



**Date: Thursday 9th December 2021**

**Time: 11.30am**

**Venue: The John Meikle Room, The Deane House, Belvedere Road,  
Taunton, TA1 1HE.**

**Membership:-**

Bath & North East Somerset

Alastair Singleton

Bath & North East Somerset

Andy Wait

Bristol City Council

Asher Craig

Bristol City Council

Jonathan Hucker

Bristol City Council

Lisa Stone

Independent Member

Richard Brown

Independent Member

Gary Davies

Independent Member

Julie Knight

Mendip District Council

Heather Shearer (Chair)

North Somerset Council

Peter Crew

North Somerset Council

Richard Westwood (Vice-Chair)

Sedgemoor District Council

Janet Keen

Somerset County Council

Neil Bloomfield

South Gloucestershire Council

Franklin Owusu-Antwi

South Gloucestershire Council

Pat Trull

South Somerset District Council

Nicola Clark

Somerset West and Taunton Council

Chris Booth

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Agenda published: 1<sup>st</sup> December 2021

Governance Specialist

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TA1 4DY

**Are you considering how your conversation today and the actions you propose to take contribute towards making Somerset Carbon Neutral by 2030?**



**RNID typetalk**

Agenda  
Public Information Sheet

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

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

1        **Apologies for Absence**

2        **Public Question Time**

**Members of the public who reside or work in the Avon and Somerset force area may submit a statement or petition or ask a maximum of two questions at a Panel meeting.**

Statements or questions should be e-mailed to [PLJones@somerset.gov.uk](mailto:PLJones@somerset.gov.uk), or sent to the Democratic Services Team, County Hall Taunton TA1 4DY (marked for the attention of Patricia Jones). Statements must be received no later than **12.00 noon on 8<sup>th</sup> December 2021**. Questions must be received no later than 3 clear working days before the meeting by **5pm on 3<sup>rd</sup> December 2021**.

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

3        **Declarations of Interest**

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

4        **Minutes of the meeting held on 26th October 2021** (Pages 13 - 22)

To confirm as a correct record.

5        **Matters Arising**

6        **Chairs Business**

7        **Presentation of the Police and Crime Plan 2021~25** (Pages 23 - 64)

8        **Scrutiny of the Budget/Draft Medium Term Financial Plan** (Pages 65 - 80)

- 9        **Assurance Report and presentation - Operation Remedy** (Pages 81 - 98)
- 10      **Commissioner's Update Report** (Pages 99 - 112)
- 11      **Performance Summary - Specified Information Order** (Pages 113 - 122)
- 12      **Work Programme** (Pages 123 - 126)
- 13      **Complaints Monitoring Report** (Pages 127 - 130)
- 14      **Date of Next Meeting**

3<sup>rd</sup> February 2022 at 10.30am.

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# Avon & Somerset Police and Crime Panel

Inspection of Papers/Register of Member Interests

## Public Information Sheet

You can find papers for all our meetings on our website at [www.somerset.gov.uk](http://www.somerset.gov.uk)

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

### Public Question Time

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

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

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

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

Questions must be received no later than 3 clear working days before the meeting.

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

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

### **Process during the meeting:**

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

### Emergency Evacuation Procedure

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

### Excluding the Press and Public

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

### Recording of Meetings

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

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

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## Minutes of the Police and Crime Panel 26<sup>th</sup> October 2021

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### **Present:**

#### **Local Authority and Independent Member Representatives:**

Heather Shearer (Mendip Council, Chair), Richard Westwood (North Somerset Council, Vice Chair), Chris Booth (Somerset West and Taunton Council), Richard Brown (Independent Member), Nicola Clark (South Somerset District Council), Asher Craig (Bristol City Council), Peter Crew (North Somerset Council), Gary Davies (Independent Panel Member), Jonathan Hucker (Bristol City Council), Janet Keen (Sedgemoor District Council), Julie Knight (Independent Member), Franklin Owusu-Antwi (South Gloucestershire Council), Alastair Singleton (Bath and North East Somerset Council), Pat Trull (South Gloucestershire Council), Andy Wait (Bath and North East Somerset Council).

#### **Host Authority Support Staff**

Patricia Jones – Lead Officer  
Andrew Randell – Panel Clerk  
Pippa Triffitt – Panel Administrative Support

#### **Police and Crime Commissioner and Support Staff:**

Mark Shelford - Police and Crime Commissioner  
Sally Fox – Interim Chief Executive Officer  
Marc Hole – Head of Commissioning and Partnerships  
Paul Butler – Interim Chief Finance Officer  
Ben Valentine – Strategic Development and Performance Officer

### **1. Apologies for absence**

Lisa Stone, (Bristol City Council)  
Cllr Neil Bloomfield (Somerset County Council)

### **2. Public Question Time.**

None received.

### **3. Declarations of Interest**

There were none.

### **4. Minutes of the meetings held on 22<sup>nd</sup> September at 10.30am and 12 noon.**

The minutes were approved as an accurate record.

### **5. Matters Arising**

None.

### **6. Chair's Business**

The Chair advised the Panel that she would be attending the 10<sup>th</sup> Annual PCP National Conference on 1<sup>st</sup> and 2<sup>nd</sup> November 2021 along with Gary Davies and the Lead Officer.

### **7. Panel Report on the Development of the Police and Crime Plan**

The Chair introduced the item and thanked Panel Members Asher Craig and Julie Knight for volunteering to sit on the Police and Crime Plan Programme Board and contributing to the development of the plan.

Below is a summary of the principal points made by Julie Knight:-

- Both the robustness of the governance structure laid out in the Plan, and the strength of the Programme Board's leadership was commended. Attention was drawn to the caring and supportive approach of the Interim CEO who chaired the Programme Board.
- The Board's Plan Development Timeline (Gantt chart) was considered a simple and effective tool.
- The Panel was informed that key officers from the Constabulary were present at the Board meetings and there was clear collaboration between the OPCC and the Constabulary.
- It was appreciated that the Board welcomed the views of the Panel and readily took them into consideration.
- The clarity of the Plan was acknowledged and the leadership team at the OPCC was thanked for the results they achieved under significant pressures.
- The overall experience of participating in the process was deemed very positive.

The Chair thanked the members for their report and acknowledged the transparency their participation brought to the scrutiny process.

## 8. Scrutiny of the Draft Police and Crime Plan

The Chair introduced the item and opened the discussion for the Panel Members to express their initial thoughts on the draft of the Police and Crime Plan before the OPCC presentation.

Below is a summary of the ensuing discussion.

- It was acknowledged that the process of creating the Plan was conducted very thoroughly. However, on this occasion, it was felt the validity of the survey was undermined by its leading nature and questions which appeared designed to influence and extricate a particular answer, thereby affecting the type of responses obtained.
- The importance of hearing the voice of young people was emphasised, and it was suggested the Board should develop the plan in a way that encourages younger age groups to engage with Police processes in Avon and Somerset. Exploring work to engage young people in future should be a priority. There were good examples of young people interacting with Police and Crime Commissioners all over the country and these examples should be considered to ensure effectiveness of approach going forward. Attention was drawn to Bristol Youth Council and the social enterprise 'Leaders Unlocked', a scheme which aimed to give young people and underrepresented groups a stronger voice on issues such as policing.

The Chair advised the Commissioner and the OPCC that the Panel would strive to provide suggestions and solutions as part of its response to the Police and Crime Plan.

The Commissioner introduced the presentation and highlighted the following:-

- the importance of a collaborative approach in creating the Plan was emphasised. This method was fundamental to how the plan would be driven forward in the future.
- the thread running through the manifesto and the plan revolved around the Police changing their culture from predominantly resolving crime to preventing crime.
- the metrics of success for the plan had been set in consultation with the Constabulary and determined that improvement must be shown across all aspects of policing.
- the Commission drew the Panel's attention to the four priorities in the Police and Crime Plan:
  - Preventing and fighting crime
  - Engagement, supporting, and working with communities, victims, and partner organisations
  - Leading the Police to be efficient and effective

- Increasing the legitimacy of, and public confidence in, the Police and criminal justice system
- the Panel was reminded that it was the OPCC's responsibility to ensure the content of the plan complied with specified PCC statutory duties. The Commissioner concluded by summarising the three key aspects of the drafting process - the direction of the Plan led by the Commissioner, the design of the Plan led by the Commissioner and the Chief Constable, and the delivery of the Plan led by the Chief Constable

The Panel received the following detailed presentation from the OPCC:-

- The Programme Board was formed in June 2021 to support the production of the Police and Crime Plan. The Panel was informed of the role of the Programme Board in providing oversight and scrutiny whilst the draft Plan was created, and that its use would continue during the creation of local Police and Crime Plans.
- The starting point for forming the draft Plan was the Commissioner's manifesto, the priorities and objectives of which were adjusted and amended until the final draft was created.
- A twelve-week consultation followed. The importance of consulting the public on these matters was acknowledged, and the Panel was advised that the team also worked with the Constabulary to develop the targets and tactics that would be included in the draft.
- The survey that fed into the Plan was disseminated in various ways, such as online, via the post, and through tracked links. The survey invited comments from the public, of which 9,000 separate comments were received.
- The postal survey was used to target different ethnic groups in two tranches. This method overlapped with a survey of the more deprived areas of Somerset. Bristol was targeted in particular, as the city returned the lowest percentage of votes at the last election.
- The Panel was informed there was a 30% drop out rate for the online survey, raising questions over its length. The completion of the survey at focus groups was limited, resulting in a limited youth engagement with the Plan. There was also a formatting error in the layout of the postal survey, rendering some of the questions about ethnic background null and void.
- There was limited engagement from the Avon and Somerset workforce, with only 10.5% completing the survey. This issue was brought to the Programme Board to enable the Senior Leadership Team to provide an explanation. It was suggested the workforce had already been consulted heavily on the thematic aspects of the Plan, therefore they perhaps believed their voice had already been heard.

- The return on the postal survey for the Precept was 13%, so the postal survey was thought to be a valuable tool. However, the postal survey on the plan secured a 5% return rate. Furthermore, dissemination through the Board's partnerships had not driven the response rate up as much as the team had hoped. However, the target number for online responses was exceeded.
- Significantly, 65% of those who responded had been a victim of crime, which was 83% higher than in 2018, meaning their voices were in the majority. 27% hadn't voted in the PCC election. Overall, the responses received were broadly representative of the populations.
- The rates of approval for the objectives were highlighted, which ranged from 62.8% to 90.9%. These figures gave the team an idea of how to prioritise the objectives, as well as information on how to focus the local Plans appropriately.
- It was evident the public didn't prioritise one of the Commissioner's most prominent objectives, therefore communication regarding this required improvement.
- The themes the public felt were most important could be grouped thematically: legitimacy, ineffective response, partnerships, law and order, visibility, and the importance of partnerships.
- The Panel was reminded that the content was developed with the Constabulary, and that draft priorities were shared with their strategic partners; however, the engagement with the partners was more limited than the team had hoped.
- The Commissioner emphasised that the force always had room for improvement, particularly with regards to efficiency and public confidence in the system. This was evident from the number of responders who had been victims of crime. He stated collaboration with their partners was key for this.
- The Panel advised the Commissioner that caution should be taken when describing policing as 'simple', as it had in the past proved anything but. The Commissioner acknowledged the challenges that lay ahead but assured the Panel that the force was making progress.
- The Panel was informed that the structure of the Plan had evolved to focus on four priorities, each with six areas of focus. The resulting twenty-four areas of focus fed into the twelve key objectives.
- The measures that would be put in place to monitor the force's progress were highlighted. These measures were developed with the Avon & Somerset Police force and designed to monitor all the areas of focus. The results would form the basis of the quarterly performance reports. There was the expectation of a sustained improvement in policing in Avon and Somerset.

- The next steps in the process were laid out. The team at the OPCC would continue to receive feedback from the public and their partners until 8th November, which would feed into the final product which was due to be completed on 9th December. The Plan would then feed into the local Police and Crime plans.
- The Commissioner highlighted to the Panel the importance of the regional work that was taking place simultaneously, namely the work on narcotics, rural crime, and road safety.

The Chair thanked the OPCC team and invited the Panel to raise any questions or comments. Below is a summary of the ensuing discussion:

- The Panel considered the plan to be very ambitious and that the implementation of numerous objectives under each priority would require focus, careful monitoring and the appropriate funding. Having expressed previous concerns about what appeared to be regular and routine abstractions of specialist resources from their core functions in order to manage the high number of calls for service from the public, the Panel welcomed the intention to review Operation Remedy. It was felt current practices could impact the ability to support the preventative or enforcement elements of the plan.
- The ambitious nature of the plan was impressive but could make it challenging to deliver. The Plan needed a greater focus on criminal damage to public and private property, particularly in Bristol. The OPCC thanked the Panel for the feedback and advised that the issue of property damage was already under discussion with the Elected Mayor. There was general agreement that this issue highlighted the importance of the local plans.
- The Commissioner advised the Panel that the team was working to find the balance between an encompassing and a focused Plan. The strategy also allowed for adjustments to be made at a later stage if needed.
- The Panel expressed an interest in the survey's focus on the areas where the Commissioner received the fewest votes. The Panel advised the Commissioner that voters did not necessarily vote for someone else purely because they disagreed with his manifesto. The Commissioner acknowledged this but stated it was a good starting point for the survey.
- The Panel recommended that a reference to making the public "feel safe" should be added to the Commissioner's vision statement along with a brief explanation of how this will happen.
- Attention was drawn to the Commissioner's aim to address the environmental impact of policing whilst maintaining operational efficiency. Prevention was key to reducing negative environmental effects, but the draft Plan did not sufficiently address this. The Panel recommended that the commentary could be expanded to include mitigation and actions in respect of the estate, operational activity and the fleet.

The Panel recommended that the feasibility of running a trial of electric cars for operational response should be considered using an environmentally focused company such as Tesla.

The Commissioner highlighted the importance of achieving a balance between efficiency and reducing the impact of environmental impacts. The force's priority was operational efficiency and keeping people safe, but some research into improving the environmental impact of buildings and vehicles, particularly alongside Avon and Somerset Fire and Rescue, was taking place.

The Panel added that infrastructure was put in place 2 years ago for electric vehicle charging points at Taunton Police Station and the final connections had not been made. It was suggested that the Constabulary could be considered out of alignment with public and partner expectations given the extent of the force area in mileage terms and because vehicles are the greatest contributor to greenhouse gases.

The CFO advised members that the Plan did not map out every ongoing project, so the absence of content on a particular topic did not mean it was being ignored. The revitalised sustainability plan that was currently in progress was stated as an example. The Panel advised that as this information not in the public domain, it would be prudent to reconsider the content in the plan.

- In the context of Priority 1, the Panel considered the offence of drink spiking and the current plans to introduce drink-spiking kits. In order for successful prosecutions to proceed, it was recognised that a collaborative partner approach was key to addressing this prevailing problem across the force area. The Panel recommended that the issue should be given a strategic focus in the local plans. There was general agreement that the British Transport Police should maintain a zero-tolerance approach to these offences.
- The Panel raised the issue of anti-social behaviour as detailed under Priority 1 and requested the plan include more statistics and information on the Community Trigger to give a more detailed account on how it could be improved. The Panel was informed that Part 2 of the PCC review conducted by the Home Office included the Community Trigger and the findings were awaited before further steps were taken. The Panel recommended that collaborative work with councils would be needed in order to strengthen the process.
- The Panel acknowledged the OPCC's commitment to equality and inclusivity as laid out under Priority 4 but requested more detail on the plans in place to ensure these values are upheld. The importance of the Equality Impact Assessment in ensuring such matters received the appropriate attention was noted.
- The OPCC confirmed that the Avon and Somerset Independent Advisory Group had been consulted on the plan.

- The Commissioner assured the Panel the OPCC would work with the Constabulary on each area of focus, scrutinising what it meant to be better in each area of concern and finding both qualitative and quantitative answers.
- Attention was drawn by the Panel to the Plan's intention to add eight new local proactive teams to address drug crime, as laid out in Priority 3 in the Plan. The Commissioner was invited to comment on the viability of this approach. The Commissioner emphasised the important role that Neighbourhood Teams play in the prevention of drug crime in addition to patrols. He acknowledged the need to develop the detective branch, which would in turn strengthen the neighbourhood branch.

The Panel discussed the performance of the 101 service which had been affected by the upturn in 999 calls emerging from the relaxation of lockdown, a surge in the night-time economy and general public anxiety. The point was made that the 101 service was essential in supporting victims of ASB and inevitably no record will exist of the attempt to report the matter, without a successful connection. The Panel noted the efforts to problem solve the abandonment rate and redirect calls and recommended that the electronic method of reporting could be advertised more widely for the benefit of the public.

- An increase in the capacity of the detective branch was being introduced alongside proactive teams focused on preventing crime. The Panel acknowledged that the full benefits from the uplift in staff would not be realised for some time given the need for training and development and the time it would take for the detective vacancies and specialist capabilities to be filled.
- The Panel extended its thanks for the collaborative work undertaken between North Somerset Council and technical support officers at the Constabulary, resulting in an upgraded CCTV system that could be rolled out as a blueprint for other authorities across the force area. This had been instrumental in successfully tackling ASB in the area and the Panel recognised the importance of working in partnership with the Police to achieve positive outcomes.
- The Panel expressed reservations regarding plans for the criminal justice system under Priority 2. It was suggested the public was quick to blame the Police for delays in the system which are outside of their control. The Commissioner was advised to be realistic in his efforts to improve the criminal justice system given many of the failings were outside of his remit. The Commissioner acknowledged the extent of his influence but stated there was a greater ambition to work together to achieve better outcomes and his focus was on improving the overall performance of Policing. Where possible, the intention was to connect with partners to influence change,
- The Panel highlighted the absence of a consultation process or policy to address the issues associated with the resettlement of ASB offenders with complex needs.



The OPCC reported that work was required to address this. It was recognised those with complex needs needed increased support and this could usefully be picked up as part of the local plans when an assessment of potential provision could be discussed and developed. The Panel representative welcomed the opportunity to discuss the matter further outside of Panel meetings.

- It was suggested the Plan was amended so the organisational jargon was replaced, and terms and names of organisations were clarified. Some commentary on page 77 would perhaps assist the public in understanding the financial divisions laid out in the charts under Priority 4. The Commissioner suggested the Panel worked with the team at the OPCC to make the necessary improvements and this was agreed. The OPCC reminded the Panel that the online version of the Plan would include hyperlinks to the various organisations named, but that a list of reference could also be added at the end.
- The Commissioner was advised that at the last meeting on 22nd September, he had been asked whether it would be possible to find Avon and Somerset's statistical twin to compare funding settlements in other areas. The Panel reported that constabularies such as Staffordshire and Hampshire were statistically comparable. Given that a number of previous settlements have amounted to a real time cut in funding, the Panel emphasised that any opportunity to make a compelling case and rectify the current formula which disproportionately disadvantages this force area, should not be overlooked.

The Lead Officer clarified that the Panel wished to provide a letter in support, which the OPCC advised they would welcome at the appropriate juncture. The CFO reported that the ongoing review of the funding formula was in progress and last reviewed in 2015. The results of the review were anticipated in April 2022 but there was no certainty on this timescale. It was anticipated there would be a phased implementation over a 3-year period following the outcome of the review, with winners and losers expected.

- The OPCC was invited to reconsider the use of the picture on the front cover and to include South Gloucestershire in the map. The Panel was thanked for the feedback and assured that discussions had already taken place regarding the map. The Commissioner added that discussions were taking place regarding the front cover and suggestions from the Panel would be welcomed.

**Action:-**

- (1) Panel to submit its formal statutory response to the draft Police and Crime Plan by 8<sup>th</sup> November 2021**
- (2) Commissioner to take into account any recommendations before the finalisation of the plan on 9<sup>th</sup> December 2021.**

**Operation Remedy**

It was agreed that the Panel would continue to receive performance monitoring information on Operation Remedy to enable the Panel to make an assessment of the effectiveness of the investment and your Budget allocation in the longer term.

## **9. Date of Next Meeting**

- 25th November 2021 at 10:30am in the Luttrell Room, County Hall, Taunton.

(The meeting ended at 14:02.)

## AVON AND SOMERSET POLICE AND CRIME PANEL

9 DECEMBER 2021

## AVON AND SOMERSET POLICE AND CRIME PLAN 2021-25

### 1. Background

1.1. The legislation that sets out the requirements for plans and the related processes are:

- [Police Reform and Social Responsibility Act 2011](#) – particularly sections 5, 7 and 28
- [Police Act 1996 – section 96\(1A\)](#)

1.2. The Police and Crime Commissioner (PCC), Mark Shelford, was elected into and took office in May 2021.

1.3. The PCC has a duty to “*issue a police and crime plan within the financial year in which each ordinary election is held*”. The Avon and Somerset Police and Crime Plan 2021-25 is attached as Annex A.

### 2. Moving from draft to final plan

2.1. The draft plan was published on the PCC’s website from 15 October 2021 to 8 November 2021.

2.2. The draft plan was also presented to and discussed with this Panel on 26 October 2021. Following which the Panel wrote to the PCC. The response to points raised in this letter are attached as Annex B.

2.3. In addition to the Panel feedback 32 e-mails were received through a dedicated mailbox. The responses were a mixture of Avon and Somerset Police employees, partner organisations and members of the public.

2.4. All this feedback was collated and discussed and amendments were made to the Plan as a result of this.

2.5. The amended plan was approved by the PCC and Chief Constable.

2.6. This amended version of the plan was sent to Panel member Julie Knight to proof read.

2.7. Final amendments were made based on Julie’s feedback and then it was sent to the designers for finalisation before being presented today.

### 3. Next steps

3.1. The version presented to today will be published on the PCCs website in a pdf format.

3.2. When the Government have announced the PCCs funding allocation (anticipated in mid-December) a final amendment will be made to the plan in order to update Medium Term Financial Plan and Future budgets section.

3.3. A public facing 'quick reference' version of the plan will be designed as well as a police and partners version of the plan.

3.4. The plan will then be printed and distributed.

3.5. A web based version of the plan will be built on the PCC's website.

3.6. The plan will be officially launched as part of a communications campaign.

3.7. The OPCC will then work with ASP and Community Safety Partnerships to develop five local authority area plans.

**Annex A – Avon and Somerset Police and Crime Plan 2021-25 (attached)**

**Annex B – PCC Response to Panel Feedback on the Police and Crime Plan 2021-25 (attached)**



**AVON &  
SOMERSET**  
POLICE & CRIME  
COMMISSIONER



# AVON & SOMERSET POLICE & CRIME PLAN

SAFER COMMUNITIES FOR ALL

2021-2025





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**As the new Police & Crime Commissioner (PCC) for Avon and Somerset, I am determined that you will have the most effective and efficient police service that meets the needs of your community while delivering the best value for money.**

I want your police service, and its partners in the criminal justice system, to work closely with other agencies in your area to ensure we prevent crime and protect the most vulnerable people.

This Police and Crime Plan was built around my manifesto, upon which I was democratically elected into office. It details my priorities of ensuring the police are **Preventing and fighting crime; Engaging supporting and working with communities, victims and partner organisations;** making sure I am **Leading the police to be efficient and effective** and, crucially, **Increasing the legitimacy of, and public confidence in, the police and criminal justice system.** My aim is to support the police to improve their delivery and performance on a variety of policing issues under each of these four priorities.

A Police and Crime Plan is the blueprint for local policing. The Plan outlines specific areas of focus for improvement by the Chief Constable, and their officers and staff, to be delivered during my term in the Office of the Police and Crime Commissioner (OPCC).

A Police and Crime Plan is a statutory document that must be created in consultation with the Chief Constable of Avon and Somerset Police, our partner agencies, and the public. The plan must also include my aims for the police service to reduce crime and disorder and information on how police funding is allocated as well as how the service will report to me on the progress of its work. It must also take into consideration national direction for policing, for example the Government's investment in policing through the [Uplift Programme](#), the [Beating Crime Plan](#) and the statutory framework of the [National Police and Crime Measures](#).

My vision is to lead Avon and Somerset Police to reassure our communities by building a culture that puts the emphasis of policing back on to the prevention of crime. My plan will support the police to do this through focusing on strengthening partnership working, greater visibility, better engagement within communities, early intervention, reducing reoffending and, most importantly, improving the outcomes and support for victims and witnesses of crime.

My Plan will focus the service on the *Peelian principles* and really get to the heart of what it means to police by consent - that basic mission to prevent crime and disorder which is dependent on the support, approval and respect of the public. Legitimacy and confidence are the backbone of our model of policing by consent, without which it does not work.

Avon and Somerset is a diverse area from the culturally rich, densely populated and busy cities of Bristol and Bath to the beautiful and scenic countryside and market towns of Somerset. The region has a growing and diversifying population, so it is an exciting place to live or work in and a challenging area to police. I want the police to be innovative and maximise their resources to find opportunities to prevent, disrupt and deter offenders where you live - whether you are a farmer in Mendip, a family in a tower block in Bristol or a student living in a shared house in Bath. I want to ensure everyone's policing needs are heard and understood and my plan sets out how better, and more frequent engagement, with all of our communities is critical to success for the police service, as well as me and my office. True legitimacy and confidence, requires an ongoing and consistent dialogue with all of our communities to ensure we maintain those Peelian principles of approval and respect. I strongly believe that the support of the public should never be taken for granted.

Consultation is a critical part of that dialogue. As part of the process of shaping this plan we consulted more than 4,000 people across the area through an online and postal survey that sought their views on many policing matters. Through these survey delivery methods, we sought the widest possible range of views and targeted geographical areas where I had the fewest votes from the public in my election in order to strengthen the legitimacy of our consultation.

The plan will be implemented through the agreed framework of governance and responsibility which sets out a clear ownership for the **direction, design and delivery** of your policing services in Avon and Somerset.

The direction is my responsibility as your PCC and is set out within the detail of this Police and Crime Plan. The design of your policing services is a collaborative effort between me and the Chief Constable. The delivery, of course, is the responsibility of the Chief Constable and my role is the continued scrutiny of the way in which that is done.

Avon and Somerset Police has been on a pivotal journey of culture change during the last five years. Their vision is **Outstanding policing for everyone** delivered through their mission to **Serve, Protect and Respect** our communities. It has become a values driven organisation, which puts **Inclusion, Learning, Caring and Courage** at the heart of everything it does. I want Avon and Somerset to continue

to build on this approach on its journey to being an outstanding police service and I believe they can do this by effecting change and real improvements under the priorities I have outlined in this plan because they are the issues that you have told me are important to you.

It is clear that we can't tackle all the issues we face in isolation. There are problems that affect our society which we know won't be solved through policing alone. Only by working together, with our partners and the public, will we find solutions that make our communities safer, make people feel safe and strengthen the culture of learning and

inclusivity that has been established in Avon and Somerset Police.

My promise to you is that I will use my role, as your PCC, and do everything in my power to bring those partners together to work hard to deliver efficient and effective services for Avon and Somerset.

**Mark Shelford, Avon and Somerset Police and Crime Commissioner**





## FOREWORD

**It's an honour to serve our diverse communities as Chief Constable and I do not underestimate the responsibility and privilege this role carries with it.**

The PCC and I have a unified vision of delivering outstanding policing for everyone and this plan sets out a roadmap for this journey, defining our individual roles and crucially, allowing the public to hold us to account.

There's nothing more precious than the founding principle of policing by consent, and we will work tirelessly to earn and keep the public's trust. Legitimacy is the beating heart of policing, and there must be an unbreakable bond of trust between citizens in policing and citizens in communities.

Protecting and strengthening this bond of trust is my over-riding priority and I believe greater openness and accountability, and a renewed focus on culture and ethics, will be pivotal in achieving this.

We will put courage and empathy at the heart of everything we do – in every interaction with a vulnerable person; at the core of every investigation and in our relentless pursuit of justice.

Courage is at its most powerful when combined with empathy and true empathy comes from seeing and feeling the lived experiences of others. We will show humility and a commitment to listen to all of our communities, whether this is on our use of stop and search, how we're tackling violence against women and girls, or the policing of protests.

The prevention of crime is at the core of this plan and we're committed to pursuing those who commit the most crime, present the most significant harm and are the most corrosive to our communities. Working together with our criminal justice and third sector partners, we'll catch and disrupt offenders and prioritise intervention and prevention work to reduce offending and re-offending.

To be an outstanding police service, we need to foster a one-team culture; an environment where exceptional performance comes from exceptional team-work and diversity thrives. We need to invest in our workforce to give them the skills, tools and confidence to meet the plan's ambitions.

But we have to be realistic and recognise all this needs to be balanced against a backdrop of likely savings in the medium to long term. Our HMICFRS rating of being 'outstanding' in planning for the future, stands us in good stead to seek out creative solutions, while remaining at the forefront of innovative practice – particularly our increasing use of data and technology to help manage and prioritise changing demand.

I'm confident we remain well placed to take on these challenges and make the targeted investments needed to achieve the priorities outlined in this plan.

**Chief Constable, Sarah Crew  
Avon and Somerset Police**

A handwritten signature in black ink that reads "Sarah Crew".



## PEELIAN PRINCIPLES

Sir Robert Peel was Home Secretary and in 1829, he established the first full-time, professional and centrally-organised police force in England and Wales.

This policing is based on the idea that the power of the police comes from the common consent of the public, as opposed to the power of the state. This concept is underpinned by nine principles. This continues, to this day,

to be the basis of the British model of 'policing by consent'. This plan has been developed to reflect these important principles in the policing of Avon and Somerset.

**1** The basic mission for which the police exist is to prevent crime and disorder.

**2** The ability of the police to perform their duties is dependent upon public approval of police actions.

**3** Police must secure the willing co-operation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.

**4** The degree of co-operation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.

**5** Police seek and preserve public favour not by pandering to public opinion but by constantly demonstrating absolute impartial service to the law.

**6** Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient.

**7** Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

**8** Police should always direct their action strictly towards their functions and never appear to usurp the powers of the judiciary.

**9** The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

## ROLES AND RESPONSIBILITIES



### THE POLICE AND CRIME COMMISSIONER

As PCC I am democratically elected to act as the voice of the communities of Avon and Somerset. In addition to this there are a number of legal duties I have which are described below.

- ✓ Securing that the police force is efficient and effective
- ✓ Setting the budget for the police
- ✓ Supporting and challenging police performance
- ✓ Setting the strategic direction for policing in Avon and Somerset
- ✓ Setting the policing part of the council tax precept
- ✓ Engaging with communities including victims
- ✓ Publishing a Police and Crime Plan, in consultation with the Chief Constable and local people
- ✓ Holding the Chief Constable to account for delivering policing
- ✓ Commissioning victim support services and awards grants in the community
- ✓ Appointing, and if necessary, dismissing the Chief Constable
- ✓ Working with partners in the areas of criminal justice and community safety



### THE CHIEF CONSTABLE

The Chief Constable is operationally independent of my role and their key duties are described below.

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



## THE POLICE AND CRIME PANEL

The role of the Panel is to scrutinise, challenge and support the PCC in the effective exercise of my functions. The roles and responsibilities of the Police and Crime Panel are set out in the Police Reform and Social Responsibility Act 2011. The Panel is made up of 14 councillors from all Local Authorities in the area, plus three independent co-opted members. It requires both a political and geographical balance. The Panel scrutinises the work of the PCC by:

- ✓ Reviewing the Police and Crime Plan and Annual Report
- ✓ Scrutinising (and potentially vetoing) the proposed council tax precept for policing
- ✓ Holding confirmation hearings for the PCC's proposed appointments of a Chief Constable, Chief Executive, Chief Finance Officer and Deputy PCC. The Panel may also veto the Chief Constable appointment
- ✓ Scrutinising the actions and decisions of the PCC
- ✓ Considering complaints against the PCC that are not criminal in nature

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Further information on the role and work of the Panel can be found at: <https://www.avonandsomerset-pcc.gov.uk/about/police-and-crime-panel>

## PARTNERS

I recognise that police and crime issues are too important and complex to be resolved by the police alone.

Throughout this plan you will see I am committed to working closely with partners, especially local authorities, health, criminal justice and the voluntary, community and social enterprise sector to improve services for local people. I will actively seek opportunities to align funding and jointly commission services to address local priorities. Recognising that while some policing issues are applicable in all areas, there are specific needs which are more prevalent in some places. By developing local plans with partners in each local authority area, I will ensure that the needs and challenges of specific communities are met and strategic priorities are aligned with partners.



## THE OFFICE OF THE POLICE AND CRIME COMMISSIONER (OPCC)

As a PCC I would not be able to discharge my duties without the support of a team. I have a small team – the OPCC – who are a publicly funded organisation. As such they must always work in the best interests of the public whilst providing good value for money. The OPCC support on key themes such as:

- ▶ strategic financial policy
- ▶ community engagement and communications to and from the public;
- ▶ scrutiny and governance of the police including performance;
- ▶ complaints reviews and misconduct appeal proceedings;
- ▶ commissioning victim support services and bidding for additional funding;
- ▶ supporting volunteers; and
- ▶ facilitating partnership working including through Violence Reduction Units, criminal justice and reducing reoffending.

