with other police forces and key partner agencies to provide better services to local people*. The revised objectives within priority two also have more of a focus on partnership work. Progress in this respect will be discussed throughout section four of the report.

Grants and Commissioning

A range of community safety projects and services in 2020-21 have been allocated over £7.6 million by the PCC to support the delivery of the Police and Crime Plan. These have included services commissioned such as victim support services including advocacy, support related to abuse and exploitation, restorative justice and substance misuse support services, mental health control room triage, as well as local community safety initiatives.

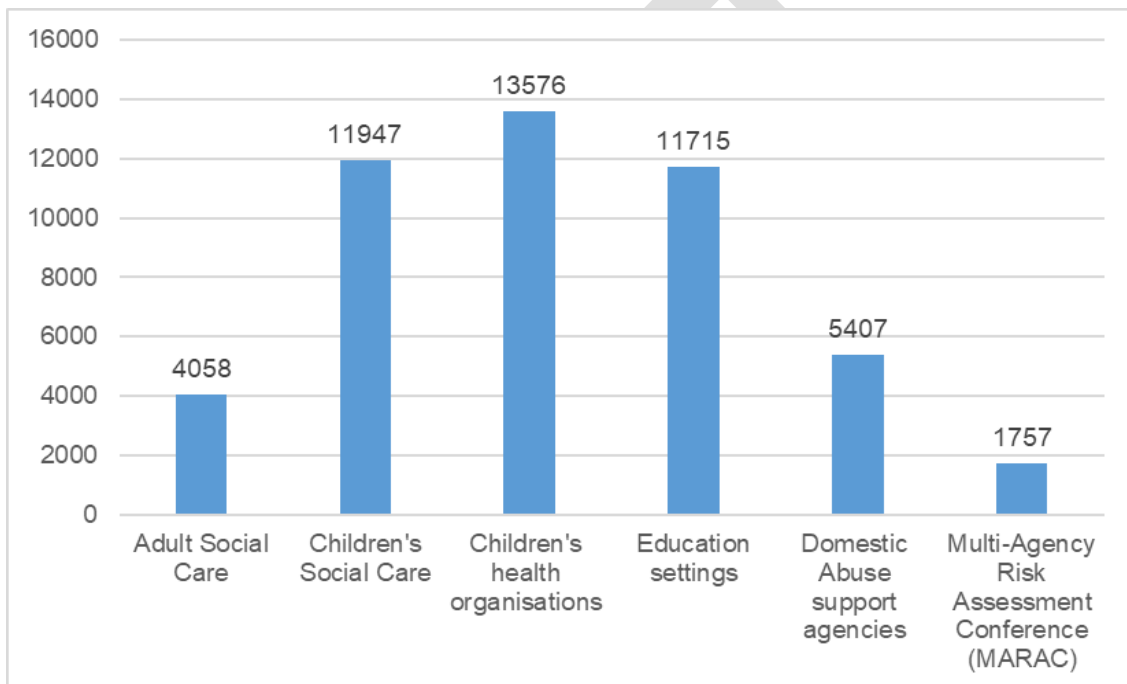
Please see Annexes One and Two for an overview of grants awarded and services commissioned.

3. Performance (against PCC Priorities in 2019-22 Plan)

Priority 1 – Protect the most vulnerable from harm

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

Safeguarding is a core part of policing business and is in line with the police’s primary duty to protect people from harm. Although safeguarding is a responsibility of all officers and staff in contact with the public the Constabulary’s Lighthouse Safeguarding Unit (LSU) is a centralised specialist unit the leads on safeguarding people of all ages. It is this unit that the workforce will refer safeguarding concerns to. Aside from police powers effective safeguarding is achieved through partnership working and ensuring people are getting support from relevant agencies. In the 2020/21 year the LSU made over 48,000 relevant referrals as seen below.



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

The PCC funds a number of services to enable victims and survivors to cope and then recover from crime from a dedicated budget from the Ministry of Justice as well as other funds. Alongside this, the OPCC plays an important role in working with stakeholders to improve outcomes for victims. In 2020-21 the OPCC supported this objective through the provision of services, applying for additional funding, undertaking service development and speaking up for local victims in national work. As with all other areas of business this work was dominated by the response to the pandemic.

Provision of Services

Victim services experienced a variety of changes and challenges in relation to service demand throughout the pandemic. In total the services that received funding from the PCC supported over 22,500 victims across the year.

At the start of the pandemic services provided contingency plans which were reviewed by the OPCC with risk grading applied and follow-up to ensure measures were in place. Services also worked collaboratively with the OPCC Communications Team to publicly communicate BAU in terms of victims being able to report, self-refer (where appropriate) and access service support. Regular

dialogue with services ensured an efficient move from face to face to remote support where necessary.

In terms of referrals, several services reported an initial decline followed by an upturn. All services have seen an increase in the complexity of cases where individuals require more intensive support and are presenting with a combination of needs. This has led to early conversations about re-conceptualising demand and an appreciation that an individual case now typically represents a higher workload and level of support than pre-pandemic. Most prominently the OPCC has seen reports of substance misuse and mental health co-occurring, requiring specialised support within service provision. In general services have reported a higher level of need in terms of mental ill health during the pandemic.

Throughout the year, services worked to move toward remote offerings with organisations developing innovative ways of reaching victims and providing support where face to face not possible. For example the implementation of Live Chat, online therapeutic support and regular check-ins with victims impacted by things such as court backlogs.

Particularly acute need has been seen in specialist Sexual Violence therapeutic services with the longstanding issue of waiting times being exacerbated by the pandemic. Additional funding is being made available by the MoJ to PCCs for 2021-22 and work will shortly commence in partnership with NHS England and Clinical Commissioning Groups (CCGs) to undertake a Health Needs Assessment of provision of these services.

Additional Funding

Recognising the additional and changing victim need brought about by the pandemic, the Ministry of Justice (MoJ) invited PCCs to apply for one-off funding to support known critical issues in capacity in domestic and sexual abuse services.

Funding was awarded in two separate rounds in July and December 2020 to a total of £722,260.88 (See Appendix). The OPCC worked with both commissioned and non-commissioned services (including smaller specialist organisations) to ensure this opportunity for emergency support was accessible to a broader range of services during this difficult time. Working collaboratively, the office sought the views of local authority domestic abuse commissioners in the management of applications. In total the OPCC worked with 17 organisations to provide extraordinary MoJ funding, 11 of these were non-commissioned victims' services. Several provide specialist support to vulnerable and marginalised cohorts, including for example the Polish-speaking community and male victims of domestic abuse.

This additional funding has brought with it additional reporting requirements from the Ministry of Justice that the OPCC has completed as required with the support of its valued service providers. Monthly demand capture has ensured an open and transparent process for assessing service experience, highlighting any new or emerging themes and trends.

Case Study: Service Development

In addition to facing the challenges brought by the pandemic, an example of the development of services in 2020-21 can be found in the OPCC's work with the Institute of Public Care (Oxford Brookes University) to chair a Development and Celebration Workshop for BASE Child Sexual Exploitation (CSE) Service stakeholders. The workshop included both the service provider Barnardo's and co-commissioners. Goals and aspirations for commissioners and the service were discussed as the contract enters a +1 year extension. New actions to explore the opportunities for greater service user engagement in service design and development, as well as longer-term aspirations for the potential merging of Child Criminal Exploitation (CCE) and CSE support provision were discussed. The OPCC look forward to seeing the tangible results of this workshop which at its foundation showed the positive relationships forged across five local authority areas, the OPCC, Barnardo's and Avon and Somerset Constabulary; all partners fully invested in ensuring the best provision for victims who have experienced or are at high risk of CSE.

National Voice

Alongside steering local improvements, the PCC plays an important role in having a voice nationally to bring about change for victims and survivors. Two key posts that the PCC worked with this year are the Victims and Domestic Abuse Commissioners. On the former, the OPCC has prioritised attending two-weekly call with Victims Commissioner Dame Vera Baird to provide details of the impact of the COVID-19 pandemic on victim services. Through this process the OPCC has been able to raise significant developments and represented the local experience to a key national lead.

On the latter, this year the PCC sought to form a strong relationship with the new Domestic Abuse Commissioner and her Office. Over 60 local partners (including local authority domestic abuse leads, specialist domestic abuse and sexual violence services, local domestic abuse champions and CCG leads) joined the designate Domestic Abuse Commissioner Nicole Jacobs and PCC Sue Mountstevens, for a special virtual event. This event focused on bringing together the national and local, introducing the new role to local partners, with Nicole answering questions regarding the Domestic Abuse Bill, the response to domestic abuse during the pandemic and future thoughts and planning.

“I just wanted to say how interesting and positive the experience was. It’s great to be able to attend these types of events and find out more despite the limitations of lockdown. I would also say that of all the virtual events I’ve attended in the last year (and, like everyone, I’ve attended a lot!) this was one of the most smoothly run and least glitchy – a testament to the amount of work that must have gone on behind the scenes and in the run up.”

Feedback on the event from Victim Support.

The PCC has also submitted responses to consultations such as the Home Office’s Violence Against Women and Girls (VAWG) Call for Evidence and lobbied for the inclusion of community-based provision in the changes being brought about under the new Domestic Abuse Bill. Future national opportunities under this objective include responding to the forthcoming consultation on the government’s Victim Services Funding Strategy.

3. Ensure the provision of effective preventative approaches

County Lines is a term used to describe organised criminal networks involved in exporting illegal drugs (typically heroin and crack cocaine) out of bigger cities into one or more smaller towns in the UK, using dedicated mobile phone lines or other forms of ‘deal line. County lines are inextricably linked to vulnerability; the majority of those used by the line are vulnerable through their drug addiction.

Last year the Annual Report spoke of Op Topaz a preventative approach to child sexual exploitation. This is in the process of being extended to help children who are being criminally exploited (CCE). The recruitment for Topaz North CCE recently been completed with the Southern team underway. Children have already been identified at high risk of harm from CCE by the team and they have already commenced disruption and engagement activity. Further development of this team will include a performance matrix and intelligence provision, which will feed in to a fortnightly multi-agency tasking meeting with the Violence Reduction Units (see below).

CCE is a prominent feature of County Lines drugs offending and there is a new approach considering how Modern Slavery and Human Trafficking (MSHT) laws can be used to tackle this type of exploitation. This approach also recognises the people, especially children, who may initially present as suspects or offenders are in fact victims themselves and needed to be treated as such.

The Constabulary now hold review panels which are attended by representatives from CID (Investigations) which have particular knowledge of County Lines and MSHT. The Panel also consists of the South West Regional Organised Crime Unit (SWROCU) co-ordinators for vulnerability and County Lines, and representatives from the National Crime Agency (NCA) and Crown Prosecution Service (CPS).

County Lines has now been embedded in the Constabulary's training about MSHT and a recent event saw the force lawyer deliver content on the use of Slavery Trafficking Prevention Orders (STOP) and Slavery Trafficking Risk Orders (STRO) in County Lines cases. A number of the MSHT Tactical Advisors have also attended the National County Lines Coordination Centre seminar on this topic to ensure best practice is being delivered in Avon and Somerset.

The connections between County Lines, exploitation and MSHT laws are being used to help prevent further offending and victimisation; below is an example of such an investigation.

Case Study: Prevention Orders to stop future offending and victimisation

The investigation began as part of a combined operation targeting vehicles used by County Lines gangs; set up to trial a new Automatic Number Plate Recognition system. An offender linked to Organised Crime Groups (OCGs) and County Lines was arrested when a vehicle was identified by the ANPR system.

Initially there was not enough evidence for MSHT offences but the investigating officers developed these links between the drugs offences and the trafficking; both for criminal charges and the use of the Civil Law prevention orders. After being charged the offender pleaded guilty to the following counts:

- 1. Human trafficking*
- 2. Coercive and controlling behaviour*
- 3. Concerned in supply of Class A Heroin*
- 4. Concerned in supply of Class A Cocaine*

The Crown Court granted an application for a 30 year Slavery Trafficking Prevention Order which contains a number of provisions preventing the offender from resuming drug dealing and County Lines activities in the future; he is banned from entering Somerset, owning multiple phones or sim cards, arranging or facilitating travel or accommodation for anybody, he has to produce his devices for inspection to an officer or offender manager on request and cannot go near the victim or her family again, and if he sends any communication requesting or relating to drugs or drugs supply in future this will be a breach of the order. This is a first for the force, and the ban from Somerset is substantial, as the offender had significant involvement in Somerset County Lines activity.

The investigating officer also recognised the opportunity to use MSHT laws to have the offender's car forfeited as it had been used to traffic the victim. This was also granted by the court and deprivation of a vehicle further disrupts the OCG.

The offender was sentenced to 8 years and 8 months as well as the above.

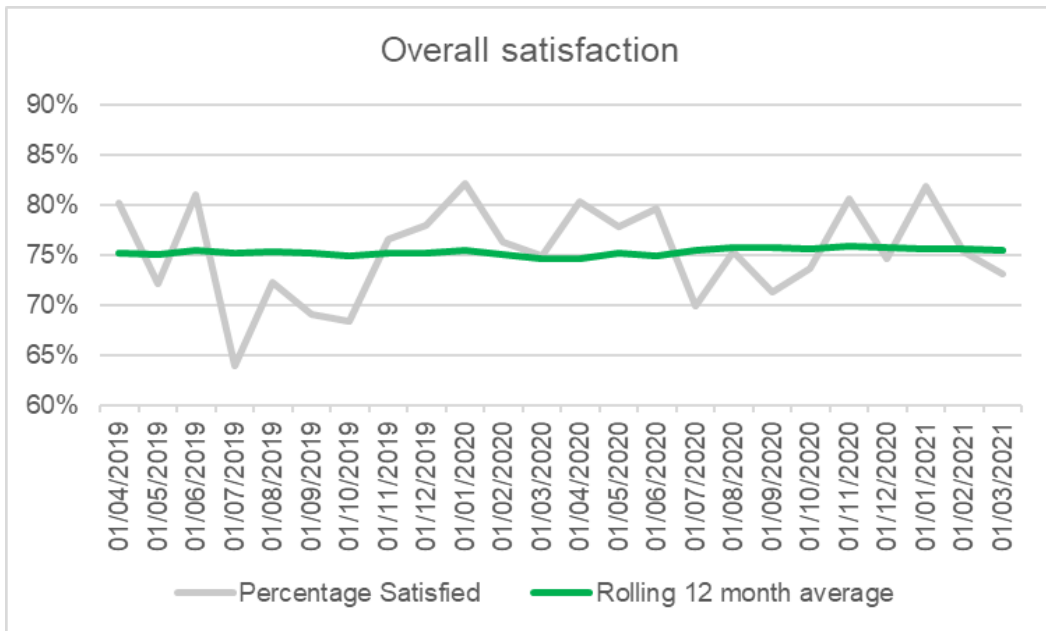
Measuring the effectiveness of prevention

Prevention is a key theme of both the National Policing Measures and is very important, locally, to the new PCC. The Constabulary needs to be able to demonstrate how effective their prevention activity is and how this can be measured. Improving this aspect of assurance will form part of the development of the new Police and Crime Plan and the statutory duty to report against the national measures.

4. Organisations provide an effective victim-centred response

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

Year average	Whole Experience	Follow-up	Actions Taken	Treatment	Initial Contact
2019/20	74.6%	59.3%	66.4%	90.7%	94.0%
2020/21	75.5%	60.5%	68.5%	90.3%	95.3%



The victim’s code of practice (VCOP)

The victim’s code of practice (VCOP) is a set of entitlements that the victim should receive throughout their journey through the criminal justice service.

The Victim and Witness Governance group was established to look at and improve the victim’s journey through the criminal justice service. It is a multi-agency group consisting of representatives from the police, Crown Prosecution Service, Her Majesty’s Courts and Tribunals Service, Probation, and Witness Service to drive a collaborative approach of victim experience.

This group reviews and scrutinises a sample of cases to ensure compliance and to take learning to drive improvement. The Ministry of Justice set out a framework for each police force area to review these cases and submit findings to establish a national picture of VCOP compliance across the country, this was put on pause since the beginning of 2020 as a result of the pandemic. Despite the national pause on data collection the group have continued to meet to try and improve the victim’s journey locally. The group look at a different crime type each time they meet to identify any themes.

The group have met twice, virtually, during 2020/21. The themes covered have been knife crime; pre-record evidence in advance of a trial for vulnerable victims and witnesses and rape and serious sexual offences. At the last meeting in January 2021 the group also discussed the changes to VCOP and identified any areas of support required to achieve the entitlements for all victim going through the justice system.

In addition to this multi-agency group the Constabulary have also conducted the first, of a more regular schedule, of internal audits to check and test their compliance with VCOP. The first results will be available in the summer of 2021.

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

During the last year the PCC’s office, and partners, successfully prepared for and set up Drive which will begin to operate in 2021/22. This is funded to June 2023 by the PCC, South Gloucestershire Council and the National Lottery.

Drive is a multi-agency perpetrator behaviour change programme for domestic abusers. It identifies medium and high risk perpetrators of domestic abuse who are supported, by specialists to change their behaviour; if they do not engage they will be proactively targeted and their offending disrupted.

It has been in operation in a number of areas in the UK since 2015 in places like Croydon, West Sussex, and South Wales. Successful implementation elsewhere has resulted in less domestic incidents, less victims and reduced risk.

South Gloucestershire Drive aims to work with around 125 perpetrators per year. If successful in this locality the hope is to be able to implement similar practices across the rest of Avon and Somerset.

“I am thrilled that South Gloucestershire has been chosen as the pilot site for the Drive perpetrator programme. This is a fantastic opportunity to apply an evidence-based approach to breaking the cycle of domestic abuse and violence. Drive has delivered lasting impact in other areas of the UK, and I am delighted to be working with partners in South Gloucestershire in launching this exciting initiative.”

Chief Inspector Dan Forster – South Gloucestershire Local Police Commander

In addition to this pilot initiative the Constabulary have identified the need to better tackle dangerous domestic offenders with an additional capability. Through the police officer uplift the Constabulary have decided to allocate a cohort of officers into the Integrated Offender Management Unit. These new officers will provide specific provision for managing approximately 200 domestic abusers each year when at full capacity.

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

Below are examples of how the proactive capability of Op Remedy has been used to protect vulnerable people and catch dangerous criminals even beyond the scope of their primary mission focus.

Case Study: Bath Sexual Offences

Between August 2019 and September 2020 in excess of 60 indecent exposure offences were reported in the Bath area. These offences escalated to a point where the suspect targeted vulnerable people. One victim who was elderly, disabled and house bound vulnerable victim who had carers attend her address twice daily. She was targeted on at least three occasions. The suspect attended her address and would knock on her window to get her attention before exposing himself to her. On one of these occasions the suspect also gained entry into the address and raped the victim.

A second elderly victim was also targeted by this suspect. He attended her address on at least four occasions and exposed himself to the victim on three separate occasions. There were description given of the suspect and a full DNA profile had been obtained but the suspect was not known to the police nor was his DNA on any known database.

Op Remedy were tasked to conduct proactive, covert patrols to try to identify and arrest the suspect. Officers worked through the night and within a week the suspect was located and arrested by Remedy Officers whilst in the act of committing another sexual offence. The suspect was charged with rape, three offences of trespass with intent and two offences of indecent exposure and is currently awaiting sentencing.

Case Study: Cycle Path Sexual Offences

In December 2020 several incidents, of robbery and sexual assault, were reported that women were being targeted whilst using the cycle track between Bristol city centre and South Gloucestershire. The victims ranged from women commuting home from work on cycles, walkers and joggers. The reports were so frequent an article was published in the local newspapers highlighting the problems. There were vague descriptions of the suspect but no clear lines of enquiry to identify who was responsible.

A second elderly victim was also targeted by this suspect. He attended her address on at least four occasions and exposed himself to the victim on three separate occasions. There were description given of the suspect and a full DNA profile had been obtained but the suspect was not known to the police nor was his DNA on any known database.

Op Remedy were tasked to conduct proactive, covert patrols to try to identify and arrest the suspect. On the first day of deployment, and within two hours, a suspect was identified and after conducting observations for a short period he was arrested by Op Remedy officers. The suspect subsequently admitted to all of the offences.

Priority 2 – Strengthen and improve your local communities

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

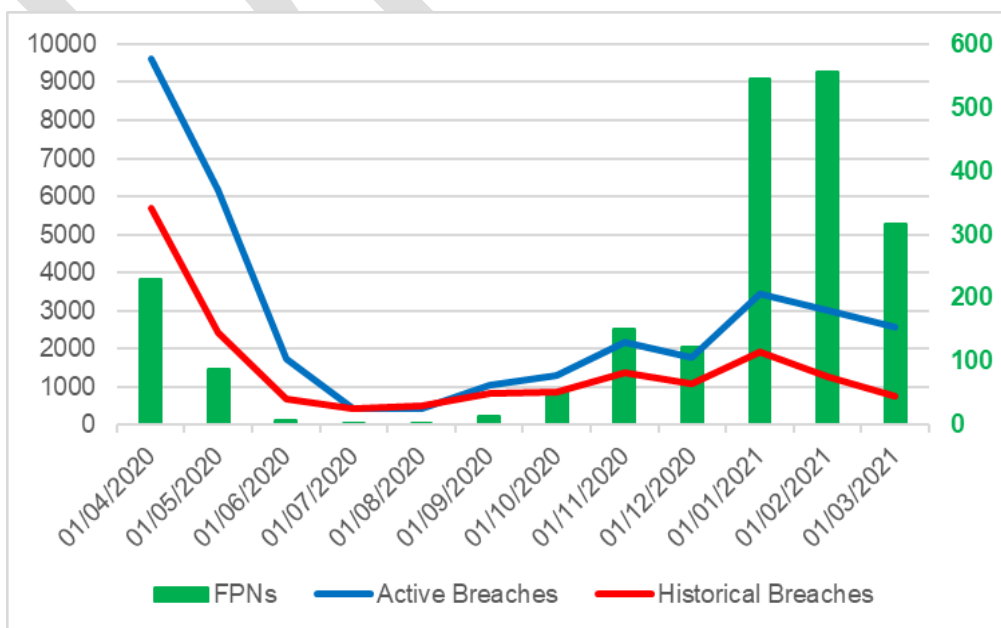
The primary way people access police in the first instance is by calling 999 and 101. So in order to understand how accessible the police are, the most significant measures are the abandonment rate of those call lines. The 2020/21 year has seen further improvement in an area of business that was already performing well. The 999 abandonment rate has reduced from 0.08% to 0.02% the year before and the 101 abandonment rate has reduced from 3.23% to 2.30%. The average time taken to answer a 999 call was just 0.8 seconds a further improvement on the 1.4 seconds last year. To put this into context a force’s performance is monitored where they have more than 50 abandoned 999 calls a month. In Avon and Somerset, there were only 54 abandoned calls across the whole year: an average of only 4.5 a month. It should be noted that when a 999 call is counted as abandoned from a performance perspective it does not mean the caller is not able to speak to anybody; the national telephone operator will stay on the line and instead the call will be taken by a call handler in another force. Forces operate a ‘buddy’ system for this purpose.

Response timeliness has also shown a small improvement in 2020/21. Immediate graded calls showed an average compliance of 76.3% compared to 75.8% the year before. Priority graded calls had an average compliance of 56.2% compared to 55.8% the year before. It is acknowledged there compliance with the latter measure requires some work to improve.

COVID-19 Enforcement

The COVID-19 pandemic was, to a large extent, unexpected and unplanned for. It had a large impact on communities globally and is arguably the most significant event since World War II. It has fundamentally changed people’s personal and work lives over the last year. People and organisations, the world over, had to adapt in order to be able to continue to work and deliver in a way that was safe and effective.

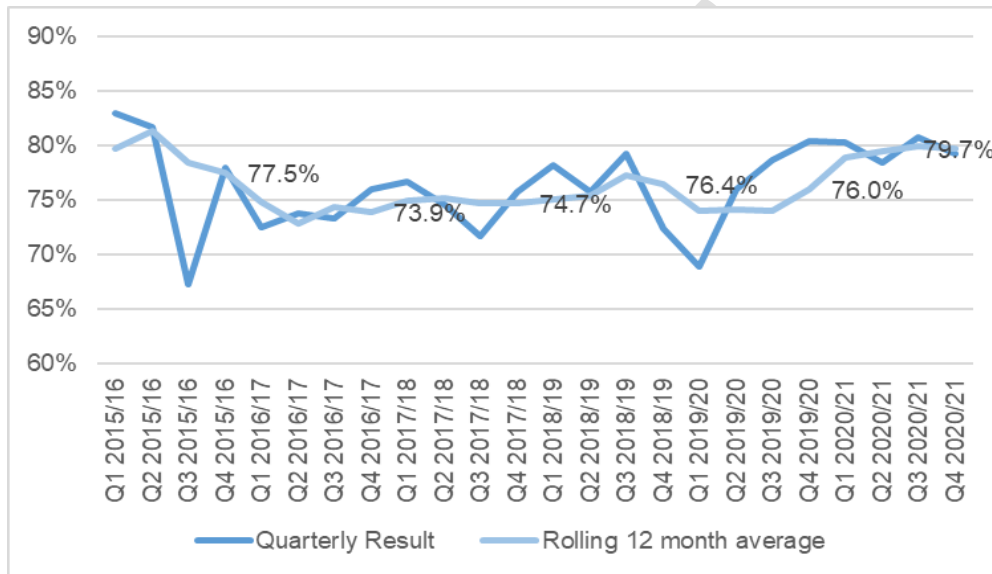
In a global emergency, such as this, the public sector will always have an important role to play and this is particularly true of the police for two reasons. Firstly, whatever may happen, the police will always be expected to preserve life, keep the peace and tackle crime and disorder. Secondly and specifically to this public health emergency new laws were created, amended and abolished at an unprecedented pace in order to control the spread of the virus and ultimately save lives. It has been the responsibility and expectation of the police to enforce these COVID-19 regulations and this demonstrates how responsive the Constabulary have been.



In the 2020/21 year the Constabulary recorded over 51,000 COVID-19 breach incidents of which approximately 33,600 were 'active' breaches and just under 17,800 were historical breaches (submitted online). They attended over 46% of the active breaches and gave out over 2,000 Fixed Penalty Notices (FPNs).

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

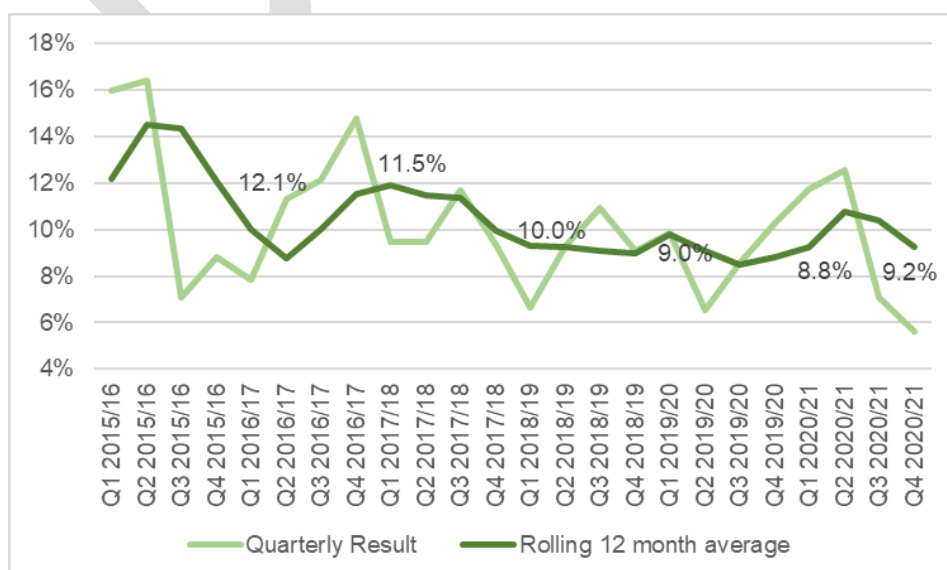
Public confidence



Throughout the last year the public confidence figures returned through the local survey have been some of the highest levels since the survey began and at 79.7% 2020/21 is the highest of all six financial years surveyed.

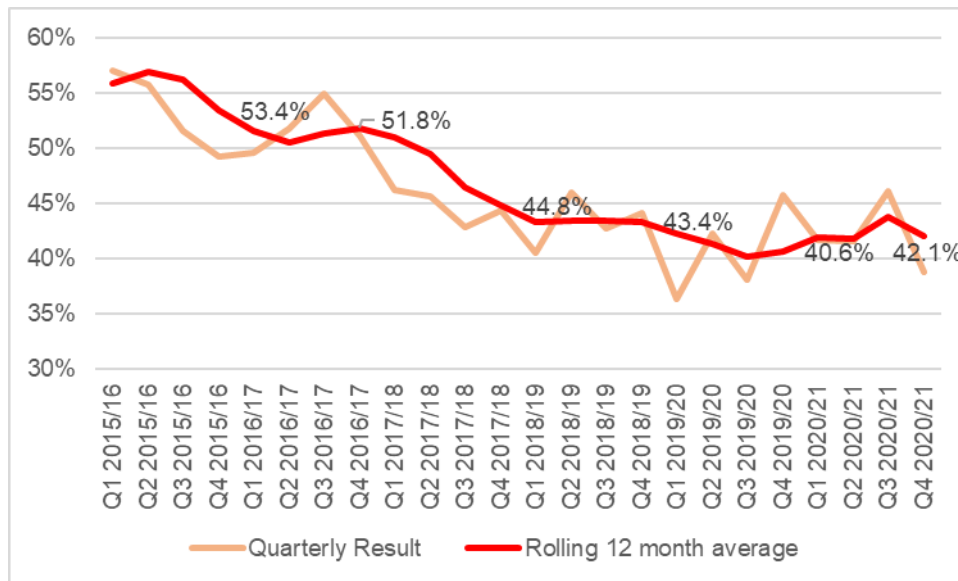
It should be noted that due to changes in the Crime Survey for England and Wales measures can no longer be obtained for individual forces so the national confidence measure and 'dealing with community priorities' reported in previous years have been removed this year.

Active citizenship



The active citizenship levels through the survey also show a small improvement on the previous two years but have not returned to the same, comparative, high levels as confidence did.

Well informed



Another question in the local survey asks “how well informed do you feel about what the police are doing to tackle crime and anti-social behaviour in your area?” The above graph shows the percentage of respondents that answered very or fairly well informed. Although this increased by 1.5% points in the last year there is still more work to do restore this to levels seen in earlier years.

National Vulnerability Action Plan

There is a National Vulnerability Action Plan against which all forces self-assess. Avon and Somerset conducted theirs in December 2020. One of these national actions fits well with this priority: “to work with communities to build confidence, improve understanding and increase reporting especially with groups affected by structural inequalities”. This objective also links strongly to objective 3.3 of the plan which is “diverse communities will be engaged, well-understood and represented in the workforce”; therefore more details on this can be found in the report below. The Outreach Team are particularly important in helping deliver towards both objectives.

Independent Advisory Groups (IAGs) are panels of ordinary citizens who are representative of their area and the different communities who make up that population; they are engaged with across the force area. They act as critical partners, advising on a range of issues and scrutinising particular significant or high profile incidents. Each IAG has an independent chair. In Bristol for example, the Constabulary has set up a Mosque Community IAG with representation from 22 local faith groups, as well as a Woman’s IAG which explores gender based crime and exploitation. The Constabulary are also in the process of establishing an LGBTQ+ IAG and will be continuing with Young People’s Voice sessions. A primary ambition for the IAGs is to build trust with communities and increase reporting of crime to the police.

Neighbourhood policing also engages at this localised level with specific engagement plans for each of the eight local policing areas. In Bristol, for example, the engagement plans for 2020 introduced a strong focus on intersectionality between diversity and equality groups. One example was people with a Muslim faith, Muslim women and Muslim women over the age of 65 years. Neighbourhood Policing held a focus group, hosted by the PCC’s Office, and this helped to clarify the cultural barriers which inhibit the involvement of this community in police activity and helped to inform current action. In relation to people of Chinese ethnicity and the Chinese community over 65, the Constabulary has formed close and regular liaison with two Chinese community support charities and a member of the Chinese community contributes to the work of n the Bristol IAG. This was particularly important in the

last year where people from East Asian ethnicities faced the potential of increased hate activity as a result of COVID-19. In relation to the Somali community, Somali Males, and Somali males aged 18 and under, the Force has generated strong links with two Somali youth networks and Neighbourhood officers have met with young people through sport. Area-based community work includes: "Redeem our Communities" a community capacity building programme for the Saint Pauls and Easton inner city communities; "Growing the Power of Communities" in Hartcliffe; and "Mutual Gain" in Knowle West.

The Child Sexual Exploitation Prevention and Coordination Officer performs an outreach role and targets locations, premises and institutions where "hidden" victims are likely to be found, building trust and relationships with children and those responsible for their care, raising awareness amongst professionals, businesses and organisations well-placed to identify children at risk or experiencing harm, encouraging and enabling the submission of intelligence and reporting.

In relation to a number of vulnerability strands, the Constabulary works with service providers and local charities to build effective relationships and take steps to increase reporting. For example, the Constabulary work with local charities representing communities affected by Female Genital Mutilation (FGM). African communities are represented within these groups and while there is a focus on FGM, there is also a broader engagement of other issues affecting the given community, including gender based violence, hate crime and access to services. The Constabulary collaborates with Integrate UK a young person's charity with a particular focus on raising awareness of and resilience to FGM; their outreach work is conducted across a number of platforms including schools. The Bristol Model of FGM management has long been recognised as an example of best practice due to the involvement of affected communities in the creation of policies and guidance regarding the management of FGM concerns. The work with local charities is vital given the largely "hidden" nature of the abuse and is considered to be the most effective means of creating the conditions where reporting is most likely to take place.

The Constabulary also recognises the value of on-line engagement and service provision which can provide support and an easier route for vulnerable people to access police services than more traditional methods. The Force provides class-leading digital services to the people of the force area that are built from an understanding of their needs, taking account of their potential vulnerability at the point of reporting. Customer satisfaction of completion of Avon and Somerset online forms is 96%. The website also provides a link to Crimestoppers which provides an anonymous route for people to report crime if they are not confident in the more traditional routes.

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

County Lines is one of the highest risks in Avon and Somerset as identified by the local Strategic Threat Assessment. The harm caused by it has made it a priority on a nation level as well.

Locally Weston-super-Mare is a town that has seen significant County Lines activity. Below sets out some of the work that has taken place over the last year in order to tackle this problem.

- Line X – Officers including those from Op Remedy worked with Metropolitan Police colleagues which led to arrests and convictions of the line holders for drugs and modern slavery/human trafficking offences. This work caused the line to disband.
- Line Y – Officers including those from Op Remedy worked with West Midlands Police colleagues using proactive tactics such as forced entry to premises, arrests, stop searches and prevention orders to disrupt this line.
- Line Z – Officers including those from Op Remedy conducted arrests and significant disruption of the runners of this line which have led to the line holder changing names, numbers, associates and dealing areas.
- Line A – due to the disruption of lines above this left a 'gap in the market' which allowed a Bristol Line, with existing ties to Weston-super-Mare, to start operating. The Constabulary responded to this quickly and have recently secured a conviction of one of the line holders is going to heavily disrupt this line.

- Multi-agency working – the VRU (see below), and the Topaz Prevent Officer, have been promoting and educating a range of agencies and stakeholders; and there have been a number of virtual multi agency seminars.

As a result of the activity there has been a notable reduction in visible drug users congregating in open space and dealing in the town. This has been recognised by agencies such as Housing, Substance abuse agencies and council employees and retail industry. Feedback has been received from the drug using community that it has become more difficult to obtain Class A drugs, some have been forced to seek medical intervention and support from substance abuse agencies, leading to a reduction in their usage. Vulnerable users have felt confident enough to refuse having County Lines take over their addresses and are refusing to house them. It has been observed that dealers and runners are more transient and having to move around more frequently changing deal locations and cutting dealing times, staying in one place for shorter periods of time in an effort to evade proactive patrols; the police have created a hostile environment the drug dealers have to operate in.

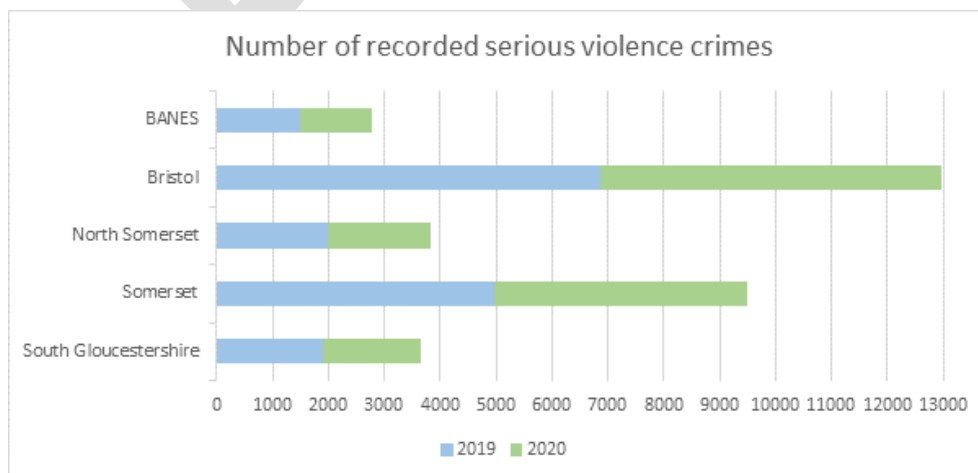
In terms of the broader problem solving approach the North Somerset VRU has worked to tackle the Child Criminal Exploitation of these Lines. The VRU PCSO has supported the work with young people mentoring and other interventions. This engagement also increased the knowledge of and extent of exploitation happening in areas such as Clevedon which was previously unreported to the Constabulary. Working with YMCA, drugs support services and child social care the Constabulary continue to share information about emerging risks to young people in supported housing and prioritising the support given to them.

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

Serious violence is still recognised as a national problem and very much a priority for the Government. Avon and Somerset has been one of 17 forces to have received Home Office funding to develop and deliver a Violence Reduction Unit (VRU) model over the last two years. £1.16million per annum has been split across the five local authorities to design and deliver their VRU approach. This has been done with great success, with each local authority VRU having a robust multi-agency response in reviewing and protecting those at risk of serious violence, as well as working towards long term system change.

In Avon and Somerset, serious violence was initially defined as the principal offence categories violence against the person, sexual offences and robbery where the degree of harm or potential harm was such to deem it serious; this includes domestic abuse related offending.

The definition has evolved through subsequent needs assessment and delivery, with local VRUs focussing on different elements of this in order to meet the unique need of their locality. As the VRUs have matured, it has been realised that focusing VRU delivery by crime type alone can be limiting and a broader consideration of risk and vulnerability, including contextual safeguarding is required.



Serious Violence offences accounted for 12.7% of all recorded crime over the last three years. Serious violence, like all crime, saw a small increase from 2018 to 2019 but then a decrease to 2020. This decrease is largely attributable to COVID-19 restrictions as these levels were relatively stable prior to March 2020. There were on average 17,661 serious violence offences in each 2018 and 2019 and 15,767 in 2020.

How do the VRUs tackle Serious Violence?

Each local authority has multi-agency forum, whereby a blend of statutory and third sector partners come together to review individuals at risk of either becoming a victim of serious violence or perpetrating serious violence. The partnership will work with the police to support and divert these individuals away from risk, as well as utilise specialist interventions that have been commissioned as part of the VRU development. For example this might include 1:1 mentoring, diversion through sport, wider familial support and education based support.

Where serious violence may present as a place based issue or a cohort of people offending, the VRUs work with the police to deliver targeted approaches to disrupting and policing such areas and groups.

The VRUs also work to make long term change, so that serious violence can be better understood and to ensure that all of partners are working to the same aims in tackling it. For example, VRUs have been delivering Trauma Informed training to police and partners, they have been working to strengthen data sharing processes so that risks and hotspots can be better understood. Additionally, VRUs have been developing how they can increase the community voice as part of the VRU response and recognising this as significant element of VRU delivery. Community engagement has been somewhat hindered by COVID-19 restrictions but success have still been achieved through various virtual events, social media campaigns and consultations.

How do you know the VRUs are having a positive impact?

As well as the decrease in recorded crime, noted above, local admissions of under 25 year olds to hospital with an injury due to a sharp object reduced by 25%. Again this may be due to the COVID-19 restrictions.

In order to ensure VRUs are working effectively and delivering value for money an independent evaluation has been commissioned. This will be delivered in two parts. Firstly a review of the local model and partnership response was completed in May 2021; the findings have not yet been published at the time of writing this report. The second part of the evaluation will look to better understand the impact of the VRUs and their interventions; this is due to be completed by early 2022.

To learn more about the VRU approach in Avon and Somerset, please read the Annual report published on the website www.avonandsomerset-pcc.gov.uk/. A third year of funding for VRUs has been secured for a third year in 2021/22.

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

In 2020 a joint Probation and HMICFRS inspection of Integrated Offender Management (IOM) was published. The Inspectorates visited seven IOM schemes across England and Wales and evaluated sixty IOM cases. Overall, their report highlighted a continued absence of evidence to support the effectiveness of IOM, schemes lacking innovative development or progress and ultimately, they concluded IOM had lost its way. They reflected “transforming rehabilitation” had had a significant impact on the deterioration of the programme with a reduction in partnership working, cuts in funding and a move away from co-location seen across the sites visited. Several recommendations were made to be considered by geographical areas:

- PCC's should ensure relevant partners and services are involved in the delivery of IOM,
- Strategic leads should define their operating model,
- Improve quality and accuracy of IOM case recording,

- Analyse training needs of staff and,
- Provide greater information to service users.

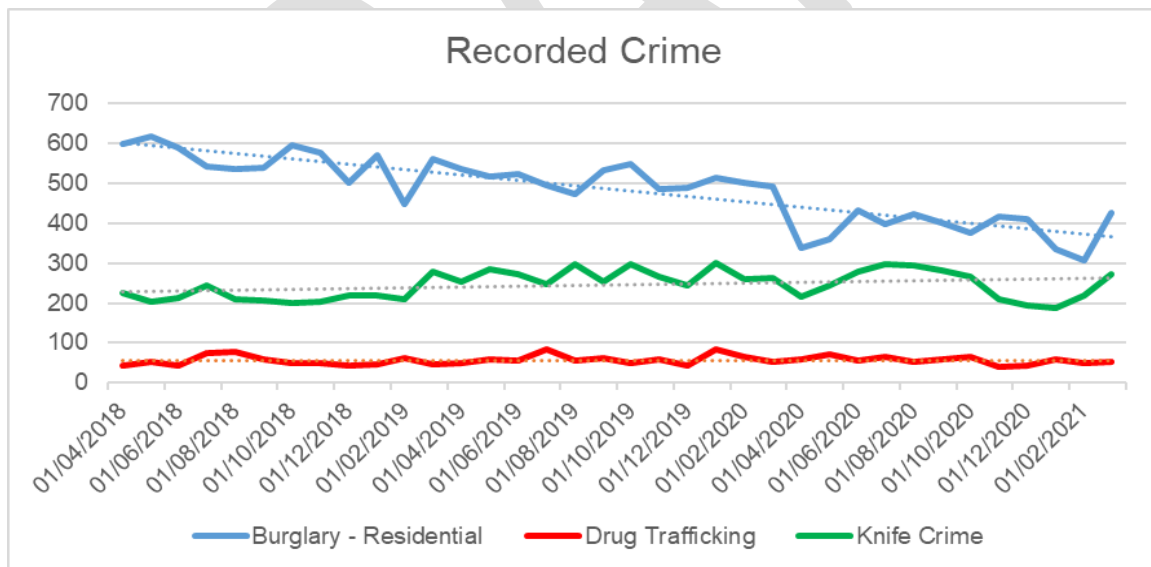
Following the publication of the Inspectorate report, The Avon and Somerset IOM Board – Resolve – funded by the Police and Crime Commissioner (PCC), commissioned their own review to address some of the recommendations presented in the report which was published and presented to the Resolve board in September 2020.

Resolve board members recommended local meetings to discuss the recommendations in detail and how they wanted to progress in their Local Authority areas. These meetings were concluded in all areas by mid-February 2021 and conversations will continue with the new PCC and colleagues post-election.