The team is split into specific business areas. Each area is headed by a senior leader who is accountable for their performance to the Chief of Staff.

The Chief of Staff is the head of the OPCC and I appointed a new person into this role in 2021. They must review and shape the OPCC in order that it can best support this Police and Crime Plan. I expect my senior leaders to work together to set a clear direction and to deliver measurable benefits for communities. This performance will be monitored and reported on to the public.

The OPCC have to work in a flexible way that is responsive to the changing needs of my role and the public. They must help me embed the changes from the national PCC Review. The team need to seize every opportunity to bid for additional funding that will directly benefit the communities of Avon and Somerset.

The OPCC must continue to enhance their work with the Association of Police and Crime Commissioners (APCC), the Association of Police Chief Executives (APACE), the Home Office and Ministry of Justice to adopt best practice locally and also influence nationally.

None of this can be achieved without a happy and engaged workforce. I will embrace the organisational values in my leadership of the office to be efficient and effective.

## OUR PURPOSE

To lead improvement in efficiency and effectiveness of policing, victim support and criminal justice services on behalf of local people.

## OUR VALUES



OPENNESS



PARTNERSHIP



COMPASSION



COURAGE

Avon and Somerset is an area of about 4,800 square kilometres in the South West of England that is bordered by the counties of Gloucestershire in the North, Wiltshire to the East and Dorset, Devon and Cornwall to the South.

It is a geographically diverse area from the beautiful and scenic rolling hills, national parks, levels and market towns of Somerset to the culturally rich, historic and vibrant cities of Bristol and Bath.

Across the whole of Avon and Somerset 22.8% of the population live in rural areas, however this varies greatly by Local Authority ranging from Bristol, which is wholly urban, to Somerset which has almost half the population living in rural areas.

The region has a growing and diversifying population. The Office of National Statistics (ONS) estimated the population was just over 1.7 million people (in 2019) with about 723,000 households. The population is expected to keep growing with the highest growth rates projected to be among children aged 5 to 14, particularly in Bristol and people aged 70 and over, particularly in North Somerset and Somerset.

At the 2011 Census, the overall resident population in the Local Authorities served by the force was less ethnically diverse than the national average. However, diversity is increasing and there are significant differences across

urban and rural areas. At the last census, there were just under 110,000 people from Asian, Black, Mixed or Other ethnic minority backgrounds in Avon and Somerset, representing 6.7% of the population; in Bristol people from these ethnic minority backgrounds made up 16% of the population. The new census data, due to be published in 2022, is expected to see an increase in these percentages.

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



## PUBLIC SECTOR PARTNER ORGANISATIONS

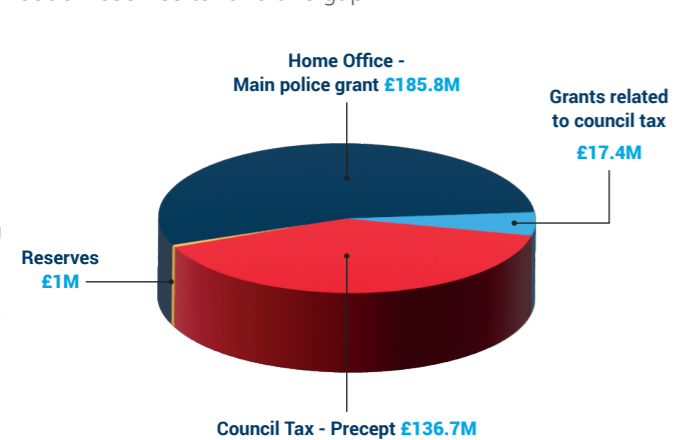
- ▶ **Four unitary local authorities** – Bath and North East Somerset, Bristol, North Somerset and South Gloucestershire
- ▶ **A Two Tier Authority Area** made up of Somerset County Council and the district councils of Mendip, Sedgemoor, Somerset West and Taunton and South Somerset (this structure was under review in 2021)
- ▶ **Five Community Safety Partnerships** – Bath and North East Somerset, Bristol, North Somerset, Somerset, South Gloucestershire
- ▶ **Five Youth Offending Teams** covering the same areas
- ▶ **Five Magistrates Courts** – Bath, Bristol, Weston-super-Mare, Taunton and Yeovil
- ▶ **Two Crown Courts** – Bristol and Taunton
- ▶ **Four prisons** – Ashfield, Bristol, Eastwood Park and Leyhill
- ▶ **Vinney Green Secure Children's Home**
- ▶ **Two Fire Services** – Avon Fire and Rescue Service, Devon and Somerset Fire and Rescue Service
- ▶ **Three Clinical Commissioning Groups** – NHS Bath & North East Somerset, Swindon and Wiltshire (BSW); NHS Bristol, North Somerset and South Gloucestershire (BNSSG); and NHS Somerset
- ▶ **Eight NHS Trusts** – Avon and Wiltshire Mental Health Partnership NHS Trust, North Bristol NHS Trust, RUH Bath NHS Foundation Trust, Somerset Partnership NHS Foundation Trust, South Western Ambulance Service NHS Foundation Trust, Taunton and Somerset NHS Foundation Trust, University Hospitals Bristol and Weston NHS Foundation Trust and Yeovil District Hospital NHS Foundation Trust.

## RESOURCES AND BUDGET

### PCC Funding 2021/2022 = £340.9M

In 2021/22 additional funding is provided through the main police grant to recruit additional officers; the increased council tax police precept; and some COVID-19 grants.

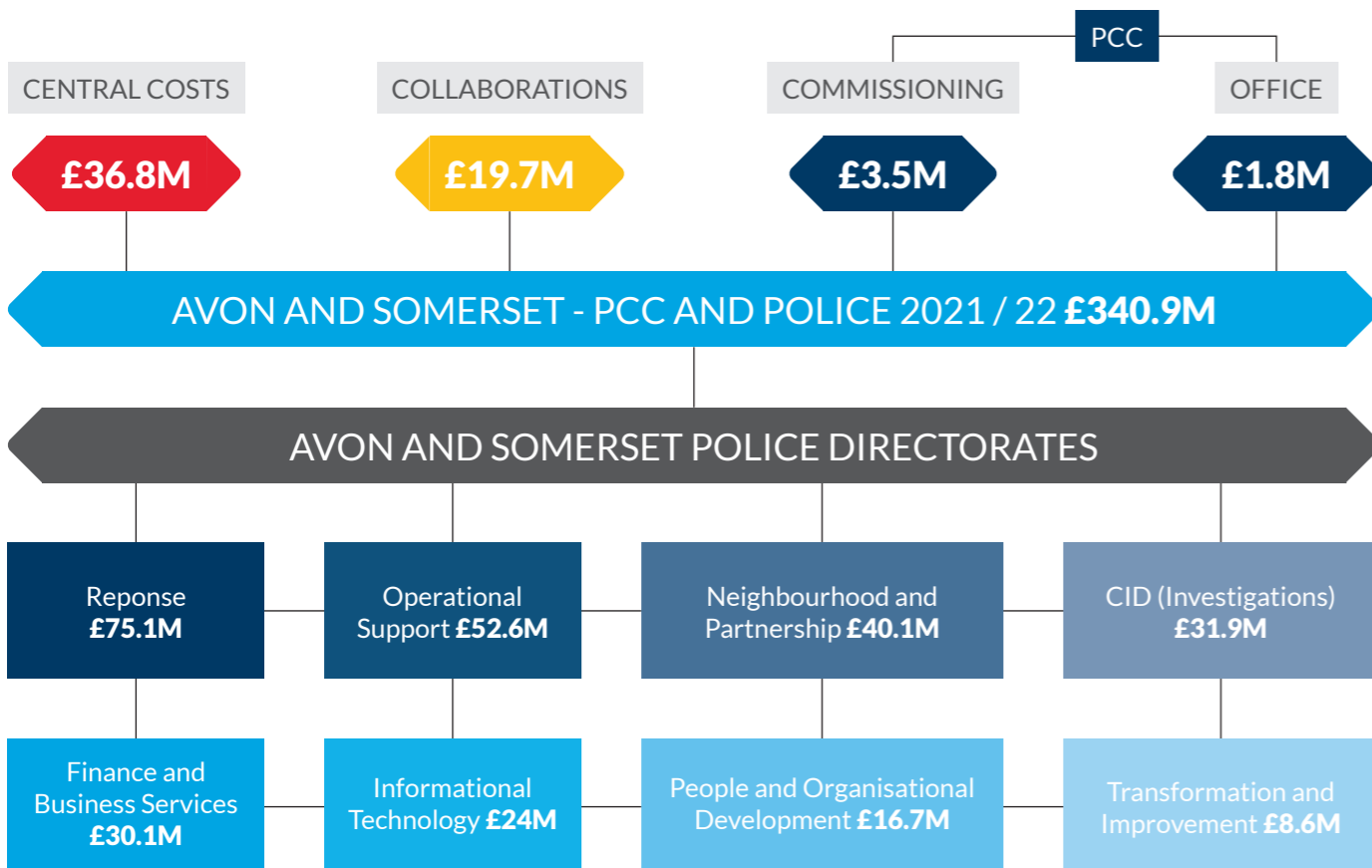
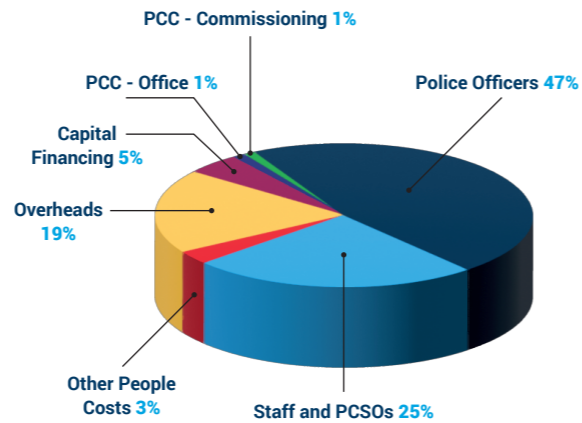
The net income to the PCC in 2021/22 will be £339.9 million; with the use of reserves, this will deliver a balanced budget. This means that the budgeted costs were £1 million more than the income so this amount had to be taken out of reserves to fund this gap.



### PCC Costs 2021/2022

\* Staff are all other Avon and Somerset Police employees who are not police officers or PCSOs.

The PCC delegates over 98% of the funding to the Chief Constable. About three quarters of the annual costs are on people and the chart below shows how the costs are split across the organisations.



## FUTURE BUDGETS

In the medium term, we have made pragmatic assumptions of future funding and costs. There will be unavoidable cost increases to be managed in coming years, especially the increased employer contributions to fund police pensions, pay increases and funding our investment in technology.

We anticipate that increases in our costs will outstrip funding growth, requiring us to identify and make further savings from 2022/23 onwards. However we aim to deliver balanced budgets across the five year medium term plan.

### MEDIUM TERM FINANCIAL PLAN

(produced February 2021)

	2021/22 £MILLION	2022/23 £MILLION	2023/24 £MILLION	2024/25 £MILLION	2025/26 £MILLION
BUDGET REQUIREMENT	348.1	359.2	372.5	382.5	393.3
LESS; TOTAL FUNDING	(339.9)	(350.3)	(361.0)	(370.3)	(379.1)
<b>(SURPLUS)/DEFICIT BEFORE SAVINGS</b>	<b>8.3</b>	<b>8.9</b>	<b>11.5</b>	<b>12.1</b>	<b>14.3</b>
SAVINGS	(7.3)	(7.7)	(8.6)	(7.8)	(5.8)
PLANNED USE OF RESERVES	(1.0)	-	-	-	-
<b>(SURPLUS)/DEFICIT AFTER SAVINGS</b>	<b>-</b>	<b>1.2</b>	<b>2.9</b>	<b>4.4</b>	<b>8.5</b>

The need to make savings is not just to meet increasing costs but also to be able to re-invest money saved in order to help deliver against this Police and Crime Plan improve performance. This is important in how we can use efficiency to improve effectiveness.

I have written an ambitious plan but recognise the scale of this ambition must reflect the funding challenges. These funding challenges are not just felt in policing but also with partner organisations that play an important role in delivering this plan.

At the moment we are anticipating an £8.5million shortfall in 2025/26.

We will be able to refine our financial planning further when the details of the Government's Spending Review are confirmed.

The Government have already told PCCs they can increase the policing part of the precept by up to £10 per year for each of the next three years (for the average Band D household).

A revised Medium Term Financial Plan will be produced at the start of 2022.



# PRIORITY 1

## PREVENTING AND FIGHTING CRIME



### AREAS OF FOCUS

- > Vulnerable children and adults.
- > Male violence against women and girls specifically domestic abuse, sexual offences, stalking and harassment.
- > Drug crime and serious violence.
- > Neighbourhood crime and anti-social behaviour specifically burglary, car crime, robbery, theft, hate crime and rural crime.
- > Fraud and cybercrime.
- > Road safety.

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The first Peelian Principle says “*the basic mission for which the police exist is to prevent crime and disorder*”.



### KEY OBJECTIVES

#### WHAT WE PLAN TO ACHIEVE?

- Reduce crime and anti-social behaviour (ASB).
- Increase positive outcomes<sup>1</sup> from reported crime and ASB.
- Increase the proportion of crimes reported to the police.
- Fewer people to be killed and seriously injured on the roads.

Preventing crime is the single most important thing I want to achieve through this Police and Crime Plan. By preventing crime we reduce the need for a police response, reduce the need to punish people and mostly importantly reduce the amount of harm to our communities.

Preventing crime is about addressing the causes, not just responding to the symptoms. The causes of crime are much broader societal issues such as deprivation, substance misuse and [Adverse Childhood Experiences \(ACEs\)](#) to name but a few. There is a focus on these underlying causes when working on reducing

reoffending but we must aim to bring that focus forward to early intervention. This means identifying and working with people at risk before they have even committed their first offence. Addressing these causes requires the police to be proactive and work closely with partners across the public sector and the voluntary, community and social enterprise sector.

With a focus on prevention we can reduce the amount of crime and ASB but we will never eliminate it. When incidents do happen I want them reported to the police and I want to see justice done. [Reporting of crime and ASB can be done online](#) as well as reporting through calling 101 and 999.

## NATIONAL POLICE AND CRIME MEASURES

National priorities for policing are specified in these measures:

- ▶ reduce murder and other homicide;
- ▶ reduce serious violence;
- ▶ disrupt drugs supply and county lines;
- ▶ reduce neighbourhood crime;
- ▶ tackle cyber crime; and
- ▶ improve satisfaction among victims with a particular focus on victims of domestic abuse.

All police forces in England and Wales are expected to contribute to achieving these priorities. As you can see the 'areas of focus' in this Police and Crime Plan align well with the national themes. By successfully delivering this plan we will be also contributing to the national effort to reduce crime and improve service for victims.

## VULNERABLE CHILDREN AND ADULTS

*"A person is vulnerable if, as a result of their situation or circumstances, they are unable to take care of or protect themselves or others from harm or exploitation."*<sup>2</sup>



Vulnerability is not just something that effects 'other people'. Anybody can become vulnerable at any time: that is the unpredictability of life. If you or your loved ones

are vulnerable, I want you to be a priority for Avon and Somerset Police.

RISK OF HARM		
PERSONAL FACTORS	SITUATIONAL FACTORS	
Age	Adverse Childhood Experiences	Isolation
Difference	Adverse Family Circumstances	Lack of Power
Disability	Adverse Community Circumstances	Lack of Support
Ethnicity	Adverse Cultural Influences	Language Barriers
Gender	Coercive Control	Poverty
Mental Health	Grooming	Risky behaviour
Religion	Immigrant Status	
Sexual Orientation		
<b>PRESENCE OF ABUSER OR EXPLOITER = HARM</b>		

16 STRANDS OF VULNERABILITY

 Adults at Risk	 Child Abuse	 Child Sexual Exploitation	 Domestic Abuse
 Female Genital Mutilation	 Forced Marriage	 Hate Crime	 Honour Based Abuse
 Management of Sexual or Violent Offenders	 Mental Health	 Missing Persons	 Modern Slavery and Human Trafficking
 Rape and Serious Sexual Offences	 Risk of Radicalisation	 Sex Work	 Stalking and Harassment

In Avon and Somerset, in the last year, there were nearly 22,000 vulnerable victims of crime<sup>3</sup>. Unfortunately many crimes against vulnerable people are hidden i.e. they are not reported to the police. So this figure only scratches the surface of the harm caused.

Exploitation is when somebody is groomed, forced or coerced into doing something they don't want to do for someone else's gain. This exploitation may be financial, emotional or physical. Often victims will have been exposed to risk outside the home – peer influences, the internet and social media are becoming key pathways into exploitation.<sup>4</sup> Exploitation of vulnerable adults and children is a significant part of the model of County Lines drugs dealing and modern slavery.

Slavery was abolished in this country about 200 years ago. However there are people in the Avon and Somerset force area today that are subject to modern slavery and victims of Human Trafficking. The crime may be hidden but the people are not: they may be forced to work in businesses you have used, examples include nail bars and hand car washes.

Serious and organised criminals are benefitting from exploiting people in our communities.

We need to reach out and build trust with the public so that they have the confidence to report to the police if they are a victim.

It is essential when victims do come forward, or are identified, that Avon and Somerset Police:

- ▶ recognise and identify their vulnerability;
- ▶ protect them from further harm or repeat victimisation through effective safeguarding;
- ▶ hear their voice, story and lived experience so it is at the heart of the investigation;
- ▶ investigate well to ensure the right outcome for the victim; and
- ▶ where possible secure a criminal justice outcome against the perpetrator.

A different approach is adopted where the perpetrator is a child. In these cases, the aim is to work with them to divert them away from the criminal justice system in the first place to help prevent future offending. It is important that even where children have committed a crime their own vulnerability is taken into account and this is particularly true for looked after children and care leavers. Partnership working is crucial in this and the police will continue to work in a way that reflects the national direction such as that set out in the [Youth Justice Board Strategic Plan](#).

The [College of Policing](#) and [National Police Chiefs' Council](#) have issued a [National Vulnerability Action Plan](#) with the intent of improving how all police forces deal with vulnerability. Avon and Somerset Police have self-assessed against this plan and identified where they need to improve. They will continue assurance work against this plan to check and test their progress.

Vulnerability is complex and so the workforce require continued professional development to be able to effectively respond to these incidents. Avon and Somerset Police are adopting a trauma informed approach to policing. This approach is about recognising the trauma that crimes can cause and other trauma people have been through. This is about the police having empathy for the people they come into contact with and working in a way that does not re-traumatise them. This will take training but it is also about a change of attitudes and culture which will take years to embed. The police and partners should continue to explore, together, new and innovative approaches which will help protect and support vulnerable people; like Project Bluestone<sup>5</sup>.



> MALE VIOLENCE AGAINST WOMEN AND GIRLS SPECIFICALLY DOMESTIC ABUSE, SEXUAL OFFENCES, STALKING AND HARASSMENT

Male violence against women and girls (VAWG) is both a cause and consequence of gender inequality. Women and girls are disproportionately affected by a number of very serious and harmful crimes such as domestic abuse and sexual offences.

This starts from a young age with girls much more likely to be the victims of sexual assaults on children. Women and girls are more likely to suffer harm as victims and men are considerably more likely to commit these crimes. Focussing on male violence against women and girls does not in any way detract from the fact that people

of any sex or gender can be an offender or victim, nor is it meant to minimise anybody's experience as a victim. Many of the improvements made as a result of focused work in this area will benefit all victims.

Domestic abuse is where a person is abusive towards another, they are personally connected and are 16 years of age or older. Abusive means physical or sexual abuse; violent or threatening behaviour; controlling or coercive behaviour; economic abuse; psychological, emotional or other abuse. Personally connected is where people are or have been in an intimate personal relationship or are relatives.

Sexual offences cover a wide range of offending. Including non-contact offences such as grooming and offences related to indecent images and revenge pornography. The most serious offence in this category is rape. Rape is second only to homicide when considering severity of all crimes.

Harassment broadly means causing alarm or distress or putting people in fear of violence. It can include repeated attempts to impose unwanted communications and contact upon a victim. Stalking includes actions such as following a person, watching or spying on them or forcing contact with the victim through any means, including social media. These offences are about a course of conduct (means **two or more acts over a period of time**) which can leave victims feeling that they constantly have to be careful.

There are about 22,000 domestic abuse recorded crimes in Avon and Somerset each year: this equates to 17% of all recorded crime. This varies by offence type and over a third of all rapes were domestic abuse related. However this does not give a true scale of the harm caused. Domestic abuse is a 'hidden crime' i.e. it is often not reported to the police. Estimates show only about one in five victims of domestic abuse report it to the police. Domestic abuse can and does result in death: in a single year<sup>6</sup> in Avon and Somerset there were five domestic homicides and six suicides in the context of domestic abuse.

There are over 4,260 recorded sexual offences in Avon and Somerset each year of which 1,650 are rapes. Like domestic abuse sexual offences are often not reported to the police and estimates show that one in five women are victims of sexual assault (or attempted assault) in their lifetime<sup>7</sup>.

There were 15,500 recorded stalking and harassment offences in Avon and Somerset in the last year<sup>8</sup>.

*"There was a lack of understanding of stalking behaviours amongst victims and police which may be resulting in an underestimation of its real prevalence and under-reporting to the police."*<sup>7</sup>

Stalking and harassment are offences which can indicate escalating behaviour which means offenders may go on to commit much more serious crimes against the victim.

This plan seeks to support the Government's VAWG Strategy to enter into a decade of change to reduce the harm caused by these crimes. Nationally and locally, prosecutions for rape and serious sexual offences (RASSO) have continued to fall over the past three years despite more cases being referred to the Crown Prosecution Service (CPS). Declining prosecutions have been met with increasingly long times for cases to get to trial which has been exacerbated by the pandemic. More serious and complex cases such as RASSO can take years to get to trial. This is unacceptable and I discuss this more in the 'area of focus' on the criminal justice system.

To address this, we must go beyond the criminal activity of offenders and work to tackle the attitudes and behaviours that underpin this misogyny and inequality. Investigations should be evidence-led and focus on the offender rather than the victim. There needs to be sufficient support to challenge and change behaviours of offenders through effective management and perpetrator

support programmes. Crucially, positive outcomes for victims require capacity to deal with the volume and complexity of these crimes in a timely manner.

The Avon and Somerset Police workforce need the capability to respond in a way that is trauma and gender-informed which supports victims. This requires a cultural change through development and leadership.

In addition the lived experiences of victims and their children should be heard and influence approaches. By collaborating with partners on innovative multi-agency responses, we can enhance our impact to work more efficiently and effectively together.

Continuous improvement will be essential to eliminating an issue as pervasive as this. Avon and Somerset Police need to deliver on their local VAWG plans which are based on the direction set by the National Police Chief's Council. Many of the strands of work overlap with other areas of this plan and a renewed focus is on helping create safe spaces within our communities which will require attention on the harm associated with the night time economy.

Project Bluestone<sup>9</sup> is opening the doors of policing to academic scrutiny of RASSO like never before, bringing new ways of working and new perspectives that can bring with it a new era of policing to tackle these crimes. The Domestic Abuse Act 2021 will place new duties on Avon and Somerset Police and also provide them with new powers. The police should continue to make best use of the specialist powers and tools available to them.

Avon and Somerset Police have recognised the importance of having the right culture and behaviours within their own workforce ensuring there is no place for misogyny. This will help improve the service delivery to the public and maintain trust and confidence with the public.

> DRUG CRIME AND SERIOUS VIOLENCE

With the illicit drug market being worth almost £10 billion a year in the UK<sup>9</sup>, the cascading effect of crime, exploitation and the impact on public health is becoming ever more increasing and problematic. In Avon and Somerset in 2020-21 there was a 4% increase in crime recorded with a drug related tag10 this is noteworthy because overall crime reduced (because of the pandemic) which shows the persistent nature of this problem.

Drug supply and organised crime groups (OCGs) are inextricably linked. County Lines has become a

very public example of OCGs pushing their harm into different communities. In the Avon and Somerset area, there is more 30 active lines at any one time operating across the region.

The drugs market is a significant problem as it brings visible street violence but also hidden violence and exploitation as well as other crime and ASB.

Avon and Somerset Police will continue to proactively identify and target these OCGs. The police need the help of our communities to be

able to do this better. The information provided by communities is essential to understand the problem and be able to target resources in the right places and at the right people. Please report these crimes.

In order to tackle this violence and other drug related crime we need to get upstream and prevent people from getting drawn into drug use. I will bring partners together, in our response to serious violence, building on the Public Health<sup>11</sup> model used by the Violence Reduction Units. This involves working with partners to identify risk and vulnerability at the earliest possible stage and ensure those vulnerable individuals have the right access to support and intervention. It also involves educating young people, local communities and professionals more broadly on the risks and identification of serious violence and child criminal exploitation (CCE). CCE is a common feature of County Lines drug dealing and is where children are used to store and transport drugs and money as well as being used to conduct drug deals and carry out violent attacks on behalf of the OCG. The children who commit these crimes are exploited and should be recognised as vulnerable and treated as such. In parallel with protecting the children who are exploited, Avon and Somerset Police can proactively improve their endeavours to disrupt perpetrators.

We will also work together to help ensure there are appropriate services available for those with drug addiction to break the cycle and prevent the harm caused to themselves and communities.

Bristol has been recognised nationally as having a relatively high number of people who use illegal drugs. In 2021 Bristol City Council and Avon and Somerset Police were awarded funding for a pilot programme to collectively tackle the problem, this is called *Project ADDER*. By delivering this pilot in Bristol Avon and Somerset Police can use the learning to help improve their response across the rest of the force area.

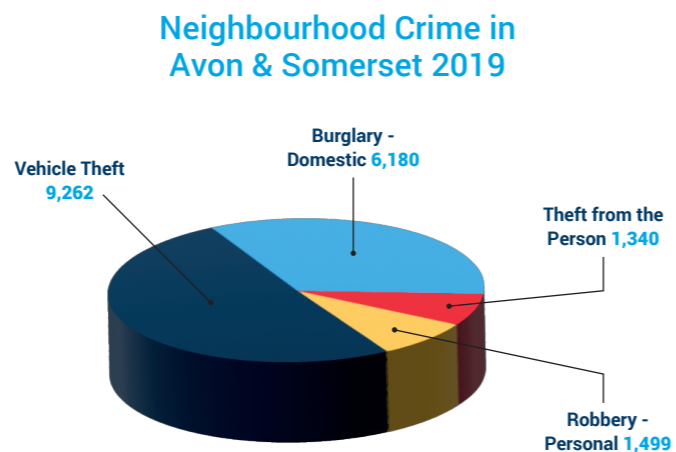
In a broader sense there are over 30,000 violence offences each year in Avon and Somerset. Aside from drugs, alcohol also plays a significant part in these offences. This ranges from the very public violence seen as part of the Night Time Economy to hidden domestic violence, which alcohol is known to increase the regularity and severity of. These crimes should be properly investigated and offenders brought to justice. People who abuse alcohol need to be identified and offered support as part of their rehabilitation: the police are a critical gateway in this process.

People who abuse alcohol need to be identified and offered support as part of their rehabilitation: the police are a critical gateway in this process.

> **NEIGHBOURHOOD CRIME AND ANTI-SOCIAL BEHAVIOUR SPECIFICALLY BURGLARY, CAR CRIME, ROBBERY, THEFT, HATE CRIME AND RURAL CRIME**

Neighbourhood crime is defined – in the national *Beating Crime Plan 2021* – as vehicle-related theft, domestic burglary, theft from the person and robbery of personal property.

These acquisitive crimes reduced during the pandemic due to social restrictions. In 2019, the last “normal” year before the pandemic, these four crime types alone accounted for 13% of all recorded crime in Avon and Somerset. They are crimes which affect many victims across the whole area.



In addition to these crime types I have identified a number of other issues which are also important to communities locally: hate crime, anti-social behaviour (ASB) and rural crime.

Neighbourhood policing has a much wider role than focussing on any particular crime type. I talk later in this plan about visible policing, community engagement and partnership working: neighbourhood policing is at the heart of these. Prevention work is one of the main functions of Neighbourhood Policing.

Prevention requires clear strategic direction focused on an [evidence-based policing](#) approach supported by a workforce with the skills and time they need to be able to do deliver. This direction will be provided through an Avon and Somerset Police Crime Prevention Strategy and led by neighbourhood policing.

Prevention needs to focus on working with people to reduce offending behaviour and reduce victimisation and repeat victimisation. In addition to this, neighbourhood policing also leads on the use of situational crime prevention to make safer spaces within our communities. Making spaces and buildings safer can help prevent many types of crime including male violence against women and girls as well as terrorism offences.

Neighbourhood policing needs to capitalise on the new local proactive teams to ensure this specialist capability is effectively targeted at the issues which matter most to the local community.

**Hate crime**

Hate crime is where the offender has either demonstrated or been motivated by hostility based on a person’s race, religion, disability, sexual orientation or transgender identity. Avon and Somerset Police have, for a number of years, also recognised and recorded hate based on gender. Hate crime can take a number of forms from verbal abuse and harassment to criminal damage and violence against the person.

In Avon and Somerset in 2020/21, there were 3,620 hate crimes; a 2.8% increase on the previous year. Race was the targeted characteristic in 71% of these hate crimes.

Hate Crime often increases after significant events. This has been seen in recent years after terrorist attacks, the Brexit referendum, Black Live Matter protests and COVID-19. There is also a growing amount of hate crime committed online, for example through social media.

Many people have been victims of crime at some point in their life and know the impact it can have. Now imagine you were the victim of that crime just because of something about you as a person. It can deeply affect the victims’ day-to-day lives. Hate crime can also have a big impact on a community; a whole group of people who share that targeted characteristic can also feel victimised.



At its extreme, hate has played a part in a number of high profile murders including that of Stephen Lawrence in London, Bijan Ebrahimi in Bristol and more recently Mikhail Hanid in Weston-super-Mare.

The police and I will continue to build confidence with all communities to encourage people to report these crimes to the police. Improvement really relies on community engagement and partnership working; this is discussed more in Priority 2 of this plan. This engagement will allow us to better understand the impact of these crimes and improve the service we offer.

Avon and Somerset Police should continue to build on their proactive work, tackling repeat offenders and known hotspots. At the same time, the right outcomes for victims need to be achieved.



**Anti-social behaviour (ASB)**

ASB can be defined as behaviour which causes, or is likely to cause, harassment, alarm or distress to any person; or behaviour capable of causing nuisance or annoyance<sup>12</sup>.

ASB is not necessarily something separate from crime. In some cases ASB incidents do not meet the threshold for a criminal offence. However there are many incidents where the behaviour is criminal but ASB still remains as the context behind this.

In Avon and Somerset in 2020/21 there were 88,247 ASB incidents; a 10% increase on the previous year.



*"We also know the devastating impact anti-social behaviour can have on individuals and neighbourhoods."*<sup>13</sup>

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Fiona Pilkington killed herself and her daughter in 2007 after suffering 10 years of ASB (including hate crime). This is one of the most tragic cases in recent history and brings into focus the devastating impact ASB can have on people.

Avon and Somerset Police will deliver against an agreed service standard. This includes understanding where incidents form part of a larger series of events and recognising victims' vulnerability within this.

Partnership working is essential, especially with local authorities. I will support Avon and Somerset Police

to work with the councils to try and ensure a more consistent approach across the whole of Avon and Somerset. This includes all agencies making better use of the legal powers available to them.

I will also focus the police and partners on improving the use of the Community Trigger. This is a process for people who have been repeat victims of ASB and do not feel they have had an adequate response from the responsible authorities. In the most recent year, the [Community Trigger](#) was used less than 160 times across Avon and Somerset. We need to collectively promote the Community Trigger to ensure victims are aware of their rights. The Community Trigger should be efficient and effective, consistently achieving the right outcomes for the communities across Avon and Somerset.

**Rural crime**

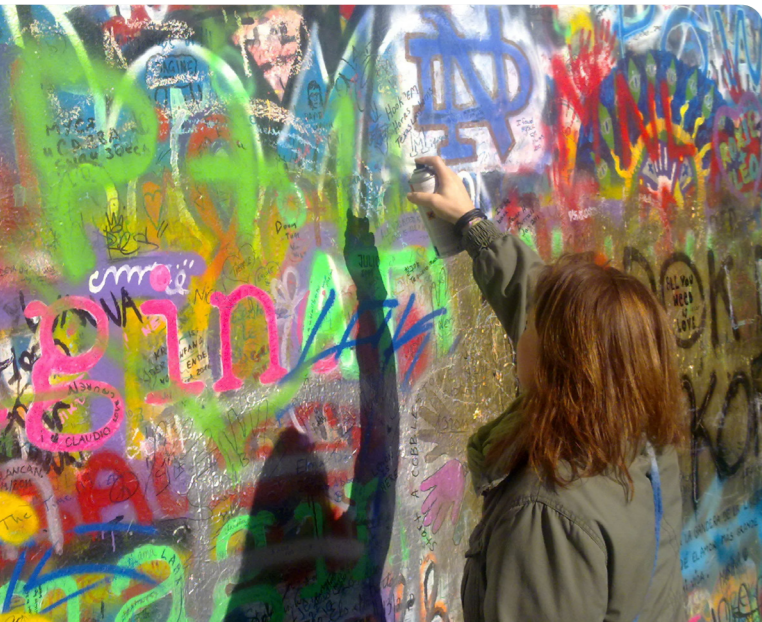
Avon and Somerset Police define rural crime as any offence occurring in a rural area which directly or indirectly affects a farming or rural business or the rural communities. Rural means a close association with or dependence upon the land within that location.