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

	Residential Burglary	Drug Trafficking ²	Knife Crime
	R e c o r d e d C r i m e		
2018/19	6,678	655	2,628
2019/20	6,103	721	3,239
2020/21	4,625	670	2,957
	P o s i t i v e O u t c o m e R a t e		
2018/19	4.4%	75.2%	25.8%
2019/20	7.7%	75.6%	25.5%
2020/21	7.9%	75.4%	23.4%

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



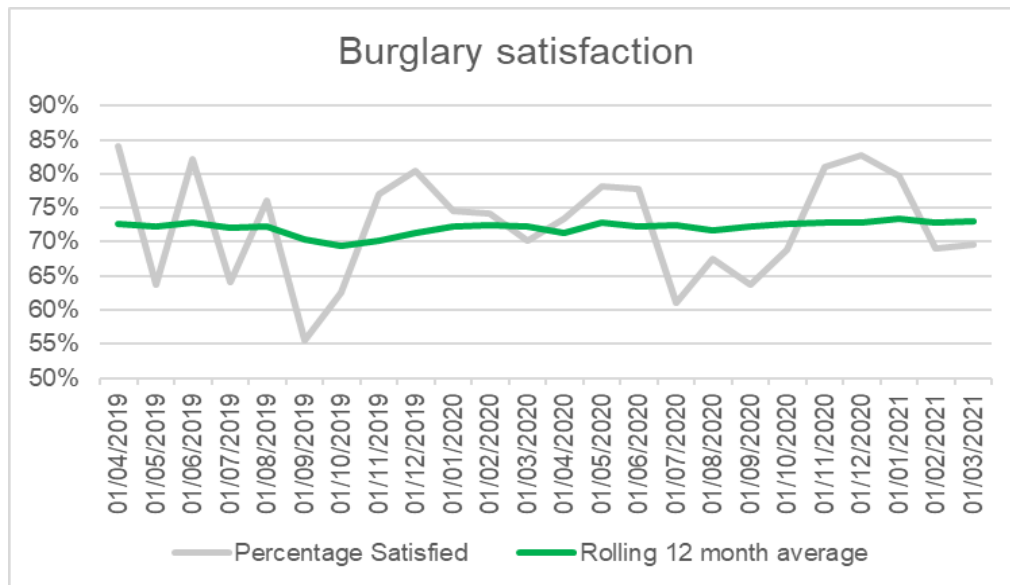
The number of residential burglaries has decreased 24.2% compared to 2019/20. Burglary shows a downward trend over two years but the pandemic period has caused a significant reduction in residential burglary across the country. Drug trafficking and knife crime have also decreased by 7.1% and 8.7% respectively; compared to all recorded crime which reduced by 14.1%. As a result of the pandemic there is no reliable way to understand what if any reduction in crime levels is caused by preventative work on the part of the police.

The positive outcome rates for residential burglary and drug trafficking offences have seen very little variation compared to last year but knife crime positive outcome rates have seen a 2% point reduction. The residential burglary rate at the end of the year put Avon and Somerset 16th out of the 43 forces nationally; and was higher than the other seven forces in its most similar group. There are

no direct comparisons for the other two crime types. But positive outcomes more generally are recognised by the Constabulary as an area requiring improvement.

During the last year Op Remedy made nearly 800 arrests. Over a quarter of these arrests were connected to residential burglaries which equates to just over four burglars a week arrested by Op Remedy; this has gone up from three burglars arrested every week for 2019-20. Nearly a half of these arrests were for drugs related offences with a significant proportion for drug trafficking types offences.

Victim satisfaction with burglary has remained stable with a very small increase from 72.2% in 2019/20 to 73.0% in 2020/21,



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

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

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

Enhanced Incident Assessment Unit (IAU) / Self-Isolation Pool

Throughout 2020, a number of measures were introduced to better manage calls for service, and support staff in delivering front-line policing services for the public.

In the spring of 2020, in response to the COVID-19 pandemic, the remit of the IAU was expanded. Additional supervisors and staff were introduced to service low priority incidents, both crime and non-crime, that would previously have been resourced solely by Patrol staff. This enabled front-line teams to focus on attending higher priority incidents. In addition, all officers who entered self-isolation, due to a potential COVID-19 exposure, supported the IAU by providing additional desktop investigative support; thereby maximising resource use across the constabulary.

This interim arrangement formed the evidence base for a business case, which would see an overall increase in the number of Scale 4 IAU Desktop Investigators posts by 18, from 79 to 97 FTE, and an increase in the number of Scale 6 IAU Incident Assessor and Review Supervisors posts by 2, from 8 to 10 FTE. These precept-funded increases, working alongside 10 Sergeants acquired through the Uplift Design programme, would support the improved servicing of desktop investigations; providing enhanced capability to ensure that victims of lower priority incidents are responded to and supported in a timely manner.

Between 19th March 2020, when the remit of the IAU was expanded, and 18th March 2021, the department reviewed 18,697 incidents; 76.8% of which they retained and finalised. This resulted in an estimated 12,639 Patrol officer 'at scene' hours being saved.

COVID-19 Response

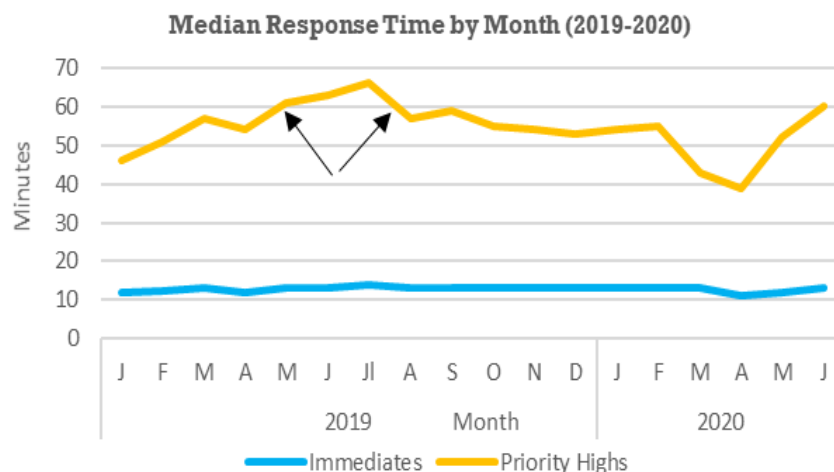
Throughout spring – autumn 2020, in response to the COVID-19 pandemic, the force developed and adopted a bespoke demand status plan; in readiness for either an upsurge in demand or a significant reduction in deployable resource. The plan was based upon four flexible levels, reflecting demand and absence levels – BAU, Moderate, Severe and Critical. The plan proposed a number of pre-agreed tactical options that commanders could employ in response to sudden shifts in demand or capacity.

Further insight into our demand and capacity was provided to the COVID-19 command structure through the publication of a fortnightly demand summary update. In addition, a number of bespoke Qlik analytical applications were developed, to visualise capacity, demand, sickness and service delivery; all hosted on a centralised platform (on the Arc GIS portal) providing leaders with accessible, live-time data and information.

New Routine Call Grade

In May 2020, a number of subject-matter-experts across the organisation came together to review the incident grading system, and develop a new call-grade.

The project was launched in response to concerns that many incidents classified as 'priority,' that necessitated a 60 minute response, were often responded to in over 60 minutes, as illustrated below:



Following considerable in-depth analysis, on 22nd October 2021 an additional 'routine' call-grade was introduced with a 12 hour response time. This enabled A&SC to effectively manage public expectation surrounding the response to lower priority incidents, whilst ensuring that the policing response to the most vulnerable of callers (for incidents classified as 'immediate' and 'priority') was prioritised. For the period between 1st November 2020 and 30th April 2020, the median monthly response time for all 'priority' grade incidents (requiring a 60 minute response) was no higher than 42 minutes, indicating that the introduction of the new 'routine' grade had improved the response time to higher priority demand.

For the same period, the median monthly response time for all 'routine' grade incidents (requiring a 12 hour response) was no higher than 12 hours, 42 minutes.

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

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

Independent Residents Panel – volunteers from the communities of Avon and Somerset come together with the PCC's office in order to examine complaints made against the Constabulary. In the financial year 2020/2021 the panel met quarterly as planned in June, September, December 2020 and March 2021.

Scrutiny of Police Powers Panel – volunteers from the communities of Avon and Somerset come together with the PCC's office to examine the use of Taser, stop and search, body worn video and the use of force by the police. In the financial year 2020/2021 the panel met five times: in April, May, September and December 2020 as well as March 2021. In addition to existing business the panel also conducted six review sessions throughout the year looking explicitly at the enforcement of COVID-19 regulations. This panel was highlighted by HMICFRS as positive practice.

“Avon and Somerset Police has a well-attended scrutiny panel with a diverse membership, offering a broad range of views. The force provides the panel with comprehensive information and data in advance of each meeting. Panel members view body-worn video footage of randomly selected incidents and then split into smaller groups to consider them and report concerns. Learning is shared with relevant officers, supervisors and the organisational learning team. Chief officers and other leaders attend, to reinforce the importance of the meetings and drive any resulting action. The panel members are well informed and have received training to help them in their roles. They are provided with regular updates from the force on action taken. The minutes of panel meetings, including recommendations, are published on the Office of the Police and Crime Commissioner website and members share their considerations with the communities they represent.”

HMICFRS – Disproportionate use of police powers: A spotlight on stop and search and the use of force (February 2021)

Out of Court Disposal Panel – Out of court disposals are a means of resolving an investigation without prosecution through the courts. This panel brings together professionals from numerous criminal justice agencies and victims services who review the use of out of court disposals. In the financial year 2020/2021 the panel met twice in December 2020 and March 2021. The reason the panel was not convened in quarters one and two was due to a lack of capacity within the OPCC to support this and practical challenges operating the panel due to the COVID-19 restrictions.

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

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

Big Idea 1 – External Accreditation for Inclusion and Diversity

In the last year Avon and Somerset became the first police force to achieve the National Equality Standard (NES). The NES is supported by the Home Office, Equality and Human Rights Commission (EHRC) and Confederation of British Industry (CBI) and is only awarded on independent review. It is based on seven themes and 35 competencies: including core, talent, business, people, leadership, relationships, review and measurement. The Constabulary has achieved full accreditation for the next three years and continue to progress on recommendations from the NES with the ambition of achieving the top grading in all competencies.

The Constabulary is also now a Disability Confident leader and won the Neurodiversity category at the Employers Network for Equality and Inclusion awards.

Big Idea 2 – Embedding inclusion and diversity in the organisation through learning

All members of the workforce must complete the equality e-learning from the College of Policing. In addition inclusion and diversity is embedded in the university training of all new police officers; working with external agencies to bring in case studies and the lived experience. Cultural intelligence training will also feature as part of the Constabulary’s Leadership Academy.

The Constabulary have also recently announced bespoke inclusion and diversity training to all frontline officers and staff based on lived experiences. This will also be delivered by external agencies including Stand Against Racism and Inequality.

“We are the first BPA [Black Police Association] in the country to work in a partnership style approach with our federation; something now being discussed by other forces and welcomed by the National Police Federation. Having such creative internal partners gives us the opportunity to become an association that is aspiring to become one of the best, if not the best in the country by leading the way through innovation and best practice.”

Aqil Farooq – Chair of Avon and Somerset’s Black Police Association

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

This is achieved through a team of Outreach Workers; this team reach out to and make connections with a wide range of communities that are currently under-represented in the workforce. In 2020 this team held in 317 events reaching 4,553 people and in the last three months of the financial year another 48 events reaching 774 people.

In addition to driving recruitment they also support candidates through the recruitment process and have trained a team of 23 Diversity Champions in the Constabulary to further support candidates.

This team work across the organisation in an Operational and Strategic way. Engaging with neighbourhood policing teams and running internal events which engage the workforce on issues of inclusion. They also attend the People Committee which discusses this topic at a strategic level.

Big Idea 4 – Recruiting for Difference

In the last year a new e-recruitment system has been embedded. Not only does this make the recruitment process more efficient it also allows for data insight at all stages of recruitment and insight into employee retention and career progression. This insight will help the Constabulary identify where different groups are affected differently through their application and employee life cycle; from which they can look to understand and adapt processes.

Over the last year, while recruiting the Police Staff Investigators, the Outreach Workers took part in the recruitment process which allowed them to identify learning which can be taken forward to improve the inclusivity of the process

Recruitment inclusivity training took place through an external agency and following this the Constabulary began a process to review job design and selection processes in key police staff areas. This was delayed due to COVID-19 but will look to progress over the coming year.

Big Idea 5 – Mobilising the whole workforce

A key part of this is through the Constabulary’s internal communications. It is a consistent theme across their communications plan and it includes prominent events such as the Chief Constable’s Roadshow and celebration of different calendar events such as Black History Month, Pride Month Mental Health Wellbeing Week.

More details about the workforce survey are provided below in section 3.6. However it is worth highlighting here that the questions relating to inclusivity, when taken as a group, show an 82.6% agreement. That is an increase this year of 11.1% points in addition to the increase of 7.4% points the year before.

Workforce Representation

Despite the ongoing focussed activity of the Constabulary this has not been borne out in the proportion of the workforce that are ethnic minorities (see Annex 3). Although the headcount figures have increased they have only done so broadly in line with overall recruitment so the percentage representation is almost unchanged. The new PCC has already made clear this is an early priority for the Constabulary.

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

The Constabulary have continued to recruit at a significant and consistent pace over the last year as seen in the below table. It also worth highlighting that Avon and Somerset have been able to surpass the nationally set Uplift target: which was 2,972 officers by the end of the year.

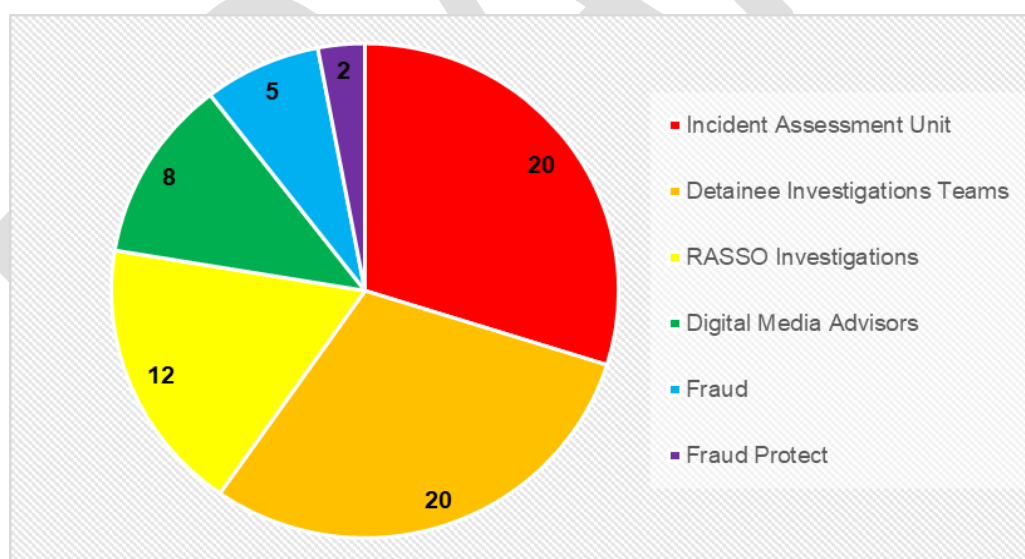
Full time equivalent*	Start of 2020/21	End of 2020/21	Growth	Growth %
Police Officer	2788.3	2990.2	201.8	7.2%
Police Staff	2399.4	2649.7	250.3	10.4%
PCSO	314.7	376.6	62.0	19.7%
Total	5502.4	6016.5	514.1	9.3%

Headcount*	Start of 2020/21	End of 2020/21	Growth	Growth %
Police Officer	2866	3067	201	7.0%
Police Staff	2695	2950	255	9.5%
PCSO	328	390	62	18.9%
Total	5889	6407	518	8.8%

*excluding career breaks

Precept uplift

69 people across 67 posts the majority of which were police staff investigators. All posts were filled By February 2021, the majority of which had started by November 2020.



Anticipated benefits of this investment are:

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

These benefits should show measurable improvement in victim satisfaction, local confidence levels, response timeliness (getting to non-emergency calls quicker), positive outcome rate, reducing repeat victimisation of fraud and increased engagement and visibility and bringing more offenders to justice for rural crime. Given they were only recruited throughout the year, and the time it takes staff to become fully competent, it is too early to have seen the measurable benefits yet. It will be important to evidence these in the coming year.

Capability

As well as increasing numbers of the workforce the Constabulary have also introduced a couple of additional options to improve the capability of the organisation; especially focused on the skills gaps in Investigations (CID).

Firstly the Constabulary have introduced their first cohort of recruits, in February 2021, through the Degree Holder Entry Programme (DHEP). The DHEP is similar to the primary recruitment channel (PCDA) except those applying for the DHEP must already have a degree. In addition a significant number of DHEP recruits will be able to take a direct entry route into CID. It is hoped, as well as increasing the pace of recruitment into CID, this direct entry option will also appeal to a more diverse types of people.

Secondly the Constabulary have established the Investigations Professional Development Unit (IPDU). This is a cohort of specialist trainers/mentors with a focus on ensuring supporting colleagues achieve their national accreditation for investigations (both PIP levels 1 and 2). The IPDU will continue to grow towards full establishment in early 2022.

Mobilisation through technology

The Constabulary had already enabled the significant proportion of its workforce to be mobilised: primarily by replacing desktops computers with personal issue laptops and the provision of mobile phones which can act as mobile Wi-Fi hotspots. When the first lockdown was announced a week before the start of the 2020/21 year this mobilisation allowed the Constabulary to move (appropriate) staff to homeworking effectively overnight. This mass mobilisation happened without any significant downtime and throughout the last year the Constabulary have continued to improve their network to better support the large volumes of people home working and have also focussed on improving the software that supports video-conferencing.

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

In the victim satisfaction survey there are specific measures for initial contact and treatment as shown earlier in the report: these score consistently highly. The monthly figures for treatment over the last three years have remained in the range of 82% - 94% and initial contact has stayed within a higher range of 87% - 99%. This demonstrates good evidence that the Constabulary are taking people seriously and dealing with them empathetically.

Crime recording

One thing that has worked well over the last year is the trial use of robotic process automation. The trial showed that the computer was classifying correctly in the majority of cases; and in those it did not it was usually due to incorrect or amended details being entered by a person. This automation also sped up the process and helped ensure 100% compliance with the 24 hour crime recording. All of the trial crimes were quality assured by a person from the Incident Assessment Unit. This process has now been approved by the National Crime Registrar and the Constabulary are looking to expand and embed this process. This offers the opportunity not only to improve/expedite the crime recording process but also reduces demand on staff so their time can be spent adding value on work that cannot be undertaken automatically.

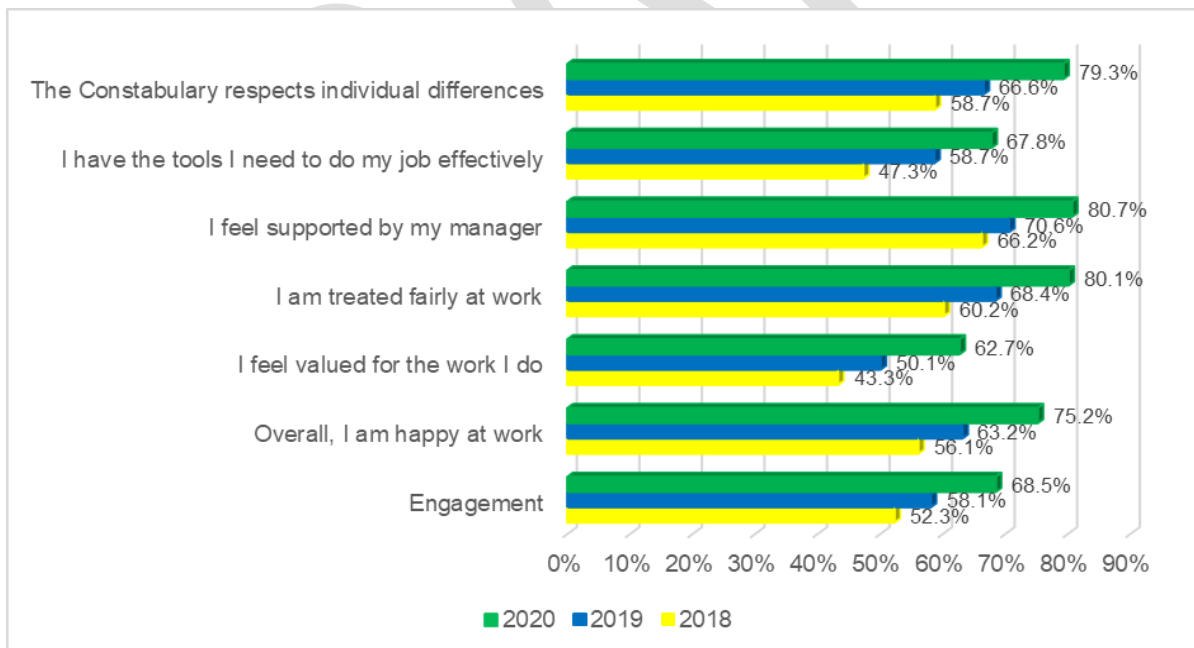
Despite this, and a number of other process improvements that have been put in place, crime recording is something that still requires improvement. Within the last financial year the

Constabulary conducted an internal audit, following the same methodology used by HMICFRS, and were disappointed to find their crime data integrity (CDI) has declined from the HMICFRS inspection in the previous year. For context it should be noted the CDI failures do not primarily relate to the first point of contact i.e. when somebody contacts Avon and Somerset Police and reports a crime in most cases this is recorded correctly. The areas where the Constabulary are under-performing largely relate to cases where additional crimes are 'discovered' sometime after the first report. This also includes cases where exceptional rules apply which require the recording of an additional offence such as coercive and controlling behaviour, stalking and harassment or modern slavery.

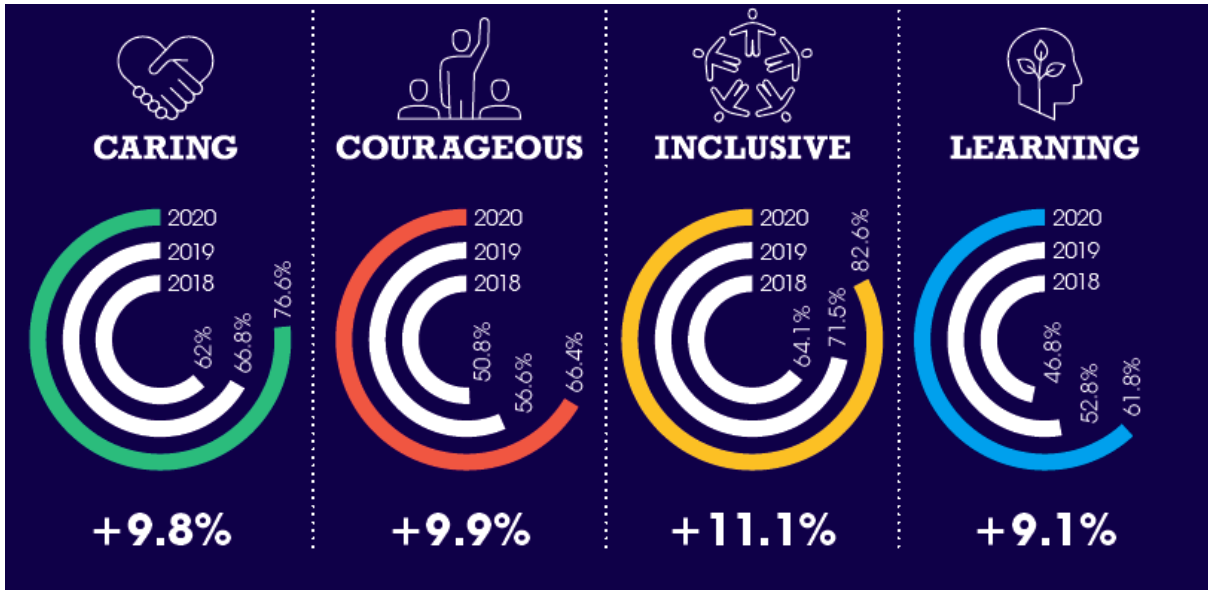
The Constabulary have recognised the improvements they have put in place have not sufficiently tackled these problematic areas and have agreed to set up a dedicated 'task force' to deal with this. This is also an early priority of the new PCC and CDI will be an area of scrutiny every month at the Police and Crime Board.

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

An important indicator of whether the Constabulary is displaying these values are the results of the annual staff survey. The below graph demonstrates some of the key questions asked and the results from this year compared to last: all of which show substantial improvement again. The survey asks approximately fifty questions in total and all of these saw improvements between 2019 and 2020 in spite of the pandemic. The scale of improvement ranged from 2.9% to 21.8% points. The other significant achievement was the participation in the survey: last year 2574 people responded whereas the most recent survey saw 3774 responses, equivalent to 62% of the workforce.



The Constabulary are also able to group these questions by the force values. As the below graphic shows all values have increased by between 9.1% - 11.1% comparing the most recent to the previous year. The relative growth of the two years ranges from 23% - 32%.



DRAFT

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

1. Work to strengthen partnerships in order to intervene early



Earlier in this report the work of the VRUs outlined, as part of this it explained that each local authority is using a multi-agency approach to identify and support individuals and groups at risk of either becoming a victim of serious violence or perpetrating serious violence. As part of this process it is key to ensure that partners are not just reviewing those who are known to statutory services and the police but those who are on the periphery and presenting with emerging risk. It is key for these individuals or groups, that engagement and intervention is done as early as possible. The sorts of interventions that are being used by the VRUs are sports diversionary activities, mentoring, mental health and therapeutic support, in education bespoke support, domestic abuse support, group/peer support and detached youth work.

The VRUs are working with police, partners and the third sector to commission and deliver this broad spectrum of interventions locally. It is important that to successfully intervene early, that interventions are easily accessible, delivered in a timely fashion, they have an evidence base and meet the needs of an individual or group.

Early intervention has been developed through contextual safeguarding approaches and example being the recognition that in cases of older siblings being involved in serious violence, this poses risk to younger siblings. Across some of the VRUs, processes are being developed to identify at risk siblings and develop a holistic response with the family to ensure that risk is minimised or removed.

Domestic abuse is a significant risk factor for young people being drawn into serious violence, below is a case study to show the impact of getting the right support.

Case Study: Early intervention

Eight-year-old Z was referred to Southside Family Project by his school as an emergency referral during the first lockdown. Both Z and his older brother had witnessed their father's violence and emotional abuse before mum left the relationship. Mum described Z as a "ticking time bomb and the family are walking on eggshells around him". He had damaged household items, including putting a chair through the TV and punching his step-dad in the face.

Work undertaken:

- *Emergency COVID-19 support including a whole family assessment and meal delivery from Southside;*
- *Children's activity packs delivered during lockdown and weekly video calls with mum and step-dad;*
- *Fortnightly sessions with Z doing play and art activities together.*

Outcomes achieved

Mum has addressed the guilt around the abuse she suffered and found the strength to challenge her ex-partner and show the children that she can now protect them. Mum and step-dad have seen value in consistent boundaries and positive parenting and the home is far more settled as a result. This increasing amount of insight from both mum and step-dad gives hope that they want to and are capable of making positive changes in order to help the family dynamic and provide emotional containment for the boys. A 'light switch' moment happened when mum started cuddling Z when he was angry; instead of treating him like a violent adult she began soothing him like a child and this had a profound impact on Z's emotional wellbeing.

Data enabling early intervention

Information sharing through the VRUs has shaped their response in Avon and Somerset. The initial data used is police crime and intelligence data, calculate a universal harm score for individuals and groups of people; three points of corroboration are used to substantiate relationships between people, which starts to show groups of people linked through offending. This allows early identification of individuals or groups at risk and over 2000 11-17 year olds have been identified in Avon and Somerset. This data is the starting point to help inform decision making by people at local operational meetings. This data is then supplemented by information shared from and with local partners, this then informs who and how the VRUs will engage and support.

This partnership approach is not confined to the work of the VRUs. Work has also been undertaken with partners in Somerset in order to identify an 'Edge of Care' cohort. These young people are recognised as being at risk of their placements/family relationships breaking down, and a process has been established where ASP, and LA partners, could work together to put a robust mitigation plan in place, with suitable alternative placements being suggested - should children need to be taken into police protection. This has encouraged stronger relationships with partners, and regular conversations about the most vulnerable – some of which are fed into the LTM process in order to recognise risk and information share with colleagues. During one of these meetings with partners, it was established that a young person was at risk of County Lines, and was making their way to a train station at that time, in order to deal for an established network. This led to working together to intercept the young person, and avoid them leaving the area, being reported as missing, and subsequently being in a very vulnerable position. Had this meeting structure not been available, this process would have taken much longer, and the chance may have been missed to keep the young person in Somerset, and put additional safeguards around them.

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

CCAF

The Commissioner's Community Action Fund (CCAF) – administered by the Police Community Trust – continues to support voluntary and community sector projects to apply for individual grants, of up to £5,000. This was an increase of the previous cap of £3,000 and the grants were also used to support organisations 'recover' from COVID-19. The projects awarded funding contribute to the delivery of the Police and Crime Plan. It is important they are community-led as it is the understanding of community needs that makes these projects so successful. Throughout 2020/21 CCAF awarded 79 grants, allocating a total of just over £245,000 of funding. These grants have included: support for victims of domestic abuse, sexual assault and hate crime; counselling services; mentoring, support, activities and counselling young people at risk of exploitation of or engaging in criminal behaviour; schools and adult education and training programmes as well as employment support; supporting offenders to rehabilitate; support for rough sleepers; other community action and community cohesion work.



County Lines

County Lines has a significant impact on local communities and this has been seen in various areas across the force including in Somerset. The way that dealers transport drugs and money from their originating city to the towns and areas they deal in, and back, has changed over the last year. COVID-19 restrictions have forced dealers to utilise public transport much more, particularly rail networks. Avon and Somerset has seen another change in the County Lines methodology. Historically lines would send their own runners or dealers down to work in County forces, however, it is thought that due to travel restrictions many lines have adapted, and opted to exploit local young people instead. There is concern that exploitation of juveniles may have gone underreported in some cases, owing to lack of contact that juveniles may have had during lockdown, and school closures.

Avon and Somerset have conducted joint operations with the British Transport Police (BTP) which identified some children travelling alone, clearly being exploited with no explanation of why there were travelling. Operation Defiant is a BTP led regional operation targeting County Lines who utilise the rail network and associated trunk roads (e.g. M5, A303, A38). The Constabulary have worked collaboratively throughout the deployments with regional forces, BTP and the Regional Organised Crime Unit. There have been three weeks of action and there are plans underway for this to be rolled out on a more regular basis. The Constabulary have also visited every rail station in the force area at varying times during the deployment. Op Defiant teams also visited known vulnerable people and addresses in Sedgemoor to help prevent cuckooing. During this operation notable results included the arrest of man with a firearm; recovery of quantities of cash and Class A and B drugs; and safeguarding a child foreign national who presented as being trafficked and sexually exploited.

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

County Lines

Looking further at the high risk issue of County Lines, a new Regional Coordinator role has been put in place to provide additional capacity and coordination across the regional police forces. Examples of their work are shown below.

- Working in collaboration with the region to help provide guidance and tactical support around the force's County Lines threat, identifying key trends, themes, tactic's to make the best use of force resources.
- Facilitating regional workshops and webinars to upskill the workforce and identify new approaches and tactics for tackling County Lines perpetrators: these include Drug Dealing Telephone Restriction Orders, Slavery Trafficking Prevention Orders and Slavery Trafficking Risk Orders.
- Supporting regional and national intelligence collection, initiatives, operations and intensification weeks including Op Defiant (mentioned above), Op Orochi (London lines) and Op Toxic (West Midlands and Merseyside lines). This requires working with the relevant local forces and with regional and national agencies. Working with the Metropolitan Police Service, Avon and Somerset Police were able to close eight lines in six months.

Police and Crime Grant

Community Safety Partnerships are nationally recognised groups where statutory partners work in partnership to reduce crime and disorder. In order to support this, every year, the five local authority areas in Avon and Somerset receive a Police and Crime Grant from the PCC. Below is a summary of what these grants have been used to help fund throughout 2020/21.

Bath and North East Somerset

- Independent Domestic Violence Advisors (IDVAs) – domestic abuse victim support service.
- Compass Crime Prevention – working with young people to improve their prospects and prevent them committing crime.
- Project 28 – an outreach project, working with and for people aged under 18 years, intervening to help prevent violence, exploitation and drugs misuse. They work with families to get children back into school.

Bristol

- Youth Offending Team – a support service for the young people of Bristol. Many of whom are vulnerable, and if not supported, may continue to commit more serious offences or become victims of serious criminal exploitation.
- Youth Alcohol & Drugs Diversionary Service (YADD) – a referral service for people aged 17 and younger, who following their first drug or alcohol offence, are required to attend an education session instead of entering the criminal justice system. It also provides an opportunity to engage more fully with substance misuse services.
- MARAC coordination – continues to be an essential prevention and early intervention service for Domestic Violence victims – this funding helps ensure these run efficiently and effectively.

A MARAC is a multi-agency risk assessment conference with the primary purpose of safeguarding high risk victims.

- Domestic Homicide Review – supports the DHR process – DHRs are multi-agency reviews of the circumstances in which the death of a person has, or appears to have, resulted from violence, abuse or neglect through a domestic relationship; the aim is to improve understanding of these incidents and for agencies to learn lessons and improve.

North Somerset

- Next Link - providing domestic abuse services including IDVAs, a helpline, housing and children support and MARAC coordination.
- Young People's Substance Advice Service.
- Youth Inclusion Support Project (YISP) – preventing offending and anti-social behaviour and providing support to young people experiencing emotional and mental health difficulties.
- Weston-super-Mare Evening and Night Time Economy – to help those in need and work with licensed premises.
- Supporting multi-agency working to improve the Bournville area of Weston-super-Mare.

Somerset

- Positive lives – supporting offenders, with a high risk of reoffending and/or complex needs, on release from prison in order to reduce reoffending.
- SHE – diversion scheme for female offenders where they are supported to address their underlying needs.
- IDVAs supporting the MARAC process
- Communications Officer – supporting various aspects of community safety including the Safer Somerset Partnership and Violence Reduction Units.

South Gloucestershire

- Youth Crime and Substance Misuse Programme – working with young offenders including those abusing substances.
- Anti-Social Behaviour Victim Support.
- Towards Freedom – group work to support women who have experienced or are experiencing domestic abuse.
- Complex Needs IDVA – supporting domestic abuse victims that are ethnic minorities or have other protected characteristics

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

This past year has had a significant impact on the criminal justice system with court house closures and cases going through court coming to a halt. The PCC have been the deputy national lead for criminal justice and worked directly with government to influence change and engage support to victims in need due to the delays through court due to COVID-19.

The PCC set up and led a fortnightly criminal justice board including all key stakeholders, Police, CPS, HMCTS, Prisons, Probation, defence, Legal aid, YOT to ensure a multi-agency approach to tackling the crisis. Organisations worked collaboratively to stand up work as swiftly as possible. Including implementation of processes to prioritise cases of highest risk and keeping all involved up to date.

COVID-19 safety measures were carefully implemented such as screens in all of our court houses to allow effective management to protect the staff and the public during all cases and to prevent further spread of the infection. All partners worked tirelessly to ensure all cases went ahead as efficiently as possible.

One area of innovation was the introduction of Virtual remand hearings, producing defendants from the police custody virtual on screen into the court room. This allowed us to continue running overnight plea hearings utilising the technology embedded within the constabulary and working closely with the partners including HMCTS and the Judiciary to ensure the process ran smoothly.

The PCC continued to look at and test creative ways of improving the backlog to support all victims, defendants and all of their families.

A Criminal justice Task Force was jointly set up with the constabulary and CPS to tackle outstanding improvements within the criminal justice service. This project reported directly into the Criminal justice board that the PCC chairs. A significant volume of improvement activity has been delivered by the Criminal Justice Task Force in a relatively short space of time. Developing new learning activities, communications forums, data platforms and file submission processes; with the combined aim of improving prosecution outcomes. Indeed, many of these activities are now being replicated both regionally and nationally. The areas of work included:

- Investigations
- Pre charge file submissions and CPS advice
- Post charge file submissions
- Disclosure
- Organisational communication and Engagement
- Assurance

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

With the support and commitment of partners the reducing reoffending work in Avon and Somerset has continued to grow and develop in the last year. The OPCC recruited a new permanent Senior Commissioning and Policy Officer role to continue to lead this work. The Avon and Somerset PCC also co-funds a reducing re-offending SRO to work across the whole South West region which has been extended until November 2023.

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

Within Avon and Somerset my office has worked across the different agencies to make steady progress in a force-wide agenda to reduce reoffending.

The Board are pleased to appoint a project manager for the Ready for Release project based within HMP Bristol. This project is committed to ending the release of men with no fixed abode into Avon and Somerset, to better preparing men for their release in advance; ensuring all supporting agencies are informed and aware of an impending release; and facilitating the agencies such as mental health, Local Authorities and the third sector to work with those men prior to release; to try and ensure they do not return.

Working with women who have been summoned to appear at Bristol Magistrates court the Court-Up project is launching on the 1st May 2021 by Missing Link to offer a strong partnership between a third sector provider, probation and the courts to support and understand the needs of those women, signpost them to extra support in the community and develop links to offer courts a wider and more effective range of sentencing options as an alternative to a custodial sentence. This aligns with the MoJ women's strategy to reduce the number of women sent to custody for short sentences.

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

The Lammy Review was an independent review of the treatment of, and outcomes for, Black, Asian and Minority Ethnic individuals in the criminal justice service. In April 2019 the PCC appointed an independent Chair to lead the local multi-agency Lammy Review Group. The group continued to progress activity against the five identified key work streams:

- Stop and Search
- Youth Justice
- Out of Court disposals
- Judicial
- Prisons

An additional sixth work stream was added looking at internal disproportionality through Human Resources in each criminal justice agency.

In March 2021 the PCC took part in a virtual question and answer panel discussing how agencies are tackling disproportionality in the criminal justice system event on disproportionality in the criminal justice system, exploring challenges and ideas. The other panel members were:

- Lammy Review Group Independent Chair
- Chief Constable of Avon and Somerset Police
- A senior member of the judiciary – the Honorary Recorder of Bristol
- A leading Criminal Law Barrister – the Vice Chair of the Criminal Bar Association
- The co-founder and CEO of Mentivity – a mentoring and alternative educational provision organisation with a focus on people from ethnic minorities.
- The founder and CEO of Legal Lifelines – a criminal law defence practice.

This event had over 10,000 views.

The Lammy Review Group has concluded its work on the six themes and are currently collating a final report including recommendations. Over the coming year it will be important for all agencies to take on and respond to these recommendations in order to deliver improvement in this area.

4. Annexes

Annex 1 – Summary of Grants Issued and Commissioned Activity in 2020/21

Grant	Recipient	Service / Project
Lighthouse Integrated Victim Care £906,000 (approximately 35% of the total Lighthouse budget)	Avon and Somerset Constabulary Avon and Somerset Constabulary contribute the other 65%	Victims who are vulnerable, intimidated, persistently targeted or experience serious crime are offered practical and emotional support and guided through the criminal justice process by specially-trained staff. The service has teams made up of both police staff and independent support workers and volunteers.
Emotional Support Service for Victims of Crime and ASB £327,670	Victim Support	Emotional and practical support for victims of crime and ASB. Available both to those who report to the Police and those who do not.
Adult Support Service for victims of any crime or ASB – VOCAS (Victims of Crime Advocacy Service) £254,932	Swan Advocacy	Independent and confidential advocacy service for adult victims of crime and ASB who need additional support relating to: race, religion, sexuality, gender identity, mental health issues, learning difficulties, physical disabilities, problems associated with old age and problems associated with isolation. Adult victims can also access practical and emotional support to help them recover. Available to those who report to the Police and those who do not.
Children and Young People Advocacy Service – Young Victims' Service £165,000	North Somerset Youth Offending Team	Young Victims' Service is a specialist advocacy support service for young victims of crime and ASB up to the age of 18 and victims of crime and ASB aged 18-25 where additional needs are identified. Available both to those who report to the Police and those who do not.
Independent Sexual Violence Advisors (ISVA) Service £439,486 (£118,815 of the funding is from NHSEngland)	Safelink	A service that offers advice and practical and emotional support including a safe place to talk, access to counselling, support attending Sexual Health Services and help with medical attention. They provide support for anyone (women, men, children) who has been the victim of rape and sexual abuse. They also can help with supporting the family and practical problems such as help with housing, benefits, and employers.
A Restorative Justice Service for victims of any crime or ASB £179,000	Resolve West	A holistic approach that supports the victims, their family and communities enabling their voice to be heard and for perpetrators to have greater insight into the impact of their behaviour. The aim of the service is to empower victims to move towards closure and encourage them to explore different ways of coping.
Sexual Assault Referral Centre (SARC) – The Bridge £228,481	University of Bristol Hospitals Trust Co-commissioned with NHS England who are the Lead Commissioner.	Specialist medical, forensic, practical and emotional support for anyone who has been raped or sexually assaulted. Available both to those who report to the Police and those who do not. Includes specialist paediatric support.
Child sexual abuse support services £132,248	Southmead Project (£65,026) The Green House (£48,213) Somerset and Avon Rape and Sexual Abuse Support (SARSAS) (£19,009)	Counselling and therapeutic services supporting victims of child sexual abuse, both recent and historical.

Grant	Recipient	Service / Project
Child sexual abuse support service – COVID-19 related recovery activity £58,550 (funding from NHEngland)	Somerset and Avon Rape and Sexual Abuse Support (SARSAS)	Counselling and therapeutic services supporting victims of child sexual abuse, both recent and historical.
Specialist Support Service for Victims of Child Sexual Exploitation £222,884	Barnardo's (PCC contributes £222,884 to total annual budget of £445,767) Project is also funded by the five local authority areas.	Specialist support for victims of child sexual exploitation. The service also offers consultation provision to professionals, such as social care staff, working with children and young people who have been affected.
Modern Slavery Support Service £41,595	Unseen UK £3,000 of this funding is Home Office small grants funding.	Specialist support service focusing on the needs of victims of modern slavery before engaging in nationally commissioned services as well as the period after that support ends. Available both to those who report to the police and those who do not.
Mental Health Control Room triage £122,064	This project is also funded by: Avon Fire and Rescue and the Clinical Commissioning Groups Avon and Somerset PCC is not the lead commissioner.	Funding for mental health professionals to be situated in the police control room. They have access to relevant health systems, offering advice and support to police officers and partner agencies such as Avon Fire and rescue Service and South West Ambulance Trust with a view to ensuring suitable pathways are identified at the earliest opportunity.
Police and Crime Grant £739,641	Individual grants issued to the five Community Safety Partnerships	Supporting various Community Safety projects which contribute towards delivery of the PCC's priorities. See table under Section 4 objective 4.2.
Custody and Courts Referral Service £553,421	AWP Co-commissioned with NHS England who are the Lead Commissioner	Service supporting individuals at the point of arrest whose offending is linked to substance or alcohol misuse.
Appropriate Adults Service (2 operate: 'Avon' and 'Somerset') £58,213	Brandon Trust (Avon) and Somerset Youth Offending Service (Somerset) Bristol City Council and South Gloucestershire Council contribute to the funding of Brandon Trust.	Service to support and safeguard the welfare and rights of vulnerable adults detained or interviewed by the police.
Prevention and Intervention Fund £25,000	Resolve West	A partnership fund and project, called Take 5, which is led by Resolve West. Take 5 is working with a school in Somerset where there a significant issues of ASB.
Serious Violence Coordination Fund £40,000	Grants issued to three of the five Local Authorities in 2019/20 The remaining £40,000 was allocated to the other two authorities in 2020/21.	The grants were match funded by the Local Authorities and used to in locally defined ways to help tackle serious violence. The grants were set-up prior to the VRU funding.
HMP Exeter Coordinator £37,500 Partner Funded	EDP (male estate) £37,500 all partner funded for 2020/21	The Coordinator addresses the needs of residents on release and post release to prevent recalls and brings in voluntary sector and statutory support for residents prior to release to ensure they are linked into services and remain engaged with services post release. The Coordinator also provides strategic reports on system issues and provides themes for recall and blockers to accommodation to inform learning.
HMP Eastwood Park Coordinator £37,500 90% Partner Funded	Bthechange (female estate) £3,825 PCC funding £33,675 partner funding	

Grant	Recipient	Service / Project
Julian House – Supported Accommodation £50,000 50% Partner Funded	Julian House £25,000 PCC funding £25,000 partner funding	Supports those offenders deemed as being at high risk of re-offending and works in partnership with Probation, Police, Local Authorities, Mental Health, substance misuse treatment and other community partnership agencies.
SHE (Support, Help, Engagement) Project £20,000	Nelson Trust	Offers an opportunity for some women who have been arrested to avoid being charged by agreeing to engage with SHE and a range of specially tailored support interventions.
Start to Finish £47,500	North Somerset Council (jointly funded)	This project works with offenders with complex needs. Engaging and addressing their needs through a range of partner agencies and interventions, to enable a route out of reoffending and for them to progress and function in positive way within our community.
Golden Key – Call In £30,000 50% Constabulary funded	Second Step £15,000 PCC funding £15,000 Constabulary funding	Seeks to divert young people involved in drug-related offending away from the cycle of criminality by giving them the opportunity to take part in an intense six-month programme of mentoring, learning and activities.
Future 4 Me – Reducing Reoffending element £50,700	1625 Independent People	Offers specialist support to young people leaving care, leaving custody or young people who are at risk of entering custody. Focussed on improving access and sustainment of good quality accommodation, positive activities, education, training and employment and health services.
Commissioner's Community Action Fund £250,000	Various Community Groups and Voluntary Organisations	Grants up to £5,000 made available to initiatives that support PCC priorities.
Safer Streets Fund £400,000 Home Office Funded Project	Bristol City Council	Grant to use situational crime prevention to tackle acquisitive crime on a hyper-local level. The funding was used in an area of North Bristol targeting at reducing residential burglary.
Serious Organised Crime (SOC) Community Coordination £216,000 Home Office Funded Project	Sedgemoor District Council employs the SOC Community Coordinator Various Providers Home Office Grant for 2020/21 was £215,000. The Constabulary also contributed £1,000 to one of the projects bringing the total spend to £216,000	Grant to reduce crime, reduce the impact of SOC on communities and protect the most vulnerable members of society from criminal exploitation. Project to deliver a whole system approach to tackling SOC through activities that will involve targeted Prevent interventions, resilience-building work and strategic communications to develop capability on the ground.
Violence Reduction Units (VRUs) £1,156,170 Home Office Funded	Grants Issued to the five Local Authorities	Multi-agency work, using a public health approach, to tackle serious violence.
Ministry of Justice Extraordinary Funding for Victim Services in 2020/21 £722,258	<i>Various</i>	<i>See Annex 2</i>
Additional funding from the Home Office in 2020/21 £166,465	<i>Various</i>	<i>See Annex 3</i>
Total: £7,677,278		