Over a third of the Avon and Somerset's population is rural<sup>14</sup>. Some of the most common rural crimes include theft of farming vehicles and machinery; theft of dogs and livestock; barn arsons; poaching and hare coursing.

There are approximately 750 crimes flagged as rural each year in Avon and Somerset. However this is not an accurate reflection of the numbers as we know these crimes are under-reported. Also a single crime can have a significant impact on the individual and wider community. For example, a second hand tractor may cost £70,000. That tractor may be jointly owned by several farmers who, as a result of the theft, may not be able to sow or harvest a crop at the right time of year so may lose much more than the value of the tractor. Rural crimes can also be linked to Organised Crime Groups who are once again benefiting from victimising our communities.

Avon and Somerset Police have set a Rural Affairs Strategy which includes better identifying rural crimes and using this and other information to provide a targeted response in collaboration with other agencies.

It is crucial that if you are a victim of crime you report this to the police so they can help you. In turn the police should provide the right level of response to you; including an appropriate quality of investigation. I want to ensure that – irrespective of the crime or ASB you suffer – that rural and urban residents receive a consistent level of service.



**FRAUD AND CYBERCRIME**

**Fraud is when an offender says or does something dishonestly to mislead a person, or business, for their own benefit (usually financial) which may cause loss to the other party.**

Cybercrime can be put into two distinct categories.

- ▶ **Cyber-dependent** – crimes that can be committed only through the use of Information and Communications Technology (ICT) devices, where the devices are both the tool for committing the crime, and the target of the crime. For example developing and propagating malware for financial gain or hacking to steal.

- ▶ **Cyber-enabled** – traditional crimes which can be increased in scale or reach by the use of ICT. This is where fraud and cybercrime significantly overlap.

Fraud and cybercrime pose a significant threat, representing over 50% of all crime in this country and costing the country billions of pounds a year. There are between 800-1000 reports of fraud and cybercrime every month in Avon and Somerset however, the actual number is likely to be far higher. These types of crime are increasing in volume and complexity.

Avon and Somerset Police should continue to increase their capability to tackle this growing type of criminality. Consideration will need to be given to recruiting additional officers and staff and developing the expertise of the workforce. It is also important to attract and utilise the breadth of expertise in our communities through Cyber Special Constables and Police Support Volunteers.

Cyber and fraud protect officers are a critical part of the workforce's capability working with individuals and local businesses to help prevent victimisation. This should also increase confidence to report these types of offences.

Avon and Somerset Police should continue to identify and disrupt online criminal activity at every opportunity to reduce victimisation and protect people from harm. Working with other enforcement agencies will continue to be important here.

One in ten people are a victim of fraud and one in three victims become a repeat victim. Avon and Somerset Police will continue to support victims

to protect our communities and break the cycle of re-victimisation. This support should help the most vulnerable to recover from what can be a traumatic experience.

Recognising that fraud and cybercrime are not bound by traditional area boundaries, we will work in partnership to develop and influence the local, regional and national response. To further this agenda, I personally have taken on the national lead role for economic and cybercrime on behalf of the [Association of Police and Crime Commissioners](#). Taking this national role will help me and Avon and Somerset Police deliver better outcomes locally.



## OUR PRIORITIES

### > ROAD SAFETY

All people should be safe to use the roads in Avon and Somerset. This includes drivers and vulnerable road users like pedestrians, cyclists, motor cyclists and horse riders alike. The top five contributing factors to death and serious injury on our road network (the fatal five) are:

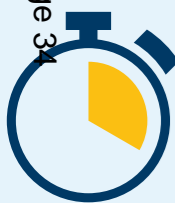
- ▶ drink and drug driving;
- ▶ not wearing a seatbelt;
- ▶ driver distraction, including use of mobile phones;
- ▶ inappropriate and excess speed; and
- ▶ careless and inconsiderate driving.



Road safety should continue to improve when led by the use of data, technology and innovative thinking. Residents need and expect to see safer speeds, safer vehicles, safer roads and safer road users. It is vital that collisions are responded to and investigated effectively and victims and families are supported. Avon and Somerset Police will continue to take appropriate enforcement action for those who break the law and cause harm on our roads. Avon and Somerset Police can maximise their capacity in this area by utilising the Special Constabulary and Police Support Volunteers.

Prevention work relies on partners. Avon and Somerset Police should continue to work closely with local authorities and strategic partners such as National Highways to jointly address the fatal five. Targeted and collaborative campaigns will raise awareness and engage with the public about the dangers. I will also work with the other PCCs in the region so we can support this agenda and help make the roads across the South West safer for everybody.

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Every **22 minutes** someone is killed or seriously injured on UK roads.

In the UK, more people die on our roads than murder and terrorism combined each year and someone is killed or seriously injured every 22 minutes. Road death and injury causes devastation to residents across the Avon and Somerset region. This is an issue that affects all of our communities and the impact of road related death or injury to residents is far reaching and long lasting.

#### A typical year in Avon and Somerset

**142,000** Speeding Offences detected



**2,300** Drink or Drug driving arrests



**49**

Fatal Road Traffic Collisions (RTC) attended



**3,100** Injury Road Traffic Collisions (RTC) attended



**2,500** Vehicles Seized for no insurance



**3,250** Road related offences reported online with uploaded dash cam footage

**1,409**

Near Miss reports from vulnerable road users submitted





# PRIORITY 2

ENGAGING, SUPPORTING AND WORKING WITH COMMUNITIES, VICTIMS AND PARTNER ORGANISATIONS



## AREAS OF FOCUS

- > Public engagement - particularly with underrepresented groups.
- > The criminal justice system.
- > Special Constables and citizens in policing.
- > Reducing reoffending.
- > Supporting victims of crime and anti-social behaviour.
- > Collaboration and partnership working.

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I want to reassure the public that the police are there for them and to make people feel safer. I also want to support communities to be more resilient and resistant to crime. This requires the police to build relationships with victims and communities alike, providing a service they are happy with.



## KEY OBJECTIVES

### WHAT WE PLAN TO ACHIEVE?

- Increase engagement with and from communities.
- Increase victim satisfaction.
- Increase feelings of safety.

Partnership working is fundamental to successful policing. The objectives within this Police and Crime Plan will only be achieved through effective collaborative working. That is why, as PCC, I will work to bring partners together for the benefit of our communities.

Partners include public sector organisations and those from the voluntary, community and social enterprise sector. We must all be aware of the differing and ever changing context in which organisations operate. Therefore we need to be responsive to each other's needs in improving the lives of our communities.



## PUBLIC ENGAGEMENT - PARTICULARLY WITH UNDERREPRESENTED GROUPS

Engagement is the interaction between the police and communities outside of responding to calls for service. It is complicated and varied and getting it right requires sensitivity, emotional and cultural intelligence and a well trained workforce equipped with the right tools. Engagement needs to be embedded in the culture of the organisation. Good engagement is two-way: we must listen to our communities as well as talking to them about policing and crime issues.

Engagement is vital for local communities to have trust and confidence in their police service. It is crucial for legitimacy of the service provided, without which the British model of policing by consent will not work. Similarly, engagement plays a key part in helping people to feel safe within the communities of Avon and Somerset.

The police engage with people to:

- > prevent crime by listening and acting on what communities are telling them;
- > understand the communities they serve and their policing needs;
- > build good relationships with all communities including under-represented and marginalised groups; and
- > attract high quality and diverse people into the police service as employees or volunteers.

In Avon and Somerset, the neighbourhood policing teams are at the heart of engagement. However engagement is broader than this and includes social media and traditional media, recruitment, specialist outreach teams, staff networks, youth outreach like cadets and mini-police, crime-prevention specialists, ride-alongs and open day events.

Avon and Somerset Police should set a clear strategic direction for engagement and help different parts of the workforce come together in a collaborative way.

Avon and Somerset Police can improve their processes by learning from best practice in other organisations. This is to make sure they are accessible, thoroughly consulting people and getting information and feedback into the service from its communities. This feedback is especially important in scrutinising the performance of the police and learning how it can be done better. Engagement is an important part of delivering against Priority 4 of this plan.

The reason PCCs are democratically elected is because they are meant to represent the voice of the people. That is why engagement is a core priority for me as well as Avon and Somerset Police. I want to see and hear from as many of you as possible. I want to work on engaging the many different types of communities across the whole of the Avon and Somerset area. In order to support this my newly appointed Deputy PCC will have a strong focus on community engagement. The engagement I, and my team, do will help ensure successful delivery of this Police and Crime Plan.



> SPECIAL CONSTABLES AND CITIZENS IN POLICING

I want fewer people to be victims of crime and fewer people drawn into offending. The police and other public sector services have a key role to play, but local communities can also play an active role in preventing crime.

Citizens in policing refers to people outside the police working with and supporting the police to protect communities. Opportunities include the Special Constabulary, Police Support Volunteers, Cadets Neighbourhood Watch, Farm Watch and Community SpeedWatch.

Special Constables are volunteers but have the same powers as regular officers. They are an important part of the policing response providing additional deployable resource. In 2020 they provided 78,742 hours of policing. The Special Constabulary primarily support Patrol but are also deployed in neighbourhood policing, roads policing, and, in smaller numbers, in specialist roles in cybercrime detection, Investigations and public order policing.

The Special Constabulary bring additional skills and experience into the workforce which it might not otherwise benefit from. They usually police in the areas they live so they provide another important link into local communities.

Avon and Somerset Police will particularly seek to recruit those people who are, or might become, 'Career Specials'. These are people who serve for a longer time and see it as their volunteer vocation. The experience of these 'career Specials' can especially strengthen the knowledge and skills of the workforce.

Avon and Somerset Police want to get the best value from all those who selflessly volunteer their time. This means improving training and development so they become more integrated into the organisation, increasing their engagement and contribution.

I will also use opportunities to promote how individuals and groups can work with myself and the police. For example, through the [Business Crime Forum](#), I will help the police work efficiently with Business Crime Reduction Partnerships.



> SUPPORTING VICTIMS OF CRIME AND ANTI-SOCIAL BEHAVIOUR

It is incumbent on the police that they support victims from the very first contact with them. This support should continue throughout the life of the investigation until the incident is finalised. This applies to individuals and businesses whether they are in urban or rural areas.

There are about 91,000 victims of crime recorded by Avon and Somerset Police each year. It is not good enough that some victims may not receive the support they need because of the nature of what happened, where they live or that they do not know that what they are experiencing is a crime. As discussed earlier in this plan, many victims do not report their crimes. Trust to report must be earned and those victims that do come forward should be properly supported.

To identify those who require a police response and the level of support required there needs to be a comprehensive look beyond what is reported. Victims should be really listened to and the impact of the crime understood. A report may come to the police as a single incident of ASB but once investigated further incidents and crimes are unearthed. A single phone call to the police might be the only record against a premises but what lies behind that may be years of lost income for a family business.

Victim care is central to all police work and is the responsibility of responding officers, investigators, the [Lighthouse](#) Safeguarding Unit (LSU) and external specialist support services alike. To meet the needs of victims, all parts of the system should work together to provide appropriate and timely contact and support.

The [Victims' Code of Practice \(VCOP\)](#) is a national standard which sets out what victims are entitled to. This code makes clear that victims of the most serious crime and vulnerable, intimidated and persistently targeted victims are entitled to an enhanced service. Avon and Somerset Police need to continue to identify these victims who are entitled to an enhanced service so they get the best possible support.

I will work with fellow commissioners to make available specialist services which help victims cope and recover. My office will ensure there is a vigorous commissioning cycle of procurement, review and improvement. This commissioning should have the victim experience at the heart of the process, ensuring value for money and services suitable for a very diverse group of people and experiences.

Alongside the police; partners, the Watch schemes, employers, colleagues and residents associations can all play a powerful role in preventing crime and raising awareness to support victims.



> THE CRIMINAL JUSTICE SYSTEM

The criminal justice system (CJS) is made up of multiple agencies: the police, Crown Prosecution Service (CPS), Her Majesty's Courts and Tribunals Service, the Judiciary, Her Majesty's Prison & Probation Service, Youth Offending Teams and defence legal teams.

Of all crimes reported to Avon and Somerset Police, in a normal year, about 13,000 (9%) are charged or summonsed to court and over 350 youth cautions are given. It is critical that all CJS agencies work effectively together to ensure offenders are brought to justice. Bringing offenders to justice is a way of protecting the victim and public from further harm. It is also an opportunity to rehabilitate an offender to prevent future offending.

The CJS is a complex environment and requires all partners to work closely together to ensure that cases are dealt with effectively and in good time. I will help bring partners together and oversee work in this area by chairing the [Local Criminal Justice Board](#).

The pandemic had a massive impact on the criminal justice system and has caused further delays in cases going through the CJS. The system already had backlogs and these were made significantly worse. This is a significant risk to public confidence and has the potential to undermine the system of justice in this country.

The pandemic has changed the way agencies work together such as improved information sharing. All agencies should maintain the benefits from these changes and continue to work together during the recovery phase to reduce the backlogs of cases and help ensure justice is delivered in a more timely way. A productive relationship between the police and CPS is essential. A collaborative focus on shared learning is important both for individual cases and strategic development. Enhancing information sharing will enable better analysis and performance management.



Avon and Somerset Police will conduct thorough investigations with the ethos of 'get it right first time'. 'Disclosure' is a fundamental part of this investigation process helping to ensure a fair trial and a legitimate criminal justice system. Criminal justice agencies in Avon and Somerset should look to improve by learning from the recommendations in the [National Disclosure Improvement Plan](#).

In March 2021, the College of Policing, National Police Chiefs' Council and CPS made a [National Case Progression Commitment](#). The findings from this national work should be understood and used to make improvements locally. Key themes from this include partner relationships, consistent and timely communication, defence engagement and improved disclosure processes.

The primary purpose of these improvements is to make the system more effective and achieve better criminal justice outcomes for victims and so the victim's voice is really important in this. More efficient processes will also provide better value for money and free up officer time to maximise visible policing.

> REDUCING REOFFENDING

Reducing reoffending is about preventing those, who have committed crimes already, from going on to commit further crimes. About 80% of all crime is committed by those reoffending. The national cost of reoffending is estimated to be £18.1 billion.

Tackling the causes of crime is essential in reducing reoffending. Illegal drug and alcohol misuse is a key driver. For example nearly half of all acquisitive crimes (crimes where the offender derives material gain, such as theft, burglary, fraud and robbery) are estimated to be associated with drug use. Substance misuse is just one part of the problem. The most persistent and problematic offenders are often extremely vulnerable and have varied and complex needs. This is about stopping the revolving door in and out of the criminal justice system. Half of all crime is committed by just 5% of offenders so their rehabilitation will help protect victims and communities alike.

Avon and Somerset Police will be increasing the number of people in their offender management team. However rehabilitation is far beyond the scope of policing alone and that is why Integrated Offender Management (IOM) is so critical. IOM brings a multi-agency response to reoffending. The most persistent and problematic offenders are identified and managed jointly by agencies working together. The fundamental aim is to identify and resolve the causal factors of their offending to rehabilitate and prevent future crime. Community Safety Partnerships (see 'area of focus' on collaboration and partnership working) have a statutory duty to reduce reoffending; improving the connectivity between them and IOM is really important.

Information sharing between agencies is essential to fully understand the problems faced so the right resources can be efficiently and effectively targeted at the right people at the right time. This work must centre on the pathways to reduce reoffending behaviour.

- ▶ Accommodation
- ▶ Education, training and employment
- ▶ Health
- ▶ Drugs and alcohol

- ▶ Finance, benefit and debt
- ▶ Children and families
- ▶ Attitudes, thinking and behaviour

This is where working with the voluntary, community and social enterprise sector is crucial. The specialist services, expertise and knowledge that the sector brings significantly strengthens the collective response and means we are more likely to succeed in our delivery.

All organisations should be aware of and engage with changes and direction from a national level. Examples include the national IOM Strategy and the Police, Crime, Sentencing and Courts Bill when enacted.

I will use my position to help bring these partners together to deliver the right outcomes for the people of Avon and Somerset. I will also explore opportunities to increase funding and influence commissioning.

**DRIVE Project**

This works with high-harm, high-risk and serial perpetrators of domestic abuse to prevent their abusive behaviour and protect victims.

This project was implemented in South Gloucestershire at the end of 2020. If this is proven to work well and deliver value for money, the aim will be to expand this project across the whole of Avon and Somerset.

As discussed elsewhere in this plan a different approach must be taken for children and adults. This is embedded in the [Child First](#) approach and there is an opportunity, for all partners to seize, to work with these children to protect them and change their lives. If done successfully this would be a significant step in preventing crime.

> COLLABORATION AND PARTNERSHIP WORKING



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As well as formal collaboration police forces will continue to work together regionally and nationally in order to problem solve and share best practice on various aspects of policing.

In addition to law enforcement agencies, it is essential Avon and Somerset Police continue to work alongside the public sector and the voluntary, community and social enterprise sector. This partnership working is particularly important in relation to safeguarding and prevention work. The police alone can only tackle the symptoms of crime not the causes. Partnerships should have a clear and shared purpose and Avon and Somerset Police should continue to lead and influence when it comes to the value of data and data sharing. The police will also continue to work with other non-policing agencies with enforcement powers in order to tackle and disrupt offending.

Local authorities are one of the most important partners of policing. They also have legal duties relating to crime, ASB, safeguarding, domestic abuse; and many others. A significant way that the police, local authorities and other agencies<sup>16</sup> work together is through Community Safety Partnerships (CSPs) and adult and child safeguarding partnerships<sup>17</sup>. Safeguarding partnerships are there to prevent harm to those at risk. CSPs develop plans to reduce crime, ASB, substance misuse and reoffending. I will work closely with CSPs to help develop and ultimately deliver these important plans. The importance of CSPs and partnership working more broadly cannot be understated and cuts across so many of the areas of focus in this plan; including the Strategic Policing Requirement.

All agencies should have agreed practices, which they each deliver against. Proper information sharing is also essential as the insight which can be gained from analysing this combined data will help partnerships work more efficiently and effectively together. It is important that I help facilitate these partnerships through bespoke local planning and direction as well as continued open and honest dialogue. Prevention is the overriding goal of this collective work which is why it is so important to me that this is done well.

I want these partnerships to seek all opportunities to work more closely together in delivering this Police and Crime Plan for Avon and Somerset. This includes multi-agency training and learning; work such as the [Violence Reduction Units](#) and [Safer Streets funds](#); implementation of the [Beating Crime Plan](#) at a local level; and working with partners to help collectively progress equality, diversity and inclusion.

As PCC my primary duty, and that of the Chief Constable, is to the people of Avon and Somerset. However we cannot, nor should we, operate in isolation. There are many areas of policing that work through a local, regional and national level. Avon and Somerset Police work with the South West collaborations for example through the [Regional Organised Crime Unit and Counter-Terrorism Policing](#). The local and regional organisations also work with [National Crime Agency](#) in many respects. Collaborative working in these examples is essential due to the borderless nature of these threats.

Collaboration also brings the benefits of a pooled skillset, shared expertise and additional resilience to provide services to the public; the [Major Crime Investigation Team and South West Forensics](#) are good examples of this. Aside from operational policing, forces also collaborate on things like technology and procurement. Examples of this include the [Emergency Services Network](#), Blue Light Procurement and Inter-Niche<sup>15</sup>.

When Avon and Somerset Police collaborate with other agencies, this must be to deliver better services for the public. Financial savings are secondary to this purpose but the funding arrangements should be well defined and fair for all parties. Robust governance needs to be maintained to ensure services continue to be delivered, to the expected standards, for everybody.





# PRIORITY 3

LEADING THE POLICE TO BE EFFICIENT AND EFFECTIVE



## AREAS OF FOCUS

- > Recruiting officers.
- > Crime recording and response to calls for service.
- > Capability including training, wellbeing, leadership, equipment, estate, data and technology.
- > The Strategic Policing Requirement: terrorism; serious and organised crime; a national cyber security incident; threats to public order or public safety; civil emergencies; and child sexual abuse.
- > Demand management to increase visible policing and time to fight crime.
- > Environmental impact.

The [Police Reform and Social Responsibility Act 2011](#) places a legal duty on PCCs to “secure that the police force is efficient and effective”. The police are funded by public money so this is about ensuring the police do the best job they can with the resources available and delivering good value for money. [Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#) (HMICFRS) assess the police on three core pillars (PEEL): effectiveness and efficiency are two of these.



## KEY OBJECTIVES

### WHAT WE PLAN TO ACHIEVE?

- Increase the morale of the police workforce.
- Reduce the negative environmental impact whilst maintaining operational efficiency.
- Increase the capability of the police workforce to deliver against local and national priorities.

Recruiting more officers, increasing capability, managing demand and effective crime recording and response will enable the police to deliver on my first priority which is preventing and fighting crime. This will also enable them to

deliver on the national priorities like the Strategic Policing Requirement and the National Police and Crime Measures (discussed in Priority 1).

## > RECRUITING OFFICERS

There are things the police can do to improve the service they provide which are discussed throughout this plan. However, in addition to this, the police are under-resourced and need more officers.

At the end of 2019 the Government announced [Operation Uplift](#). This was additional funding for the police to recruit 20,000 additional officers nationally. This equates to an Avon and Somerset target of 450 extra officers.<sup>18</sup> Avon and Somerset Police aim to have 3,191 officers by March 2022 and 3,285 officers by March 2023.<sup>19</sup>

- > Investigations (CID) – a significant number of officers are scheduled to join CID with many supporting Project Bluestone.5
- > Anti-drugs – Avon and Somerset Police does not have a 'drugs squad' but drug crime is one of the strategic priorities for their proactive teams. This capability will grow with the addition of eight new local proactive teams.
- > Rural crime – the Rural Affairs Unit will see a growth in people recognising it as a new priority. This will allow it to operate at a force level whereas previously it has primarily served Somerset.



## > CAPABILITY INCLUDING TRAINING, WELLBEING, LEADERSHIP, EQUIPMENT, ESTATE, DATA AND TECHNOLOGY

### Training

Earlier in this plan I spoke about the significant recruitment Avon and Somerset Police are doing. Recruitment is just the first step. Policing is complex work and the organisation is large and varied. It is essential the whole workforce are supported and enabled to do their job to the best of their ability.

The right training is critical to being able to deliver policing services in an effective and legitimate way. Initial training

of officers is a focus given the scale of recruitment. It takes years for a recruit to build the necessary skills and experience and so the benefits of Op Uplift will not be realised for some time. The workforce also need regular re-training to ensure their skills are maintained.

Nationally there is a shortage of detectives and this must be addressed in order to improve the quality of investigations across policing. Traditionally, officers have had to join the police and then after some years have had to work towards additional qualifications to become

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▶ accredited detectives; this is still the case for officers already employed. However in 2021, Avon Somerset Police have taken on their first recruits through the Degree Holder Entry Programme. At the end of this two year training programme, the recruits will be accredited detectives and enter directly into CID<sup>20</sup>. The new recruits alone will not be sufficient to fill this skills gap and Avon and Somerset Police will continue to use other career progression pathways. The target levels of accredited detectives will not likely be achieved until 2024.

### Wellbeing and leadership

As a responsible employer Avon and Somerset Police want to look after their workforce. This is at the heart of what they do and 'caring' is one of their organisational values. Both physical and mental wellbeing are important. More hours are lost to sickness due to psychological reasons than any other.

The most important tool in looking after the workforce is leadership. Every member of the workforce can be caring and demonstrate the qualities of good leadership whether they supervise people or not. Of course, those with the additional responsibility of being supervisors should have both leadership and management skills. Good leadership starts with taking care of colleagues' wellbeing and then builds on this to ensure people can deliver their full potential at work, increasing morale and performance.

Avon and Somerset Police must continue to tackle bullying and harassment in the work place. This has no place in the culture of the organisation but where it does occur victims should feel able to report it. The organisation needs to take appropriate steps to address the offending behaviour and support the employees who have been victimised.

### Equipment

The workforce should have the best personal protective equipment (PPE) available. Taser<sup>21</sup> is an important part of this and its proper use can quickly bring a potentially dangerous situation under control and help protect officers and the public from harm.

### Estate

The buildings police operate from are both a significant financial asset and liability. They need to provide the right environment for the workforce, support effective deployment of resources and be visible and accessible to the public where appropriate. The way the police operate should influence the estate, the estate should not influence the way the police operate. I will work with Avon and Somerset Police to ensure the estate is providing best

value for money. This will be influenced by the longer term changes from the pandemic, such as increased home working.

### Data

The use of data and information is fundamental to a model of evidence based policing. It enables better decision making for both daily business and strategic planning. It allows those on the front line to understand harm and vulnerability in their communities, live time, to be able to respond and intervene early. Senior leaders also use this data to help inform and tailor the organisational response in the longer term.

Although Avon and Somerset Police are considered a leader among policing nationally, they can still do better. One of the key improvements needed is data literacy; this is the space where data and people meet. It is not enough to collect and make the data available, the workforce need to know how to correctly interpret it to aid their decision making.

### Technology

Modern policing is built around technology. Communicating with and responding to the public, safeguarding people and investigating crimes all rely on technology. The benefits of data (above) could not be realised without technology.

Technology is the most powerful transformative force in society impacting everyday lives at a rate of change never seen before. The police need to keep pace with this change as technology vastly increases the efficiency and effectiveness of the service they provide. To benefit from this change investment is required: both financially and in the specialist skills of people needed to do the work.

Avon and Somerset Police should support the successful delivery of national programmes such as the Emergency Services Network. Local systems should be smart and user friendly; supporting and enhancing effective processes. This will reduce the administrative workload and free up officer time for front line policing. There are a multitude of different systems used and these need to work together in a better way to provide decision makers with a 360o view of the organisation. This joined up approach to technology also provides opportunities to better connect with other partners delivering public services.

## ▶ DEMAND MANAGEMENT TO INCREASE VISIBLE POLICING AND TIME TO FIGHT CRIME

The public tell us how important visible police is to them. The local survey, I commission, also shows that people have greater confidence in the police when they have seen them more recently. Visible policing also plays an important part in making people feel safe.

To increase visibility and time spent fighting crime we cannot simply rely on increasing officer numbers. This will rely on managing demand which can be broadly grouped in three ways.

- ▶ **External demand** – requests for service from the public and other organisations.
- ▶ **Internal demand** – requirements from the police of its own workforce.
- ▶ **Failure demand** – this is where something goes wrong which generates additional and unnecessary work.

Bad processes break good people. Policing is an extremely difficult job so the processes must support the workforce to do their job well rather than being a barrier to success. Failure demand is a clear focus and to reduce this the right work needs to be given to the right people, in the right place. Appropriate demand should be moved away from front line officers so they are free to focus on those jobs which only police officers can do.

External demand can be reduced in two key ways. Prevention is the best form of demand management. Not only does this reduce harm to communities, it is truly reducing the need for a police response. You will have read more about this against Priority 1 in this plan.

Another important way to reduce external demand is that from partner organisations. The police are routinely the first and last resort for people and can inadvertently pick up requests for service that partners should be dealing with. People experiencing mental ill-health are an important example of this.

Mental health brings with it many complexities and needs, which require a large number of partners to respond to. It is thought that about 70%<sup>22</sup> of the UK prison population has some form of mental health issue. In Avon and Somerset the Advice Support Custody and Courts (ASCC) service engages with



between 150-200 people a month in police custody, most of these have some form of mental health problem. The impact on demand is more about the complexity and the sustained nature of the issue, as opposed to just the volume. The urgency and prioritisation rightly set against those who need crisis support, can have huge impacts on the wider incoming demand. To be more efficient and effective in managing this response, our partners are key.

The police do have a duty in this mental health response but they need to have a clear start and end point for their role. I can support the police in working closely with health partners to collectively define the responsibilities of each organisation.

Health professionals can also help the police in getting the right skills and processes in place to better respond. For example I jointly fund the Mental Health Triage service with health partners and fire. This helps Avon and Somerset Police assess and respond to those who may need crisis support. Avon and Somerset Police can benefit from the expertise of specialist staff in the health sector through joint working.

To prevent more people going into crisis or entering the criminal justice system because of their mental ill-health, we need to understand where people are falling through the gaps of support and why. I will work with health partners to understand what more we can do to ensure our local mental health support and referral processes are meeting the needs of our communities.

Although this focuses on efficiency through demand reduction, this is not at all costs. There are some areas where I want to see an increase in demand for the police. One example, discussed throughout this plan, is that I want more victims to report their crimes to the police.



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### > CRIME RECORDING AND RESPONSE TO CALLS FOR SERVICE

The police must record crime in line with [national Home Office standards](#). Not doing this can mean victims do not receive the service they are entitled to; it can impact on investigations and safeguarding. It will also mean the police do not accurately understand their demand and may not appropriately shape their service delivery in a strategic way.

Where a person calls or reports a crime online, Avon and Somerset Police accurately records these in most cases. However they need to do better where extra crimes should be recorded as described below.

The general counting rule states that where offences occur together as part of one event and are the same victim and offender, only the most serious crime is recorded. Exceptions to this rule – where an ‘in addition’ crime must be recorded – include stalking and harassment, controlling and coercive behaviour and modern slavery.

‘Crimes within crimes’ are where a crime has been recorded and is being dealt with by the police, however, during the course of that investigation further offences, that have already happened, are discovered.

Both ‘in addition’ and ‘crimes within crimes’ tend to see lower recording levels. I have made clear to Avon and

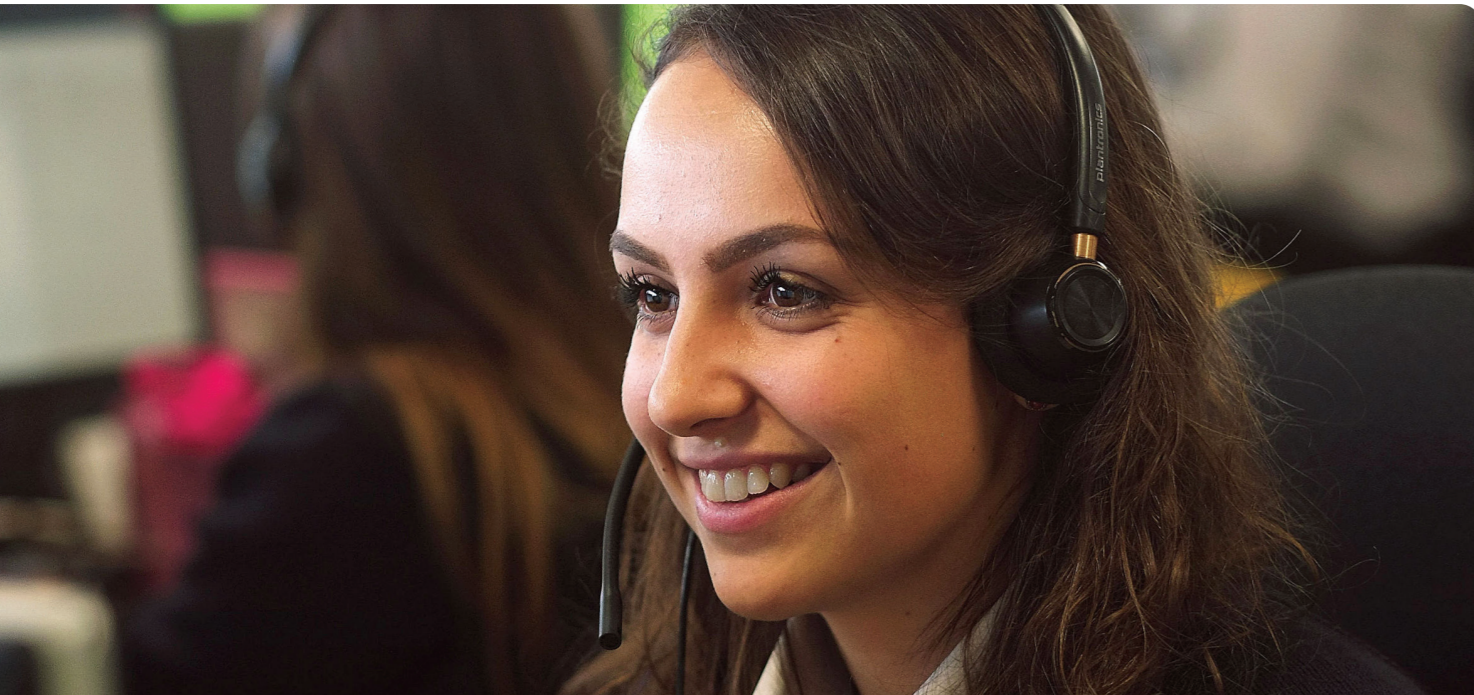
Somerset Police it is essential their compliance with these standards continues to improve<sup>23</sup>. They need to continue to adapt to any changes in these national standards.

When a person contacts the police it is essential, from the first point of contact, that an inquisitive mind-set is adopted. The right questions will help understand the circumstances of the report and the vulnerability of the people involved. Getting this right is critical to assess threat, harm and risk and grade the call for an appropriate and timely response.

Given the limited resources Avon and Somerset Police has to work with, it cannot respond in person to every incident nor can it conduct investigations in all cases. In some cases the most appropriate response will be a desk-top/telephone investigation. This can result in incidents being dealt with more efficiently and reduces demand on front line policing to enable them to respond in person where needed.

Decisions are made based on the risk posed by the particular incident and potential lines of enquiry. It is essential this decision making continues to be monitored and reviewed and is suitably flexible in its use.

Where it is deemed attendance is required, Avon and Somerset Police need to respond to these in good time. There are many interlinked and nuanced reasons why they may not be able to respond in time; not least because of lack of available resource (officer numbers). However, improvement in this area is needed over the coming years.



### > THE STRATEGIC POLICING REQUIREMENT: TERRORISM; SERIOUS AND ORGANISED CRIME; A NATIONAL CYBER SECURITY INCIDENT; THREATS TO PUBLIC ORDER OR PUBLIC SAFETY; CIVIL EMERGENCIES; AND CHILD SEXUAL ABUSE

The [Strategic Policing Requirement \(SPR\)](#) defines the national threats that require a response beyond local policing. It also places a statutory duty on myself and the Chief Constable to “have regard to” this SPR in delivery of policing.

#### Terrorism

Avon and Somerset Police continue to support the national ‘Contest’ Counter Terrorism Strategy by working effectively with Counter Terrorism Policing (CTP), local partners and communities to prevent radicalisation, promote safeguarding of the vulnerable and raise awareness of the issues.

Supporting the ‘Prevent’ agenda is important because CTP rely on local police to be alert to community concerns and to encourage partners to do the same. Radicalisation has just been recognised, nationally as an additional strand of vulnerability and ‘self-initiated terrorism’ activity is increasing. In June 2021, two men from the Bath and North East Somerset area were separately convicted of multiple terrorism offences. This shows that radicalisation and extremist activities do happen in our communities and we need to be vigilant.

The key outcome is the early identification and referral to CTP of those vulnerable to radicalisation in order that appropriate safeguarding action is taken to prevent terrorist activity. To do this, Avon and Somerset Police will continue to work with partners to produce and deliver against the Counter Terrorism Local Profile. This joint working will help ensure safeguarding structures are alert to radicalisation and equipped to deal with it.

#### Serious and organised crime

Organised crime is serious crime coordinated and conducted by people working together on a continuing basis. Their motivation is often, but not always, financial gain. Organised crime groups are responsible for the exploitation of people including modern slavery; trafficking of people, drugs and firearms; organised illegal immigration; large-scale and high-volume fraud; other financial crimes; counterfeit goods; organised acquisitive crime; and cybercrime.

Serious organised crime affects all corners of the UK and Avon and Somerset is no exception. A large amount of organised crime is hidden and unreported but it is happening all around us and involves the exploitation of the most vulnerable.

There are regularly investigations, across Avon and Somerset, into organised groups involved in modern slavery, child exploitation, fraud, firearms and drug supply. In just one operation in 2020/21, three firearms and several hundred rounds of ammunition were taken off the streets of Avon and Somerset, and five members of the group were sentenced to 57 years.



Organised crime must be tackled from neighbourhood to national and so the collaborative working described in the earlier ‘area of focus’. Avon and Somerset Police should continue gathering and building intelligence, against these groups, from the neighbourhood level up maximising opportunities to disrupt the criminal activity.

#### National cyber security incident

One of the most prolific examples of this happened in May 2017 when a global ransomware attack, known as WannaCry, severely impacted the NHS. At least 80 NHS trusts, and a further 603 primary care and other NHS organisations, were attacked. This resulted in the declaration of a major incident after significant disruption to services.

▶ Although an attack of this nature was dealt with at national level by the NCA and National Cyber Security Centre, it is essential Avon and Somerset Police are in a position to be able support this type of work. You can read more detail about this work in the 'area of focus' on fraud and cybercrime.

**Threats to public order or public safety**

There are three primary types of incidents that require public order policing.

- ▶ **Planned events** – Avon and Somerset has a diverse range of events such as football matches, Glastonbury Festival, the Bristol Harbour Festival, the Balloon Fiesta and St Pauls Carnival. Avon and Somerset Police are also called to support other significant events outside of the area such as the G7 Summit in Cornwall in 2021.
- ▶ **Protests** – are a fundamental human right. The police have a duty to facilitate peaceful protests but must balance this against the rights of others and preventing disorder. Outside of London, Bristol is considered to be the busiest city for protests in the country.
- ▶ **Spontaneous disorder** – this can happen when protest or other gatherings take on a criminal element. This happened in March 2021 when the Kill the Bill protests in Bristol were followed by rioting. This is a very real example of the need for police forces to be ready to support one another as this required public order officers from across the region to respond. Spontaneous disorder also includes unlicensed music events and raves which were more prolific during the pandemic and often occur in rural communities.

To continue to be effective in public order policing Avon and Somerset Police need to maintain the appropriate levels of specially trained officers. Those trained as public order commanders are a particularly relevant example of this.

Another focus for Avon and Somerset Police is planning, including testing and exercising. Proper planning is prevention work. Planning should be coordinated across all relevant organisations and this will help these events run smoothly and minimise the potential for harm. Local authorities

are a key partner in helping maintain public order. Testing and exercising is part of good planning and is important in organisational learning.

**Civil emergencies**

A civil emergency is an event or situation which threatens serious damage to human welfare, the environment or national security.<sup>24</sup>

Civil emergencies can take many different forms and are unpredictable in nature and will always require a multi-agency response. Significant examples in Avon and Somerset include the 2014 flooding of the Somerset Levels, the 2020 explosion in Avonmouth and of course the unprecedented coronavirus pandemic. You can find out more about these local issues in the [Community Risk Register](#).

The Local Resilience Forum (LRF) is a multi-agency partnership of different organisation's including the emergency services, health services, local councils, Maritime and Coastal Agency, Environment Agency, voluntary agencies, utility companies and transport providers. Avon and Somerset Police will continue to engage with and support the work of this group.

Much like public order policing the key to civil emergencies is proper planning and preparation. This should be done in partnership with the other agencies and regular testing and exercising of these plans will allow organisations to learn and improve from each other.

**Child sexual abuse and exploitation**

CSA/E is a threat of national importance: included in the SPR because of its potential magnitude and impact. CSA involves forcing or enticing a child to take part in sexual activity. This may be physical contact, or non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse including via the internet.

CSE is a form of CSA and occurs where people coerce, manipulate or deceive a child into sexual activity in exchange for something the victim needs or wants, and/or for the financial advantage or increased status of the perpetrator. The victim

may have been sexually exploited even if the sexual activity appears consensual. CSE does not always involve physical contact, it can also occur through the use of technology such as the internet, social media and messaging apps.<sup>25</sup>

Child sexual abuse can have wide-ranging and serious consequences. For some victims and survivors these effects endure throughout adult life. Child sexual abuse can affect psychological and physical well-being, family and intimate relationships, faith, education and career. Victims and survivors can also be two to four times more likely to become victims of sexual, physical or emotional abuse again in their lifetime.<sup>26</sup>

In the year ending March 2019, the [Crime Survey for England and Wales](#) estimated that approximately 7.5% of the population aged 18 to 74 years experienced sexual abuse before the age of 16 years. This would equate to 90,000 victims in Avon

and Somerset. It is also estimated that less than one-quarter of adults had reported their abuse to the police.<sup>27</sup>

Avon and Somerset Police should continue to invest in response to this growing threat. This includes growth of the specialist child protection team in CID, the proactive CSE perpetrator disruption team and the Internet Child Abuse Team. As well as officer numbers it is essential to maintain the necessary training, for example the Specialist Child Abuse Investigation Development Programme. The Trauma Informed approach, discussed in this plan's first 'area of focus' is especially important with victims of CSA/E. In most cases convicted offenders will be placed on the sex offenders register; their numbers have been consistently growing over recent years. Avon and Somerset Police need to be alert to this growing demand and how they fulfil their statutory duties to manage Registered Sex Offenders.



> ENVIRONMENTAL IMPACT

**It is unequivocal that human influence has warmed the atmosphere, ocean and land. Widespread and rapid changes have occurred. The scale of recent changes across the climate system are unprecedented.**

Human-induced climate change is already affecting many weather and climate extremes in every region across the globe. Evidence of observed changes in extremes such as heatwaves, heavy precipitation, droughts, and tropical cyclones, and, in particular, their attribution to human influence, has strengthened.<sup>28</sup>

A core role of the police is protecting life. This is focused on the local policing area whilst supporting policing regionally and nationally. Helping to reduce our environmental impact is one way we can all help protect life on an international scale.

As extreme weather events become more common this will put additional demand on policing. The police respond to all public emergencies. Events like the 2014 flooding of the Somerset Levels could become more common.

The speed of climate change means all people and organisations should be trying to reduce their negative impact on the environment. This is even more incumbent on my office and Avon and Somerset Police as public sector organisations.

As responsible employers we should reduce our carbon footprint; reduce fuel, energy and water use; and reduce waste and recycle more. These reductions however will not come at the cost of the service to the public.

In order to improve we need a better insight from the available data which can improve the plans in place. Avon and Somerset Police will publish a sustainability plan with a focus on climate action. In 10 years, between 2011 and 2021, Avon and Somerset Police have reduced their carbon emissions by 44%. I will support and scrutinise the Chief Constable in continuing this good work and seeking further opportunities to reduce the carbon footprint where possible.

Whenever changes are made to the estate we should always consider how the environmental impact can be mitigated. A particular challenge so far, which requires further problem solving, is the gas consumption within buildings. The vehicle fleet is another important area where positive changes can be made. New ways of working are anticipated to allow the size of the fleet to be reduced. On top of this the proportion of electric vehicles will expand in coming years through the cycle of fleet renewal i.e. replacing vehicles at the end of their life with greener transport solutions. Decarbonising the supply chain will be an additional step to take. Avon and Somerset Police are part of the Southwest Police Procurement Department and this enhanced collective bargaining power can be used to help establish this greener supply chain.

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# PRIORITY 4

## INCREASING THE LEGITIMACY OF, AND PUBLIC CONFIDENCE IN, THE POLICE AND CRIMINAL JUSTICE SYSTEM



### AREAS OF FOCUS

- Representative workforce.
- Inequality and disproportionality.
- Use of police powers.
- Complaints.
- Data and information.
- Scrutiny, performance and learning.

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I want to maintain the British model of policing by consent. This means the power of the police comes from the consent of the public. The police operate because of the cooperation of the public rather than the public fearing the police as an actor of the state.

I recognise this description to be broadly true although I know there are people and communities, here in Avon and Somerset, who do not trust and even fear the police. This needs to be changed.



### KEY OBJECTIVES

### WHAT WE PLAN TO ACHIEVE?



Increased satisfaction with the service provided by the police.



Increased confidence in the police.

The third pillar of [HMICFRS PEEL assessments](#) is legitimacy. Acting legitimately is about people being treated fairly and with respect and the workforce consistently acting in an ethical and lawful way which is accountable to the public.

The police are the front door to the criminal justice system so building legitimacy starts with them. As PCC my oversight in this is really important when I am holding the Chief Constable to account. By chairing the Local Criminal Justice Board, I can also help ensure legitimacy runs through the whole criminal justice system.

Our organisations also have a responsibility under the [public sector equality duty](#). This includes advancing equality of opportunity and fostering good relations between people with different protected characteristics as well as eliminating discrimination, harassment and victimisation. There are a number of 'areas of focus' within this plan which seek to advance equality, inclusion and

diversity. Avon and Somerset Police have inclusion as one of their core values and have [published a plan](#) to improve. Through my ongoing scrutiny of the police I will help ensure the Chief Constable fulfils their equality duty. I will also ensure that my office undertakes a self-assessment of our delivery of this duty and will put plans in place to improve our own equality, diversity and inclusion.

### REPRESENTATIVE WORKFORCE

*"The police are the public and the public are the police."*<sup>29</sup>



One meaning of this statement is that a police force should be representative of the communities it serves.

Representation comes in many forms depending on how people identify. However the focus for policing nationally, and in Avon and Somerset, is ethnic diversity and there are a number of reasons for this. People from different ethnic minorities are considerably and visibly under-represented in the workforce at this time. Some ethnic minority groups also have police powers used against them at a much higher rate than White people. This results in different ethnic minority groups often having lower levels of confidence in and engagement with the police.

Aside from being uniquely important to policing – for the above reasons – there is also evidence that inclusive and diverse teams perform better than those that are homogenous.

This is not about meeting numerical targets or box-ticking; this must be delivered in a meaningful and ethical way. None of this can be achieved without an inclusive culture. Avon and Somerset Police has put this at the heart of their business with inclusive being one of their four core values and significant work has already been undertaken.

- Recruitment** – the organisation needs to be desirable to different communities to work for and the application processes must be fair and supportive of people with different ethnicities.
- Retention** – once part of the organisation, people must feel like they are accepted for who they are and treated fairly in order that they do not feel the need to leave.

**Progression** – beyond being accepted, people need to be valued for their difference and be properly supported in order to develop themselves and be able to move into senior positions. Currently the more senior groups of employees tend to be less representative.

Another focus for Avon and Somerset Police is engaging those communities which policing has traditionally found difficult to do. It is critical they can bridge the gap between the people and the police.

The importance of this cannot be underestimated. It goes to the heart of legitimate policing – there must be trust between police and communities. A representative workforce is part of the solution.

As PCC I am a representative of the communities and I feel it is important that my office is also inclusive and diverse. My office and I are also focussing on more diverse engagement to build those important relationships and trust with communities to invite them to be part of our organisation.

## OUR PRIORITIES

### > INEQUALITY AND DISPROPORTIONALITY

Inequality is where people are treated differently because of who they are rather than something they have done or not. Disproportionality is when a group of people with a shared characteristic are over or under represented in a particular set of data when compared to the make-up of the population as a whole.

As stated in the previous 'area of focus', inequality and disproportionality can take many forms but the focus for policing is ethnicity. [The Lammy Review](#) was a landmark independent review which showed that people from minority ethnic backgrounds were disproportionately over-represented in the criminal justice system (CJS). People whose ethnicity is Other than White<sup>30</sup> are more likely to be stopped and searched, have force used against them and be arrested. This disproportionality is worst for Black people. Black people were nearly nine times more likely to be stopped and searched compared to White people. This statistic is both at a national level and here in Avon and Somerset. This is simply not fair.

The Lammy Review introduced the principle of 'explain or reform'.

**"If CJS agencies cannot provide an evidence-based explanation for apparent disparities between ethnic groups then reforms should be introduced to address those disparities."**

Although improvements have been made the police and CJS have still yet to explain or sufficiently reform: more must be done.

The ultimate ambition is to have fair and inclusive services across the CJS. All agencies should work collaboratively together to achieve this. It is important to improve two-way communication between ourselves and our communities to listen, learn and establish solutions to change.

This two-way communication is particularly important for the police as the 'front door' to the CJS. Engagement is an 'area of focus' and Avon and Somerset Police want to hear from you. This feedback should be embedded through an effective system of organisational learning.

My office facilitates a number of scrutiny panels made up of independent members from the community. They scrutinise topics such as use of force, stop and search, complaints and out of court disposals. These panels consider disproportionality as a theme of their work. The learning from these panels should continue to improve performance for individuals and at an organisational level.

My office has employed an independent person to lead on a local response to the Lammy review. This work has focussed on five priority areas: stop and search; out of court disposals; human resources; the judiciary and prisons. The first phase of this work will come to a conclusion in 2021 with the publication of a report. All CJS agencies will be expected to deliver against the recommendations from the report. I will oversee this at the highest level through chairing the Local Criminal Justice Board. To further help drive this work forward a senior member of my office will be taking a lead for equality, diversity and inclusion who will work with all CJS partners.

### > USE OF POLICE POWERS

The police have a wide range of powers necessary to do their job effectively. These powers enable the police to do things, in the line of duty, which would otherwise be unlawful. The powers are broad ranging but some of the most common examples are stop and search, use of force, arrest and detaining people in custody.

The first Peelian Principle of policing is:

**"to prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment"**

It is not enough that the powers are used in a way that complies with the letter of the law they must also be used fairly and in the spirit of the law. These powers must be used only when necessary, in a way that is proportionate to the circumstances and in line with human rights and equalities legislation. The use of force should always be considered as a last resort as described in the Peelian Principles.

The practice of stop and search is often under public scrutiny and I spoke about its disproportionate use in the previous 'area of focus'. Aside from this there remains a question of how effectively it is used.

Avon and Somerset Police conduct about 7,800 stop searches of people each year. The object searched for was found in just 26% of cases; even though this is low only 14 forces had a find rate greater than 25%<sup>31</sup>. For the majority of people, no object is found and some may rightfully feel aggrieved and share their feelings with their community which can lead to community tension with the police.

Improper or unfair use of powers is not only harmful to the individual subject to those powers but it can erode public confidence in policing. This undermines the very essence of UK policing by consent. In the UK, large scale protests and public disorder in 1981, 1985 and 2011 have been sparked by the misuse and perceived misuse of police powers.



**"Justice must not only be done, but must be seen to be done"**

Officers should keep in mind the public perception of their actions when using their powers and ensure they act in a way that is fair and proper in the eyes of the public.

Thorough and open scrutiny of the use of police powers can help improve and maintain public trust and satisfaction. Avon and Somerset Police should continue their internal scrutiny and my office will continue to engage volunteers to independently scrutinise the use of powers.

The use of body worn camera video footage has been invaluable in this scrutiny process. Avon and Somerset Police should ensure officers are properly equipped and, where appropriate, recording these events as they happen. It is important that learning from this scrutiny drives improvements. I expect to see greater consistency and effectiveness of police powers and complaints about their use will help understand progress in this area.



▶ COMPLAINTS

Complaints against the police are either handled by the Independent Office for Police Conduct (IOPC) or internally by Avon and Somerset Police. All police forces must adhere to a legislative framework when handling complaints<sup>32</sup>. This framework was significantly changed in February 2020. Complaints now fall into two categories.

- ▶ **Non schedule 3** – low level complaints which can be resolved quickly, to the satisfaction of the complainant. If they are not satisfied it should be escalated to a Schedule 3.
- ▶ **Schedule 3** – more serious complaints involving death or serious injury; allegations which might constitute a criminal offence or justify the bringing of disciplinary proceedings; infringement of Human Rights or other specified matters. Within Schedule 3 there are criteria which specify when complaints must automatically be escalated to the IOPC.

In the first 18 months after the regulations changed, Avon and Somerset Police recorded a monthly average of 98 Schedule 3 complaints and 80 non-Schedule 3 complaints. The top allegation types for this period were: the delivery of service and duty; the use of police powers, policies and procedures; and individual behaviours.

Handling complaints fairly and effectively is fundamental to a legitimate service and maintaining public confidence. Where a person is dissatisfied with the service the police should be held to account to ensure that standards of policing meet public expectation. As many complaints are dealt with internally it is essential the process is transparent to allay any fears of 'closing ranks'.

One of the important changes in 2020 was the introduction of the Reflective Practice Review Process. This is about ensuring individuals, subject of a complaint, reflect on their conduct and learn from this and how to do things differently and better in future. Avon and Somerset police can share this personal learning for the benefit of the wider workforce. Again this relies on an effective organisational learning process discussed elsewhere in this plan.

All complaints should be accurately recorded and allocated in accordance with the guidance. The recording processes and systems need to support the capture of appropriate information and make it accessible. This is so the complaints process can be reported on, analysed and appropriately performance managed. This performance management should focus on complainant satisfaction and disproportionality. Complaints should be dealt with efficiently, in good time. They must also be dealt with effectively, providing clear communication about outcomes and the complainant's right to review.

Where the complainant is dissatisfied with the outcome of a Schedule 3 complaint they have a right to review. More serious complaints are handled by the IOPC however the majority of reviews will be undertaken by my office.

The OPCC Chief of Staff has a statutory duty as a Monitoring Officer. They will handle complaints about the OPCC and they play an important role in any complaint about me as PCC. Although ultimately these complaints are for the Police and Crime Panel to deal with. I will ensure any reviews or complaints dealt with by my office receive the same vigour I am expecting of Avon and Somerset Police.



**In the UK almost everybody has a digital footprint. Data is a commodity and without it policing would not be efficient, effective or legitimate. The police collect and have privileged access to vast amounts of personal data which is necessary to discharge their duties.**

Data should be good quality, used and retained in an effective, lawful and ethical manner. It is incumbent on the police that they deal with personal and other sensitive data in line with their responsibilities set out in the [Data Protection Act 2018](#). This is the UK's implementation of the General Data Protection Regulations. The data protection principles state that they should make sure the information is:

- ▶ used fairly, lawfully and transparently;
- ▶ used for specified, explicit purposes;
- ▶ used in a way that is adequate, relevant and limited to only what is necessary;
- ▶ accurate and, where necessary, kept up to date;
- ▶ kept for no longer than is necessary; and
- ▶ handled in a way that ensures appropriate security, including protection against unlawful or unauthorised processing, access, loss, destruction or damage.

The police have additional guidelines set out by the College of Policing in the Management of Police Information. The public absolutely expect the police to get this right and uphold the highest standards. Where this goes wrong it can damage public confidence: such as the [Metropolitan Police Service's Gangs Matrix](#).

Avon and Somerset Police are a leading UK force in their use of data. Many operational and strategic decisions

are based upon data and for this reason it should be accurate and recorded in the right place. It is also important that all necessary information is captured to be able to make the decisions as reliable as possible. Data quality is recognised as a strategic risk for Avon and Somerset Police. There are known issues with both duplicate records and records without all the necessary information. For example in 2021 HMICFRS have twice highlighted that forces are failing to record relevant personal characteristics of victims. There is also not an effective system in place to automatically delete records when they are no longer required.

These are all issues which will take time and concerted effort to address but I will be holding Avon and Somerset Police to account for this and I expect to see sustained improvements. This will require developing the workforce to understand the importance of getting it right first time. People must be supported by effective systems and process. On top of this there should be vigorous governance of information management.

Going beyond legal compliance I, and the public, expect data to be used in an ethical manner. The importance of sharing information with partner agencies cannot be understated and will be essential to improving the services offered; especially with crime prevention. However, the proportionate use of data must be balanced against Human Rights such as the right to a private life. This debate is ongoing about the police use of live facial recognition software and how police share information with partner agencies. Just because something can be done does not mean it should. There is often not a right or wrong when it comes to ethical debate so consultation is the key.

## OUR PRIORITIES

### > SCRUTINY, PERFORMANCE AND LEARNING

As PCC one of my most important roles is to hold the Chief Constable to account. This means overseeing the performance of the police and ensuring the Chief Constable is delivering the most efficient, effective and legitimate policing of the area possible. It is important this scrutiny happens in an open manner, accessible to the public so they can judge the performance of the police, and myself as PCC, and provide feedback. This process is also critical in enabling the Police and Crime Panel to hold me to account.

As well as being important to me this is also being better defined on a national level including through the Specified Information Order<sup>33</sup>. It is really important that I and Avon and Somerset Police continue to respond – to local feedback and direction set at a national level – in order to improve the accessibility of performance information.

Ultimately strong scrutiny should drive improvement in service delivery to the public. Learning is essential to any organisation that wishes to improve and is also one of



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the values of Avon and Somerset Police. There are many opportunities for the police to learn and improve and some of the main sources of this are HMICFRS reports and recommendations; statutory case reviews<sup>34</sup>; police super-complaints<sup>35</sup>; feedback from The Independent Office for Police Conduct (IOPC); complaints and other matters handled by the local Professional Standards Department. Police Regulations were changed in 2020 to better take learning opportunities from complaints and this is embedded through the reflective practice framework.<sup>36</sup>

Although there are processes in place for each of these themes, Avon and Somerset Police will continue to develop a more robust organisational learning process. This will help ensure that best practice is adopted by the entire workforce and that collectively the organisation can learn from mistakes made. This process should also enable checking and testing of the learning to ensure it results in better outcomes for the public.



## HOW WILL PERFORMANCE BE MEASURED?

I have a legal duty, through this plan, to communicate:

*"The means by which the chief officer of police's performance in providing policing will be measured."*

Measuring this performance underpins how I will hold the Chief Constable to account. It will also allow the public to reflect on my performance as the Police and Crime Commissioner.

For most people I suspect the use of the word "measuring" implies numbers (quantitative data). However numbers alone only tell half the story. It is also really important that we understand the context behind the numbers and seek broader assurance through qualitative means.

I want the public to be able to see and understand this performance. That is why it is an area of focus in its own right in Priority 4: increasing the legitimacy of, and public confidence in, the police and criminal justice system.

This plan does not set performance targets. Having targets has been found in the past to drive the wrong types of behaviour. Policing generally does not set targets and this is reflected in the National Police and Crime Measures as well.

Avon and Somerset Police cannot be outstanding at everything: they are simply not funded well enough to achieve this. However what I do expect, and the direction I have set the Chief Constable, is to see sustained improvement across the areas in this plan.

The below are some of the sources of assurance I will use to monitor progress.



### Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

The PEEL inspections are the most important source of external assurance about how well Avon and Somerset Police are performing.

Aside from this specific inspection of the force itself HMICFRS will conduct thematic inspections which may include Avon and Somerset Police. Even where they are not directly inspected the national reports, and in particular the recommendations, can help understand how Avon and Somerset Police are performing. HMICFRS also work with other inspectors to produce joint reports. I publish responses to all HMICFRS reports on my [website](#).

Reports on police super-complaints are also written by HMICFRS in partnership with the College of Policing and the Independent Office for Police Conduct. Again the recommendations from these national reports can be used to reflect on local performance.



### Internal Audit

The Chief Constable and I jointly commission an independent risk-led audit programme which reports to the [Joint Audit Committee](#).



### National Police and Crime Measures

I will provide a quarterly update which will demonstrate the contribution of Avon and Somerset Police to these national priorities; in line with the [Specified Information Order](#).



### Scrutiny Panels

I host a number of panels made of independent residents of Avon and Somerset which scrutinise the work of the police. This includes topics like the [use of police powers](#) and how [complaints are handled](#).

My office also participate in a number of other panels and groups from which I can take assurance.



### Independent Custody Visiting (ICV) Scheme

In satisfaction of my legal duty I run an [ICV Scheme](#) made up of independent volunteers from the community. They check that people detained in police custody are being treated fairly and in line with their rights.



### Meetings

The [Police and Crime Board](#) is the most senior meeting in the joint governance structure. This meeting is where I formally hold the Chief Constable to account. The content of this meeting includes many of the sources of assurance discussed here.

I have regular 1:1 meetings with the Chief Constable and my team also work closely with other people from Avon and Somerset Police. My office and I also have regular meetings with partner organisations including through the Local Criminal Justice Board and Community Safety Partnership meetings. These meetings are important to aid delivery of this plan but also act as a source of assurance.



### Internal Assurance Activity

This is an important approach to understand the progress Avon and Somerset Police are making in their contribution to delivering this plan in particular. The table overleaf shows some of the key ways in which we will monitor progress. There are many other things the Chief Constable and I can use to assess progress but these are the ones we feel most important to communicate to the public.

These measures will form the basis of a quarterly performance report which will be published for everyone to read and will be scrutinised by the Police and Crime Panel.



## HOW WILL PERFORMANCE BE MEASURED?

### KEY WAYS IN WHICH WE WILL MEASURE AND MONITOR PROGRESS



#### PRIORITY 1

##### Preventing and fighting crime

- ✓ Police recorded crime
- ✓ Positive outcome rates
- ✓ Avon and Somerset Police self-assessment against the National Vulnerability Action Plan
- ✓ The harm caused to repeat victims - this takes account of the numbers of crimes and the severity
- ✓ Satisfaction of victims surveyed by Independent Sexual or Domestic Violence Advisors (ISVAs and IDVAs)
- ✓ How well police refer victims of sexual and/or domestic violence to ISVAs and IDVAs
- ✓ How well and how quickly the police and CPS are working together to secure a charge in cases of rape and serious sexual offences
- ✓ Recorded disruptions of drug related organised crime groups including County Lines
- ✓ Results from the Crime Survey of England and Wales relating to community priorities and ASB
- ✓ Victim satisfaction with police response - measured through a local survey
- ✓ Investigation of cyber dependant crime (referred from the [National Fraud Intelligence Bureau](#)) and specialist advice provided to this victims
- ✓ The number of people killed or seriously injured, and the volume of collisions, on the roads



#### PRIORITY 2

##### Engaging, supporting and working with communities, victims and partner organisations

- ✓ How well informed people feel about local policing - measured through a local survey
- ✓ How aware people are of opportunities to have their say on local policing - measured through a local survey
- ✓ How safe people feel - measured through a local survey
- ✓ Amount of policing provided by Special Constables
- ✓ Are the public taking part as citizens in policing - measured through a local survey
- ✓ Victim satisfaction with police response - measured through a local survey
- ✓ Satisfaction with Lighthouse victim support - measured through a local survey
- ✓ How quickly cases are resolved that go to court and if a conviction was secured
- ✓ The harm caused managed offenders - this takes account of the numbers of crimes and the severity
- ✓ Monthly assurance reports will include partnership working as a theme



#### PRIORITY 3

##### Leading the police to be efficient and effective

- ✓ The number of officers
- ✓ The number of people working in CID
- ✓ The number of people in the proactive teams
- ✓ Results from the Avon and Somerset Police annual workforce survey
- ✓ The amount of accredited detectives
- ✓ How frequently people see the police - measured through a local survey
- ✓ Police use of the Mental Health Act (s136) to detain people and whether those people end up in police custody
- ✓ How well the police comply with Home Office Crime Recording standards
- ✓ How many 999 and 101 calls are abandoned (not answered within the set time)
- ✓ How quickly the police attend calls for service
- ✓ Avon and Somerset Police self-assessment against the SPR
- ✓ Carbon footprint, energy/water/fuel usage and volumes of waste and recycling



#### PRIORITY 4

##### Increasing the legitimacy of, and public confidence in, the police and criminal justice system

- ✓ Public confidence in the police - measured by a local and national survey
- ✓ Whether the ethnic diversity of Avon and Somerset Police reflects the communities; including at a senior level
- ✓ If the workforce thinks Avon and Somerset Police respects individual differences
- ✓ Rates of arrest, stop and search and use of force for people of different ethnicities
- ✓ Complaints about use of police powers
- ✓ Positive outcomes from stop searches
- ✓ Independent Office for Police Conduct quarterly complaints report
- ✓ Reviews of complaints handled by OPCC
- ✓ How well the police and complying with the Data Protection Act 2018
- ✓ Transparency of scrutiny and performance - measured through a local survey
- ✓ Avon and Somerset Police self-assessment of organisational learning

I WILL:

Remain outcome focussed so we know the impact we are having on service users and communities while maximising the positive social and environmental impact we have in delivering services.

Work with the market to enable optimum service delivery and put in place proportionate and transparent commissioning and outcomes monitoring.

Ensure the lived experience of service users informs the design and delivery of services.

Work in partnership with other commissioners on shared outcomes and issues of joint priority in order to ensure the most efficient and effective approach. Wherever possible take a co-commissioning approach.

Undertake effective planning so we have a clear rationale for commissioning activity with resources allocated according to need and in line with the areas of focus set out in this Plan.

Supporting the delivery of this plan will be a range of funding for services and projects. This will include to support people who have been victims of crime and anti-social behaviour, services to support offenders' rehabilitation and ongoing work through the Violence Reduction Units to prevent serious violence. In addition funding will be made available to local areas – via Community Safety Partnerships – to support local priorities and a small grants scheme will be available to support voluntary, community and social enterprise sector projects. For further details please visit the PCC website.



## MAKE A DIFFERENCE AND GET INVOLVED

If you would like to explore voluntary opportunities to make your community safer there are many ways you can get involved.



### Police Support Volunteers

Join the team of around 280 Police Support Volunteers who undertake a wide variety of roles including driving, administration, research, public engagement and animal care. Volunteering for the police is a great way to gain new transferable skills and knowledge that will also help your CV.

[How to volunteer with us.](#)

### Youth Programmes

Avon and Somerset has a provision of youth programmes that includes our Volunteer Police Cadets and mini police. These are for young people ranging from 8 to 18 and are run in partnership with local schools and communities. These programmes encourage young people to develop an understanding of policing, become active in their communities and learn more about our values.