Annex 2 – Summary of Ministry of Justice Extraordinary Funding for Victim Services in 2020/21

Organisation	First round funding	Second round funding	Total
Crimestoppers	£4,850	-	£4,850
Kinergy	£9,995	-	£9,995
Safe Link	£62,187	£34,296	£96,483
Next Link	£149,344	£74,052	£223,396
Southmead Project	£33,835	£9,713	£43,548
The Green House	£15,500	-	£15,500
Mankind Initiative	£9,072	£2,743	£11,815
The Nelson Trust	£34,450	£21,187	£55,637.00
VOICES	£24,771	£14,893	£39,664
Opoka	£18,000	£11,747	£29,747
SARSAS	£18,883	-	£18,883
Southside Family Project	£35,343	£10,992	£46,335
SWAN/VOCAS	£18,683	£6,553	£25,236
The You Trust	£25,100	£9,707	£34,807
Trauma Breakthrough	£8,029	£18,907	£26,936
VANS (Reclaim Project)	£12,375	-	£12,375
Victim Support	£25,564	£1,487	£27,051
Total	£505,981	£216,277	£722,258

Annex 3 – Summary of other additional funding from the Home Office in 2020/21

Organisation	COVID-19 Support for Vulnerable Children's Charities	Winter Contingency for Violence and Vulnerability	Total
ACE (Aspiration Creation Elevation)	£3,105	-	£3,105
Bristol Horn Youth Concern	£18,000	£7,000	£25,000
Cognitive Paths	-	£5,600	£5,600
Escapeline	£4,904	£6,828	£11,732
Full Circle	-	£5,856	£5,856
Grassroots Communities	£20,000	£7,000	£27,000
Growing Futures	£22,606	-	£22,606
Ignite Life	£5,000	-	£5,000
Imayla	-	£3,500	£3,500
Julian House	-	£7,000	£7,000
Purple Elephant	£2,790	£3,200	£5,990
Resilience Voyage	-	£5,500	£5,500
SpeakEasy Support Ltd	£2,500	£2,880	£5,380
St Pauls Adventure Playground	-	£7,000	£7,000
The Space	£3,696	-	£3,696
Young Somerset	-	£7,000	£7,000
Youth Unlimited	£15,500	-	£15,500
Total	£98,101	£68,364	£166,465

Annex 4 – Summary of Performance

Measure	Quarter 1 (2020/21)	Quarter 2 (2020/21)	Quarter 3 (2020/21)	Quarter 4 (2020/21)	Total for 2020/21	Total for 2019/20
Outcome: People are safe						
Recorded crime	29,054	34,743	29,943	26,955	120,695	140,631
999 and 101 calls to police	232,656	259,223	221,197	217,531	930,607	966,095
999 abandonment rate % of all calls	0.03	0.03	0.02	0.01	0.02	0.08
101 abandonment rate % of all calls	1.67	3.07	1.81	2.60	2.30	3.23
Timeliness of attendance of calls graded as <i>Immediate</i> % attended within SLA	79.8	74.1	74.3	76.6	76.3	76.2
Timeliness of attendance of calls graded as <i>Priority</i> % attended within SLA	58.9	49.8	56.7	59.6	56.2	55.2
Number of people killed or seriously injured in road traffic collisions	40	98	100	62	300	389
Demand Complexity	254,988	294,289	248,909	224,459	1,022,644	1,137,994
Victimisation Rate Number of victims per 10,000 population	138	167	146	132	583	674
Outcome: Vulnerable people/victims are protected and supported						
Harm score – victims	84,127	108,205	88,276	82,794	363,402	422,897
User satisfaction – overall experience % satisfied	79.2	72.2	75.0	77.2	75.5	74.6
Users of Lighthouse service average rating of support and advice received from Victim/Witness Care Officer (out of 5)	3.9	4.9	4.7	4.7	4.5	4.5
Users of Lighthouse service average rating of feeling well informed about the Criminal Justice process (out of 5)	4.1	3.5	4.3	3.9	4.0	3.8
Users of Lighthouse service average rating of access to support services (out of 5)	3.5	4.6	4.3	4.0	4.1	4.2
Outcome: Offenders are brought to justice						
Positive Outcome rate % of all offences	14.6	11.8	13.4	14.4	13.5	13.3
Conviction rate % of all court cases	79.7	89.4	85.8	85.5	86.8	87.3
Outcome: People trust the police						
Confidence in the Police (Local measure) % agree	80.3	78.4	80.8	79.2	79.7	76.0
Active Citizenship % of people engaged	11.7	12.5	7.1	5.6	9.2	8.8
Workforce representativeness % Other than White	3.5	3.5	3.5	3.4	3.4	3.4
Workforce representativeness % Asian	0.9	0.9	0.9	0.9	0.9	0.9
Workforce representativeness % Black	0.6	0.6	0.6	0.6	0.6	0.6
Workforce representativeness % Mixed	1.7	1.8	1.7	1.7	1.7	1.7
Workforce representativeness % Other	0.2	0.2	0.3	0.3	0.3	0.2
Complaints of incivility	53	39	32	41	165	151

Disproportionality of Stop Search by ethnicity – Other than White	4.5	4.2	4.3	4.3	4.3	4.1
Disproportionality of Stop Search by ethnicity – Asian	2.2	2.1	2.0	1.8	2.0	1.5
Disproportionality of Stop Search by ethnicity – Black	8.8	8.0	8.4	8.3	8.4	8.9
Disproportionality of Stop Search by ethnicity – Mixed	3.4	3.1	3.4	3.9	3.5	3.1
Disproportionality of Stop Search by ethnicity - Other	3.3	4.3	3.6	3.4	3.7	3.1
Outcome: People feel safe						
Perceived Safety % Feel safe in local area	91.4	90.6	90.0	90.8	90.7	91.7
Police Visibility % Agree	61.9	59.6	63.0	57.5	60.5	55.7

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 – 1 hour

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.

Positive Outcome rate – positive outcomes are counted as Home Office defined outcomes 1-8 and 22 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 or diversionary, educational or intervention activity.

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

Public Confidence – the local measure is data collected from the Avon and Somerset survey; results are for respondents living within this policing area only.

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

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

Other than White – also known as BAME – is used to describe the ethnicity groups of Asian, Black, Mixed and Other when taken as a whole.

Disproportionality of Stop Search – this looks at the number of people subject to stop and search, according to two ethnicity categories – white or Other than White, 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 Other than White compared with if they are white. An important point of note about the data is that the stop and search data is current but this is being compared to population data from 2011 – in this time period the demographics of the areas will undoubtedly have changed and the actual ratio will be different.

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

MORE INFORMATION



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

Avon & Somerset Police & Crime Commissioner

Visit www.avonandsomerset-pcc.gov.uk

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DRAFT

Avon and Somerset Police and Crime Panel

24th June 2021

Panel Annual Report 2020/21

1. Summary

Attached is a draft of the Panel's Annual Report 2020/21.

In the interests of the Panel's budget, a decision was taken not to commission the corporate design team to produce a format for the report.

One aim of the Annual Report is to inform the public of the Panel's role and responsibilities, and the Panel should therefore consider if the draft is fit for purpose in this respect.

Obvious distribution includes local authority websites, newsletters and the Panel website.

2. Recommendation

Panel members are invited to review the draft and highlight any amendments or additions they wish to make to the content.

Patricia Jones

Lead Officer
Avon and Somerset Police and Crime Panel

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Avon and Somerset Police and Crime Panel

Hosted by Somerset County Council Democratic Services



Annual Report

April 2020–
March 2021

*Providing effective Scrutiny and Support to the
Avon and Somerset Police and Crime Commissioner*



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Members of the Panel

There are 9 Local Authorities in the Avon and Somerset Force area, each of which must be represented on the Panel by an elected member. It is the responsibility of each authority to ensure that the member appointed has the appropriate skills, knowledge and experience for their role on the Panel. The overall composition of all Police and Crime Panels should form a "balanced appointment" objective which takes account of, as far as is practical, both political and geographical proportionality. Reaching the balanced appointment objective is a collective responsibility of the component authorities and the Panel itself.

Somerset County Council and the Somerset District Councils each have 1 seat. The former Avon Unitary Councils (Bristol, North Somerset, South Gloucestershire and Bath and North East Somerset) were allocated 2 seats. Bristol was allocated an additional third seat based on the city's population size and comparatively high crime levels.

They are joined by three Independent Co-opted Members, recruited through a competitive selection process, who have the same voting rights as the Local Authority Panel Members. In total there were 17 Panel Members in 2020/21:-

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

Contact the Avon and Somerset Police and Crime Panel:-

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Chair's Introduction

I am pleased to introduce the Avon and Somerset Police and Crime Panel Report for 2020/21 and reflect on the Panel's challenges and achievements over the last year. Policing has undergone much change in recent years and a recent review conducted by the Home Secretary suggests there is more change to come as the powers and responsibilities of Police and Crime Commissioners expand at pace.



COVID-19 is the biggest challenge this country has faced in decades and the Government sent a very clear message to stop the rapid transmission of the virus. Over the last year, it has been incumbent upon all of us to do the right thing, protect the most vulnerable people in our communities and lessen the impact of this crisis on our frontline NHS colleagues. Governance and support and scrutiny of the Police and Crime Commissioner has continued and virtual meetings of the Panel were held which were accessible to the public. The Panel has been kept routinely informed of the PCC's efforts to keep our communities safe and support NHS colleagues in the fight against the pandemic.

Breaches of the Covid Regulations affect our communities on their doorstep and how they are enforced can affect public confidence. The Police have been able to deal with the vast majority of breaches proportionately by providing advice and guidance. However, the last minute nature of mass gatherings with multiple groups of protesters has made operational Policing and maintaining the safety of the public a real challenge.

The Panel needed assurance that the Commissioner was retaining appropriate oversight of the Constabulary and she responded to the Panel's request for briefings on the allocation of resources, the procedures in place for emergencies and the measures in place to serve as deterrents for unlicensed music events. We were further reassured by the subsequent launch of a dedicated and rapid response team to prevent and disrupt large gatherings which successfully disrupted several events across the force area every weekend during its operation.

Bristol has a history of peaceful protests and constructive dissent and the strength of feeling around the Police Crime Sentencing and Courts was evident in the city on 21st March 2021. However, violence of any description has no place in today's society and opposition to the Bill should not be used as an opportunity to disrupt public order.

A comprehensive post incident investigation, involving the review of CCTV, body worn cameras and mobile phone video has resulted in 58 people so far charged with offences related to the disorder. This clearly underlines the resolve of the Constabulary to keep our streets safe and leave no stone unturned in bringing offenders to justice. The Panel would also like to recognise the courage shown by all officers faced with such serious and violent disorder, the crucial role of neighbourhood officer in engaging and reassuring communities and quickly restoring normality, as well as the Constabulary's resolve to learn the lessons from the event.

One of the Panel's core duties is to annually scrutinise the Commissioner's proposed Council Tax precept - the money collected from council tax specifically for Policing. As representatives of the tax payers of Avon and Somerset, the Panel's focus must be value for money to deliver outstanding performance whilst recognizing the continuing financial pressures faced by our residents following years of austerity and the significant impact of the pandemic.

The financial constraints in recent years have acted as a catalyst for a fundamental re-think of how public services can be provided and it has been necessary for all public organisations to make changes. Over time, there has also been a substantial impact on households and the cumulative impact of financial constraints has seen residents in our communities making similar adjustments. The pandemic served to emphasise the predicament of many households, affecting not just spending habits but the ability of some households to meet basic needs.

Having approved all Precept rises in previous years, this year presented the Panel with an exceptional set of circumstances. We were required to balance the impact of an increased council tax burden on households, against the Constabulary's desire to invest and and become an outstanding force. The Commissioner's proposal was to increase the precept by the maximum amount possible and the overwhelming majority view of the Panel was that the proposal could not be supported at this very challenging time. The Panel voted against the maximum increase but recommended a comparatively lower Precept.

The Panel was reassured by the Commissioner that she values and acknowledges the Panel's democratic role in the Precept process. We were encouraged by her balanced response that met our concerns but also sought to protect the vital investments in local Policing at a time of great uncertainty. The Panel voted in favour of the Commissioners revised proposal for an average increase of £13.39 per annum per band D property.

There has to be constructive tension between the Commissioner and an appropriate level of challenge and support. The Precept process this year was a good example of this. The Panel continues to recognise the outstanding work that Police Officers, Special Constables and support staff carry out every day to support communities and would like to take the opportunity to formally record our thanks to all those that strive to make our communities safer.

Richard Brown

A handwritten signature in black ink that reads "Richard Brown". The signature is written in a cursive style and is underlined with a single horizontal line.

Chair

Roles and Responsibilities

In each Police force area, there is an elected Police and Crime Commissioner. The role of the Commissioner is to be the voice of the public and to hold the Chief Constable to

account. The Commissioner is responsible for setting the strategic objectives of the Police force and deciding how funding for local policing and crime reduction activity is allocated. The term of office for Independent Commissioner Sue Mountstevens was extended in 2020 for a further year due to the pandemic and she stood down on 13th May 2021.

The purpose of the Police and Crime Panel is to support and challenge the Commissioner's work and the decisions he/she takes. The Panel is made up of Councillors from the 9 Local Authorities in the force area and 3 Independent Panel Members who bring a variety of skills and experience to the role. Somerset County Council currently acts as the Host Authority for the Panel and is responsible for its administrative and officer support arrangements.

The Commissioner's plans and objectives are set out in a document called the Police and Crime Plan. This is the most important document any Police and Crime Commissioner will produce during their term of office. The Commissioner is required by law to consult the Panel on the plan and other duties connected to her role. A summary of the Panel's core responsibilities is set out below :-

- **Review the objectives set out in the Commissioner's Police and Crime Plan**
- **Scrutinise and vote on the Commissioner's proposed Council Tax Precept**
- **Hold a Confirmatory Hearing for the Commissioner's proposed appointment of a Chief Constable and other senior officers. The Panel has the ability to veto the Chief Constable appointment if this is considered necessary**
- **Consider and resolve complaints in relation to the Commissioner's conduct**

The Panel's primary function is to hold the Commissioner to account but it is important to remember that the Panel does not hold the Chief Constable to account. If the Panel has a particular issue of concern, for example an increase in violent crime, the Panel's role is to establish how the Commissioner is addressing this at a strategic level for the benefit of the public. In turn, the Chief Constable has responsibility for implementation of the Police and Crime Plan and day to day operational matters in our communities. He is accountable to the Commissioner.

In carrying out the above duties, it is essential for the Panel to stay well informed on policy and issues affecting Policing and the Panel has dedicated officer support and appropriate developmental training to assist with this.

Key Activities

In order for the Panel to carry out its role, there must be some consideration of operational outcomes and performance. This will help establish whether resources have

been allocated appropriately which is critical when it comes to looking at the following year's budget and Precept proposal.

Operation Remedy

Operation Remedy was set up to proactively tackle residential burglary, county lines, knife crime, and to underpin the vital recruitment of 100 new officers as an extra resource to tackle this type of criminality. Investment in the operation was the basis for the Precept proposal and over the last 2 years the Panel has monitored outcomes and tangible improvements in order to justify the increase to residents.

Additional officers and a strategy built around prevention, protection, and pursuing offenders brought about a significant improvement in burglary outcomes in the first month (from 6% to 13.9%). This was not sustainable unfortunately and in 2020, the relative growth in positive outcomes for Burglary put the Constabulary in 16th place nationally. The Panel has shared its concern in relation to the investigation and detection of Burglary offences at various stages in recent years, expressing concern that low detection rates will impact on public confidence and act as a deterrent to reporting. We welcome assurances that improving performance in relation to Burglary is a key focus but clearly there is significant work to do.

The positive outcome rate for drug trafficking/county lines has seen a reduction and outcomes for knife crime have improved.

We felt performance reports could be more meaningful and asked for the publication of force level data and the positive outcome rate for the top ten forces upon which comparisons might be made. Given the significant increase in funding from the Government and Precept increases, the transparent publication of force level data is a clear way in which the promised step change from Operation Remedy can be tracked against public expectations.

Recruitment

The Panel continues to retain oversight of officer and PCSO numbers by way of a timeline report to each Panel meeting on recruitment progress and levels achieved. Last year, the Government's commitment to increase Police officer numbers was welcomed and it is accepted that the process will take time to fully deliver. Notwithstanding, officer recruitment is healthy, ongoing and increasing the establishment despite the COVID 19 position. The reduced precept will not affect the recruitment process, which remains on track.

However, the funding of this Constabulary remains adrift of national averages because of the uneven treatment of some Police forces by the Government's funding formula - a situation that requires national support to resolve and one which we recognise the Commissioner has sought to address throughout her term of office.

The Panel will continue to support efforts to achieve better funding support from the Government in order to maintain a strong and responsive Policing presence in our communities.

Confirmatory Hearings

The appointment of senior staff in the Commissioner's Office requires the endorsement of the Panel in the form of a confirmatory hearing.

Deputy Police and Crime Commissioner – John Smith

The appointment of a Deputy Police and Crime Commissioner is one of significant public interest and organised and fair proceedings are key to the ability of the Panel to uphold its confirmatory duties. This appointment was not an easy journey, however the Commissioner reflected on her desire to appoint directly to the role and took on the Panels recommendations of best practice and held a transparent and open recruitment process in line with the recommendations of the Parliamentary Committee on Standards in Public Life. The Panel also welcomed the opportunity to observe the selection process.

Given this was the first time a Deputy Police and Crime Commissioner had been appointed, it was imperative that members ensured that the business case for the position had been made out and the requisite key lines of enquiry were pursued at the hearing. The appointment of John Smith was duly confirmed on 23rd April 2020, providing the PCC with the requisite support to deal with the emerging Covid 19 pandemic and doubling the capacity to carry out community and policy based direct engagement.

Interim CEO – Sally Fox

The Panel conducted a Confirmatory Hearing for Sally Fox on 31st March 2021 following notification that she was the Commissioner's preferred candidate for the position of Interim Chief Executive Officer.

Given the proximity of the next PCC elections, the Panel understood the rationale for advertising the position on a six month interim basis. We welcomed the opportunity for a Panel Member to take part in the selection process. At the subsequent Confirmatory Hearing, the Panel was unanimous in endorsing the selection panel's decision and

concluding Sally Fox met the required professional competence to deliver the role and the personal independence that is necessary to exercise the role.

Complaints

The Panel is required to resolve complaints from the public that relate to the Commissioner's personal conduct. An individual Panel Member leads and maintains an overview on complaints to the Panel with advice, guidance and support provided by the Lead Officer. This provides a filter for the less serious complaints and ensures that meetings of the complaints sub-committee are only held when necessary. The complaints handling process and background information the Panel requires from the Office of the Police and Crime Commissioner has been aligned for this purpose

The reform of the Police Complaints system has resulted in the Commissioner having an explicit statutory duty to hold the Chief Constable to account for the performance of the complaints system locally. She has been required to take on responsibility for handling appeals by members of the public which were previously dealt with by the Chief Constable. These are called complaint reviews.

Assurances have been provided by the Home Office that there is no policy intent for Panels to take on any additional responsibilities, either as a further appellate body for the public, or to hold the Commissioner to account on any wider issues than currently fall within a Panel's remit. However, the reform introduces a duty for the Panel to retain oversight of how the Commissioner is delivering this function. Given the enhanced role of the Commissioner, the Panel will inevitably see a rise in the number of complaints it receives against the Commissioner. For example, from individuals who are not content with the outcome of their review through a genuine belief that it has been dealt with improperly. As a Panel, we are required to decide which complaints we accept as legitimate complaints about the Commissioner's conduct, rather than dissatisfaction with the decision reached on their review.

Strategic Priority Briefings

These meetings which operate outside of the core meeting cycle are intended to be an informal opportunity for Members to carry out proactive scrutiny work, and bring greater depth and insight to inform the broader role as Panel Members. By structuring the roles under the following four Police and Crime Plan priorities, it enables members to draw on their knowledge, expertise and interests and contribute to and influence the work of

the PCC in key areas of business. It also provides opportunity for sharing performance and assurance information in the form of assurance reports commissioned by the PCC from the Constabulary.

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



SP1 Protecting the most vulnerable from harm

Mental Health

Cllr Heather Shearer and Cllr Roz Willis

In 2017, partner agencies in Avon and Somerset joined forces to ensure that those with mental health problems get the care they need. The Control Room Triage service was launched, bringing together local police forces, fire brigades and the local NHS. It places experienced mental health professionals in the Force Communications Centre and Bridgewater Custody Suite to offer real time advice and guidance to support Police and Fire Service officers who respond to incidents relating to mental ill-health.

The Panel welcomed involvement in this and Councillor Willis took part in visits to ascertain the progress of the initiative and to identify the challenges and successes of the service and its impact on the Constabulary. The Strategic Priority Briefing mechanism has provided further opportunity for Councillor Shearer and Councillor Willis to take another look at progress and developments in this work area and this included a visit to the Lighthouse Safeguarding Unit (LSU) at Bridgwater. The main issues covered in their resulting report are:

1. The status of the Mental Health Control Room Triage for Police officers attending.
2. The work to reduce the backlog of cases at the LSU with a focus on the multi-agency

team including domestic abuse that meets daily to assess and allocate the cases.

3. The review into the handling of Rape and Serious Sexual Offences (RASSO) cases.

The follow up action for the Panel next year is the scrutiny of the LSU performance statistics and visits to other safeguarding units to see how others are managing these issues (when visits are allowed). The Panel would like to review the support in place for Police Officers dealing with mental health-related issues both from the call centre Triage operation and in their general duties, and to understand how mental health support is provided at the custody suites.

The Panel would like to understand when the research into the Control Room Mental Health Triage will be available for consideration and in the same context, how the Mental Health Coordinator will help address the lack of mental health referral pathways experienced at LSUs. The Panel's full report can be found here :-

[Cllr Shearer SP1 MH report June 2020](#)

Due to the pandemic, the Panel's briefings have been held in abeyance over the last year but we have remained sighted on performance through the following assurance reports and presentations at our meetings:-

- Mental Health
- Domestic Abuse
- Equality and Disproportionality
- Safeguarding/Adults at risk

Over all the Panel found the audit reports to be refreshingly honest honest and were impressed with the answers given by all of the force leads, and actions planned to improve in every area.