[Find out more about becoming a Police Cadet.](#)



### Volunteering with the OPCC



- ▶ Join our [Independent Residents Panel](#) which scrutinises the police complaints system.
- ▶ Become an [Independent Custody Visitor](#) and help us ensure that detainees in our custody suites are being held in safe and appropriate conditions to which they are entitled.
- ▶ Join our [Out of Court Disposal Panel](#) who help us to ensure that these [disposals](#) are used in an appropriate way.
- ▶ Join our [Scrutiny of Police Powers Panel](#) which scrutinises the use of stop and search powers and use of force by the police.

***"As an independent panel member I play a crucial role in contributing to Policing Standards that are inclusive, recognising why policing strategies must address structural inequalities and disparities."***

***I am passionate about shaping policing standards in response to our diverse communities through my role as an independent panel resident, it is important that we address issues of under-representation by getting involved in decision making.***

***I see myself as a positive force for justice and equality through my role in the independent resident's panel, driving policing standards in response to the needs of our diverse communities."***

**- Peninah Achieng-Kindberg, Independent Residents Panel volunteer**



### Neighbourhood Watch

Being part of Neighbourhood Watch means looking out for members of the community, helping to prevent and tackle crime.

[How to join your Local Neighbourhood Watch Scheme.](#)



### Community SpeedWatch



#### ▶ Set up a Community SpeedWatch scheme

Community SpeedWatch (CSW) is a partnership between the community, police, fire service, and local authority with an aim to tackle the problem of speeding motorists.

#### ▶ Participate in Community SpeedWatch (CSW)

CSW has around 130 active schemes with approximately 1600 volunteers. Volunteers monitor vehicle speed at approved locations, send the information to the police and then the police write a warning to drivers who were speeding. Community SpeedWatch is a positive example of the use of the community itself to raise awareness and educate those who cause risk and harm in our community.

[How to join your local Community SpeedWatch.](#)

### Join a Farm Watch or Horse Watch scheme

Rural crimes can really be reduced by the use of Watch schemes. By using your knowledge and awareness of what is happening on and around your land, you can help to reduce crime and deter criminals.

#### Aims of the Farm Watch Scheme

- ▶ To reduce local opportunities for rural crime.
- ▶ To reinforce the community spirit so that everyone can contribute towards the protection of their property by mutual co-operation and communication.
- ▶ To introduce early warning systems in farming and countryside areas.
- ▶ To improve the flow of information and intelligence between the agricultural communities and the police.

#### How the aims are achieved

- ▶ Text, email and landline voicemail alerts for members of the community.
- ▶ Information and intelligence gathered by police on all farm-related crimes and suspicious incidents.
- ▶ Visits from local PCSOs.
- ▶ Crime Reduction Officers can offer advice on securing property and, under certain circumstances, will visit farms to conduct a crime prevention survey.

#### Benefits of the Scheme

- ▶ A reduction in crime and the fear of crime impacting on the community.
- ▶ Suspicious people and vehicles can quickly be reported to the police and other members of the countryside communities.
- ▶ Information and advice can be quickly and efficiently circulated between the police and the community.
- ▶ A crime vigilant community in partnership with the police will create a safer environment.
- ▶ To join the Farm Watch Scheme or to find out more information, email - [ruralandwildlifeunit@avonandsomerset.police.uk](mailto:ruralandwildlifeunit@avonandsomerset.police.uk)



## USEFUL CONTACTS

SERVICE	CONTACT INFORMATION
Avon and Somerset Police	<a href="http://www.avonandsomerset.police.uk">www.avonandsomerset.police.uk</a>   <a href="http://www.avonandsomerset.police.uk/report">www.avonandsomerset.police.uk/report</a> 999 in an emergency   101 non emergency
Make a complaint about the police	<a href="http://www.avonandsomerset.police.uk/updates-and-feedback/complaints/how-to-make-a-complaint">www.avonandsomerset.police.uk/updates-and-feedback/complaints/how-to-make-a-complaint</a>
Lighthouse Safeguarding Unit	<a href="http://lighthousevictimcare.org">lighthousevictimcare.org</a> (includes a range of support services for victims of crime and anti-social behaviour)
Support service for victims of crime and Anti-Social Behaviour (independent of the police)	<a href="http://victimsupport.org.uk">victimsupport.org.uk</a> 0300 303 1972   0808 168 9293 (out of hours supportline)
Crimestoppers	<a href="http://crimestoppers-uk.org">crimestoppers-uk.org</a> 0800 555 111   A free service and you can report anonymously
Avon and Somerset Police and Crime Commissioner	<a href="http://avonandsomerset-pcc.gov.uk">avonandsomerset-pcc.gov.uk</a> 01278 646188

## FOOTNOTES

- <sup>1</sup> Positive outcomes for recorded crime are counted as [Home Office defined outcomes](#) 1-8 which are: charge/summons, cautions/conditional cautions for youths or adults, offences taken into consideration, the offender has died, penalty notice for disorder (PND), cannabis/khat warning, community resolution. From July 2019 an additional outcome 22 was introduced which counts as a positive outcome; this is diversionary, educational or intervention activity, resulting from the crime report, has been undertaken and it is not in the public interest to take any further action.
- <sup>2</sup> Vulnerability definition adopted by the College of Policing (CoP) and National Police Chiefs' Council (NPCC).
- <sup>3</sup> September 2020 – August 2021. It should be noted that assessment of vulnerability is subjective and this is based on the Avon and Somerset Police risk model.

- <sup>4</sup> [Preventing Exploitation Toolkit](#)
- <sup>5</sup> Bluestone is the Avon and Somerset Police response to Rape and Serious Sexual Offences. A transformative pathfinder approach being rolled out nationally as part of the cross-governmental improvement plan Operation Soteria.
- <sup>6</sup> August 2020 – July 2021
- <sup>7</sup> [HM Government Tackling violence against women & girls 2021](#)
- <sup>8</sup> September 2020 – August 2021. Due to improved crime recording standards figures from before this period are less reliable.
- <sup>9</sup> [Review of drugs part two: prevention, treatment, and recovery](#)

- <sup>10</sup> A tag is applied based on personal judgement; it can indicate a specific drug crime or drugs as a risk factor.
- <sup>11</sup> [Preventing serious violence: a multi-agency approach](#)
- <sup>12</sup> [Anti-social Behaviour, Crime and Policing Act 2014 – Section 2](#)
- <sup>13</sup> [Beating Crime Plan 2021](#)
- <sup>14</sup> Based on 2011 Census data counting rural and rural related hub towns together.
- <sup>15</sup> Blue Light Procurement – a joint emergency services procurement system  
Inter-Niche – this is the system for a South West regional records management system.
- <sup>16</sup> Other agencies include NHS Clinical Commission Groups (CCGs), health and social care organisations, Fire and Rescue Services, probation providers, childcare and education services, residential homes and care providers and many more.
- <sup>17</sup> In some local authority areas all three groups are merged into one.
- <sup>18</sup> This 450 will include officers who will work in the Regional Organised Crime Unit rather than at Avon and Somerset Police directly. This is based on headcount rather than hours.
- <sup>19</sup> Some officers work part time and so we also talk about 'full time equivalent' (FTE). This is based on the total number of hours if all officers were full time. When considering FTE the targets are 3,020 by March 2022 and 3,199 by March 2023. The FTE figure is used for budget purposes and is a more realistic measure of total resource. The reason we refer to headcount is for consistency with the national Uplift Programme.
- <sup>20</sup> Approximately three quarters of DHEP recruits will take the detective programme and the remainder will enter as regular uniformed officers.
- <sup>21</sup> Taser is in fact a brand name for a conducted energy device (CED). However Taser is used in our documents as this has been adopted into common language usage.
- <sup>22</sup> [Together for Mental Wellbeing - Criminal Justice Services](#)
- <sup>23</sup> It is important to note that improving standards will mean more recorded crime and particularly more domestic abuse crime will be recorded given the types of offences discussed.
- <sup>24</sup> [Civil Contingencies Act 2004](#)
- <sup>25</sup> [IICSA What is child sexual abuse?](#)
- <sup>26</sup> [IICSA The effects of child sexual abuse](#)
- <sup>27</sup> [ONS Child sexual abuse in England and Wales: year ending March 2019](#)

- <sup>28</sup> [Intergovernmental Panel on Climate Change report](#)
- <sup>29</sup> This is one the Peelian Principles.
- <sup>30</sup> Other than White includes people whose ethnicity is defined under the top tier groups of Asian, Black, Mixed or Other. You will have also have seen this referred to as BAME. It is also acknowledged that there are ethnic minorities within the White group however the data is not always reliable enough to disaggregate this group.
- <sup>31</sup> HMICFRS [Disproportionate use of police powers: A spotlight on stop and search and the use of force](#)
- <sup>32</sup> [Police Reform Act 2002, Policing and Crime Act 2017, The Police \(Complaints and Misconduct\) Regulations 2020 and IOPC Statutory guidance on the police complaints system](#)
- <sup>33</sup> [The Elected Local Policing Bodies \(Specified Information\) \(Amendment\) Order 2021](#)
- <sup>34</sup> Statutory case reviews are undertaken in the most serious of cases where a person has died or suffered serious harm and fall into three categories: Domestic Homicide Reviews, Child Safeguarding Practice Reviews and Safeguarding Adults Reviews.
- <sup>35</sup> The [police super-complaints](#) system allows designated organisations to raise issues on behalf of the public about harmful patterns or trends in policing.
- <sup>36</sup> [IOPC Statutory guidance on the police complaints system](#)



 **CONTACT THE PCC**

 [avonandsomerset-pcc.gov.uk](http://avonandsomerset-pcc.gov.uk)

 01275 816 377 |  @aandspcc |  aandspcc

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**PCC Response to Panel Feedback on the Police and Crime Plan 2021-25**

Panel Feedback	PCC Response
<p><b>1 Consultation Process:</b></p> <ul style="list-style-type: none"> <li>• Concern at ‘leading questions’ in the survey;</li> <li>• Gaps in reaching young people and diverse communities – recommended use of mechanisms such as to Bristol City Youth Council and Leaders Unlocked in future consultation;</li> <li>• Recommended exploring low levels of responses from Constabulary staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusion of ‘free text’ boxes throughout the survey to invite open feedback and encourage high quality responses;</li> <li>• Standing agenda item on the Plan Programme Board to build links with mechanisms to reach young people in future consultation opportunities;</li> <li>• The Avon &amp; Somerset Police workforce response rate has been discussed at a recent Police and Crime Board. Avon &amp; Somerset Police feel the completion rate was deemed to be in keeping with other external surveys run in large organisations. However the OPCC were keen to understand this more. It was agreed that in future staff surveys (in Avon &amp; Somerset Police) questions would be included to measure the workforce understanding/engagement of the PCC and the Plan.</li> </ul>
<p><b>2 Monitoring delivery &amp; funding:</b></p> <ul style="list-style-type: none"> <li>• Concern at the ambition and breadth of objectives under each priority.</li> <li>• Specific concern expressed at the impact of routine abstraction of specialist resources from core functions to manage demand on delivery of the preventative / enforcement elements of the plan. Intention to review Operation Remedy is welcomed.</li> </ul>	<ul style="list-style-type: none"> <li>• This is a broad and ambitious plan however the expectation is one of continual improvement rather than becoming outstanding in all areas.</li> <li>• The Panel are right to highlight the ability to deliver against this plan is dependent on funding. Both for the police and partners. The breakdown of funding for PCC areas is not yet known.</li> <li>• Op Remedy Assurance to be considered at the Police and Crime Panel meeting on 9 December 2021.</li> <li>• The reference to abstraction of Remedy and Neighbourhood officers was to support the response to demand during the peak summer demand period. A formal evaluation of this is underway. This did not stop the work of Remedy entirely just reduced the capacity for a period of time.</li> <li>• To be open about this it would not be viable for Avon &amp; Somerset Police to entirely ring-fence a particular team or teams and stop them supporting the broader demand on policing. A specific example is that there are many officers within Remedy that have the specialist public order training. These skills will be deployed outside of Remedy when required and in line with the Strategic Policing Requirement. We acknowledge that abstracting resources from these teams will reduce the capacity to deliver on, for example, prevention work however Avon &amp; Somerset Police must continue to assess threat harm and risk and deploy their limited resources on this basis.</li> </ul>

<p><b>3 Uplift / Staffing:</b></p> <ul style="list-style-type: none"> <li>Acknowledges that full benefits from the uplift in staff will not be realised for some time given need for training and development, and that it will take time for detective vacancies and specialist capabilities to be filled.</li> </ul>	<ul style="list-style-type: none"> <li>Updates on the position with uplift and staffing / vacancy levels will continue to be provided to the Panel as a standing item in the Commissioner's Update Report.</li> </ul>
<p><b>4 'Feel Safe':</b></p> <ul style="list-style-type: none"> <li>Recommends including reference is made to making the public 'feel safe' in the vision along with a brief explanation of <u>how</u>.</li> </ul>	<ul style="list-style-type: none"> <li>Included reference in the Foreword (page 4) and Priority 2 introduction (page 20).</li> <li>In terms of how this might be achieved have referenced this in the areas of focus on engagement (page 20) and visible policing (page 28).</li> </ul>
<p><b>5 Environmental Impact:</b></p> <ul style="list-style-type: none"> <li>Concern that the proposed objective does not go far enough. Would like to see objective broadened to include prevention. Recommends expanding commentary to include mitigation and actions in respect to the estate, operational activity and fleet.</li> <li>Highlights vehicle use as a key contributor to greenhouse gases. Recommends trial of electric cars for operational response, and utilising existing charging infrastructure installed at Taunton Police Station.</li> </ul>	<ul style="list-style-type: none"> <li>Some additional information has been included in the plan to give more of a flavour of mitigating activity (page 34). It was felt more detail than this would not be in keeping with the rest of the plan and this would weight the plan towards the environmental section rather than the delivery of policing services.</li> <li>Avon &amp; Somerset Police are currently refreshing their sustainability plans which, when complete, can be shared with the Panel.</li> <li>The charging units at Taunton are in phase 1 of the electric vehicle infrastructure project which is scheduled to complete by the end of this financial year.</li> <li>It is the buildings not the vehicles that are the greatest contributor to greenhouses gases for Avon &amp; Somerset Police.</li> <li>However the current capital plan aims to deliver at least 100 electric vehicles (EVs) within 5 years. This ambition could be expanded if the cost vs petrol/diesel vehicles hits 'tipping point' in the next 2/3 years.</li> <li>The current focussing for EV change-over is where the duty cycle is realistic i.e. an overnight recharge opportunity.</li> <li>Avon &amp; Somerset Police are currently trialling the use of marked electric vehicles for neighbourhood policing.</li> <li>Vehicles are procured through the national framework and there are only two of 21 lots that are EV. The next national contract will commence in less than two years and forces have requested more EV options.</li> <li>There is not currently a viable EV that meets the needs of 24/7 policing functions: vehicle payload, recharge requirements and cost make this prohibitive at present. The Police are</li> </ul>



	working with Tesla already but they are not currently setup to provide sufficient support - discount on their vehicles, parts supply and workshop setups. Tesla are also not on the national vehicle procurement framework and have no tested vehicles.
<b>6 Drink Spiking:</b> <ul style="list-style-type: none"> <li>Recommend strategic focus should be given to partnership working to tackle drink spiking in development of local plans.</li> </ul>	<ul style="list-style-type: none"> <li>To be discussed with partners in taking forward development of Local Plans.</li> <li>Pleased to note successful bid by Bristol to the Home Office VAWG Fund in relation to tackling drink spiking.</li> </ul>
<b>7 Equality &amp; Inclusivity:</b> <ul style="list-style-type: none"> <li>Requests more details on planned strategy to ensure that commitment to equality and inclusivity is upheld.</li> </ul>	<ul style="list-style-type: none"> <li>The plan already contained reference and a hyperlink to the published Avon &amp; Somerset Police Inclusion and Diversity Plan.</li> <li>Included additional reference to the self-assessment the OPCC will undertake in how it delivers against the equality duty (page 35). An improvement plan will result from this.</li> <li>The Equality Impact Assessment completed in developing this plan will also inform this work.</li> </ul>
<b>8 CCTV:</b> <ul style="list-style-type: none"> <li>Highlights joint approach between police and North Somerset Council to upgrade CCTV as model to roll out to other Local Authorities across the Force area.</li> </ul>	<ul style="list-style-type: none"> <li>Effective partnership working with Local Authorities and other key partners will be key to delivering the Police and Crime Plan. Working together on CCTV is one such example. Development of local plans will set out opportunities for partnership working at a local level.</li> <li>There are currently two CCTV projects in Avon and Somerset Police which are working with all local authorities.</li> </ul>
<b>9 101 Performance / reporting of ASB:</b> <ul style="list-style-type: none"> <li>Recommends promoting electronic reporting to ensure that reports of ASB can be made while demand for the 101 service remains high following relaxation of Covid restrictions.</li> </ul>	<ul style="list-style-type: none"> <li>Included reference to online reporting in the Priority 1 introduction and the hyperlink to be able to do this (page 10).</li> </ul>
<b>9 Resettlement of ASB / offenders:</b> <ul style="list-style-type: none"> <li>Highlighted the absence of a partnership policy and consultation process to address issues associated with the resettlement of ASB / offenders.</li> </ul>	<ul style="list-style-type: none"> <li>Issue to be taken forward with Sedgemoor Council representative outside the meeting.</li> </ul>
<b>10 Criminal Damage &amp; Graffiti:</b> <ul style="list-style-type: none"> <li>Highlighted the blight caused by criminal damage and graffiti. Welcome the opportunity to tackle this in specific communities through development of local</li> </ul>	<ul style="list-style-type: none"> <li>To be taken forward in development of local plans.</li> </ul>

plans.	
<p><b>11 Criminal Justice:</b></p> <ul style="list-style-type: none"> <li>• Caution that shortcomings of the criminal justice system are often wrongly attributed to the police, and are outside the control of the PCC.</li> </ul>	<ul style="list-style-type: none"> <li>• The PCC and criminal justice partners have a statutory duty to cooperate in ensuring an efficient and effective criminal justice service. There is a key role for the PCC in facilitating effective partnership work and challenging areas of poor performance at a local level. The role of the police at the ‘front end’ of the criminal justice process plays a key role in decision making, process issues and outcomes further upstream, and as such is a focus for scrutiny by the PCC. The PCC is responsible for ensuring compliance with the Victims Code of Practice which spans responsibilities by all criminal justice agencies. The PCC also commissions victim services which support victims at every stage of their journey and ensure that the voice of the victim is heard and listened to in improving the service.</li> <li>• The Panel are right to acknowledge the limited levers the PCC has at a local level as the other CJS agencies are national. The ongoing PCC Review Part 2 is exploring the role of the PCC in relation to criminal justice partnership working.</li> </ul>
<p><b>12 ‘Organisational speak’:</b></p> <ul style="list-style-type: none"> <li>• Requests review of wording in relation to Blue Light Procurement (p56) and commentary on p77 to assist the public in understanding finance and budget allocations.</li> </ul>	<ul style="list-style-type: none"> <li>• Hyperlinks and footnotes have been used to explain the collaborations referred to.</li> <li>• Panel Member, Julie Knight, will proof read the final version to double check for other examples.</li> </ul>
<p><b>13 Funding Formula:</b></p> <ul style="list-style-type: none"> <li>• Panel would like to support the PCC in making the case for fair funding in the forthcoming review of the police funding formula.</li> </ul>	<ul style="list-style-type: none"> <li>• We thank the Panel for their continued supported in this respect. When the timing is right the OPCC CFO will work with the Panel in drafting a letter to the Home Office in relation to the police funding formula.</li> </ul>
<p><b>14 Design of the Plan:</b></p> <ul style="list-style-type: none"> <li>• Notes that design work is ongoing. Recommends that South Gloucestershire is included on the map.</li> </ul>	<ul style="list-style-type: none"> <li>• A map of the PCC area has now been included (page 9).</li> <li>• This actually referred to the photos on the cover of the plan and we will ensure South Gloucestershire is represented in the final version.</li> </ul>
<p><b>15 ASB &amp; Community Trigger:</b></p> <ul style="list-style-type: none"> <li>• Requested that Priority 1 include more statistics and information on the Community Trigger and how it can be improved.</li> </ul>	<ul style="list-style-type: none"> <li>• A reference to the force-wide number of Community Triggers used in a year has been included (page 17). More detail than this would not be in keeping with the rest of the plan.</li> <li>• As acknowledged in the plan, and by the Panel, improving Community Triggers will involve all the main partners working closely together. Outcomes from the Home Office Review of PCCs Part 2 will be a good starting point. We will look to Panel members to</li> </ul>

	support this work and help unblock any issues where relevant.
<p><b>16 Prevention of Drug Crime:</b></p> <ul style="list-style-type: none"> <li>Note important role that Neighbourhood Teams in the prevention of drug crime, and the intention to add eight new local proactive teams to this area of demand. Note need to develop the detective branch, which in turn strengthens the neighbourhood branch.</li> </ul>	<ul style="list-style-type: none"> <li>More information about the local proactive teams will be given to the Panel in the Op Remedy Assurance section.</li> <li>The reason for eight teams is the Constabulary divide the geography of Avon &amp; Somerset into eight Local Policing Areas (LPA) and therefore there will be one proactive team for each LPA.</li> </ul>
<p><b>17 Accessibility of the Plan:</b></p> <ul style="list-style-type: none"> <li>Welcomes intention to develop accessible formats of the plan: an 'easy read' and slimmer online document with hyperlinks.</li> </ul>	<ul style="list-style-type: none"> <li>'Plan on a page' and accessibility proposals to be presented to the Panel at the 9 December meeting.</li> </ul>

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**AVON AND SOMERSET POLICE AND CRIME PANEL**

**9<sup>th</sup> DECEMBER 2021**

**REPORT OF THE POLICE AND CRIME COMMISSIONER**

**2022/23 FINANCIAL PLANNING - BUDGET PROCESS UPDATE**

**1. EXECUTIVE SUMMARY**

This report provides an update on the ongoing process that will lead to the setting of the 2022/23 revenue budget, council tax precept and capital programme in February 2022. It sets out our current planning assumptions and areas of continued uncertainty at time of writing. At this stage of the process, the Panel are not being asked to consider a draft budget or financial plan, only to note the current assumptions and illustrative examples of their implications.

This report is prepared on the best information currently available to us. Given the timing of this report it has been necessary to make a number of assumptions and projections about future events. It will be necessary to continue to review these in light of a number of areas, most notably:-

- The detail of the police funding settlement – expected later in December;
- Confirmation of the final officer uplift target to be achieved by March 2023 as our share of the Government’s promised 20,000 increase in police officer numbers – expected later in December;
- The projections and forecasts of our local collection authorities for both council tax base and any share of deficit or surplus resulting from collection fund performance;
- Discussions at a national level in respect of anticipated pay awards.

Our key planning assumption at this stage in relation to the policing precept is that this will increase by an average of £10 p.a. in each of the next 3 years (in line with the maximum permitted of PCCs) and thereafter will increase by 2.0% p.a.

	<i>Current</i>	<b>MTFP Period</b>				
	<i>21/22</i>	<i>22/23</i>	<i>23/24</i>	<i>24/25</i>	<i>25/26</i>	<i>26/27</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Av. Band D Police Precept	<i>£242.20p</i>	<i>£251.20p</i>	<i>£261.20p</i>	<i>£271.20p</i>	<i>£276.60p</i>	<i>£282.10p</i>
<i>Annual increase</i>	<i>+£13.39p</i>	<i>+£10.00p</i>	<i>+£10.00p</i>	<i>+£10.00p</i>	<i>+£5.40p</i>	<i>+£5.50p</i>
<i>Annual increase (%)</i>	<i>+5.9%</i>	<i>+4.1%</i>	<i>+4.0%</i>	<i>+3.8%</i>	<i>+2.0%</i>	<i>+2.0%</i>

This remains a planning assumption at this stage, and we would welcome the panel’s views on this. The final decision on proposed precept will be made on consideration of the panel’s feedback, on conclusion of our public consultation and in the context of the increased certainty post funding settlement.

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

Revenue Plan	22/23 £000	23/24 £000	24/25 £000	25/26 £000	26/27 £000
Budget requirement	359,584	369,625	382,096	394,073	404,838
Less; Identified Savings	-3,002	-3,177	-3,243	-3,310	-3,376
Less; General funding	-356,582	-366,448	-378,075	-385,014	-392,033
<b>(Surplus)/Deficit</b>	-	-	<b>778</b>	<b>5,749</b>	<b>9,429</b>

There is a forecasted deficit of £0.8m in the revenue plan from 2024/25, which rises to £5.7m by 2025/26 which then rises to £9.4m by 2026/27. The deficit is compounded by pressures to support future pay inflation; increases to pension costs; investment and inflation in IT services; and specific non-pay inflation, with acute challenges around inflationary increases in utilities costs and in forensic services and custody healthcare.

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

Capital Plan	22/23 £000	23/24 £000	24/25 £000	25/26 £000	26/27 £000
Capital Plan Expenditure	16,265	24,993	23,694	15,789	7,469
Less; Capital Plan Funding	-16,265	-24,993	-23,694	-9,845	-7,469
<b>Deficit</b>	-	-	-	<b>5,944</b>	-

There remains a deficit in our capital plans, reflective of cuts to capital grant funding and of the requirements of national digital and IT programmes alongside our local plans. We will continue to refine our forecasts for both capital expenditure and funding further by the time our final MTFP is presented and approved.

## 2. BACKGROUND

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

The Government's [Beating Crime Plan](#) establishes [national priorities for policing](#), which are:-

- Reduce murder and other homicide;
- Reduce serious violence;
- Disrupt drugs supply and county lines;
- Reduce neighbourhood crime;
- Tackle cyber-crime; and
- Improve victim satisfaction, with particular focus on victims of domestic abuse.

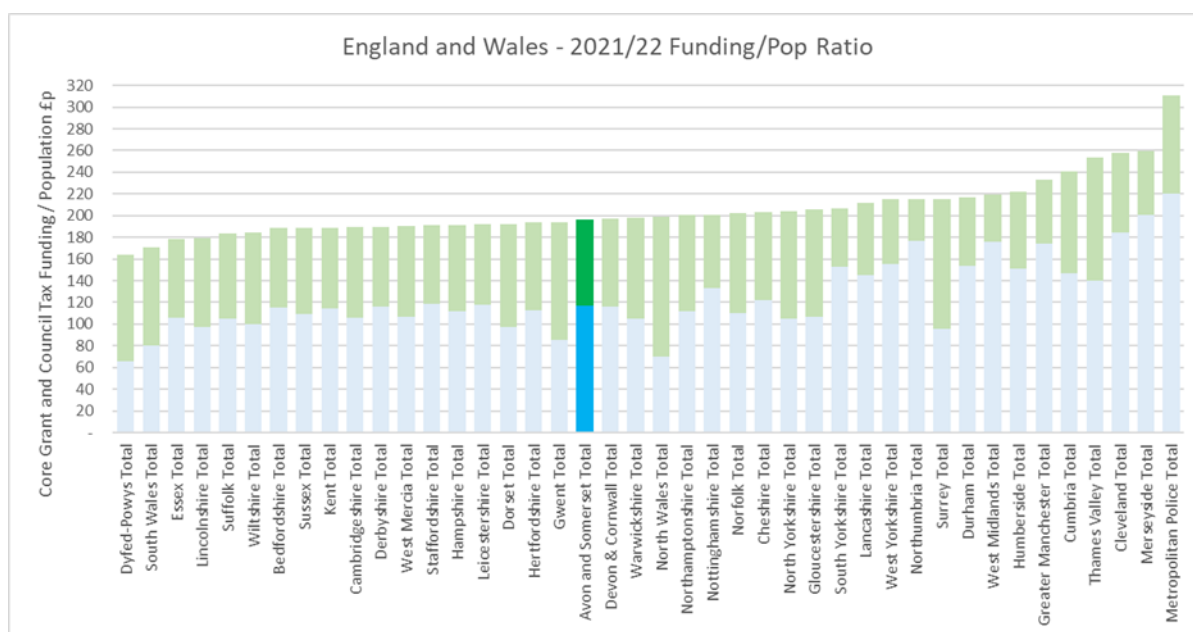
The PCC has published his draft [Police and Crime Plan](#) which includes these four overarching priorities:-

- Preventing and fighting crime;
- Engaging, supporting and working with communities, victims and partner organisations;
- Leading the police to be efficient and effective;
- Increasing the legitimacy of, and public confidence in, the police and criminal justice system.

The MTFP provides the financial outlook, context and resourcing principles for the annual budget setting process. It outlines, in broad terms, the specific service and funding issues over the 5-year period and how the PCC will, within these financial constraints, fund our priorities and ensure financial sustainability and resilience can be achieved. The MTFP needs to be responsive to changing national and local conditions and risks and is therefore a living document subject to annual review, with the next period covering 2022/23 – 2026/27.

In February 2021 the PCC approved the 21/22 revenue budget and capital plan, confirming an average band D precept of £241.20, an increase of £13.39/5.9% on the previous year. The increase in local precept in 21/22 allowed us to maintain our current accelerated officer recruitment plans.

When combined with main government grant funding, the total revenue funding received by the PCC in 21/22 equates to £196.73 per head of population, £25.90 below the national average (£8.76 below if London removed) for PCCs across England and Wales.

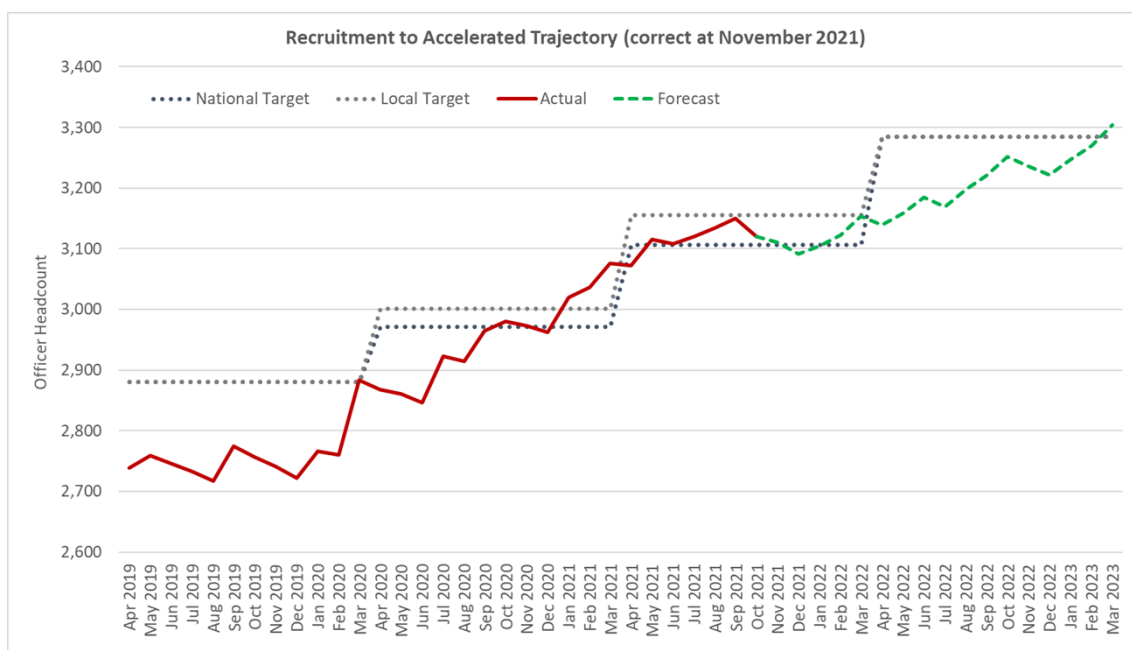


During the summer of 2019, the Government announced its intention to increase the number of police officers in England and Wales by 20,000. The target date for the achievement of this objective is by the end of March 2023, with incremental targets every year to ensure that this can be achieved. So far, the Government has confirmed targets for each force area to achieve by 31<sup>st</sup> March 2022. The announcement of the final target to be delivered during 2022/23 is expected to be provided alongside the police funding settlement expected in mid-December.

In the absence of confirmed targets beyond March 2022 at this stage, the Constabulary is planning towards the delivery of 450 extra officers by 31 March 2023 compared to a baseline

headcount of 2,835 as at 1<sup>st</sup> April 2019. This represents 2.3% of the national uplift target, which equates to the Avon and Somerset % share of uplift target to date.

As at November 2021 the Constabulary is on track to achieve this target, as is shown in the graph below. Between November 2021 and March 2023 it is projected a minimum of a further 474 new officers will be recruited to achieve this growth and offset forecast leavers numbers. Upon confirmation of future targets, we will review this plan and flex accordingly.



The police service in England and Wales have engaged with the Home Office in its submission as part of the spending review. In doing so the case has successfully been made for the funding to assure the delivery of the uplift in officers as well as to manage ongoing inflationary pressures arising from future pay awards, pension increases and other factors. However, it remains to be seen as to the extent that these will be fully funded.

Within these submissions the service has recognised the need to offer further savings and efficiencies. Examples of this work include supporting the work of our [Bluelight Commercial Organisation](#), to drive forward further opportunities to release procurement savings, as well as realising productivity and efficiency gains through national technology programmes (e.g. [National Enabling Programme](#)).

The need for savings and efficiencies alongside delivering officer uplift has been reinforced by the Policing Minister. He has set out to both PCCs and CCs an expectation of cashable savings of £100m p.a. for each of the next 3 years being delivered across policing in England and Wales. Based on current funding profile, Avon and Somerset would notionally account for c.£2.3m of these savings, a target we have already exceeded with our current plans in 2022/23. However, we recognise more will need to be done not just in releasing cashable savings, but also in the delivery of non-cashable efficiencies which help to create capacity to meet current and future demand pressures. This remains a priority area for our change initiatives and investment plans.

### 3. REVENUE FUNDING

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



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

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

- Uplift grant funding – this reflects the funding provided to deliver and sustain the officer uplift. We have assumed this is frozen in cash terms for the duration of the MTFP;
- Pensions grant funding – this grant funding was introduced in 2019/20 to provide support for the increased cost of police officer pensions following an actuarial assessment that increased the employer contribution rate from 24% to 31%. We have assumed this is frozen in cash terms for the duration of the MTFP;
- Victims commissioning grant funding – this grant funding is provided to the PCC from the Ministry of Justice in support of the commissioning of victims services. We have assumed this is frozen in cash terms for the duration of the MTFP.

The value of funding is dependent on a number of variables which at the time of presenting this report remain uncertain. It has therefore been necessary to make a number of assumptions, and (in the case of council tax) rely on the forecasts of local authorities which are yet to be formally confirmed.

**Council tax funding** – The previous MTFP, approved in February 2021, assumed future growth in council tax revenue. We have started to receive some draft estimates of tax base and collection fund estimates and we expect to receive firmer confirmation of both of these amounts in time to finalise our budget proposal for presentation to panel in February 2022.

The current average household in Avon and Somerset pays £241.20p towards local policing costs in 2021/22. This remains the median council tax of all forces in England and Wales, as well within the south west:-

	21/22 Precept £	Difference £	Difference %	Value £m
Gloucestershire PCC	£270.08	+£28.88	+12.0%	+£16.5m
Dorset PCC	£255.58	+£14.38	+6.0%	+£8.2m
Avon and Somerset PCC	£241.20			
Devon and Cornwall PCC	£236.56	-£4.64	-1.9%	-£2.6m
Wiltshire PCC	£231.27	-£9.93	-4.1%	-£5.7m

Our working **assumption at present is that the precept will be increased by £10 for each of the next 3 years and thereafter at 1.99% over the remaining period covered by the MTFP.** This level has been assumed at this stage in our planning:-

	<i>Current</i>	<b>MTFP Period</b>				
	<i>21/22</i>	<i>22/23</i>	<i>23/24</i>	<i>24/25</i>	<i>25/26</i>	<i>26/27</i>
	£	£	£	£	£	£
Av. Band D Police Precept	£242.20	£251.20	£261.20	£271.20	£276.60	£282.10
<i>Annual increase</i>	<i>+£13.39</i>	<i>+£10.00</i>	<i>+£10.00</i>	<i>+£10.00</i>	<i>+£5.40</i>	<i>+£5.50</i>
<i>Annual increase (%)</i>	<i>+5.9%</i>	<i>+4.1%</i>	<i>+4.0%</i>	<i>+3.8%</i>	<i>+2.0%</i>	<i>+2.0%</i>

The PCC is undertaking a public consultation to seek views on precept levels and the attitude to any potential increase. The consultation will be online, by telephone and by mailshot to elicit the widest possible response. Once the results have been received they will be shared as part of the 21/22 budget and precept proposal.

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

- **Tax Base** - The MTFP approved in February saw the aggregate tax base decrease of 0.01% p.a. across our eight local collecting authorities. At the time of writing this report, we have received early estimates from 6 of our 8 local authorities with the exception of South Gloucestershire and Sedgemoor. Using an estimate based on the worst-case position presented by our other local authorities, we project an aggregate **increase in the tax base of 1.05% for 2022/23** financial year. Thereafter we are prudently forecasting 1.16% growth in 23/24, 1.14% for 24/25, 1.05% for 25/26 and 1.0% growth in 26/27. We will review our assumptions here in light of final confirmed tax base estimates once received;
- **Collection Fund** – This represents our share of any surplus or deficit on the collection fund as calculated by our eight collecting authorities. As a result of the economic effect of the Covid-19 pandemic and as a result the non-recovery of council tax, deficits were forecasted by the authorities. The MTFP approved in February assumed our aggregate share of collection fund deficits would be £962k in 2021/22, after adjusting for the recovery of any deficits over three years as granted by the government under new rules.

Our **projected share of the deficit** from our local authorities **is estimated to be £0.7m in 2022/23** and £0.7m in 2023/24 thereafter a zero surplus/deficit is assumed for the remaining period of the MTFP. We will review our assumptions here in light of the final confirmed collection fund deficit or surplus once received in January;

**Core grant Funding** – The final values of our grant funding will not be known until the announcement of the police settlement, which is not expected until mid-December. However, the Chancellor’s autumn budget statement provided some indications for this funding over the course of the three year Spending Review (SR) period. These have been further clarified through Policing Minister briefings to all PCCs and CCs, which present the following picture:-

	2022/23 £m	2023/24 £m	2024/25 £m
Cumulative increase to Police Grant	+£550m	+£650m	+£800m

Accompanying this high level funding announcement was the precept flexibility outlined above. Within the total funding envelope provided by both core grant funding and precept flexibility, the government expects that:-

- PCCs and CCs will deliver and sustain officer uplift;
- PCCs and CCs will absorb the increased costs of national insurance resulting from the social care levy (see section on social care levy below);
- The service will implement a reasonable pay award for officers and staff (following consideration and recommendation by the respective pay bodies); and
- The service will transition special branch policing under the oversight and funding of Counter Terrorism policing with effect from 1<sup>st</sup> April 2022 (with corresponding transfer of grant funding and costs).

We will not know for certain how this funding will be distributed until the police grant settlement is published in mid-December. However, we can make an assumption based on current distribution of total core grant funding. Therefore at this stage we have assumed the following movement in our core grant funding:-

	Current	MTFP Period				
	21/22 £000	22/23 £000	23/24 £000	24/25 £000	25/26 £000	26/27 £000
Core Grant	185,784	198,726	201,079	204,608	206,641	208,695
Legacy Council Tax	14,709	14,709	14,709	14,709	14,709	14,709
<b>Total Core Grant Funding</b>	<b>200,493</b>	<b>213,435</b>	<b>215,788</b>	<b>219,317</b>	<b>221,350</b>	<b>223,404</b>
<i>Movement</i>		+12,942 +6.5%	+15,295 +7.6%	+18,824 +9.4%	+20,857 +10.4%	+22,911 +11.4%
Less; Special Branch	-	-1,302	-1,302	-1,302	-1,302	-1,302
<b>Total Core Grant Funding</b>		<b>212,133</b>	<b>214,486</b>	<b>218,015</b>	<b>220,048</b>	<b>222,102</b>

#### 4. REVENUE EXPENDITURE

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

Expenditure net of planned savings	Current	MTFP				
	21/22 £000	22/23 £000	23/24 £000	24/25 £000	25/26 £000	26/27 £000
Constabulary	337,595	353,207	363,032	375,393	387,268	397,391
<i>Movement</i>		+15,612	+25,437	+37,798	+49,673	+59,796
OPCC	3,284	3,374	3,417	3,460	3,495	3,531
<i>Movement</i>		+90	+133	+176	+211	+247
<b>TOTAL Expenditure</b>	<b>340,879</b>	<b>356,582</b>	<b>366,448</b>	<b>378,852</b>	<b>390,763</b>	<b>401,461</b>
<i>Movement</i>		+15,703	+25,570	+37,973	+49,884	+60,582

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

	22/23	23/24	24/25	25/26	26/27
Officer Pay Award	+2.5%	+2.5%	+2.5%	+2.0%	+2.0%
<i>Impact (£m)</i>	+£2.5m	+£6.9m	+£11.5m	+£15.2m	+£19.0m
Staff Pay Award	+2.5%	+2.5%	+2.5%	+2.0%	+2.0%
<i>Impact (£m)</i>	+£1.1m	+£4.7m	+£8.4m	+£11.5m	+£14.8m
General Inflation	+1.5%	+1.75%	+2.0%	+2.0%	+2.0%
<i>Impact (£m)</i>	+£0.8m	+£1.5m	+£2.4m	+£3.3m	+£4.3m
Officer Pension	31.0%	31.0%	31.0% <sup>1</sup>	31.0% <sup>1</sup>	31.0% <sup>1</sup>
<i>Impact (£m)</i>	Nil	Nil	+£3.5m	+£3.5m	+£3.5m
Staff Pension	16.3%	16.3% <sup>2</sup>	18.3% <sup>2</sup>	18.3% <sup>2</sup>	18.3% <sup>2</sup>
<i>Impact (£m)</i>	-	+£1.5m	+£1.5m	+£1.5m	+£1.6m

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

- **Police Officer Uplift** – As outlined above we are working towards a targeted increase of 450 extra officers by March 2023 compared to baseline as at April 2019. While some of the cost of these extra officers has already been included within our base budgets, budgeting for the full year effect of those as well as the delivery of further officers towards this target will cost **£9.9m in officer costs by 26/27**, which has been included within these forward plans. For uplift costs relating to 22/23 we have applied a 60% recruitment factor against full year effect at this stage in our planning to take account of recruitment timing throughout 2022/23;

<sup>1</sup> Officer pensions will be subject to actuarial valuation confirming employer contribution rates with effect from April 2024. There is a strong likelihood that the employer contribution rate will increase again, potentially significantly. At the last valuation the rate increased by 7%. The impact of which was c. £6m p.a. which was partially offset by pensions grant funding. At this stage in our plans we have assumed a £3.5m increase in costs here reflecting a partial impact in expectation that further grant funding would be provided to limit the impact of a further increase here.

<sup>2</sup> Staff pensions will also be subject to actuarial valuation that will confirm the employer contribution rates with effect from April 2023. At this stage we're assuming a further increase to 18.3%.

- **Police Staff** – There has been approved growth in staff numbers to both sustain the increase officer numbers, as well as to target specific investment into our Performance and Insight Hub. In addition, as a result of focussed retention issues, we have approved growth to provide targeted market supplement payments to ensure that we offer competitive market benefits. In total our growth in police staff costs will be **£0.6m by 26/27**;
- **National Insurance** – The government’s announcements of increases to national insurance as part of the social care levy impact both employee and employer contributions, increasing these rates by 1.25%. This new rate will be effective from 1<sup>st</sup> April 2022 and is estimated to add **£1.9m in costs by 26/27**;
- **Injury Pensions** – Our forecasts include both inflation and annual increases in the number of retired officers in receipt of an injury pension and capital-equivalent charge payments (ill-health retirement), with this increasing our costs by **£0.8m by 26/27**;
- **Specific inflation** – There are some acute pressures as the UK energy sector goes through a turbulent period with suppliers going out of business due to increasing wholesale costs. We have based our assumptions on the latest Crown Commercial Services forecasts. For 2022/23 we are assuming an increase of +27% in relation to electricity and +38% in relation to gas. In addition we continue to see high fuel prices – our assumptions for 2022/23 are for an increase of +10%. In total we have added further **£1.6m by 26/27**;
- **IT costs** – Our IT costs continue to increase, reflecting contractual inflationary increases, increases in licences (in line with uplift growth), investments in new capabilities and the costs of gradually adopting more and more cloud services in line with both national and local digital strategies. This is forecast to add a further **£1.8m in costs by 26/27**;
- **Custody Healthcare provision** – the proposal for the renewal of the custody healthcare contract has been developed regionally, with a doctor-led embedded model favoured by regional representatives. It is assessed that this model is likely to be more expensive than alternative options and therefore we forecast to add a further **£0.7m by 26/27**;
- **Forensic External Submissions** – Following a period where we have seen reductions in the costs of forensic services we now expect these costs to begin to increase as the market place looks to stabilise. In anticipation of contract renewals we are forecasting to add a further **£0.3m by 26/27**;
- **Firearms and Surveillance Asset tracking** – work has been progressed nationally to identify an asset tracking capability for firearms and surveillance assets to be used by all police forces. The purpose of this is to better enable interoperability in support of cross force deployment. A solution has been identified and we forecast to add a further **£0.3m by 26/27**;
- **Degree Holder Entry Programme (DHEP)** – Following the introduction of the Police Constable Degree Apprenticeship (PCDA) programme in 2019, the Constabulary has developed our degree holder entry route in partnership with the University of the West of England. Through this model we are able to enhance our recruitment plans,

and offer an accelerated route into more specialist roles such as becoming a detective. Unlike PCDA, the course costs for this do not attract apprenticeship levy funding, and therefore in line with our recruitment plans our budget supports additional growth in DHEP costs of **£0.4m by 26/27**;

- **Regional Collaborations** - We have budgeted for inflationary increases to our share of regional collaborations, including the South West Regional Organised Crime Unit (SWROCU), South West Forensics, Counter Terrorism Support Unit (CTSFO), Tri-Force Firearms training and Tri-Force Major Crime Investigations Team. As the majority of costs within these budgets is pay, the key assumption driving these costs increases is the annual pay award assumed at 2.5% p.a. in common with regional counterparts. The cost of this is forecast to be **£3.7m by 26/27**;
- **Capital Financing** – In line with the current plans for borrowing (see section on capital below) we are forecasting an **increase of £0.8m in capital financing costs by 26/27**, driven by increases to interest payable and our provision for the repayment of new loans;
- **OPCC Budgets** – The PCC has approved growth in budget to reflect the approved pay award and the increased demands on the OPCC Office and commissioning activity.

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

## 5. BALANCING THE REVENUE BUDGET

As we have developed our plans we have sought to continue to identify savings where possible. Much of this has been achieved through the ongoing challenge and scrutiny of budget holders in their own budgets. However, it has also been possible to release savings as a consequence of our “re-setting work” as we embrace the technological advances and ways of working we have implemented during the pandemic on a more permanent basis. This includes assumptions about the size of our fleet, and about our travel, printing and stationery budgets for example.

Through these savings we have sought as much as possible to protect staff headcount at this stage. Pay related savings are therefore largely reflective of reductions to allowances and overtime where it has been possible to make these reductions.

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

Revenue Savings	22/23 £000	23/24 £000	24/25 £000	25/26 £000	26/27 £000
Police Officer Pay and Allowances	-235	-301	-368	-434	-500
Police Staff Pay and Allowances	-282	-282	-282	-282	-282
Non-Pay Costs	-1,728	-1,837	-1,837	-1,837	-1,837
Income	-757	-757	-757	-757	-757
<b>TOTAL Savings</b>	<b>-3,002</b>	<b>-3,177</b>	<b>-3,243</b>	<b>-3,310</b>	<b>-3,376</b>

In addition to these savings we recognise at this stage in our planning that further savings will be required to balance our revenue budget over the medium term. We have already started for formulate these plans.

## 6. CAPITAL PLANS

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

The COVID-19 pandemic has continued to have implications in the delivery of our capital plan during 21/22. Our fleet plans have been impacted by the lead times for vehicle manufacture and delivery, a situation we had hoped to have recovered during this financial year, however supply continues to be delayed.

At time of writing our capital plans remain under review. The emerging picture suggests continued investments in support of both local and national change programmes. A number of assumptions have been needed to be made to inform this plan, which is reflected in the fact that at present we are showing as having a deficit in capital funding of £5.9m over the next 5 year plan. Refining the assumptions that drive cost here (where possible), as well as our funding considerations will be part of our work over the coming weeks and months.

	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>	<b>25/26</b>	<b>26/27</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Asset replacement	9,647	9,674	11,007	8,760	5,964
Digital Projects	5,209	5,723	5,027	6,971	1,445
Estates Projects	1,409	9,596	7,660	58	60
<b>TOTAL Capital Plan</b>	<b>16,265</b>	<b>24,993</b>	<b>23,694</b>	<b>15,789</b>	<b>7,469</b>
Capital Grants	-308	-527	-269	-269	-269
Direct revenue funding	-7,000	-7,000	-7,000	-7,000	-7,000
Capital reserve funding	-7,657	-5,801	-	-	-
Capital receipts	-200	-2,965	-8,725	-2,576	-200
Borrowing	-1,100	-8,700	-7,700	-	-
<b>TOTAL Capital Funding</b>	<b>-16,265</b>	<b>-24,993</b>	<b>-23,694</b>	<b>-9,845</b>	<b>-7,469</b>
<b>Deficit</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,945</b>	<b>-</b>

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

	<b>22/23</b> <b>£000</b>	<b>23/24</b> <b>£000</b>	<b>24/25</b> <b>£000</b>	<b>25/26</b> <b>£000</b>	<b>26/27</b> <b>£000</b>
ICT	5,655	3,530	6,554	5,189	2,758
Estates	794	957	498	495	128
Fleet	2,693	2,584	3,088	2,808	2,809
Equipment	505	2,603	868	268	268
<b>TOTAL Replacement</b>	<b>9,647</b>	<b>9,674</b>	<b>11,007</b>	<b>8,760</b>	<b>5,964</b>

- ICT replacement – our plans predict we will need to spend £23.7m on the replacement of ICT infrastructure. This includes the replacement of laptops (£6.4m) and monitors (£1.6m); the replacement of personal issue mobile smartphones (£2.6m); the replacement of body worn video cameras (£1.8m); and the replacement and upgrade of storage, servers and networks (£7.5m).
- Estates replacement – our plans predict we will need to spend £2.9m on the replacement and repair of our estate. This is informed through building condition surveying as well as the delivery of our wider plans, and includes the replacement of heating, ventilation, air conditioning, mechanical and electrical systems (£1.4m); and the repairs and maintenance of items within HQ buildings (£1.0m);
- Fleet replacement – our plans predict we will need to spend £14.0m on the replacement of our fleet over the next 5 years. This includes the replacement of response and tactical support fleet (£3.0m); the replacement of road policing and specialist response fleet (£4.5m); and the replacement of neighbourhood fleet (£3.0m).
- Equipment replacement – our plans predict a £2.3m spend on the replacement of current number of Tasers in 23/24, there is also £1m over the next 5 years to replace our Automatic Number Plate Recognition (ANPR) hardware.

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

	<b>22/23</b> <b>£000</b>	<b>23/24</b> <b>£000</b>	<b>24/25</b> <b>£000</b>	<b>25/26</b> <b>£000</b>	<b>26/27</b> <b>£000</b>
National Projects	1,105	100	3,000	6,700	600
Regional Projects	51	52	53	54	55
Local Projects	4,053	5,571	1,974	216	790
<b>TOTAL Digital Projects</b>	<b>5,209</b>	<b>5,723</b>	<b>5,027</b>	<b>6,970</b>	<b>1,445</b>

- National Projects – our plans predict that we will need to spend £11.5m enabling the implementation of national programmes locally within Avon and Somerset. This relates to two national projects:-
  - Emergency Services Network (ESN) will see all emergency services replace the existing airwave radio system with a new digital solution using 5G technology. It is currently forecast to cost us £10.5m over the next five years. This national



project continues to prove difficult to predict with accuracy. National airwave contracts require emergency services to have transitioned to the new solution by end of 2026;

- National Enabling Programme (NEP), which will see all police forces and agencies introduce the latest cloud based productivity tools, increasing effectiveness and improving service delivery by enhancing communications and facilitating interaction with other forces, partner organisations and the public. Improved identity access management into policing systems and networks and national infrastructure and asset information security monitoring services will also be delivered. The cost of implementing this within Avon and Somerset will be £1.0m next year.
- Regional Projects – the provision of £0.3m within our capital plan for regional projects reflects the ongoing work around one system:-
  - Crime, Case, Custody and Intelligence records management system (Niche) – we continue to work with our regional neighbours in the shared development of our separate instances of the same Niche system. Over the course of the next 5 years £0.5m has been identified to support this at this stage;
- Local Projects – our plans predict that we will spend £12.6m on the implementation of local projects over the next five years. This includes:-
  - Corporate Systems – we are currently developing our plans for the improvement of our corporate HR, finance and operational capabilities, enabling continued improvements in many of our key corporate processes. A business case has recently been prepared that outlines the most suitable options to fit the Forces requirements for the future. Our capital plans include £10.4m in support of this over the next three years;

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

	<b>22/23</b> <b>£000</b>	<b>23/24</b> <b>£000</b>	<b>24/25</b> <b>£000</b>	<b>25/26</b> <b>£000</b>	<b>26/27</b> <b>£000</b>
Somerset Projects	-	5,669	2,529	-	-
Bristol Projects	812	2,316	-	-	-
BANES Projects	329	1,572	5,075	-	-
Other Projects	268	39	56	59	60
<b>TOTAL Estates Projects</b>	<b>1,409</b>	<b>9,596</b>	<b>7,660</b>	<b>59</b>	<b>60</b>

- Somerset Projects – our capital plan includes £8.2m over the next three years to progress estates projects in Somerset. This supports:-
  - South Somerset - £7.3m over the next three years is included within the plan to review properties requiring development within South Somerset; this includes the station at Yeovil.
  - Frome police station - £0.6m is included within our plan for 23/24 to develop our police station in Frome;

- Minehead - £0.3m is included within our plan for 23/24 to develop a new plan for our future police station in west Somerset;
- Bristol Projects – our capital plan includes £3.1m over the next three years to progress estates projects in Bristol. This supports:-
  - Trinity Road police station (Old Market) – the work to progress the redevelopment of our current Trinity Road police station site has continued. We have now sold the site (subject to planning permission) to a social housing developer, with the intention of securing a neighbourhood base on the ground floor of the redeveloped site. £1.6m over the next two years has been included in the plan to support this;
  - Broadbury Road police station (Knowle West) – our plans include £1.5m over the next two years for the redevelopment of our existing police station site.
- Bath and North East Somerset Projects – our capital plan includes £7.0m over the next three years in support of collaborative opportunities to provide for a new response base.

## 7. NEXT STEPS AND TIMETABLE

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

- Confirmation of approved 2022/23 tax base across our 8 local authorities – expected in December/early January;
- Confirmation of the government’s main police grant funding for 2022/23 – expected in mid-December;
- Confirmation of the future targets and funding for officer growth to be delivered in Avon and Somerset – expected at the same time the grant funding is announced;
- Confirmation of our share of any surplus or deficit on the collection fund across our 8 local authorities – expected mid-January.

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

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

**APPENDIX 1 - 2022/23 - 2026/27 Medium Term Financial Plan - Revenue**

	Current Yr 2021/22 £'000	MTFP Period				
		2022/23 £'000	2022/23 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
<b>Constabulary Budgets</b>						
Police officer costs	169,467	176,565	181,268	188,515	193,878	200,126
Police community support officer costs	12,258	12,894	13,298	13,507	13,878	14,252
Polices staff costs	95,378	97,517	100,429	103,674	106,570	109,494
Other current and former employee costs	10,239	9,730	11,515	11,893	12,261	12,639
Premises costs	14,201	15,167	15,467	15,821	16,180	16,551
Transport costs	5,286	5,457	5,557	5,677	5,791	5,925
Supplies and services costs	32,725	36,091	37,045	37,767	38,459	39,255
Partnership costs	15,571	16,834	17,304	17,941	18,538	19,147
<i>Plus</i>						
Contribution to/(from) reserve	138	2,610	959	85	85	85
Capital financing costs	17,317	16,448	16,452	16,837	17,417	17,313
Outstanding savings target	509	-	-	-	-	-
<i>Less</i>						
Income (inc Specific Grants)	- 30,379	- 30,992	- 31,147	- 31,209	- 30,674	- 31,743
<b>Constabulary costs before specific grants</b>	<b>342,710</b>	<b>358,322</b>	<b>368,147</b>	<b>380,508</b>	<b>392,383</b>	<b>403,046</b>
<i>Less</i>						
Home Office - Pensions grant	- 2,828	- 2,828	- 2,828	- 2,828	- 2,828	- 2,828
Home Office - Uplift grant	- 2,287	- 2,287	- 2,287	- 2,287	- 2,287	- 2,287
<b>TOTAL constabulary costs</b>	<b>337,595</b>	<b>353,207</b>	<b>363,032</b>	<b>375,393</b>	<b>387,268</b>	<b>397,931</b>
<b>OPCC Budgets</b>						
PCC commissioning costs	3,529	3,507	3,507	3,507	3,507	3,507
Office of the PCC costs	1,755	1,868	1,910	1,953	1,989	2,024
<i>Less</i>						
Ministry of Justice - Victims commissioning grant	- 2,001	- 2,001	- 2,001	- 2,001	- 2,001	- 2,001
<b>TOTAL OPCC costs</b>	<b>3,284</b>	<b>3,374</b>	<b>3,417</b>	<b>3,460</b>	<b>3,495</b>	<b>3,531</b>
<b>Net Revenue Expenditure</b>	<b>340,879</b>	<b>356,582</b>	<b>366,448</b>	<b>378,852</b>	<b>390,763</b>	<b>401,461</b>
<i>Funded by:</i>						
Home Office - Core police grant	- 185,784	- 197,424	- 199,777	- 203,306	- 205,339	- 207,393
Home Office - Legacy council tax grant	- 14,709	- 14,709	- 14,709	- 14,709	- 14,709	- 14,709
MHCLG - Council tax support grant	- 2,265	-	-	-	-	-
MHCLG - Council tax income guarantee grant	- 387	- 208	- 208	-	-	-
Council Tax - Precept	- 137,695	- 144,906	- 152,420	- 160,060	- 164,966	- 169,931
Council Tax - (Surplus)/Deficit	962	665	665	-	-	-
<b>TOTAL Revenue Funding</b>	<b>- 339,879</b>	<b>- 356,582</b>	<b>- 366,448</b>	<b>- 378,075</b>	<b>- 385,014</b>	<b>- 392,033</b>
<b>Surplus (-) / Deficit (+) before use of reserves</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>778</b>	<b>5,749</b>	<b>9,429</b>
Planned Use of Reserves for general funding	- 1,000	-	-	-	-	-
<b>Surplus (-) / Deficit (+) after use of reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>778</b>	<b>5,749</b>	<b>9,429</b>

OFFICIAL

Appendix B Capital Plan	Current Yr	MTFP Period					5 Yr Plan
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000

CAPITAL PLAN EXPENDITURE							
Information and Communication Technology	8,678	5,655	3,530	6,554	5,189	2,758	23,686
Estates	136	794	957	498	495	128	2,872
Fleet	2,762	2,693	2,584	3,088	2,808	2,809	13,982
Equipment	265	505	2,603	868	268	268	4,512
<b>TOTAL Maintenance and Replacement</b>	<b>11,841</b>	<b>9,647</b>	<b>9,674</b>	<b>11,007</b>	<b>8,760</b>	<b>5,964</b>	<b>45,051</b>
National Projects	794	1,105	100	3,000	6,700	600	11,505
Regional Projects	-	51	52	53	54	55	265
Local Projects	406	4,053	5,571	1,974	216	790	12,604
<b>Digital Projects</b>	<b>1,200</b>	<b>5,209</b>	<b>5,723</b>	<b>5,027</b>	<b>6,971</b>	<b>1,445</b>	<b>24,375</b>
Somerset Projects	-	-	5,669	2,529	-	-	8,198
Bristol Projects	192	812	2,316	-	-	-	3,128
BANES Projects	381	329	1,572	5,075	-	-	6,976
Other Projects	37	268	39	56	59	60	482
<b>Estates Projects</b>	<b>610</b>	<b>1,409</b>	<b>9,596</b>	<b>7,660</b>	<b>59</b>	<b>60</b>	<b>18,784</b>
<b>TOTAL Capital Plan</b>	<b>13,651</b>	<b>16,265</b>	<b>24,993</b>	<b>23,694</b>	<b>15,789</b>	<b>7,469</b>	<b>88,211</b>

CAPITAL PLAN FUNDING							
General Capital Grant Funding	- 269	- 269	- 269	- 269	- 269	- 269	- 1,346
Specific Capital Grant Funding	- 645	- 38	- 257	-	-	-	- 296
Direct Revenue Funding	- 7,000	- 7,000	- 7,000	- 7,000	- 7,000	- 7,000	- 35,000
Capital Reserves	- 5,401	- 7,657	- 5,801	-	-	-	- 13,458
Capital Receipts	- 267	- 200	- 2,965	- 8,725	- 2,576	- 200	- 14,666
Borrowing	- 69	- 1,100	- 8,700	- 7,700	-	-	- 17,500
<b>TOTAL Grant Funding</b>	<b>- 13,651</b>	<b>- 16,265</b>	<b>- 24,993</b>	<b>- 23,694</b>	<b>- 9,845</b>	<b>- 7,469</b>	<b>- 82,266</b>

<b>Deficit</b>	<b>- 0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,944</b>	<b>-</b>	<b>5,944</b>
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Capital Reserve						
B/Fwd	- 18,859	- 13,458	- 5,801	-	-	-
Additions	-	-	-	-	-	-
Use of	5,401	7,657	5,801	-	-	-
C/Fwd	- 13,458	- 5,801	-	-	-	-

Capital Receipts Reserve						
B/Fwd	- 5,602	- 6,738	- 13,666	- 10,901	- 2,376	-
Additions	- 1,136	- 6,928	-	-	-	-
Use of	-	-	2,765	8,525	2,376	-
C/Fwd	- 6,738	- 13,666	- 10,901	- 2,376	-	-

## Operation Remedy Assurance Report

14<sup>th</sup> October 2021  
 Det. Supt James Raphael

### Q1 - What was the initial driver and purpose for Remedy when it was set up?

#### Background and Context

In April 2019, Remedy was launched to provide a force wide enhanced focus on proactivity for three identified strategic crime types - residential burglary, knife crime and drugs. The force received an additional £2m funding from the OPCC through an increase in the local tax precept and this was further complemented with Force funding. As well as enforcement, Remedy funds and focusses on community intervention and works closely with NPT teams.

### Q2 - What were the original intended strategic aims for Remedy?

#### Strategic Aims

The strategic aims of remedy as confirmed by both the PCC and Chief Constable were as follows.

Increase the numbers of offenders brought to justice	Improve the confidence of the public around the activities of local police
Solve more crimes through an improved focus on intelligence, prevention and enforcement activities	Improve communication with the public
Reduce the numbers of burglary offences in people's homes	Increase the knowledge of Police and partners around those involved with crimes using knives as weapons
Increase the number of disruptions of Organised Crime Groups involved in the illegal supply of controlled drugs	Collaborate with partners to deliver effective education, early intervention and harm-reduction opportunities and pathways
Increase satisfaction levels for victims whose homes have been burgled	Seek opportunities to use innovative and partnership approaches to improve the gathering of intelligence and delivery of prevention and enforcement activity

### Q3 - What crime types are included in the remit of Remedy and what complexities are associated with those crime types, e.g. county lines?

#### Crime Types

From the outset there was no defined remit for what crimes Remedy would take ownership for rather it would focus on the following - residential burglary, knife crime and drugs.

When looking at Knife Crime and drugs there are clearly cross overs with multiple thematics including Serious Violence, Robbery, County Lines and Organised Crime Gangs. This has often meant Remedy resources have been pulled in multiple directions.

It is important to identify since April 2019 there has clearly been significant changes and direction through the Home Office and government including:

- Serious Violence funding and support for Violence Reduction Units with an emphasis on intervention
- National Policing Strategy – highlighting need to reduce Murder, Serious Violence, County line offending and Neighbourhood crime.

- Recently – Beating the Crime Plan and new Police and Crime plan.

These changes have never triggered a review of the Remedy strategic aims, for instance whilst VRU's now play a significant role and lead in relation to multi agency intervention a strategic aim of remedy remains as :- 'Collaborate with partners to deliver effective education, early intervention and harm-reduction opportunities and pathways'.

A review of 'One team tasking' requests for the last year show's remedy's core activity is geographically split and revolves primarily around the following core activity.