Reflections of Panel Members

Cllr Martin Wale (South Somerset)

I'm Councillor Martin Wale, a former Police officer with a background in Police misconduct cases. I lead on complaints against the Commissioner. It's very important for the Panel to make the distinction between a legitimate complaint (one which directly relates to the PCC's conduct) and an expression of discontent with a decision that she has taken. Sometimes this can be difficult for a complainant to understand and accept. Complaints can be time-consuming and complex and as a Panel we have been required to make full use of our powers in order to resolve the complaints that have been brought to our attention. The PCC's responsibilities in the Police complaints

regime are set to increase further in the future and this will inevitably impact on the Panel and our complaints handling function.



Cllrs Alastair Singelton and Andy Wait (Bath and North East Somerset)

The first two years on the Police and Crime Panel have been an odd mix of interesting, challenging and also frustrating.

Covid, of course, has disrupted the last year – both from the perspective of putting the Constabulary under particular pressure, but also as we have struggled to make technology work for us. The ability to have remote meetings has been a boon in terms of efficient use of time, but the IT challenge in getting representatives of nine different Local Authorities, Independent Members, the OPCC, the Police and guests to communicate effectively through a single platform has been real. There is a lesson to be learned for the future for local government around standardising IT systems and platforms.

The Panel is a strange, hybrid beast, and as we meet rarely and come from different geographic regions with very different issues, it can feel less united and collegiate than other scrutiny panels one may serve on. Some members appear to take its role seriously, others may see it as a platform for self-promotion, and one or two rarely attend.

The frustration can arise because our role is to hold the PCC to account, and not the Police themselves. Senior Police officers are generous with their time and their briefings, but to delve too deep or to question too acutely has all too often been met by a block from the OPCC that the Panel is straying into operational matters, and that these are of no legitimate business of ours.

The Panel’s powers, indeed, are woefully dilute. We comment on the PCC’s Police and Crime Plan, and confirm senior appointments, but our only real teeth are a power to veto the appointment of a new Chief Constable and a solitary veto on the PCC’s proposed annual Precept. In 2021, we felt the initial proposal was too high and vetoed. It was then open to the PCC, in theory at least, to return with a derisively modest reduction. In such a case the Panel is powerless to do anything but meekly nod it through.

There is a critical lesson looking back. Successfully balancing the three-legged stool of the Constabulary, the PCC and the Panel depends on trust and mutual respect. With a newly-elected PCC, who understands the Panel from past membership, and a new Chief Constable due to be recruited later in the year, there is a very welcome opportunity to re-set that balance and create a positive path for the future. We very much look forward to it, and to playing a very full part in its success.

Cllr Franklin Owusu-Antwi (South Gloucestershire)



The Commissioner's role is challenging and spans across a spectrum of community issues—from being the voice of the people and holding the police to account among others. There is always a need to have a "check and balance" in place when dealing with such challenges within our diverse society. And this is exactly what the Panel has done during the most challenging reporting year in our generation and will continue to do so in the years ahead. Holding the Commissioner to account requires a variety of expertise and this is what Panel members bring. As an Elected Councillor and Veteran of the British Armed Forces with vast experience from the Defence, Industry and Voluntary sector, I have been fortunate to be involved in helping to cut crime and in delivering an effective and efficient police service within the Avon and Somerset Police area through my role as a Panel Member.



Cllr Heather Shearer (Mendip)

I was appointed to the Police and Crime Panel by Mendip District Council and was chosen because I have responsibility for Community Health Services. Being on the Panel has been a great way to understand more about the challenges facing the Police and our communities and how they can work together to improve lives and keep people safe. The Panel role is to support and scrutinise the work of the PCC and to me that means ensuring the voice of public is heard and understood and that their interests are kept front and centre. This is especially important for those who are most vulnerable and whose voice is often lost. When Panel members work together, using their varied skills and experiences, we can bring a lot of focus on to those issues and help to make real changes.

Challenges ahead and looking to the future

Work Programme

As the Commissioner's primary "checks and balance" in between elections, the Panel is aware of its important role in challenging and supporting the Commissioner on your behalf. Our shared objective for the future is to influence and impact positively on the decisions that matter. There are still improvements to make in the area of proactive scrutiny, but we have worked constructively with the Commissioner in recent years and supported her in the implementation of strategic priorities.

The Panel has a work programme that is reviewed every 4-6 weeks as part of the agenda planning process with the Commissioner. As would be expected the programme covers the statutory responsibilities of the Panel, alongside other key issues which the Panel wish to scrutinise. The Chief Constable also attends Panel at least once each year to provide an update on key issues

This coming year we hope to take a detailed look at:-

- Mental Health (referenced earlier in the report)
- Serious Violence – this will refresh the detailed work the Panel carried out as part of a dedicated Development Day in January 2019. It will be considered in the context of the Police and Crime Plan, Violence Reduction Units and Rape and Serious Sexual Offences (RASSO) Action Plan
- Integrated Offender Management (IOM). This is where public agencies come together to identify the most persistent and problematic offenders and respond to the threats posed to local communities. After deciding the current practice has lost its way, HMICFRS has tasked PCCs with ensuring relevant partners and services are actively involved in the delivery of IOM. The Panel has been provided with the outcome document of a review funded by the Commissioner and there are plans to design a new way of IOM delivery for Avon and Somerset. We would like to dedicate a stand alone meeting to this topic next year and report back.
- Review the PCC's Annual Report
- Hold Confirmation Hearings for the appointment of a Deputy PCC, a new Chief Constable, Chief Executive Officer and Chief Financial Officer.
- Work with the Office of the Police and Crime Commissioner (OPCC) to receive meaningful performance reports and data
- Support and scrutinise the PCC for the delivery of precept commitments
- Undertake proactive scrutiny where there is value in doing so
- Ensure that the Police and Crime Commissioner and Chief Constable recruit, retain and progress a workforce which reflects the communities it serves

Home Secretary Review

The Home Secretary is part way through a review of Police and Crime Commissioners, looking specifically at raising standards and improving accountability to ensure all members of the public are getting a good service. The second part of the review is scheduled to take place after the PCC elections in May 2021 and will focus on longer-term reform. It will assess what extra powers PCCs need to better tackle crime in their areas and how to increase the number of mayors with responsibility for Policing. This review is likely to shape Police governance over the next ten years.

The Home Office has committed to working with the LGA to develop a good governance training package for Police and Crime Panels and this is welcomed. However without increased funding, the ability of Panels to keep pace with PCC functions and responsibilities and carry out the appropriate scrutiny will continue to be a challenge.

Fire Governance

Some PCCs have taken on the governance of their local Fire and Rescue Service and this has resulted in the Panels in those areas becoming Police Fire and Crime Panels.

There are two routes for a PCC to have a direct role in the governance of fire and rescue services – either by taking on one of two governance models or by taking a voting seat on the existing fire authorities. Avon Fire Authority and Devon and Somerset Fire Authority are the two services that fall within the Avon and Somerset PCC area. However Devon and Somerset Fire Authority also covers an area that falls under the jurisdiction of another PCC. Essentially, this means that the service boundaries are not coterminous with the Avon and Somerset force area and this would need to be resolved before the PCC could make a business case for taking over the governance of the FA.

The Home Secretary's review is looking to consult on making the transfer of fire and rescue functions to the "Police, Fire and Crime Commissioner model" obligatory where boundaries are coterminous, unless there is an option to transfer fire governance directly to an elected Mayor. The review will also seek to address the specific coterminosity challenges in the South West referred to above.

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AVON AND SOMERSET POLICE AND CRIME PANEL

COMMISSIONER'S UPDATE REPORT

24 JUNE 2021

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 11 March 2021. This report reflects the position as at 04 June 2021.

1. SCRUTINY

COVID -19

Wellbeing of officers and staff

Avon and Somerset Police are committed to creating a safe, healthy workplace where the mental health and physical health of all their staff and officers are valued equally. ASC wish to raise mental health awareness and tackle stigma throughout the organisation.

The pandemic has highlighted the importance of supporting their staff and officers in these challenging times, on their own mental health and that of their colleagues and to empower and encourage them to come forward and access timely support when needed.

In recognition of this ASC have improved, updated and introduced different types and levels of Mental Health resources and support for staff and officers in the form of:-

- **Improved, easily accessible and visible guidance and resources to support people struggling with mental health.** This is ongoing and includes work such as updating the intranet and re-configuring the pages to reflect the [Blue Light Framework](#)¹ which ASC have signed up to; promoting Oscar Kilo with bespoke programmes during Covid for Personal Resilience training; introduced Mental Health First aiders in key areas ie. Comms and Custody
- **Increased visibility and accessibility of external support/helplines for mental health which includes sign posting and practical advice and guidance.**
e.g. A to Z of external support available for Depression/Anxiety/Addictions/PTSD which includes Gamcare/Alcoholics Anonymous/ MIND/ Surfwell.
- **Easier access to the Employee Assistance Programme confidential support service through the 'My healthy advantage' app** which staff/officers can download to their mobile phones
- **Improved Data collection, analysis and reporting on mental health** to ensure the right support and mechanisms are in place
 - **Improved use of the individual performance review (IPR) -**
Embedding the use of mental health/wellness health checks

¹ The framework is a statement of intent, showing the organisation's commitment to the health and wellbeing of the people who work there

Mental Health training documented on IPR as part of CPD
Promoting and encouraging the on-going dialogue regarding mental health with line manager/individual

ASC are also considering a number of proposals for future work such as:

- bolstering psychological support services.
- introducing further education and awareness of Mental Health
- further tool kit containing guidance and resources to support people struggling with their mental health.
- Creating Mental Health/Wellbeing Rooms - at HQ/other force sites
- optimising the support for coordinating psychological support, welfare officers and Mental Health First Aiders
- considering blended Organisational Working Principles for Line Managers

As the country eases out of lockdown ASC have advised staff that they should continue to work as they have been as there remains a need to maintain COVID secure workplaces. A Project group has been established to manage future ways of working and any new ways of working are expected to come into effect in the autumn. This work is currently at the detailed departmental scoping stage to provide an initial assessment of which job roles can continue to work remotely post COVID. Whilst the approach is to continue and encourage remote working it is accepted that post COVID:

- the percentage of the department/directorate that can work from home will be varied across the organisation as it will depend on operational requirements and will be agreed at SLT level;
- there will be exceptional cases where remote working will not be suitable for some individuals and no-one is “forced” to work from home if not practicable or cannot work from home;
- Officers may be considered for blended working – depending on criteria;
- Where an assessment of the role identifies that the majority (i.e. indicative 70 %+) of the role can be carried out effectively working at a remote location/working from home where appropriate there will be a contractual variation issued (police staff only);
- There will remain a requirement for all individuals to attend work at police premises (indicative 30%);
- Remote/flexible working arrangements will be discussed with individuals at least annually to ensure that appropriate DSE and Wellbeing assessments have taken place

Learning and Development

Learning and Development sought to learn from the benefits realised during COVID and identify opportunities to enhance and improve training provisions and outcomes. Further information on this is available in Annex A.

Oversight of the Constabulary Response:

The force has now dropped the ‘Critical Incident’ status of the Policing response to the Covid-19 Pandemic and the force returns to more ‘business as usual’ approach. ASC has a dedicated media communications team for Covid-19 to ensure changes in legislation are highlighted to the public and to share the actions the force is taking on those who breach the legislation. Recently there has been further media attention on the Force in relation to their Covid-19 response, with the local ITV news highlighting the work being carried out in response to the number of house parties.

Operation Hydrogen is supported by Operations Hawthorne and Hazel when necessary in relation to unlicensed music events and large protests or gatherings. There have been further protests held

within the force area with no significant issues and there have been no significant unlicensed music events since the previous report.

Op Hydrogen continues to run seven days a week covering the whole force. The operation supports the local Neighbourhood Policing Team ensuring that there are additional patrols in areas of concern, persistent breaches or high infection rates. Op Hydrogen provides, on average, an additional dedicated 700+ hrs of patrol by officers across the force. ASC are still working with Local Authorities, supporting them where necessary with location and premises, including joint visits to premises, and supporting the Council Marshalls.

The number of calls in relation to Covid -19 breaches is reducing but other demand is now increasing and Op Hydrogen has continued with its high visibility patrols in areas of high footfall or concern, increasing the uniformed presence in our communities to enhance the focus on community engagement as well as rebuilding and maintaining important community contacts.

Since the last report, Op Hydrogen officers continue to attend the majority of all Covid-19 breach Storm logs and robustly deal with repeat offenders. There has been an increase in high visibility patrols to increase the communication of the first 3 E's (engage, explain & encourage) in areas receiving high foot fall with the easing of lockdown restriction and people now able to meet inside and outside.

The improving weather and the restrictions on travelling abroad has seen an increase of people visiting the Force area so the increase in high visibility patrols has assisted in providing reassurance to both residents and visitors to the force area.

Op Hydrogen officers continue to undertake the public health England quarantine enquiries but these requests have significantly reduced since the Government has out-sourced the visits to a private security firm.

Op Hydrogen also supports the Local Policing Areas where required, assisting with demand as well as supporting the Force's surge funding demand on tackling Serious Violence.

Policing at Bristol Airport has increased as the number of flights inbound and outbound has increased and will continue to increase. The force does not currently have a red list hotel and passengers are transported to Swindon or Birmingham. All the necessary plans and procedures are in place for when the force has its first red list hotel.

Op Hydrogen will be running until the end of September as per the Government funding programme and will continue to support the measures in place and continue to focus on reassuring the communities and supporting the Neighbourhood Policing Teams.

We are now seeing an increased number of cases relating to non-payment of Covid-19 Fixed Penalty Notice going before the courts. These are being monitored to ensure all relevant supporting evidence and statements are being provided when required to support the prosecution.

Crime Demand Context

The easing of lockdown has continued as per the Government's road map with the planned end of all Lockdown on 21st June 2021, this is still subject to change at this time.

The level of overall reported crime for ASC continues to reduce however there have been significant increases in cybercrime and robbery against premises and small increases in domestic violence, drugs, hate crime & miscellaneous crimes against society. There has been a continued reduction in serious violence, robbery against person, dwelling burglaries and theft.

Calls for service have steadily returned to normal and are in line with the seasonal demand expected based on 2019 figures.

Sickness levels for ASC are still low and remain lower than the seasonal average. There are no significant concerns in relation to positive Covid-19 cases or requirement to self-isolation with more officers and staff now vaccinated.

DEMAND - SUMMARY OF KEY POINTS:

1. Demand has now started to return to pre Covid-19 levels in line with trends from 2019 and is predicted to continue to rise over the summer as per seasonal demand.

2. The force has Demand status plans in place to react to the increase in demand as lockdown is lifted with all directorate leads aware of their requirements during the period ensuring timely attendance to calls and effective investigation to reported crime.

COVID19 Fines and enforcement (as of 3rd June 2021)

There have been a total of 2222 FPNs issued for breach of Covid-19 regulations and 2467 warnings. FPN breakdown by LA area and by Age is:

Bristol	828	18-24	1145
Somerset	628	25-34	556
South Glos	408	35-44	282
North Somerset	199	45-54	142
BANES	112	55-65	59
Other	47	65+	27
		other	10

Operation Uplift

The report attached at Annex B provides the Police and Crime Panel with an update on progress in relation to delivering the uplift in police officer numbers and to ensuring this investment is directed towards improving outcomes for the public and meeting the established and emerging local and national priorities.

New : Key Appointments

The process to appoint a permanent CEO, a Chief Constable, a Deputy PCC and a permanent CFO has commenced. The interim CEO and Office and HR Manager are working with SW Police Procurement Services to secure the services of an independent consultant for the appointment of the CEO and Chief Constable to ensure the highest level of transparency and attract a quality pool of potential candidates.

The appointments will conform to the requirements of the Police Reform and Social Responsibility Act 2011 and all the appointments will be subject to confirmation hearings with the PCP.

The PCP have been advised that it is the PCCs intention to appoint DCC Sarah Crew as temporary Chief Constable to cover the interim period between the departure of CC Andy Marsh and the appointment of a new Chief Constable. This will provide Avon and Somerset Constabulary with stability, continuity

and enable the appropriate support for the development of the Police and Crime Plan. The Panel have been supportive of this proposal subject to the confirmation hearing on 24/06/21.

Please refer to the timeline (see Annex C) for the sequencing of the appointment processes.

2. COMMUNICATIONS AND ENGAGEMENT

Engagement

The Commissioner is currently using every Thursday and Friday and to conduct engagement visits with the police family to enable him to geographically get to each local authority area of the force within his first 30 days in office.

As it stands visits have been made to:

Local Authority Area	Stations visited
Bristol	Trinity and Kenneth Steele House
North Somerset	Black Rock and Portishead HQ
South Glos	Patchway
BaNES	Bath, Keynsham and Radstock
Somerset West	Bridgwater, Taunton and Wellington
Somerset East	Somerton and Yeovil
Mendip	Frome
Sedgemoor	TBC for W/C 16 th June

Once each geographical area has been covered in one rotation, which is on schedule to be by the week ending June 11th, the Commissioner will use every Thursday to begin to work his way back around the force area visiting different stations and departments in each patch to the ones attended in his first rotation.

At the start of July 2021, the Commissioner will then move to community, partner and stakeholder engagement for a full day each Friday. This will also go in rotation, around the force area, in line with the geographic location of the police family visits each Thursday.

Friday public engagement days will be split into morning and afternoon sessions.

Each sessions will potentially include a mixture of:

- A visit to a partner (political or local authority leader)
- A visit to a community group/members of the public
- A visit to a stakeholder such as one of our commissioned service providers or grant funded services.
- Drop ins at local events that take place which are attended by the public e.g. mother and baby groups, social events, community events or community classes
- Joint surgery with local MP or councillor (invites sent out this week)
- Walkabout with the local police beat team and local councillor or MP in an area where policing issues have been raised with the PCC (through direct contacts or via police or partners)

When planning engagement days, the team will ensure that all visits are strategically aligned with emerging policing issues in certain communities, policing operations and significant dates and also make sure that consideration is given to current work streams or issues from within the OPCC Commissioning and Partnerships Team as well as emerging themes coming from the public through our Contacts and Conduct department.

At the start of each week there will be a debrief on the previous week’s engagement days and follow up communications (internally and externally) to provide transparency about who the PCC has visited and public accountability on any issues or actions put forward by the people during those visits.

The Commissioner is also potentially seeking to set up:

- Quarterly Community Conferences – open meetings, with members of the public invited into local community venues, where they will have the opportunity to put questions to problem solving panel of local police leaders and partners and discuss policing concerns in their areas.
- A bi-annual PCC/local councillor forum – a meeting for councillor representatives to bring the policing issues most raised on their areas to the attention of the PCC and to seek problem solving activity.
-

Our overall engagement strategy this year will be to focus particularly on vulnerable and under-represented communities e.g. rural communities, socio-economically deprived communities, women, young people, Black, Asian and other minoritised communities.

Lammy Review

Timetable for completion of draft chapters and summary update:

Theme	Action	Draft Chapter Out to thematic leads	Feedback Deadline
Stop and Search	Circulate Draft report for Lead review.	20/5/21	28/5/21
Youth Justice	Circulate Draft report for Lead review.	10/06/21	17/6/21
OOCD	Circulate Draft report for Lead review.	10/6/21	17/6/21
HR	Circulate Draft report for Lead review.	11/6/21 (Thursday)	18/6/21
Prisons	Circulate Draft report for Lead review.	18/6/21 (Friday)	25/6/21
Judiciary	Circulate Draft report for Lead review.	18/6/21 (Friday)	25/6/21

Due to further diminished resource since May 1st 2021 (currently, Desmond Brown 1 day a week and Nichola Grierson 3 days a week) the Lammy review is still in draft, with the final report due mid-July.

As highlighted at earlier LCJB meetings the capacity to deliver the report as set out in the initial project milestones has been hampered as the promised resource of 2 full time Analysts, 1 part time Project Manager and 1 part time Admin was never realised and of course Covid-19 has caused capacity issues for all the partners.

Despite this, our small team has worked over and beyond their remit and the report has strong, robust findings with transactional, temporary and transformational recommendations.

The report will bench mark where we are in A&S with regard to the priority themes, and conversations have already been held with partners around legacy and further accountability. We continue to receive request from PCC's and Constabularies around the country, interested in emulating our work.

3. COMMISSIONING AND PARTNERSHIPS UPDATE

Violence Reduction Units (VRU)

As set out in the last report formal notification has been received that a £35million funding envelope will be made available to the national Violence Reduction Unit network. This is in line with the previous funding and Avon and Somerset has been allocated £1.16million for 2021/22. The central team still had to put a bid into the Home Office, which was submitted on 30/04/21. The team still awaits the outcome of this before grant agreements and the funds can be released. This significant roll over into this financial year by the Home Office, is causing challenges for the local spoke VRU's, whereby they are uneasy in continuing to allocate out funds without having the agreement in place. VRU's have still made strong plans for the year ahead but for them to be implemented, we hope that the grant will be allocated imminently.

As part of the year ahead, the Home Office have also made near to £20million available across 3 funding streams relating to interventions. A bidding process has been underway over the last 3 weeks for interventions relating to;

1. **'Teachable Moments'** - Partners came to agreement on a bid for Education inclusion managers /youth justice practitioners based in each of the VRUs to link with young person at point of possible exclusion or reduction in school timetable. This is building on model in Bristol and the role will act as an advocate for the young person, liaise with the school and exclusion panels and offer support to the young person and their family. An investment of £491,986.85 will cover salaries and on-costs for additional roles for 41 weeks from end of June to March 2022. The expansion would see an increase from 3 to 7 Education Inclusion Managers (EIMs) and from 1 to 11 Youth Justice Support Workers (YJSWs). It also allows for an external evaluation of the project.
2. **'Trauma Informed Training'** – We are working towards an aim of a Trauma Informed Avon and Somerset and will start with trauma informed training and a wraparound package being delivered to practitioners within YOTs, VRUs, social services, police and schools across Avon and Somerset. The bid of £305,450 to be spent by March 2022 included;

- A coordination role to implement and establish a Trauma informed network,
 - Supervisors and managers training to ensure practitioners are supported within their agencies
 - The training package itself for 600+ frontline staff and
 - Train the trainer element to ensure sustainability.
 - There will also be an evaluation factored into the bid.
3. **‘Intensive therapeutic interventions’** – although this is a high priority for need across the VRU landscape, partners agreed to bid and implement something meaningful in the given 3 week timeframe was not the right approach. Challenges for seconded Health staff was also a significant issue and detrimental to both the secondee organisation and hosting organisation. A bid was not submitted for this funding stream but will be explored further through the strategic delivery.

Each national VRU area was only able to submit a total of 3 bids; these could have been multiple bids within 1&3 but only 1 bid could be submitted to 2. All bids were agreed by partners involved in a series of workshops including the local VRU leads, NHSE, CCG, Police, YOT’s and representatives from the 3rd sector.