**North**

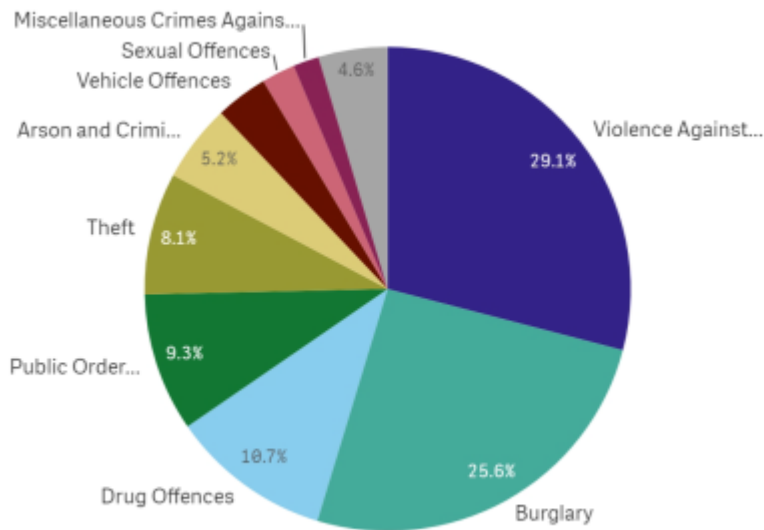
- Dwelling burglary restricted to burglaries from homes led by dedicated Focus team
- OCG disruption. In particular disruption of Bristol based gangs through 'Bristol Conflicts'.
- Proactive disruption in high harm hotspots for serious violence, knife crime and robbery.

**South**

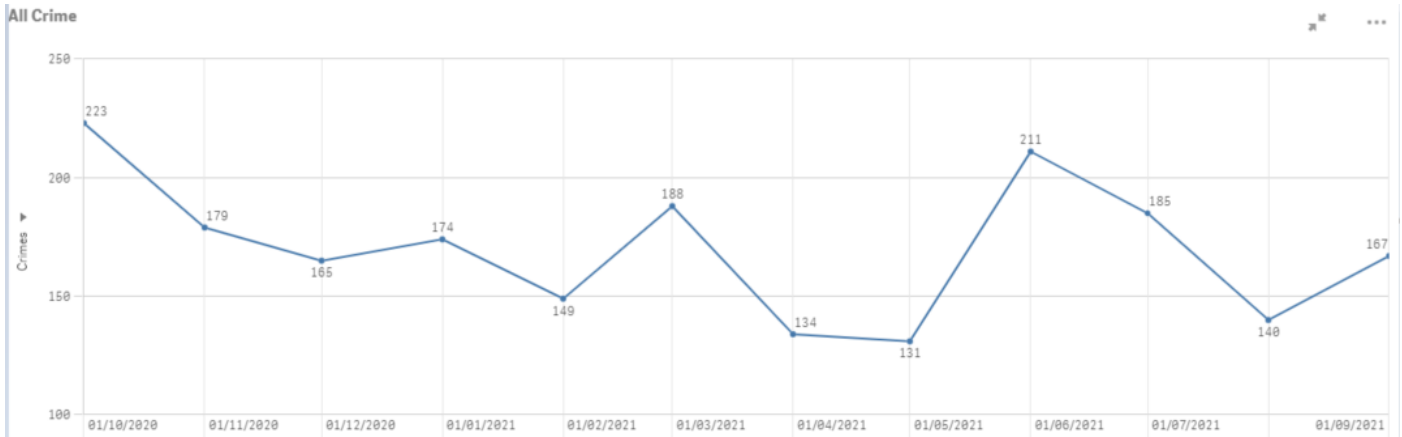
- Dwelling burglary restricted to burglaries from homes led by dedicated Focus team
- Proactive disruption of County lines e.g. Op Orochi and Op Toxic
- Proactive disruption in high harm hotspots for serious violence, knife crime and robbery.

As part of any one Team tasking request Remedy staff maintain responsibility for all crimes they identify. Since September 2020 Remedy have investigated 2046 crimes and 301 CRI's which are investigations linked to border force where education visits take place. The breakdown of these crimes are as follows with the majority aligned to the strategic crime types.

**Crime Types**



At present Remedy have 475 live occurrences (19/10/2021). The graph below highlights the monthly average of crimes allocated to Remedy staff which has remained relatively consistent despite the impact of COVID-19.



It is important to highlight outside of tasking deployment and the investigation of crime Remedy has continued to actively pursue offenders identified as 'Most Wanted', offenders identified as high risk by SIO's and Integrated Offender Management high harm offenders.

Remedy currently play a significant part in tackling County Lines and also Organised Crime Gangs in particular those linked to Bristol Conflicts. This has primarily come about as a result of the tasking process and requests from the Neighbourhood Directorate who identify such areas as their greatest risk (THR). These investigations can be very complex and often require covert tactics and safeguarding

It has been recently recommended the remit for Remedy will be to tackle the greatest Threat Harm Risk as identified through One Team tasking. As highlighted from a review of the last 12 months it is anticipated the risk from County Lines and OCG's will remain as the predominant tasking request. In tackling these complex crimes Remedy has become less visible, however their efficiency and effectiveness has increased highlighted in particular for County Lines as the force are recognised nationally as leading the way in the work they carry out with Op Orochi and Toxic.

Overall Remedy are equipped and have the resources to make a significant impact on the highest harm threats, but without clear strategic objectives being set there is a danger that Remedy could be spread too thin across multiple crime types. It is for this reason the following recommendation is made.

**Q4 Since Remedy was set up what progress has been made in recruitment and development does Remedy have the resources and skills needed to deliver against the original aims. Include detail about abstractions and other commitments serviced e.g. PSU duties and staff turn-over.**

### Recruitment and Resourcing

The initial structure of Remedy was as follows with the formation of five teams each consisting of; a DS & PS, 3 DCs, 12PCs plus 2 P's on rotation from patrol and 2 scale 6 Investigators recruited via previous Futures Programme activity.

The permanent establishment posts that made up the 100 Remedy police officers were at a cost of £5,301,300, the cohort being predominantly more experienced uniform staff recruited from response teams;

Rank	Role profile	FTE	Budget
CI	CI Force Duty Officer	1	
INSP	Insp Proactive	1	
DI	DI Investigations	2	
DS	DS Investigations	6	
SGT	PS Proactive	5	
PC	PC Proactive	70	
DC	DC Investigations / PC Investigations	15	
<b>TOTAL ESTABLISHED POSTS</b>		<b>100</b>	<b>£5,301,300</b>

Remedy also had a temporary central function comprising of 28.15 FTE establishment at a cost of £1,017,200.

Officers	Role profile	FTE	Budget
SUPT	P7305 Supt Catch and Disrupt	1	
DC	P5800 DC Policy & Support	1	
PC	P7701 PC Operational Planning	0.75	
	<b>Total Officers</b>	<b>2.75</b>	<b>£197,300</b>
Staff	Role profile		
PO 2-5	C4031 PO2-5 Senior Delivery Officer	0.8	
SO 2	C6130 SO2 Communications Officer	1.6	
SC 6	C7030 S6 SO Invest Support Officer Des	10	
SC 6	C4024 S6 Case Review Crime Officer Des	1	
SC 5	C2502 S5 Criminal Intel Analyst I	3	
SC 5	C2690 S5 Intel Researcher	3	
SC 6	Intel Investigators	2	
SC 4	C3933 S4 ASB Support Officer (in NHP)	3	
	<b>Total Staff</b>	<b>24.4</b>	
	<b>TOTAL CENTRAL TEAM OFFICERS &amp; STAFF</b>	<b>27.15</b>	<b>£1,017,200</b>

In April 2020 Remedy became 'BAU' with the budget identified through central force funding. With this being the case a number of the temporary roles were removed including.

- SO2 Communications officer
- Scale 6 Case review officer
- ASB support officers
- DC Policy and Support
- PC Operational planning
- Business Analyst support

The removal of the dedicated business analyst and communications officer are relevant to the later assurance questions raised around performance and publicity of the Remedy brand.

### Underspend

Remedy has never been able to fulfil its full time establishment (FTE) in relation to detectives. This has inevitably led to year on year significant underspend.

Last year Remedy spent £5,685K against a budget of £6,929K The underspend was mainly attributed to the following areas:

- Police Pay: £1,066k particularly detectives
- Police Staff Pay: £130k

The total underspend of £1,333k was built into the 2021/22 budget for Remedy.

On the 30th June 2021 Remedy Police Pay YTD was already underspent by £333k. It is anticipated underspend for this year will be in the region of £1 million again primarily due to the FTE not being reached.

### Training and Development

An academic study carried out in relation to Remedy highlighted the high standard of training and CPD for its staff but also for those on attachment. Perhaps one of the unintended consequences from Remedy was how it supported force wide improvement in area such as Investigative standards.

Remedy has evolved as the complexity of the crime it tackles has increased, this evolution has included the training given both to permanent staff and those on attachment. Training has sought to improve investigative standards whilst also ensuring professional use of covert tactics and to ensure legitimacy.

Current training includes inputs around key strategic crime types, and either awareness or direct training inputs for specialist deployment.

Permanent and on attachment	<ul style="list-style-type: none"> <li>• Burglary</li> <li>• Drugs which includes County Lines under Op Orochi</li> <li>• Knife Crime</li> <li>• CAB/RIPA/DSA</li> <li>• Identification/VIPER</li> </ul>
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	<ul style="list-style-type: none"> <li>• TSU Technical surveillance Unit</li> <li>• DFU Phone Digital Unit (SW Forensics)</li> <li>• DVU Digital Audio (SW Forensics)</li> <li>• DSU CHIS</li> <li>• FIU Financial Investigation Unit</li> <li>• DEAT Drug Expert Action Team</li> </ul>
Permanent	<ul style="list-style-type: none"> <li>• CPIA</li> <li>• Suspect Interviewing Courses (PIP 2 level)</li> <li>• ABE Witness and Victim Best Evidence Interviewing Course</li> <li>• Foundation Drugs course</li> <li>• Expert witness Drugs Course</li> <li>• Basic MOE and Intermediate MOE Course</li> <li>• UFED/Kiosk MSAB mobile phone data retrieval Course</li> <li>• File preparation and CJU</li> <li>• Initial Taser Course</li> <li>• Covert Taser Course</li> <li>• ANPR</li> <li>• National Foot Surveillance Course</li> <li>• National OP/Camera Course</li> <li>• National Log book keeping Course</li> <li>• Child sexual criminal exploitation/St Giles/Human Trafficking and Slavery Presentations</li> <li>• Stop and Search PACE presentation</li> <li>• Exhibits/Packing/Forensic presentation</li> <li>• Intelligence Tasking presentation</li> </ul>

The Senior Delivery Officer plays a critical role in the management of training across the Remedy teams and more recently for 'Remedy local' which through uplift in NPT will see an increase in 62 staff. Support and the setting of clear development objectives are set for all staff including:

- 6 Month Attachments from patrol (10 in total)
- DHEP students (5 currently as part of pilot, 15 forecast for January)
- PCDA Year 3 students.
- Permanent Remedy staff

### **Turnover**

Morale within Remedy is high with staff regularly approaching SLT from all Directorates to establish whether they can apply for Remedy posts.

When originally established the objective was for Remedy posts to be for a two year tenure period. Since being established Remedy have completed a number of recruitment drives with a significant number of applicants and staff accordingly identified. Often due to the skills held by successful candidates; Taser, Response driver and detective it has meant they have not been released. This now means there are staff currently in place who have been so for over two years.

On occasions, and not just as anticipated for detectives, staff have remained within selection pools for over a year and have not been released, often then applying for other roles in the meantime. This has not only then meant additional selection processes having to be completed but has also prevented staff development.

### **Abstractions**

Many staff within Remedy are currently CMS trained and are regularly requested to cover such duties. Often staff are completing this requirement on rest days or as overtime. Taking welfare aside this does not often impact on delivery of objectives from Monday to Friday.

However, at weekends Remedy often find supervisors and staff are removed to cover public order events. This often results in minimal staffing levels and their ability to carry out tasking's is reduced. Over the COVID-19 lockdown period the level of abstractions increased especially in response to the rise in the number of 'Live Music Events' which attracted significant media attention nationally.

The impact on Remedy at weekends has been raised with resources and SLT for CMS training. It is recognised that force wide there is a requirement to increase the number of suitably trained staff and currently an action plan is in place to address.

**Q5 What is the gender and ethnicity breakdown of the officers who make up the Remedy team and does this reflect the communities they serve? Also what length of service have these officers had and how does that compare to the force as a whole?**

The following tables show the current gender and ethnicity breakdown for Remedy in comparison with the other Departments within Operational Support Directorate.

	Police Officer		Police Staff	
	Male	Female	Male	Female
Intel	20	20	55	129
TST	166	36	10	6
Criminal Justice	49	14	119	224
Op Remedy	67	23	8	2
CAB	4	9	14	7
Ops	67	17	16	7
<b>Total</b>	<b>373</b>	<b>119</b>	<b>222</b>	<b>375</b>

	Male	Female
Intel	75 (33.5%)	149 (66.5%)
TST	176 (81 %)	42 (19 %)
Criminal Justice	168 (41%)	238 (59%)
Op Remedy	75 (75%)	25 (25%)
CAB	18 (53%)	16 (47%)
Ops	83 (78%)	24 (22%)
<b>Total</b>	<b>595 (54%)</b>	<b>494 (45%)</b>

Business Area	Asian	White	Black or Black British	Mixed	Any Other ethnic group	Prefer not to say
Intel and Tasking	1	200	1	1	1	22
TST/Ops	0	189	1	6	0	23
Criminal Justice	3	365	6	5	0	31
Op Remedy	0	91	0	2	2	7
CAB	0	28	0	0	0	6
Ops	0	92	0	0	0	15
<b>Total</b>	<b>4</b>	<b>965</b>	<b>8</b>	<b>14</b>	<b>3</b>	<b>104</b>

For comparison outside of the Operational Support Directorate, Investigations currently have a total BAME % of 4.3%. (28 members in total – 24 police officers and 4 police staff). For further comparison the current total for the force is 3% BAME.

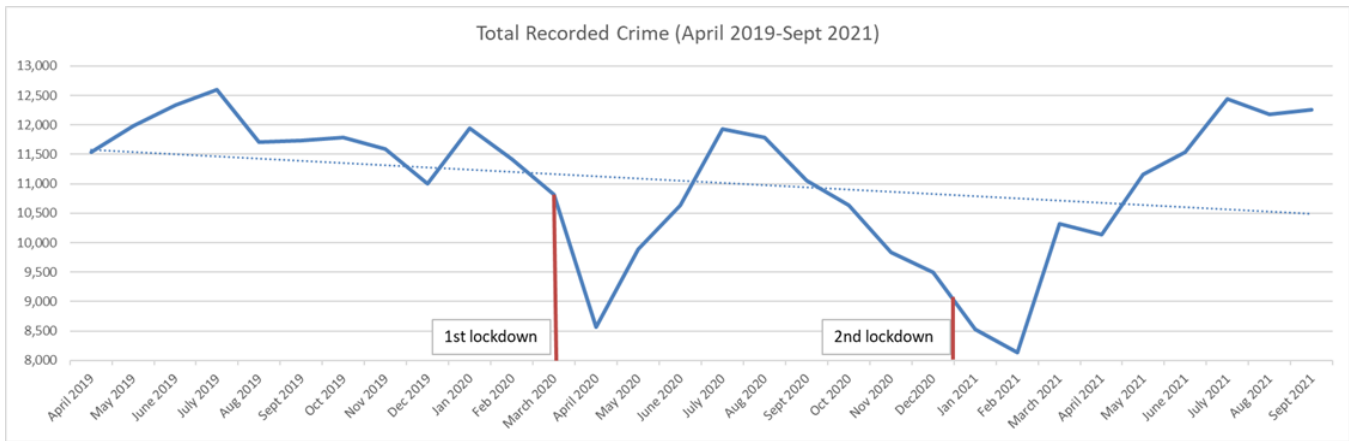
Whilst I await exact details of the experience level of staff within Remedy a brief review would suggest a large proportion have around 4 years' experience and therefore above the average of Directorates such as response.

Remedy is not representative of the community it serves however it must be noted the percentage levels within Remedy for both ethnicity and gender have improved year on year since inception. Ongoing work continues with the Force outreach teams to further enhance the diversity across all teams within the Directorate and is seen as a priority.

**Q5 What impact has COVID-19 and the associated lockdowns had on the crime trends associated with the work Remedy have been doing?**

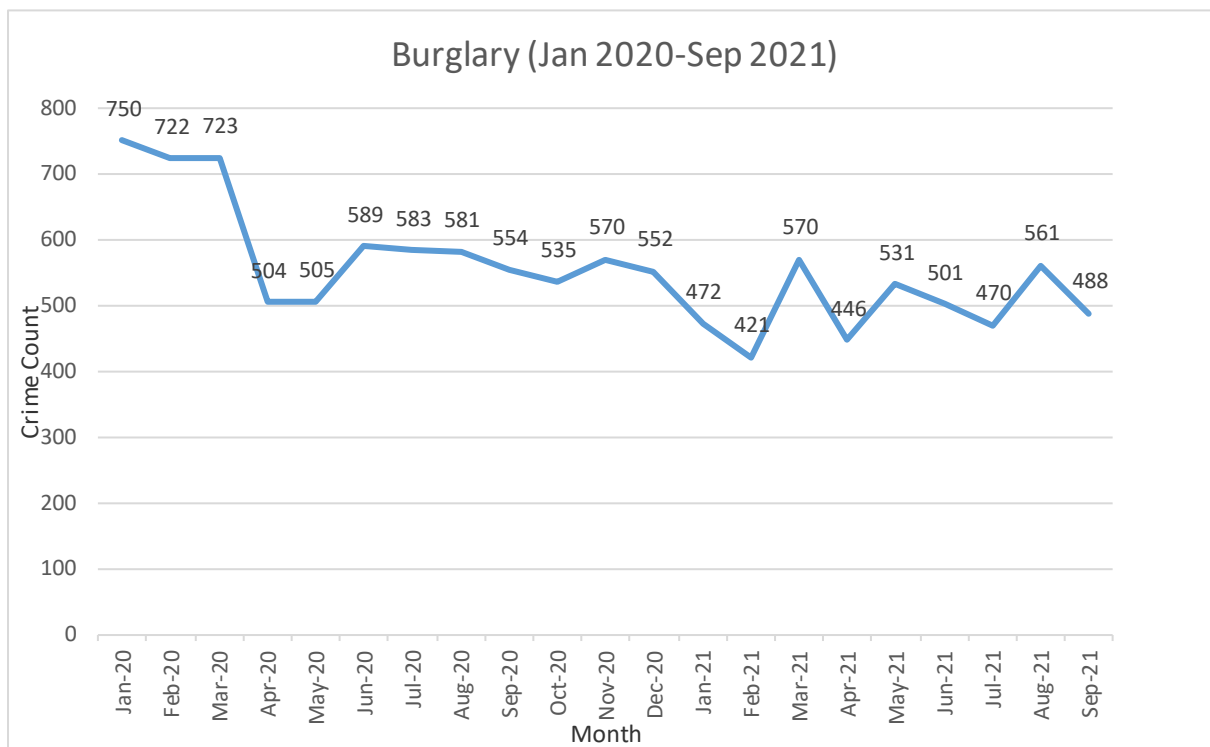
It has been recognised nationally the impact that COVID-19, and in particular national lockdowns has had on crime levels. However whilst remaining at home perhaps reduced residential burglary other crime types such as domestic assaults and county line offending increased. This primarily came about due to the usual safeguarding mechanisms in places like schools not being able to operate immediately 'on line'.

The following table shows the levels for all recorded crime.

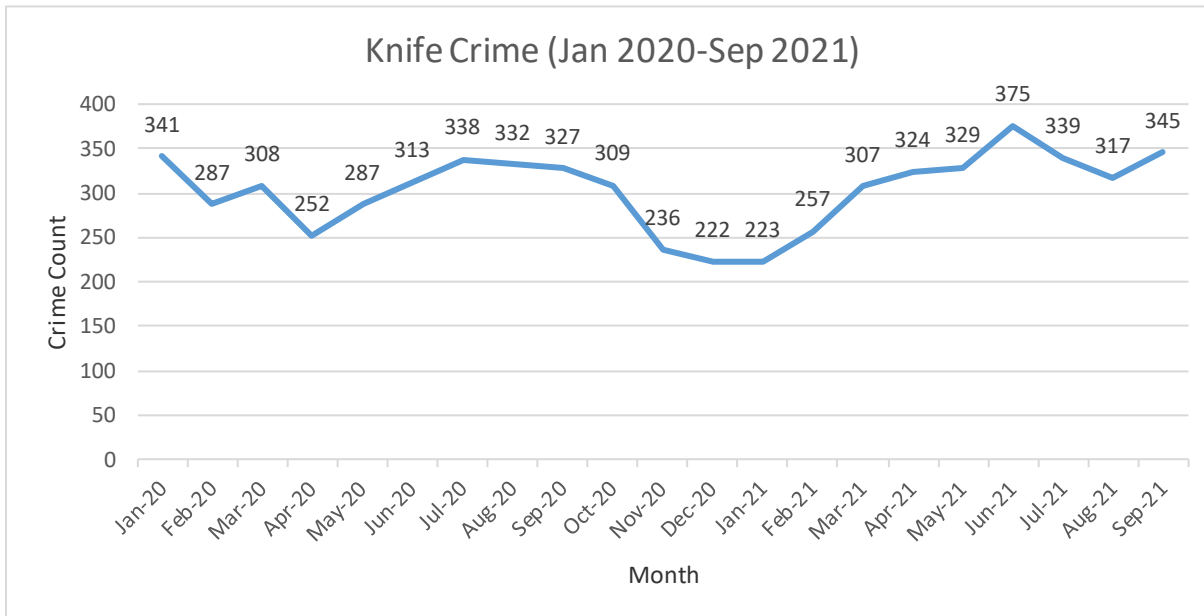


The tables below demonstrates the impact across the three strategic crime types, although as commented some offending such as County lines is unmeasurable due to current reporting systems in place.

### IMPACT OF COVID-19 ON OP REMEDY WORK

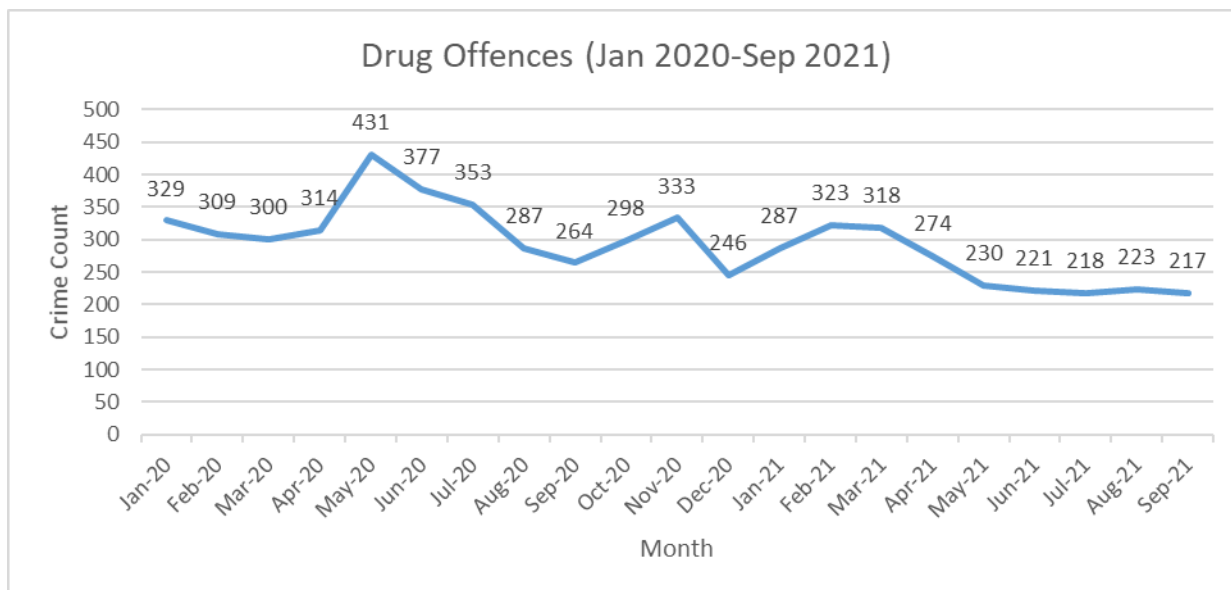


Data from Qlik shows that Burglary offences have continued to fall throughout the last 18 months and throughout the duration of COVID-19, with the most significant fall being in April 2020 to 504 crimes in comparison to 750 in Jan 2020. Sporadic rises in June 2020, and March, May and August 2021 indicate periods of easing of restrictions, where burglary crimes increased. The recorded crime count for burglary in September 2021 was 488, significantly lower than before COVID-19 in January 2020).



The above chart shows the recorded crime count for knife crime throughout the duration of COVID-19. This data is obtained from business objects and represents a count of 'possession of bladed article' and a count of crimes which have a knife crime flag. There is no guarantee all offences have been covered as it relies on individual officers recording/flagging appropriately.

The data shows a decrease in knife crime from Feb –April 2020 when the first lockdown started. A steady rise then continued until July 2020 when knife crime settled for a few months until a significant drop is evident again in November 2020, when the tier system was put in place. A further lockdown in January 2021, and from Feb 2021 a steady rise began, more significant in March 2021, from when knife crime has steady risen and has returned to similar numbers to pre- COVID-19 in January 2020.



Data specific to county lines crime is difficult to distinguish, as the county lines flag applies to a person rather than a crime, hence other crimes will be included and the data will be inaccurate. Therefore, the above chart shows the recorded crime count for drug offences; Trafficking in controlled drugs, Possession of controlled drugs (excluding Cannabis) and Possession of controlled drugs (Cannabis).

The data shows there has been a reduction in numbers of drug offences from Jan 2020 (329 crimes) to September 2021 (217 crimes). A significant spike is evident in May 2020, however since then there has been a steady decrease. Unfortunately we are unable to ascertain the full effect COVID-19 had on County lines, due to the inability to obtain specific reporting in this area.

Overall whilst crime levels have reduced and then risen again in line with restriction enforcement and easing Remedy work as a whole has not reduced perhaps demonstrated within the response to questions 6 and 7.

During lockdown the force was able to invest more time into proactivity which saw a significant rise in the number of arrests which Remedy played its part. Remedy also continued to tackle crime types such as county lines dismantling 21 lines since September 2020, a significant increase on previous years.

**Q6 To what extent have the intended benefits of Remedy been realised?**

1. Quantitative and qualitative data
2. Case studies

**Q7 To what extent have the performance and outputs of Remedy been captured and recorded?**

1. Define what the desirable outcomes of Remedy are – include disruption as well as crime outcomes and offences brought to justice
2. What performance is recorded?
3. What gaps and issues are there in performance recording? What more can be done to demonstrate successes and where improvements are needed?

**Overview**

Remedy was set up to tackle three strategic crime types Burglary, Knife crime and Drugs with ten objectives having been set as highlighted in question 2.

*Whilst Qlik has been used a significant proportion of the performance data has come about through remedy staff recording work daily on ‘one note’, staff physically reviewing pocket note books and the maintaining of word documents. The lack of the forces ability to track positive outcomes should not deflect away from the hard work and professionalism demonstrated by staff on a daily basis.*

A number of the objectives are themselves immeasurable. Often with no previous benchmarking having taken place and the inability to differentiate between work carried out by Remedy and the rest of the force obtaining quantitative and qualitative data has been extremely difficult. For example, the following objective ‘Increase the knowledge of police and partners around those involved with crimes involving the use of knives as weapons’ whilst in itself difficult to quantify any increase could itself have been through work carried out by Neighbourhood or through the introduction of the violence reduction units.

Despite these challenges the data below demonstrates the current performance against each objective.

**OBJECTIVE - Solve more crimes relating to dwelling burglary, knife crime and drug related offences, through an improved focus on intelligence, Prevention and Enforcement activities.**

**Residential Burglary**

	Pre Remedy	Current Performance
Outcome Rate	3.8%	7.8%
Crime Occurrences	-	-19.2% (Rolling 12 months)
Whole Experience Sat.	81.7%	82.5%
Follow Up Satisfaction	69.9%	76.1%
Iquanta Position - Outcomes	April 2019 – 35th	April 2021 18 <sup>th</sup>

**Drugs**

	Pre Remedy	Current Performance
Drug Offences Total Last 12 months	-	-21.8%
Drug Crime outcome rate (6 month rolling ave.)	63.5%	68.1 %
Drug Trafficking outcome rate (6 month Rolling ave.)	73%	72.1%

## Knife Crime and serious Violence

	Pre Remedy	Current Performance
Iquanta Knife Crime Offences	-	16% percent reduction in recorded knife crime offences in the Jan –March 2021 quarter compared to the previous quarter (Oct- Dec 2020)
Iquanta Knife Crime Offences	-	13% year on year reduction in knife crime offences (April 2019/March 2020 compared to April 2020-March 2021)
Knife Crime outcome rate	-	20.9%

## Serious Violence/Knife Crime

Current Force wide crime performance for each serious violence (street based) crime type between 1<sup>st</sup> April to 20<sup>th</sup> Oct 2021

Offence	2019	2020	2021	% Change from 2019 to 2021
Wounding / GBH	187	132	159	-18%
Knife Crime	477	386	427	-12%
Robbery	1009	939	958	-5%
Murder	3	3	4	+25%
Attempt Murder	15	13	9	-67%
Aggravated Burglary	55	44	46	-20%
Total	1746	1517	1603	-9%

## OBJECTIVE - Increase the numbers of offenders brought to justice specifically in relation to dwelling burglary, knife crime and the supply of illegal drugs

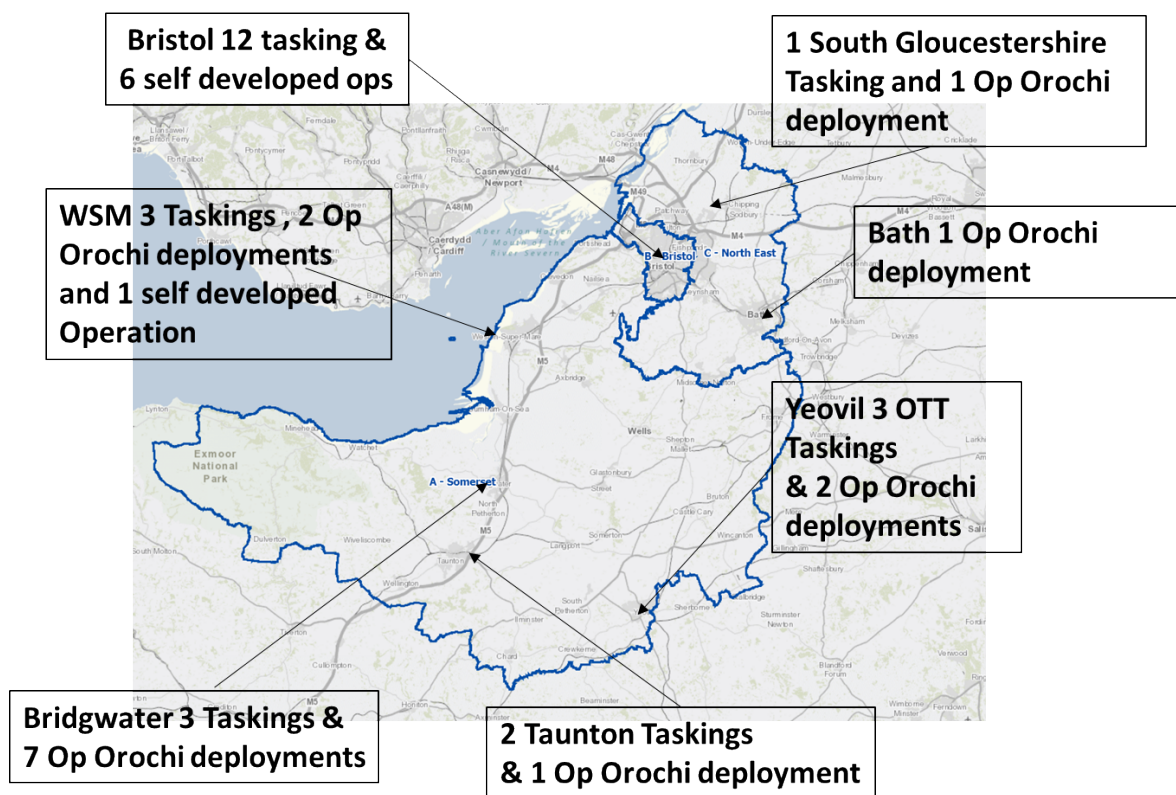
<b>Burglary</b>	<ul style="list-style-type: none"> <li>178 arrests in last 12 months including 22 IOM offenders</li> </ul>
<b>Drugs</b>	<ul style="list-style-type: none"> <li>21 County lines dismantled in last 12 months including 49 arrests - 36 charges + 3-RUI + 3 bail + 1 recalled to prison</li> <li>Drugs/ Assets seized £166K Cash, in excess of 1000 wraps of Class A, 35kgs Class B (Since 1<sup>st</sup> Jan 2021)</li> <li>713 drug related stop and Search with a positive outcome rate of 32.2%</li> </ul>
<b>Knife Crime</b>	<ul style="list-style-type: none"> <li>28 direct knife crime arrests –1<sup>st</sup> Jan</li> <li>Outcome rate – 20.9%</li> <li>350 violence related stop and Search</li> <li>85215 Visible Hours Patrolling force wide in last 12 months</li> <li>967 Border Force crimes reviewed 967 for knives and drugs intercepted in the post.</li> </ul>

## OBJECTIVE - Reduce the numbers of dwelling burglary offences and increase satisfaction levels for dwelling burglary victims

	Pre Remedy	Current Performance
Crime Occurrences	-	-18.1% (Rolling 12 months)
Whole Experience Sat.	81.7%	82.5%
Follow Up Satisfaction	69.9%	76.1%

**OBJECTIVE - Increase the number and effectiveness of disruptions of OCG groups involved in the illegal supply of controlled drugs, SAC and violence involving the use of knives**

The following map demonstrates the key disruptive activity that has taken place across the force since April 2020. In Bristol this has primarily concentrated around gang related violence and in particular those linked to 'Bristol conflict'. Within the South of the force activity has concentrated on OCG's linked to County lines (Op Orochi).