The Strategic VRU Board met on 25/05/21, which looked to set out priorities for the year ahead. VRU’s, local problem profiles have demonstrated that their areas of focus should be maintained for this year, however some new emerging themes have been an increasing number of young girls becoming in serious violence, as well as even younger children being associated with serious violence and an increase in knife related offences in some areas. Strategically it was agreed that we must continue efforts to improve engagement with Health colleagues (particularly CCG’s across Somerset and Banes), as well as seek Education representatives that can support and drive strategic aims around inclusion across the force area. The Chair post for this Board has been left vacant since the departure of the Deputy PCC, as an interim solution ACC Jon Reilly (Serious Violence Lead) and Marc Hole (OPCC Head of Commissioning and Partnerships) co-chaired the last Board. A decision will be made by the PCC as to the best option for a future sustainable Chair.

A reflection on 20/21

As part of last year’s delivery, the central VRU team commissioned an independent evaluation of the VRU hub and spoke model, this was conducted by Cordis Bright. The work commenced in January 2021 and is near to completion with a draft report submitted to the Strategic VRU Board for comments. The process evaluation looked at the devolved model and its success in achieving a Public Health response. In summary the report indicates that the hub and spoke model is the right one for A&S. There are a series of recommendations that have come out of the evaluation which are to provide a focus for the Strategic Board for the year ahead.

Although the delivery for last year was hindered by a late release of funds and then the pandemic, the spoke VRU’s have still made significant achievements in what they have been able to achieve. As an example, the below table shows the reach of VRU’s and their interventions supporting individuals at risk;

Delivered interventions					
	BANES	Bristol	North Somerset	Somerset	South Glous

Q1	37	76	10	141	5
Q2	26	99	10	11	10
Q3	30	105	60		10
Q4	38	142	25	70	20
Total	131	422	105	152	45

Total: 855

Reducing Reoffending

Cranstoun are the successful delivery partner for Drive in South Gloucestershire. They have a lot of experience in providing Domestic Abuse services and are already delivering drive in Herefordshire and Worcestershire. <https://www.cranstoun.org/s-glos-press-release/>

They have been successful in recruiting to the roles with the last few team members joining within the last month. They have managed to recruit an experienced and skilled team with an impressive amount of skills and experience gained from a variety of relevant backgrounds e.g. mental health, health, prison, as well as criminology-related skill sets. This team is led by an experienced & enthusiastic service manager, also now in post and actively developing the service.

Cranstoun are heavily engaged with the implementation process and have met with commissioners, ASC Drive Fellow and South Gloucestershire managers to implement the service. The first perpetrator panel took place in March and they have had 10 cases on the programme so far.

Missing Link are the successful delivery partner for Court Up. They have a lot of experience in delivering female based services in and around the Bristol area. They were notified of their success in achieving the bid mid-January 2021.

Implementation meetings have happened between commissioners and Missing Link and they are due to update our Resolve board with progress on the 9th June.

The Programme Manager for the Ready for Release programme in Bristol prison, Laura Dornan is now recruited to her team. Commissioning meetings have taken place and the Senior Commissioning Officer undertook a visit to HMP Bristol on 17th May to delve deeper into service development. Laura has presented to the Resolve Board recently so partners are well sighted on the existence of this project and the ambitions of the difference it could make to men released from HMP Bristol.

The local authority meetings to discuss the opportunities of Integrated Offender Management (IOM) have concluded in each area with subsequent meetings scheduled to delve into the specifics. DWP have expressed their willingness to be involved in a local model and all Local Authorities have been asked to consider whether they would be willing to be a pilot area for 2021.

Victims

The OPCC has been successful in securing the following grants for victim services across Avon and Somerset to complement existing provision:

- a) **Independent Sexual Violence Advisors (ISVAs) and Independent Domestic Violence Advisors (IDVAs)**

Working with the five Local Authorities (who are the lead Commissioners for domestic abuse services including IDVAs) and our commissioned providers Safelink (the OPCC is the lead commissioner for ISVAs) the OPCC has been successful in securing a total of 31 new posts:

LA	Allocated by MoJ	Service/ Posts	21/22	22/23 (indicative at this stage)
Bristol IDVAs	7	Nextlink: x 2 IDVAs triage x 1 IDVA BaME specialist x 1 IDVA MH specialist x 1 Senior Cohort IDVA Opoka x 1 IDVA BaME specialist Victim Support x 1 High-risk Male IDVA	£245,924.00	£236,267.00
BANES IDVAs	3	Southside: x 1 IDVA for elderly IRIS cohort x 1 general IDVA Julian House: x 1 CYP specialist IDVA	£104,661.12	£107,105.68
South Gloucestershire IDVAS	5	Nextlink: x 1 IDVA triage; x 1 IDVA rural; x 1 IDVA MH specialist; x 1 IDVA senior specialism; x 1 IDVA complex needs	£171,068.00	£171,133.00
N.Somerset IDVAS	5	Nextlink: x 1 IDVA triage; x 1 IDVA rural; x 1 IDVA complex needs; x 1 senior specialism; x 1 IDVA Western Hospital	£168,284.00	£171,133.00
Somerset IDVAS	3	You Trust: x 1 IDVA specialism in economic abuse; x 1 IDVA MH and learning disability specialist; x 1 CYP IDVA	£112,500.00	£110,247.00
A&S ISVAs	8	Safelink 1 x Adult ISVA 1 x Complex Needs ISVA 1 x 12-25 CYP ISVA 1 x Senior ISVA 1 x Triage worker 1 x LGBT+ ISVA 1 x ABE/Bluestone/Innovation capacity (1) 1 x ABE/Bluestone/Innovation capacity (2) <i>+ 9 months capacity funding from NHSE for 21/22</i>	£285,268.00	£295,050.00

		<i>Plus previously awarded MoJ Mental Health ISVA uplift</i>	£41,769.00	£41,769.00
TOTAL	31		£1,129,474.12	£1,132,704.68

b) Domestic Abuse and Sexual Violence Uplift allocations

This allocation was made as part of the OPCC's MoJ Victims Grant for 21/22. It was distributed following an open call for bids in accordance with the OPCC's published [approach and priorities](#) and will help longstanding known capacity issues in the sector.

Moreover, we are shortly due to receive the final report of a Health Needs Assessment for sexual violence therapeutic services that has been funded by NHSEI and undertaken by Lime Culture. This will assist in our work with health commissioners to best meet the therapeutic needs of survivors of sexual assault.

DA/SV uplift approved applications			
Provider	Funding	Area*	Details
Trauma Breakthrough	£20,000.00	BANES	Contribution towards SV counselling service
Womankind	£17,771.00	Bristol	Contribution towards SV counselling service
The Greenhouse	£9,843.44	Bristol	Thinking Together Group Work project (SV CYP)
Kinergy	£20,000.00	South Gloucestershire	Contribution towards SV counselling service
SARSAS	£20,000.00	A&S	Contribution towards SV counselling service
1625ip	£19,000.00	Bristol, North Somerset, South Gloucestershire and BANES	Contribution towards DA/SV support for homeless CYP
Southmead Project	£20,000.00	Bristol	Contribution towards SV/DA counselling service
Julian House	£20,000.00	Bristol and South Gloucestershire	Contribution towards Bristol and South Gloucestershire CYP service
You Trust	£15,500.00	Somerset	DA counselling in Somerset
Opoka	£18,500.00	Bristol	Polish DA Crisis helpline
Victim Support	£40,761.00	Bristol	DA Caseworker
Southside	£15,500.00	BANES	Contribution towards DA counselling
Nextlink/Safelink	£25,000.00	A&S	Contribution towards Peer Support (Nextlink and Safelink)
Mankind	£10,000.00	Somerset	Male Pattern Changing Course DA
VOICES	£24,500.00	BANES	BANES referrals co-ordinator

VANS/Reclaim	£16,200.00	North Somerset	DA counselling (match funding) North Somerset
Barnardo's	£18,216.00	Somerset	CYP therapeutic support
Nelsons Trust	£19,000.00	Bristol	Contribution towards Women's Safety work (complex needs)
Young Victims Service	£3,325.00	A&S	iPads to deliver the Heathier Together Programme
TOTAL	£353,116.44	*noting many specialist agencies accept referrals from beyond their base	

Sexual Assault Referral Centre Regional Commissioning

Tender documents for the re-commissioning of SARC services across the South West have now gone live and can be found at the links below:

[NHS England and NHS Improvement South West - Sexual Assault Referral Centres \(SARCs\) across the South West - Contracts Finder](#)

[NHS England and NHS Improvement South West - Sexual Assault Referral Centres \(SARCs\) across the South West - Find a Tender \(find-tender.service.gov.uk\)](#)

This includes the Avon and Somerset SARC which hosts the Paediatric Centre of Excellence that also serves our neighbouring areas of Gloucestershire, Swindon and Wiltshire. Once live, this new contract will replace the current Sexual Offences Examiner and SARC service contracts.

Any questions from Providers should be directed to the procurement portals above.

NEW: Funding Opportunities

Safer Streets Fund 2 (Neighbourhood Crime)

Bristol City Council, supported by the OPCC, were successful in winning the primary bid for Avon and Somerset. The award of £398,000 is for an area around Portland Square; primarily targeting burglary and theft but it also had issues with drugs and ASB.

Safer Streets Fund 3 (VAWG)

The Home Office have announced a third £25m round of the Safer Streets Fund which is due to launch on 3 June 2021.

This round of the fund will be focused on improving the safety of public places for all, with a particular focus on areas of potential concern to women and girls. PCCs, Local Authorities in England and Wales and the British Transport Police will be eligible to bid.

The Home Office is hosting a virtual information event for the fund on 3 June, at which criteria and eligibility requirements for the Fund will be presented and Guidance for Bidders will be published.

Ahead of this the OPCC has liaised with Local Authority Partners (Community Safety Leads) and is anticipating that Bristol, North Somerset, BANES and Somerset will be preparing submissions. A total

of three bids can be put forward to the fund and the PCC's role is to select and prioritise these three bids.

DA perpetrator programmes

The Home Office have recently announced 11.1M funding available nationwide for DA perpetrator funding with a particular focus on

1. Programmes that address known issues in relation to DA offending
2. Programmes that focus on children and adolescents
3. Programmes aimed at stalking perpetrators

There are caveats and restrictions associated with this funding e.g. delivery in year, match funding required and minimum amounts that can be applied for. We have written out to local authorities to explore partnership opportunities and see if we can exploit this opportunity given the constraints on how the money is drawn down, the practicalities of using the money in year and the short timeframe involved to get the bids submitted.

Criminal Justice

Recovery has been going well, however cases through the courts has slowed due to the second wave of COVID, but we remain to be travelling in the right direction. Cases are all currently booked within 2021 across the South West, with Crown Court currently listing into October. This is not the national picture with dates into 2022. A&S have worked hard together to maintain an improved level of service since Covid.

Confirmation of sitting days has been prompt this year and A&S have seen an uplift of 850 courts (approx. 10%). This will help recovery but effective case and trial management still needs to take place. Partners continue to work together to ensure this and jointly agree steps forward at the Criminal Justice Board.

The Common Platform was rolled out in Bristol as an early adopter; it is a digital case management system designed to enable HMCTS staff, the judiciary, and professional court users, including defence and the Crown Prosecution Service, to use, manage and share criminal case information more effectively.

The new Court Up programme based in Bristol Magistrates court, went live on the 1st May and is funded to run for two years, overseen by the OPCC. Missing Link and probation will be working together to identify and support women during the justice process through court. The service will work closely with female defendants and will put recommendations forward alongside probation pre-sentence reports to magistrates and legal advisors with the aspiration of reducing custodial sentences and supporting women in the community through rehabilitative activity requirements instead. Targeting support tailored to the needs of the individual is aimed at reducing reoffending behaviour.

4. SCRUTINY PANELS

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 next meeting is scheduled for the 10th June 2021 and the theme is Body Worn Video (BWV). IRP members will be furnished with police public complaints where the complainant has been made in relation to the use of police force and in relation to complaints relating to an arrest where BWV has been used.

The IRP's findings are shared with the Professional Standards Department (PSD) for comment prior to the meeting therefore enabling a meaningful discussion with PSD colleagues during the meeting. A quarterly report is produced and published for the public following the meeting.

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

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

Scrutiny of the Use of Police Powers Panel

The March and April 2021 Scrutiny Panels remained online, continuing to review Covid-19 breaches (42 cases) as well as the usual reviews of Body Worn Video (BWV) camera footage (using a secure database) of 49 pre-selected Taser deployment incidents and Stop and Search incidents, plus public complaints against the Police mentioning Taser and Stop Search. The theme remains as disproportionality and the 117 Panel member feedback forms summarised in the report, highlight positive points of Officers' good, calm and courteous manner and notes that positive not punitive Officer learning is good, but it's important to feedback via Supervisors to individual Officers, for personal development. Members' concerns include: Very few Stop and Search cases reviewed have a positive outcome, questioning the intelligence or call from the public; Personal details asked from person Searched; Stop and Search Grounds being a smell of cannabis alone is not justifiable; Not all Stop and Search aspects are explained by Officers; BWV switched on too late into the incident; Necessity of handcuffing compliant people is queried; Early Taser drawing & deployment at the scene, in advance of any escalation, has become far more the norm than it used to be; and querying risks of single crewing.

Covid-19: The 5th and 6th reviews of Covid-19 regulation breach incidences (42 BWV cases reviewed) resulted in 2 published member feedback reports with Constabulary responses. Since the last update to the Police and Crime Panel the Constabulary guidance to Police Officers has continued to be to **Engage, Explain and Encourage – the '3 Es'** - but also during the winter months particularly to March 2021, a more robust use of the final action: to **Enforce – the 4th 'E'**, serving a Fixed Penalty Notice (FPN) for the Covid-19 current Regulations breach. **Members' positive feedback on policing of Covid-19 breaches includes:** Excellent introductory narrative by Officers recorded on their BWV before attending the scene; Officers remarkably patient in difficult circumstances, listening and explaining the Covid-19 law; Excellent engagement and rapport with members of the public; Exemplary Officer, calm management and taking control and de-escalating the situation; Officers speaking at a level understood by the people; wise officer decisions; full BWV footage of the incidents; and Officers dealt with an upsetting situation as best they could.

Members' Covid-19 negative feedback and concerns include: An Officer removed their mask and

talked close-up to a crowd of people; An incident of maybe too many Police Officers trying to explain a point to members of the public; During one case review, on occasions the Officer appears rather heavy handed, using threats of arrest to obtain ID details, which were freely given anyway; and Officers appearing unsure of the regularly changing Covid regulations and breach Fixed Penalty fine amount.

Panel reports, when authorised, 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) continue with weekly unannounced visits throughout the pandemic – now onsite as well as some still remote - at each of the 3 Custody Units. ICVs are focussing on the phased withdrawal of the Joint Interim Interview Protocol (JIIP) since 17th May 2021 and Solicitors' legal advice, which must now be in person (not remote) for children and vulnerable adult detainees and ICVs are checking this as well as seeking assurances of adult detainee *informed consent* recorded for remote legal advice.

During January to March 2021 (Quarter 4), the total number of detained people (DPs) through custody was 3884 (Q4 2020 was 4567). At the time of the 36 ICV visits in Q4 there were a total of 242 detained persons (DPs) in custody and ICVs visited 70 DPs, checking each person's Rights, Entitlements and welfare. ICVs also reviewed 116 Custody Records.

ICVs are reporting positive findings including: compliments to Detention Officers (DOs) for good communication - long conversations - with Detainees; Recording of Informed Consent from Detainees regarding remote Solicitor advice/interviews; Recording on female detainee Custody Records the offer to speak to a female officer as a single point of contact (SPOC) and offering menstrual products. ICV findings of concern include: Some continued minimum staffing level periods prior to return from shielding at the end of March 2021, but positive additional recruitment of DOs (being mentored) and Sergeants; and concerns about the quality of remote Solicitor advice; and the varying audio quality of cell intercoms.

The Independent Custody Visiting Scheme Annual Report 2020-21 will be published on the PCC website.

NEW: Out of Court Disposal Panel

Out of Court Disposal are a way of dealing with less serious offending without going to court.

The Out of Court Disposals Scrutiny Panel independently scrutinises the use of Out of Court Disposals in response to national recommendations following concerns about their appropriate use.

The Panel's role is to assess whether an Out of Court Disposal has been appropriately used, to highlight examples of good practice and to make recommendations for improvement.

The panel is chaired by an independent member and made up of volunteers across the criminal justice agencies. The panel meets on a quarterly basis.

The Panel uses performance information and legislation, policy, and practice to support them in their role.

The panel have met twice this year to look at cases in line with the themes hate crime and Covid-19 related fixed penalty notice cases. On both occasions the panel had a guest speaker from the constabulary to provide an overview of the theme and the strategy in force. The panel looked at a

sample of cases in advance of the meeting and scrutinised the decisions made, highlighting areas of concern, improvement and best practice.

The final reports will be shared with the constabulary for comment and then published on the OPCC website.

<https://www.avonandsomerset-pcc.gov.uk/reports-publications/out-court-disposals-reports/>

5. CONTACTS AND CONDUCT

Contacts/Complaints Oversight

The OPCC Contacts Team receive a varied amount of email and telephone calls per week internally and externally. These contacts range 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 an average of 32 per week result in a case being created in the OPCC case management system and case work being required.

No. of cases created and managed per month:

Month	2021	2020	-/+
February	130	199	-69
March	185	192	-7
April	131	217	-86
May	215	197	+8

The OPCC average handling time for this period increased to an average of 4.4 days from 4 days which may be indicative of continued increase in High and Medium contacts in comparison to 2020.

High and Medium cases (these are cases that are higher complexity, risk, public impact or organisational reputation) continue to be higher in comparison to last year. Cases of this nature require more senior and in depth handling and therefore will have impact on handling times. This is a sustained increase month on month in comparison to last year's data.

Month	High 2021	High 2020	Med 2021	Med 2020
February	10%	4%	61%	51%
March	11%	6%	62%	52%
April	14%	7%	49%	47%
May	17%	4%	54%	47%

Email is still the primary means of contacting the PCC with 63% of contact received via this medium. Themes were varied during this period with 89 contacts in relation to innovation or ideas from the public, 253 around operational policing and 80 relating to police complaints with the majority raising dissatisfaction with attendance or outcome.

Data also includes monitoring of complaints which is a statutory function for the PCC. Since Sept 2019 (when records started), the PCC has monitored 251 police complaints. The team continue to check complaints handling regularly to support timely resolution and compliance with the IOPC Statutory Guidance 2020.

Complaint Reviews

The PCC has now received 220 complaint review applications since Police Reforms transferred this function from the police to the local policing body in 2020. Legislation does not permit the PCC to conduct a reinvestigation of the incident which gave rise to the complaint, instead it provides an opportunity for the public to check whether a complaint was handled lawfully and correctly. The ratio of complaints to review applications remains small, but applications have increased from around 3 per week in 2020, to around 5 at present. 19% of reviews were upheld, 68% not upheld and 13% were void. These rates compare with those in similar forces.

The review process provides a valuable insight into dissatisfaction themes. Learning is shared with the force and reviewed at a quarterly forum attended by the Independent Office for Police Conduct and local policing bodies in the South West and Wales.

6. GOVERNANCE

HMICFRS

Since last reported four new responses have been published:

- Impact of the pandemic on the Criminal Justice System
- An inspection of the effectiveness of the Regional Organised Crime Units
- Disproportionate use of police powers - A spotlight on stop and search and the use of force
- Getting the balance right? An inspection of how effectively the police deal with protests

There are two new publications requiring a response (which will be published by the time the meeting takes place):

- Policing in the pandemic - The police response to the coronavirus pandemic during 2020
- Custody services in a COVID-19 environment

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 have been two formal decisions since the March Panel meeting:

- Appointment of Sally Fox as Interim CEO
- Approval of Treasury Management Strategy 2021/22

All decision notices and accompanying documents are published at the following link:

<https://www.avonandsomerset-pcc.gov.uk/reports-publications/decisions-log/>

Upcoming decisions: An options paper is due to be presented to the PCC soon to consider the potential avenues for Yeovil and an update to the Panel will be shared in due course.

Estates: Please see attached Annex D.

NEW: Fire Governance

The Home Office have launched a review of the PCC role. Phase One of that review has now been completed which sought to bring forward a range of measures which will: strengthen PCC accountability; improve their transparency to the public; clarify the relationship between PCCs and Chief Constables; bring more consistency to the PCC role; raise professional standards; and improve the checks and balances currently in place.

The Government has been clear that further reform of fire and rescue is required in order to respond to the recommendations from Phase 1 of the Grenfell Tower Inquiry, the Kerslake Review and to build on the findings from Sir Thomas Winsor's State of Fire and Rescue Report. The fire reform agenda will focus on three key areas:

- People
- Professionalism
- Governance.

Part Two of the Review was set to begin after the 2021 elections and will allow Government to consider further ways to strengthen and expand efforts to help cut crime. It will focus on longer-term reforms and the potential for wider efficiencies to be made, with a view to implementation ahead of the 2024 elections. Terms of reference for Part Two of the Review will be published in the House at the appropriate time.

Fire governance and reform is a focus of Phase 2. The Home Office will be launching a consultative White Paper on fire reform later this year. The White Paper will be used to set out their reform agenda in further detail and explore the Review proposals on fire governance which include:

- Consulting on whether to mandate the transfer of fire and rescue functions to the Police, Fire and Crime Commissioner model across England where boundaries are coterminous, unless there is an option to transfer fire governance directly to an elected Mayor.
- Consulting on how to address coterminosity challenges, including in the South West.
- Legislating to create operational independence for Chief Fire Officers and to clearly separate and delineate strategic and operational planning for fire and rescue.
- Considering options to clarify the legal entities within the PFCC model.

The PCC has written to both Avon Fire & Rescue Authority and Devon and Somerset Fire & Rescue Authority to ask to seek a role as full voting member to reinforce the commitment to collaborative blue light services governance and scrutiny.

NEW: Green agenda

The concept of Sustainable Development encompasses economic, social and environmental. For ASC the focus of their Sustainability Plan is very much environmental impacts. The latest version of this plan concluded in March 2021 and they are developing their next five year plan over the coming months with a target date of September 2021. It will of course need to align to the new Police and Crime Plan and the Commissioner's aspirations in this area. We will be happy to share details of the plan with the panel as it develops. Key areas of focus are expected to include: decarbonisation, net zero, procurement and supply chain, and disclosure.

Performance headlines from the last plan include:

- A reduction in total carbon emissions (CO₂e) (scope 1 and 2) of 22.3% over five years to 10,784 tonnes per annum. Of this overall reduction, emissions from buildings, fleet and business travel

reduced by 16.5%, 34.5% and 24.2% respectively. The 30% voluntary target for building emissions for the public sector by 2021 (against a 2009/10 baseline) was surpassed by 5%.

- A reduction in the consumption of grid electricity of 21.5% but just a 2.8% reduction in the consumption of gas.
- A 361% increase in renewable energy (solar and biomass) we generate ourselves. In 2020/21 this represented 7% of the total amount of energy we used.
- A 40.9% reduction in the waste the organisation produces
- A 75.8% reduction in paper use per person

A number of factors underpin these performance improvements including investment in energy efficient lighting and renewables, the rollout of laptops and new multi-functional devices, digitalisation of processes, the deployment of more fuel efficient vehicles and changing behaviour over time. Ways of working during the COVID pandemic have also had an impact.

7. POLICE AND CRIME PLAN

Since the PCC officially took office on the 13th May 2021, the team’s primary focus has been to work with the PCC to understand his manifesto and start to plan the approach to convert this through wider consultation into a Police and Crime Plan.

The following infrastructure has been designed to oversee and deliver the plan:



The Panel have been approached to provide a member to act as part of the Police and Crime Plan Programme Board and in order to represent the Panel and provide scrutiny of the approach and work undertaken. The OPCC have drafted a delivery timeline for the plan which has been shared with the Panel. Feedback has been provided and OPCC SLT are seeking to revise the timeline to reflect the feedback and recirculate accordingly.

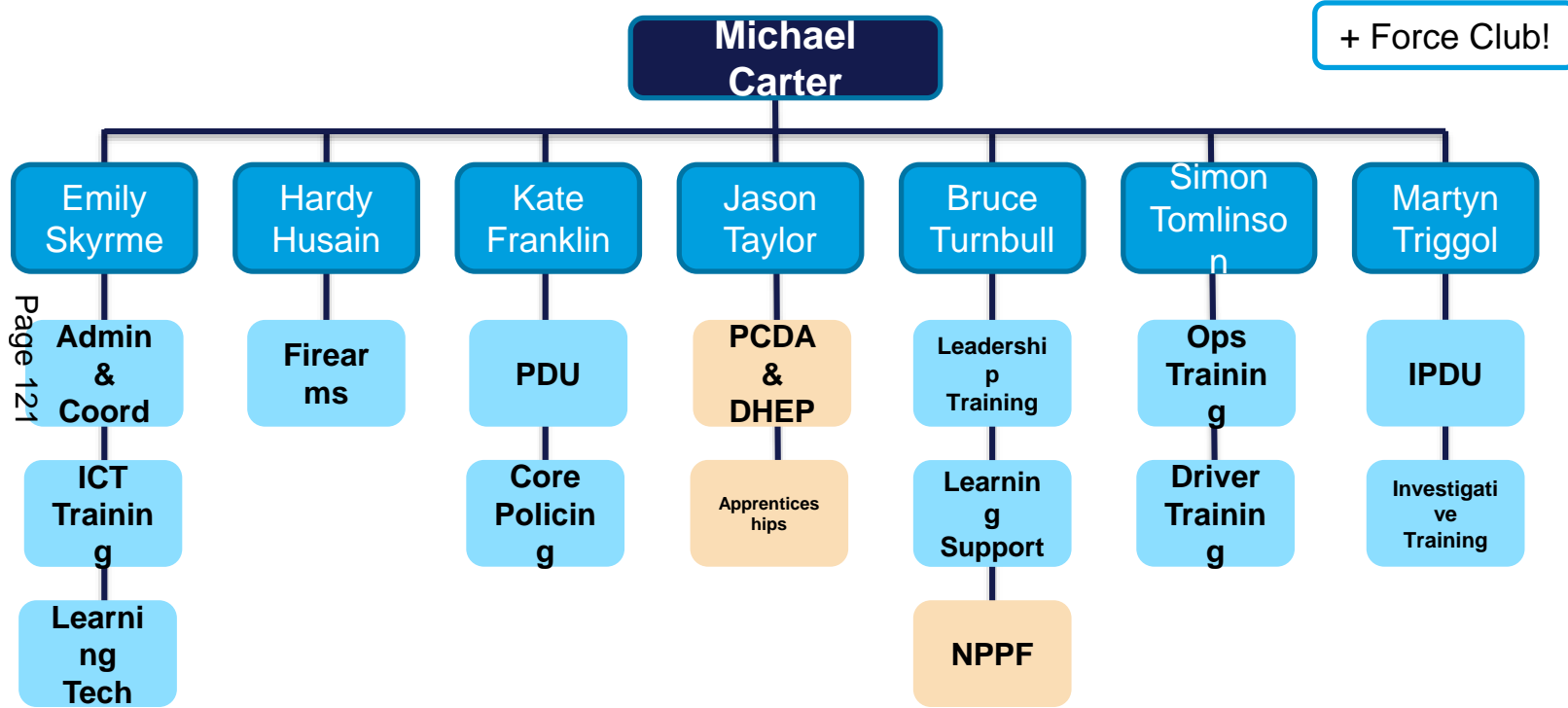
Contact Officer – Sally Fox, Interim Chief Executive



Learning Recovery

8 June, 2021

Department Structure



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Learning Department – Facts & Figures



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Learning: 144 staff, equivalent of 135 FTE

In the period from March 2020 – October 2020, we facilitated over **10,000** training interventions!

2,197 delegates attended Driver Training

Over **1,000** delegates trained in File & Data Quality

From March 2020 to March 2021...

1,915
Fitness Tests

2,799 delegates trained in Public Order

1,824 delegates refreshed in Public Order

429 delegates attended Custody Training

Over **100** Investigative courses, including 8 PIP1 and 4 PIP2

Key Focus Areas for 2021/2022

- Force Learning Planning – from April 2022 deliver a full twelve month plan
- Creation of a new Commissioning process and clear route for training opportunities
- Supporting force to provide skills and accreditations across the establishment
- Chronicle implementation and embedding of practices
- Further exploration of Blended Learning
- Evaluation of our Training Delivery
- Focus on Inclusion and Diversity from a Learning perspective
- Supporting launch of the Leadership Academy
- Learning supporting Phase 2/3 Savings
- Introduction of Apprenticeships for PCSO and Comms

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+ BAU Training and support...

1 Year of Covid

If I said to you a year ago I want us to be delivering more training on line, you would have laughed and want six months to prepare...

What has happened:

- Within days training commenced virtually across many streams of work
- Within weeks, training being delivered virtually that would have been considered inconceivable, even in lockdown!

New recruits continued and at even higher rates than ever before across all our disciplines.

New business and relationships were formed

Working from Home has become the norm for many

Future Opportunities / Considerations:

- Welfare of staff – what has been the impact
- Need to realise the benefits of Covid19
- What will be the new normal
- What further technical advancement would support a more sustained blended approach to our business
- Do we need to build in more space for our staff to develop our product



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Learning Delivery Lockdown



At the commencement of Lockdown, training was cancelled for anything that did not relate to a new starter.

- PCDA – seven cohorts of PCDA student officers had their knowledge elements jointly delivered remotely by ASC & UWE staff. This equated to over 400 new student officers. All received their officer safety and first aid training as blended learning.
- Communications Operatives – This training continued with Social Distancing. six courses have ran during this period.
- Specials Training – 80 new Specials have been in receipt of Tier 1 training during this period.
- Detention Officers – two courses for 23 new starters.
- IAU – two courses for new starters.
- Designated Investigator Courses – three virtually delivered 3 week courses for new starters.
- SCAIDP and Child Death courses have been run virtually.
- Taser Training continued in a socially distant manner for approx. 60 new carriers.
- Firearms – Operational Firearms Command and Initial Firearms Course have been conducted.
- Driver Training – Since start of June Standard Courses have recommenced; Pursuit Managers for Communications Operatives and over 400 student officers assessed for A2B driving.
- Competency Assessments – These have continued to be delivered remotely for approximately 250 IPLDP & PCDA Student Officers. The same applies to over 100 newly promoted Sergeants and Inspectors on the NPPF programme.
- Leadership – Bitesize Learning provided virtually to over 120 members of staff.
- eLearning – reduction in the amount of outstanding mandatory on line learning.

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Positive Outcomes

- Numerous hours of Virtually delivered training across many aspects of our delivery programme.
- Innovative utilisation of different delivery tools, from Skype; Adobe Connect and WebEx.
- Creation of new or refreshed risk assessments for training delivery which takes into account the impact of a pandemic.
- Derogation of Mandated Skills has been limited.
- The impact of cancelled training has been minimised or mitigated.



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Course Feedback



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I have been really surprised how well the on line delivery has gone.

Not having to travel to HQ was a real bonus.

There are some really good benefits of training delivery in this way.

Excellently delivered training in difficult circumstances

Having the IT solutions was a real positive

The presentations worked very well.

As a part time worker, the training worked really well for me.

It would have been good to have met colleagues face to face, but it didn't affect my learning.

I thought the standard was very good.



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The Future



Building on the positive feedback from the Covid19 virtual delivery programmes, the Learning Dept. will seek to further develop training delivered in this way, particularly with regards:

- Maximising the continued development of technical solutions to enhance development outside of a classroom.
- Creating a true blended learning model for ASC.
- Promoting opportunities that are more flexible for part-time staff and those with caring responsibilities.
- Reducing travel from around the force to a training event.
- Breed a greater level of personal responsibility towards learning, including CPD.

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LEARNING

An update on Operation Uplift for the Police and Crime Panel

1. Purpose of the report

This report provides the Police and Crime Panel with an update on progress in relation to delivering the uplift in police officer numbers and to ensuring this investment is directed towards improving outcomes for the public and meeting the established and emerging local and national priorities.

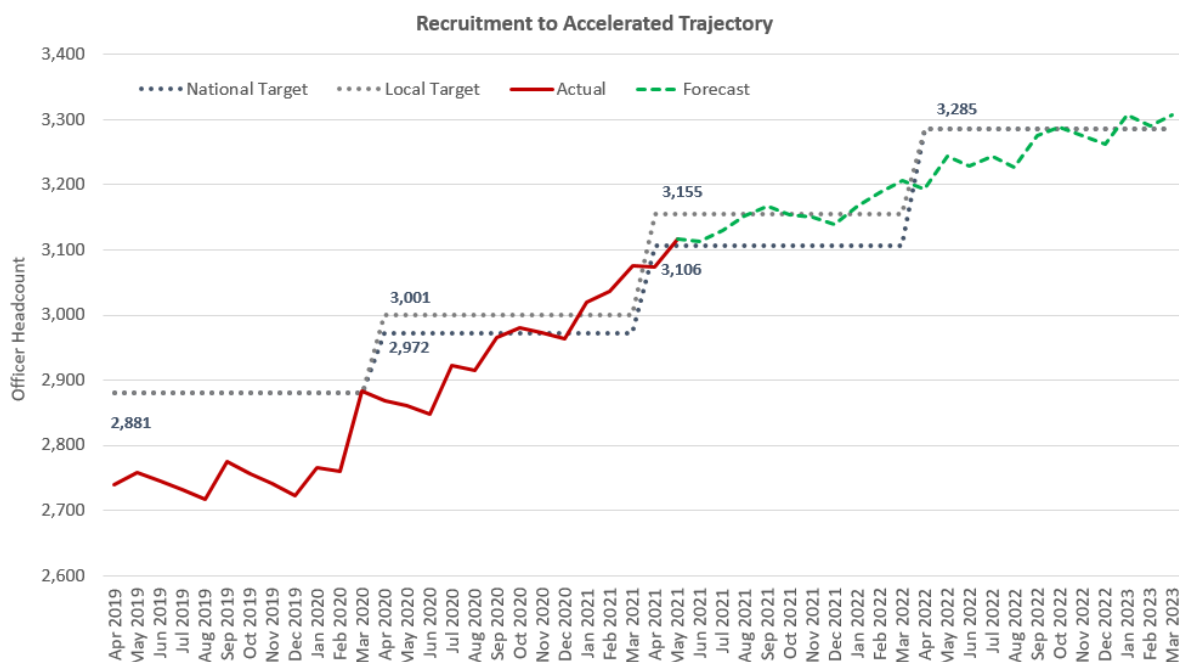
2. Achievement of uplift targets

Based on current information we are set to over-achieve against the year-end target for police officer establishment. The programme will result in an overall net uplift in police officer numbers of over 400 (2019-2023).

The following graph shows our current and anticipated trajectory. In March 2020 we had exceeded the national headcount target (2,281) and recorded a headcount of 2,284. For March 2021 the national target we needed to meet was 2,972. At the start of the year, we agreed a local 'stretch target' within our financial tolerances that would take us to 3,001. At March 2021 we had actually exceed both the national and local target with our numbers standing at 3,076.

The latest figures as at May 2021 show that our numbers now stand at 3,116. This means we have already exceeded the national target (3,106) for this year. Factoring in anticipated attrition, we are confidently on track to realise our local target for March 2022 of 3,155 ahead of time in October 2021.

We continue to carefully monitor our numbers and to manage the glide path to ensure that we remain within agreed financial tolerances for our establishment and we have the means to adjust the size and frequency of intakes to facilitate this.



3. Uplift design

Considerable work is ongoing within the Constabulary and in consultation with key partners to ensure that the organisational design best places this new investment of resource to realise the improvements in performance we expect to see. Our design principles are to:

- Ensure we have sufficient capability in the right places to meet our projected, predictable calls for service demand in a way that is appropriate, efficient and effective. By doing so, we will enable tangible improvements in productivity and performance.
- Invest intelligently and as generously as resource and budget will allow in prevention – prevention of crime, prevention of harm and prevention of demand. We will invest in what we know works but where the evidence is less clear we will be innovative in testing new approaches and rolling them out quickly where we can show they work.
- Prepare and equip officers (and enable the wider workforce) to achieve their full potential and help realise the Constabulary's Vision.

The focus for this includes areas such as leadership, proactivity and prevention, offender management and investigations. We are also focused, for example, on the learning emerging through Project Bluestone and the Home Office pathfinder whereby we are working with a team of academics seeking to transform our policing response to Rape and Serious Sexual Offences (RASSO) investigations.

Our plans are being carefully shaped cognisant of the new PCC's emerging priorities and the national performance framework. We will work very closely with the PCC to make sure that this design is able to fully meet his priorities to be expressed in the new Police and Crime Plan. With the PCC we will want to update the Panel in due course with further detail.

We have a comprehensive transition plan which underpins the recruitment pipeline to ensure that we are effectively managing the flow of new officers into the organisation, through the recruitment process, initial training, tutoring and into independent patrol status. The plans see us frontloading our investment of resources in investigations, proactivity in communities, preventative work and integrated offender management.

There is considerable logistical and interdependency management within this transition plan to ensure our enabling functions and resources such as fleet, technology, equipment and estates are properly aligned and also to ensure that we can properly track and maximise the intended benefits. Because we are placing such emphasis on proactivity and prevention, it will be critical for us to be really effective at targeting deployment.

There will be a range of other benefits that stem from the investment of this new resource on us and partners that will need to be monitored closely and may cause us to make further changes to our operating model. For example, there will likely be increased numbers of safeguarding referrals and we will need to ensure collectively that we can effectively manage this increase in demand in a way that provides for positive outcomes.

Estates

The estates portfolio has been transforming over a number of years. In 2020/21 it comprised 67 main properties, compared to 64 in 2012/13. The number of properties occupied under a lease arrangement has increased by 22% over eight years. In practical terms, this transformation has seen the disposal of outdated and oversized properties with significant backlog maintenance issues, the addition of four new PFI buildings, the acquisition of Wilfred Fuller Operational Training Centre, the delivery of major refurbishment projects, more co-locations with partners in their buildings and sharing space with partners in ours.

Following a Constabulary review of strategy and governance arrangements in 2018, the Constabulary's 2016 Estates Strategy was superseded by a new Infrastructure Strategy. However, estates acquisition and refurbishment projects have continued to align with the objectives set in this earlier strategy specifically:

- new police stations in Yeovil, Trinity Road, Bristol and Minehead - live
- new police stations in Taunton, Williton, Shepton Mallet and Wells - complete
- major refurbishments at Kenneth Steele House (Bristol) and Street - complete
- a major refurbishment at Broadbury Road in Bristol – live.

Additional requirements for new police stations in Bath, Wincanton and Frome and a new police Enquiry Office at Weston have also emerged (NB latter also now complete).

Bath and Yeovil have been high profile locations most recently. The commitment to a police station in Yeovil was reflected in an outline business case that would have seen us build a new police station at our existing Horsey Lane location. As we worked through the details of this plan the costs were seen to have grown significantly, to a point where they were unaffordable. We are now working through alternative options, building on the experience and learning to date. Our intention will be to develop an options paper for discussion with the PCC in July.

In Bath we signed a lease on 24/03/21 for an additional co-located patrol base in Lewis House. Work continues to draft the planning application and to develop the detailed design for the scheme with a view to completion in 2021. We continue to explore options for a long term replacement station with blue light partners.

In addition to these major projects, current priorities include:

- Building and applying good quality estates asset management data to inform planning and investment decisions. The asset management database will include information on operating costs, condition, energy efficiency and occupancy and enable benchmarking and performance comparison between properties.
- Implementing a new Estates Asset Management Board within the existing governance framework, to oversee a new Estates Asset Management Plan (derived from data described above).
- Developing potential proposals for financial savings from the portfolio to address the impending funding deficit. This includes a review of enquiry office provision (currently across 24 locations).
- Enabling a new patrol model which will diversify frontline resources and improve response to priority calls for service (go live 1st June 2021).
- Understanding the impact of Resetting the workplace post COVID on future accommodation requirements
- Enabling the accommodation requirements arising from the national uplift in officer numbers
- Continuing to develop our use of technology

- Ongoing review of building design principles to ensure that the physical space from which the Constabulary operates is: fit for purpose, represents value for money and promotes inclusion, wellbeing and productivity.
- A restructure of the Facilities Management service. Business case pending approval.

The PCC has instigated a review of the overall estates strategy to ensure that it is updated in line with current priorities and circumstances and identifies opportunities for improved efficiency and effectiveness.

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AVON AND SOMERSET POLICE AND CRIME PANEL

24 JUNE 2021

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 9 new complaints since the last Police and Crime Panel with 8 relating to the former PCC Sue Mountstevens. 7 of these have been resolved locally through means of explanation and one is outstanding.
5. There has been 1 complaint against PCC Mark Shelford which was submitted prior to his successful appointment in post as PCC.
6. All complaints to date have had Panel oversight, including those solely handled by the PCC's Chief Executive Officer.
7. All electronic complaint files are available at the PCC's office for viewing by the Panel, if requested. The document retention period is in accordance with the published Record Retention Policy and this is currently six years.

PCC COMPLAINTS IN RESPONSE TO REVIEWS

8. 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

9. Hestia put forward a super complaint based on a report entitled Underground Lives. Further information on the complaint and the report can be found [here](#). It raises various concerns about the police response to modern slavery, including how police identify, deal with and support victims of modern slavery, and how modern slavery crimes are investigated.

It makes a number of recommendations however recommendation 4 in the report is directly aimed at Chief Constables and PCC's to:

Work together to understand the support needs of victims of modern slavery crimes. They should provide appropriate support within their respective remits to augment the national provision so that victims feel safe and empowered to remain involved in any investigations. This should focus on what support should be available before and after National Referral Mechanism (NRM) referral as well as alternative provision available for those declining NRM referral.

This recommendation will be taken on and worked through between the OPCC and ASC.

EQUALITY IMPLICATIONS

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

RECOMMENDATIONS

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

SALLY FOX – 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: 24TH JUNE 2021

No.	Date rcvd / log no.	Summary	Recorded?	Handled by	Outcome	Live or Closed
COMPLAINTS and CONDUCT MATTERS AGAINST FORMER AVON AND SOMERSET POLICE AND CRIME COMMISSIONER SUE MOUNTSTEVENS						
59.	24/03/2021	Direct to IOPC: <ul style="list-style-type: none"> The PCC lied and didn't look into my complaint on 3 occasions. The PCC gave false information to cover herself and the officers errors. The PCC actions were racially motivated and intended to discriminate against you. The PCC did not follow the correct procedure for complaints. The PCC has hidden information relating to CCTV evidence. 	Yes	CEO	Local resolution by means of explanation.	Closed
60.	07/04/2021	Direct to Police and Crime Panel: <ul style="list-style-type: none"> You handed a statement of concerns to an aid of the PCC and no action was taken. You have asked to meet the PCC and this was refused. The PCC did not act on her duty to hear, investigate and act in relation to your concerns. 	Yes	CEO	Local resolution by means of explanation.	Closed
61.	26/03/2021	Direct to ASC: <ul style="list-style-type: none"> The PCC released a joint statement with the Chief Constable that claims officers sustained broken bones and a punctured lung which have now been proven to be false. 	Yes	CEO	Local resolution by means of explanation.	Closed
62.	17/03/2021	Direct to ASC: <ul style="list-style-type: none"> The Police and Crime Commissioner has struggled with 4 specific allegations in relation to fraud and vulnerability. 	Yes	CEO	Local resolution by means of explanation.	Closed

63	31/03/2021	Direct to PCC: <ul style="list-style-type: none"> You would like to express your extreme discontent at the state of policing in Bristol, in particular over the last year for which you hold the Police and Crime Commissioner responsible for continually failing tax paying and law abiding citizens in the area. 	Yes	CEO	Local resolution by means of explanation.	Closed
64.	05/04/2021	Direct to PCC: <ul style="list-style-type: none"> The Police and Crime Commissioner has failed to respond to your requests for a review of your complaints. 	Yes	CEO	Local resolution by means of explanation.	Closed
65.	27/04/2021	Direct to PCC: <ul style="list-style-type: none"> The PCC is a racist criminal. The PCC has covered up crimes committed against you by police officers including two unlawful arrests and two police abductions. The PCC is guilty of malfeasance in a public office. The PCC ignored her legal obligation to refer police criminality to the Crown Prosecution Service. 	Yes	CEO	Complainant has now responded to the summary of allegations and the complaint will be progressed accordingly.	Open
66.	17/05/2021	Direct to PCC: <ul style="list-style-type: none"> Neither the former PCC nor the former CEO responded to your letter dated the 22nd June 2015. 	Yes	CEO	Local resolution by means of explanation.	Closed

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COMPLAINTS and CONDUCT MATTERS AGAINST AVON AND SOMERSET POLICE AND CRIME COMMISSIONER MARK SHELFORD

66.	10/05/2021	Direct to PCC: <ul style="list-style-type: none"> Mark Shelford is abusing his previous privileges as a councillor. Look at this Webb site for blatant examples of cronyism to access senior leaders or local authority departments in order to promote companies and "open doors". He is not fit to stand as police and crime commissioner. This is wrong and the audacity and blatant statements concerning 'introductions and opening doors' is staggering. His experience and previous positions have also been greatly exaggerated. He is exploiting his previous position and breaking codes of conduct. 	Yes	CEO	Local resolution by means of explanation.	Closed
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