In the last twelve months Remedy have dismantled 21 county lines resulting in 49 arrests, 43 having been charged and remanded into custody. Where offenders have been convicted they have received significant sentences of around seven years and recent successes have included convictions for Human Trafficking.

Through disruption activity a significant number of gang nominals have been arrested, charged and remanded as a result of proactive activity. It is worth raising that the reporting mechanism for recording 'Gang disruptions' in the force remains a significant challenge and as a result identifying effectiveness of Remedy has been difficult. An indicator of success however does come through the Bristol Conflict process where the top 5 high harm offenders has been seen to change on a regular basis due to the arrest of offenders targeted by Remedy resources.

**OBJECTIVE - Improve communication with the public around the offences of dwelling burglary, knife crime and illegal drug supply**

This objective is unclear in its intent, although it must be highlighted that significant communication has gone out to the public to raise awareness in relation to these crime types.

Communication in relation to the 4' P' approach for these crime types is led by the force Thematic leads rather than by remedy itself. The response to question 8 perhaps highlights the community messaging delivered by Remedy demonstrating its successes, however I am not sure this was the purpose of this objective which was around Crime prevention messaging.

**Outdated Objectives due to Organisational change**

- Collaborate with partners to deliver effective education, early intervention and harm-reduction opportunities and pathways

At its infancy in 2019 Violence Reduction Units had not yet been established and the concept very much within its infancy. By April 2020 Violence Reduction Units were established supported by police officers and also police staff with a key emphasis set around intervention and diversion. This multi-agency function in effect superseded the objective set for Remedy and to this day the Violence Reduction Unit continues in this role leading on the development and implementation of pathways.

### Immeasurable Objectives

- Improve the confidence of the public around the activities of local police, in response to reports of concerns relating to dwelling burglary, knife crime and supply of illegal drugs
- Increase the knowledge of police and partners around those involved with crimes involving the use of knives as weapons
- Seek opportunities to use innovative and partnership approaches to improve the gathering of intelligence and delivery of prevention and enforcement activity relating to crimes connected with dwelling burglary, knife crime and drugs supply

As highlighted in the overview section above a number of the objectives set, although clear in their intent were in effect immeasurable as no direct means of either quantifying the outcome or being able to demonstrate was as a direct result of Remedy work.

### Qualitative Data and Case Studies

Whilst perhaps it is difficult to demonstrate the true value of Remedy against the original objectives, due to significant gaps in data recording it is perhaps a qualitative and case study approach that demonstrates its value.

Since Remedy’s creation its ways of working and activity has covered many areas of policing assisting all Directorates as well as tackling offending outside of the force. The breadth and depth of their work is highlighted in the following tables and case study examples.

The first table demonstrates the daily activity of staff driven through daily ‘pacesetters’ and following overnight critical incidents. This demonstrates how this activity links into the core national strategic policing aims and more recently the ‘Beating the Crime’ and ‘Police and Crime Plans.

Daily Remedy Activity outside One Team Tasking	Reduce Murder and Homicide	Reduce Neighbourhood Crime	Disrupt Drug Supply and County Lines	Improve Victim Satisfaction	Reduce Serious Violence
Arrest IOM Offenders	X	X			X
Arrest Force Most wanted	X	X			X
Review and allocation of Dwelling Burglaries		X		X	
Prisoner processing Dwelling Burglary		X		X	
Serious Violence Hotspot Patrols	X	X	X		X
Intelligence Development to support Op Orochi		X	X		X
Review of Border Force crimes for drugs/ weapons intercepted in the post and intervention	X	X	X		X
Crime Investigations following Proactive deployment	X	X	X	X	X



The following demonstrates some of the direct taskings that have come through the One Team tasking process. These clearly are in line with the strategic crime types for which Remedy was created and demonstrates how Remedy have been involved in tackling offenders and protecting the most vulnerable force wide. It shows how they are aligned to '4 P' approaches to support Thematics such as Serious Violence, Knife Crime and County Lines.

- Bristol Conflicts – targeting of offenders linked to gang violence and OCG's – Pursue, Prevent
- Robbery Series Bristol – Response to increase in Robbery within Central Bristol – Pursue, Prevent
- Support for NPT directorate in mitigating against community threats particularly linked to drug supply and subsequent serious violence. – Pursue, Prevent
- Community reassurance including High Visibility patrols, weapon sweeps, stop and search. – Pursue and Prevent
- Community safeguarding including Cuckooing visits to mitigate against the threat of criminal exploitation particularly linked to County Lines – Protect and Prevent.
- County Lines – Targeting and disruption of those involved in criminality and exploitation – Op Orochi, Op Toxic and A&S own county line disruption – Pursue
- Burglary linked series targeting and investigation – Distractions, Rural Burglaries, Shed and Garage breaks – Pursue, Prevent
- Knife crime – working with Border force – pursue, prevent
- Grip Funding high visibility patrols in Serious Violence Hot spot areas. Prevent.

Remedy have also been involved in much more and are very often the go to resource to assist, track down offenders and tackle those causing the greatest harm. Below are a few more examples of work Remedy has carried out over the past 12 months.

- Assisted Major Crime Investigation Team in relation to homicides
- Bath rapist – outstanding for 3/4 months – Remedy arrested within 5 days – 22yr sentence
- Cycle track sexual assaults – arrested within 90mins – admitted 12 sexual assaults
- Bristol top 5 – numerous arrests and interventions meaning the top 5 had necessary intervention and targeting. This has meant the top 5 have been refreshed and for the past 2 months have only consisted of 2 people as the others are in prison.
- Assisted SOT, CCU, ROCU with arrests as well as The Met, D&C and more
- Assisted NPT – 5 jailed in Barton Hill for supply, conspiracy to supply, Southmead OCG and Albanian OCG network
- Patrol of serious Violence hotspots in line with 'Grip' funding.
- Supported front line with high demand over the summer.
- Supporting high demand in CID.
- Rural crime – 17 rural crimes detected – 2 charged with conspiracy. Plant in excess of £300,000 seized and £250,000 assets frozen.

### **Scrutiny and Accountability**

Following the election of a new PCC reassurance has been sought regarding the effectiveness of Remedy in terms of value for money and making a difference to the communities we serve.

Resetting the strategic objectives presents a timely opportunity to update the performance framework to ensure outcomes are measurable and are in line with national strategic, beating the crime and police and crime plan aims. To support this a performance analysts would need to work closely with Remedy to ensure performance is clear, transparent and accountable.

#### **Q8 To what extent have the outputs of Remedy been publicised and promoted both internally and externally?**

1. Internal and external communication of performance – how do we demonstrate outcomes to the public and what do we show to justify the cost of Remedy to the public?

In the period 01/04/20 – 31/03/21, **521 press releases\*** on Remedy activity and associated crime types were issued to media and added to our website, a weekly average of 10 stories. During the same period, **51 stories of Remedy activity were shared via our social media** channels.

In the last six months (01/04/21– 30/09/21), a **further 206\* press releases** relating to Remedy have been issued to media, a weekly average of 8 stories. A further nine stories directly relating to activity have been shared on our social media channels.

In the past year, we have delivered a number of proactive, high profile campaigns relating to the crime types under Remedy's remit, and to support frontline operational policing.

Our youth engagement campaign [Knife crime: A new way forward](#) was delivered using resource from Remedy and Serious Violence Surge Fund. An audience-led communications campaign engaged priority schools in a crime animation challenge. This resulted in a multi-channel communications campaign including radio, bus and bus stop

advertising, supported by social media and influencer engagement. The campaign has since been recognised with multiple awards and recognised as good practice by other police forces.

Also of particular note are:

- Working with partners such as Crimestoppers to support a social media campaign on Snap Chat and Instagram about how to report signs of county lines activity or exploitation.
- Various pieces of work to promote our youth engagement in schools on drugs and knife crime, as well as to promote activity taking place via the Violence Reduction Units. We link in with partners whenever the opportunity arises to continue the narrative that a multiagency approach based on early intervention is the only way to tackle serious youth violence.
- Support for campaigns from partners such as Unseen, focusing on modern slavery.
- Outlining the signs to spot that a child may be being groomed or exploited for National Child Criminal Exploitation Day in March 2021.

Communications played an active role in planning and achieving operational objectives during weeks of action supported by Remedy including:

- County Lines Intensification Week (Sept 2020)
- Op Sceptre (Nov 2020)
- Op Sceptre (April 2021)
- County Lines Intensification Weeks (May 2021 and Oct 2021)

We supported with internal communication during the launch and initial milestones of Remedy to engage and inform the wider organisation. Our internal communications structure enables all teams to blog their own news and successes for the entire workforce to read. For example, in April 2021 our intelligence DS wrote an educational blog around tackling County Lines.

At Remedy's inception in 2019, we were granted funding for two FTE communications officers. This was reduced to one FTE from April 2020 onwards. During the pandemic (from March 2020) non-critical communications was scaled back or stopped to focus resource on COVID-19 and the crimes which were most apparent during lockdown.

We continued to provide press office support to issue updates about drugs enforcement operations and burglary convictions as well as key court cases relating to serious violence and knife crime, as part of our daily business. From 01/04/20 – 30/03/21, an additional 40 press releases relating to Remedy areas of activity were issued compared to the previous year.

*\*The activity recorded above has been captured by searches by crime type (burglary/theft, drugs, knife crime, robbery, violent crime) and Remedy miscellaneous mentions across all crime areas on our media and social media databases. This will not capture stories that may have been issued but were otherwise categorised outside of these crime types.*

## **2. Is all Remedy work “badged” as such – what have we done to embed the brand of Remedy with the public?**

Communications activity supports strategic objectives, particularly;

- Improve the confidence of the public around the activities of local police
- Improve communication with the public

During the introduction of Remedy, the decision to improve confidence in the Avon and Somerset Police ‘brand’ among the public, rather than Remedy was agreed at Chief Officer level and with the PCC.

The name Remedy is used in corporate updates at a strategic level, for example during the launch, significant projects and outcomes (e.g. SmartWater rollout), one year review etc. Day-to-day updates about operational activity and positive outcomes generally do not to use the operational name, so it's not an appropriate measure of performance.

Remedy was referenced in 13 per cent of the 521 stories issued around burglary/theft, drugs, knife crime, robbery and violent crime issued between 01/04/20 – 31/03/21 and in 9 per cent of the 260 press releases issued from 01/04/21 and 30/09/21.

It has also been referenced in all 51 social media posts on the same crime types shared between 01/04/20 – 31/03/21 and in the further 9 social media posts from 01/04/21 and 30/09/21.

## **3. Have Corporate Communications actively engaged with Remedy?**

Since the launch of remedy Corporate Communications has:

- Attended Gold and Silver meetings
- Attended daily calls (while they were active until around April 2020)
- Provided weekly activity updates (and stopped when told it was no longer required around April 2020)
- Provided a mailbox and guidance for positive new stories

We continue to:

- Attend team meetings once/twice weekly
- Attend strategic board meetings
- Attend planning for weeks of action etc.
- Provide support and guidance to the team as needed, from preparing for interviews to press release content guidance

Remedy is included in our Corporate Communication Strategy for this year (until March) and we're launching a strategy which aligns communication themes, audiences and key messages across knife crime, serious violence, drugs and burglary/theft to provide a consistent and impactful message for the public.

**Q 9 What are the intended structural uplift changes for Remedy and how will they impact on delivery?**

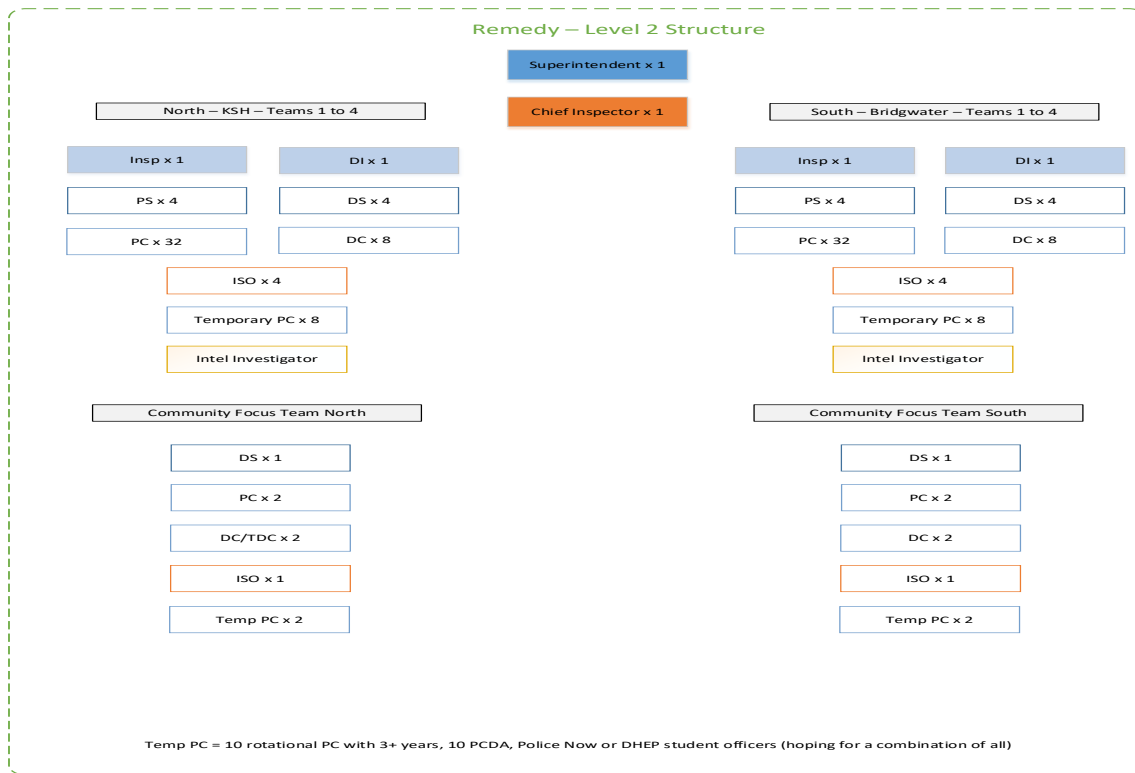
1. Overview of the proposed (?) structure for force and local tiers of Remedy – Remedy Force and Remedy Local
2. What are the intended changes and how will they impact on delivery?
3. What plans will be put in place to report on future performance measures of these changes?

As part of the organisational uplift programme a review of Remedy was undertaken and a proposal presented to the Chief Officer Group. This looked at the structure of Remedy and also looked at its current remit making the following recommendations which were supported.

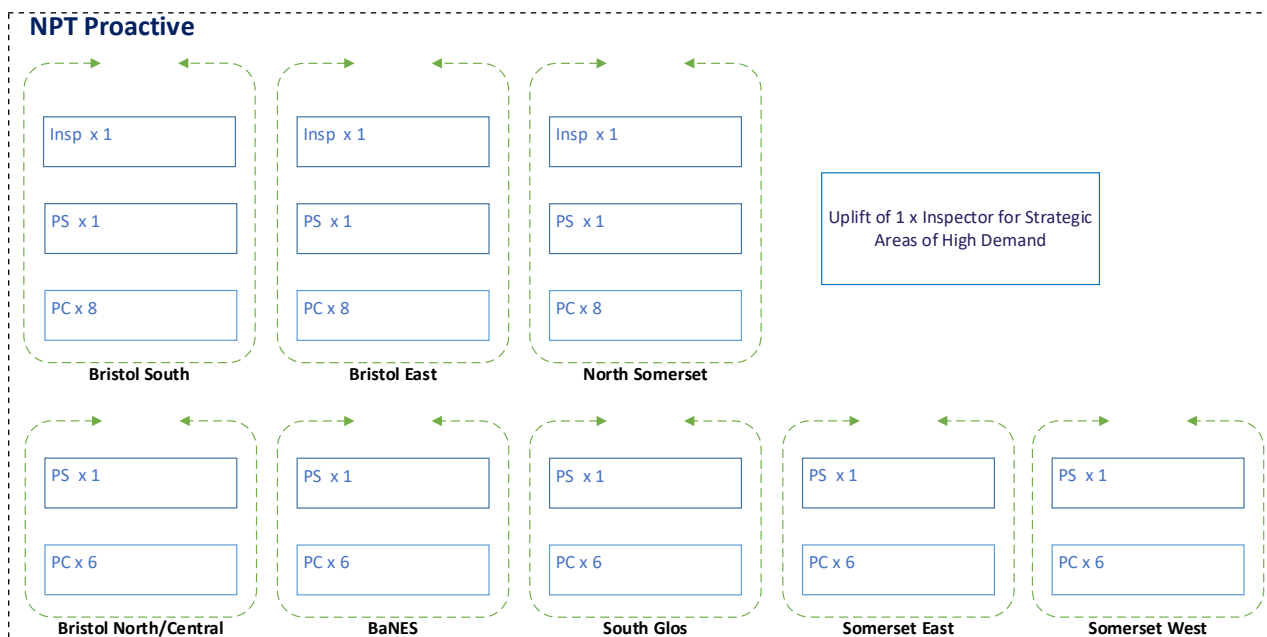
The new remit of Remedy would:

- Remove the strategic crime types of Drugs, Burglary and knife crime and ensure aligned to tackling 'greatest threat harm and risk' as identified through tasking process.
- Be expanded to ensure greater coverage 7 days a week
- Maintain Community Focus teams North and South who can provide a problem solving approach and ability to respond and flex directly to the public's greatest concerns and any strategic objective set via the OPCC's office
- Allow support to Neighbourhood team priorities through OTT process, hot bids through Pacesetter
- Support Level 1 surveillance bids (Foot surveillance and Static Observation posts only)

In short it would see Remedy move from three teams in the north and two teams in the South of the force to four teams in both the North and South. This would be achieved through an uplift in 12 staff with structure as per diagram below and would be defined as Remedy Central.



Recognising the need to support Neighbourhood policing teams as part of the 'Uplift plan' an uplift in 8 Sergeants and 54 PC's a neighbourhood proactive function would be created (Remedy Local) with the following structure.



The proactive teams created will play a critical a role in crime reduction through early intervention, public reassurance by addressing issues visible to communities and disruption by dynamically responding to new issues or intelligence provided by the community. The individual teams will have the local knowledge and understanding of communities and able to make the most effective use of Force level resources such as Remedy in enforcement where necessary.

The future state will see an expansion of the current local proactive teams as a Level 1 resource under one new proactive model syncing them together with Remedy. These will be tasked via local tasking processes. Support would still be obtained via Force tasking processes from Remedy and other force resources such as OSU, horses, etc.

The resetting of the strategic intent of Remedy this would present a good opportunity to look at where Remedy is positioned within the force structure and utilising the current funding proposal how this could be maximised to ensure:

- The new National strategic, Beating the Crime and Police and Crime plan aims are met
- We avoid impact on staff welfare ensuring we do not implement multiple changes to shift patterns and structure.

- The intelligence review and other potential change programmes now agreed are factored in.
- We continue to ensure best value for money and continue to protect the Community we serve.

### **Constabulary Management Board in October**

It was agreed at CMB that the strategic aims for Remedy will be reviewed ensuring they better reflect the new Police and Crime Plan as well as the national direction for policing. Once these aims have been agreed a performance and assurance framework will be put in place to allow for better monitoring and reporting of performance and to ensure value for money.

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## AVON AND SOMERSET POLICE AND CRIME PANEL COMMISSIONER'S UPDATE REPORT 9 DECEMBER 2021

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 26 October 2021. This report reflects the position as at 22 November 2021. A summary of key highlights for consideration by Panel Members is set out below:

### EXECUTIVE SUMMARY

#### Oversight / Scrutiny:

- **Covid 19:** shift from 'critical incident' to 'business as usual' approach, maintaining a focus on Covid-safe policies and behaviours and retaining the Command structure.
- **Standing issues for Panel oversight:**
  - a) **Uplift:** on track to hit local target by March 2022 (subject to policing settlement outcome);
  - b) **Op Remedy:** stand-alone Assurance Report to be presented to this meeting;
  - c) **Estates:** review of Estates Strategy ongoing, project mandate for South Somerset to PCC in January, contractor appointed for Lewes House (Bath);
  - d) **Fire Governance:** Fire Reform White Paper awaited.

#### Delivery of Initial PCC Priorities:

- **Police & Crime Plan** – Final Plan to be presented to this meeting, development of local plans to commence in the New Year.
- **Key appointments** – Panel approval sought for extension of CFO contract to June 2022; Deputy Chief of Staff appointment to support transition with new Chief of Staff.

#### Response to issues raised by Panel Members:

- **Citizens in Policing:** analysis of survey data to explore low levels of engagement.
- **Lighthouse Safeguarding Unit:** review of demand challenges and ways of working ongoing. Due to report in March 2022.
- **Lammy Review:** final report, containing 80 recommendations, to be presented to A&S Criminal Justice Board in December.

#### OPCC Business Update:

- **Consultation & Engagement:** precept consultation approach reviewed following Panel feedback. Welcome support in circulating, especially to under-represented groups.
- **Partnerships & Commissioning:** Violence Reduction Units, Reducing Reoffending, Victim Service & Criminal Justice updates; new funding secured from Safer Streets VAWG fund and VRU fund for trauma-informed approaches and education inclusion.
- **Governance:** Scrutiny Panel findings, Complaints Overview.

#### National updates:

- **PCC National Economic & Cyber Portfolio** – introductory scoping meetings ongoing, postcard to older people planned to highlight risks and how to keep yourself safe.
- **PCC Review** – Part 2 ongoing focusing on PCC role in partnership working; guidance published on Specified Information Order – first iteration to be presented to Panel at this meeting.

### 1. OVERSIGHT / SCRUTINY

### COVID -19 - Oversight of the Constabulary position:

The force has returned to a more 'business as usual' approach its response to the Covid-19 Pandemic, however, the high level Gold and Silver Covid Command arrangements remain in place.

For the last 4 weeks, there has been an average of approximately 70 people with Covid in force, this has remained reasonably steady since a large rise which was in line with the increase seen in community transmission at the start of October. The majority of staff affected have been working from home. Vaccination status is recorded in a central system with current status as follows:

1st vaccination – 941 (-11)

2 Vaccination – 3971 (+7)

Not vaccinated – 777 (-3)

The organisation continues with the policy to work from home unless operationally necessary and this will continue as required. However, some departments do require staff and officers to be in the offices more than others and the policy allows this flexibility. The force continue to ask people to wear masks when moving around the buildings and when double crewed in vehicles. Also to ensure that people are taking lateral flow tests when moving between teams and twice weekly. Regular communications continue to raise awareness to maintain Covid safe behaviours.

Below are the current Covid figures for the local authority areas:

CoVid Cases per 100,000 (% change in number of cases)	
South Glos	551.7 (up 21.0%)
BaNES	504.2 (up 9.4%)
Bristol	413.9 (up 7.2%)
N Somerset	415.6 (up 7.6%)
Somerset	443.2 (up 4.6%)

### Operation Uplift – STANDING ITEM

Whilst officer leaver numbers have increased slightly (a pattern reflected nationally), the force has adjusted recruitment plans and expects to hit the local target of 3,155 officers by 31<sup>st</sup> March 2022 (3,105 national target), and the 3,285 target for 1<sup>st</sup> March 2023. These targets are subject to confirmation when the final settlement is announced in December.

### Estates – STANDING ITEM

The comprehensive programme reviewing the current estate strategy and principles is continuing. As part of this, a project mandate for the South Somerset Project, which includes Yeovil, will be presented to the PCC in January. The partnership approach at Lewes House, Bath has moved forward to the point where a contractor for the works is expected to be appointed at the end of November.

## 2. DELIVERY OF INITIAL PCC PRIORITIES

### Police & Crime Plan

The Police and Crime Plan has been amended in response to feedback from the Panel and consultation with partners. The final Plan will be presented to the Panel at this meeting, together with a table setting out the response to recommendations made by the Panel. The Police and Crime Plan Programme Board continues to meet monthly as the primary plan is finalised and work begins in the New Year to develop local plans.

### Key Appointments



Work continues on key appointments. A new Chief of Staff has been appointed following a successful confirmation hearing held on 22 September. Alice Ripley will start with the OPCC on 4 January 2022. Selections days for the Chief Constable appointment were held on 3 and 4 November. Sarah Crew has been appointed following the confirmation hearing on 25 November. The support of Panel Members in observing and participating in the key appointment processes has been greatly appreciated.

The PCC has sought support from the Panel to extend the term of the current interim Chief Finance Officer until June 2022 to allow for the new Chief of Staff to be involved in the appointment process for a substantive post. The PCP Chair has been consulted and this matter will be brought to the Panel for approval at the meeting on 9 December.

An internal process has commenced to appoint a Deputy Chief of Staff. The new Deputy Chief of Staff will support the new Chief of Staff settle into post, be responsible for the leadership and management of the OPCC team and provide support for the statutory monitoring officer duties to ensure effective corporate governance. The appointment term proposed is a full time post for a 12 month fixed term contract. Given the timing and context of the requirements of this short term post, the focus for candidates in this time limited role will be internal to OPCC. The new Chief of Staff, the PCC and the OPCC team require stability and continuity of leadership. The PCC has consulted the PCP Chair and they are supportive of the appointment.

### **3. Response to issues raised by Panel Members:**

#### **Active Citizenship**

It was noted at the last meeting that active citizenship, as measured through the local survey, had reached an all-time low. It is important to understand the question and responses that can be recorded.

In the last 12 months, have you attended or been involved in any of the following activities?

- '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

The reference to the last 12 months is important because you would therefore expect the lowest data points to be seen when a whole year, of living with COVID-19, has passed. This was quarter 1 of 2021/22. Quarter 2 shows a small increase from 4.8% to 6.1%.

The biggest proportion of active citizens, measured in this survey, are those who take part in Watch or other meetings and we know these would have stopped and/or paused because of COVID-19 restrictions. This is important to note as these are not covered by the central Citizens in Policing (CiP) Team in the Constabulary and were not part of the assurance report that came to Police and Crime Board.

However the report did show that the pandemic overall had a significant impact on CiP with face-to-face meetings and activities suspended. The exception to this was Special Constables where a number of individuals were able to do many more hours during the pandemic.

The Constabulary have now got in place an enhanced structure to support the CiP agenda moving forward. CiP is also part of the new Police and Crime Plan which will ensure there is continued scrutiny in this area.

### Lighthouse Safeguarding Unit

As members will be aware at the end of the summer the OPCC and Constabulary jointly commissioned a review into the Lighthouse Safeguarding Unit, following a long period where the department had seen a large increase in referrals and been unable to contact victims in a timely fashion (and in accordance with the OPCC service level agreement). Since 2018 when the Lighthouse Victim Care unit was merged with the Safeguarding unit there has been a 120% increase in demand. Covid has also had a significant impact on the criminal justice process, with many trials taking longer to be listed, which means that staff are retaining victim contact for a much longer period of time than was originally envisaged.

The main purpose of the review is to consider ways of working and demand and recommend a sustainable service model moving forwards. The table below outlines the current timeline for the review.

PHASE	ACTIVITIES & DELIVERABLES	TIMESCALE
Phase 0: Scoping	<ul style="list-style-type: none"> <li>Assessment of victim and witness needs.</li> <li>Practitioner workshops to identify pinch points in the LSU.</li> </ul>	Sept 21 – Dec21
Phase 1: Record LSU ‘as-is’	<ul style="list-style-type: none"> <li>Detailed demand data capture.</li> <li>A fully informed ‘as-is’ process flow.</li> <li>A detailed understanding of resource and capacity availability.</li> <li>Internal scrutiny of select cases.</li> <li>Future demand forecasting workshop on the basis of Uplift and other potential demand increases</li> </ul>	Nov 21 – Jan 22
Phase 2: ‘Detailed Analysis’	<ul style="list-style-type: none"> <li>In depth data examination.</li> <li>Identification of root causes to symptoms/issues raised in phase 1.</li> </ul>	Feb 2022
Phase 3: ‘Recommendations’	<ul style="list-style-type: none"> <li>A fully informed ‘to-be’ process flow.</li> <li>A fully evidenced and agreed performance framework.</li> <li>A detailed understanding of resource and capacity availability.</li> <li>Recommendations and agreed action plans for proposed changes.</li> </ul>	Mar 2022

### Lammy Review

The draft report, following a two year review into Identifying Disproportionality in the Criminal Justice System in Avon and Somerset, is complete and contains over 80 recommendations to be implemented and overseen through the governance structure of the Avon and Somerset Local Criminal Justice Board, chaired by the PCC. The report is with the OPCC for proofing and editing before it goes to design to be made ready for circulation to the partners for the A&SLCJB meeting on December 9<sup>th</sup>. There will be an engagement and communications plan, created jointly with Avon and Somerset Police.

## **4. OPCC BUSINESS UPDATE**

### **Engagement**

The PCC is currently conducting engagement over two days a week. Thursdays involve visits to police departments and teams and Fridays include external visits to public and partners as well as local political leaders. The Commissioner has already completed one round of external engagement days in each of the eight Local Authority geographical areas. We are now planning our next rotation of visits. External engagement days 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 ensures that visits are strategically aligned with emerging policing issues, 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 we 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 overall engagement strategy this year will be to focus particularly on vulnerable and under-represented communities e.g. Black, Asian and minoritised communities, and people with other protected characteristics, those living in isolated rural areas, socio-economically deprived communities, women and young people.

### **Consultation**

The office is preparing to go live with the Avon and Somerset PCC Precept Survey at the end of November. Based on current financial projections, without confirmation of the government grant figure, the survey will ask whether people are willing to pay:

- No increase
- A 2% increase
- A 4.1% increase (equivalent to the maximum £10 additional government has advised PCCs to request)

As with previous consultations we will host on our website, use digital channels in the main for sharing and publicising the survey, but there will also be a postal delivery. In line with our consultation and engagement strategies for 2021/22, a proportion of the postal delivery will be used to target under-represented residents including those from Black, Asian and minoritised communities and those from socio-economically deprived areas, whom an increase may impact more adversely. The majority will be split geographically across the Local Authority Areas and we will use the Indices of Multiple Deprivation to divide the numbers proportionately across each decile from most to least deprived.

We will take the learnings from our previous precept survey combined with some of the learnings from the Police and Crime Plan consultation, including feedback and recommendations from the panel, to ensure we reach as wide and representative a sample of our residents as possible.

## **Commissioning & Partnerships**

### **Violence Reduction Units (VRU)**

#### **Strategic Oversight and OPCC Hub update**

The central team (OPCC) have begun planning towards two key mandatory products required under the Home Office grant; this is the annual Strategic Needs Assessment and its accompanying Response Strategy. These documents will review the local profiles for Serious Violence across the force area in order to review the needs and priorities against the work of the VRU's. Each local authority area will complete a local profile, reviewing local data, partnership information and police data to formulate a picture, this will then feed into a forcewide assessment coordinated by the OPCC. These documents will need to be signed off by the Strategic VRU Board in early February.

The last Strategic VRU board was held on 15th September 21. The key points of the agenda were; the introduction of the strategic process map – detailing priorities for action, update and direct next steps on Health data sharing and review the Terms of Reference for the Board. We are still without a formal chair but have agreed to conclude the recruitment of the Deputy PCC and Chief Of Staff, we will then consider who is best placed to take on this Chair role.

As per the discussion at the last Board, Health data sharing, in particular A&E data under the ISTV (Information Sharing to Tackle Violence) guidance, continues to be a challenge to get right in terms of quality. This is being fed up nationally and the Home Office are exploring how they can support VRUs further with this priority focus.

The OPCC organised an input from the Home Office as to the pending Serious Violence Statutory Duty, although helpful to understand more about the time line, they could not provide detail as to what the duty would mean for VRU areas in practice, what resource implications we may need to consider and whether additional reporting requirements against the Duty would need to be met, surplus to VRU reporting. The duty is expected to land Summer 2022. We will continue to liaise with the Home Office and work with Local Authorities to understand it.

There are a number of assurance processes pending on the topic of Serious Violence; firstly the Constabulary will be providing an Assurance paper to PCB and subsequently the Panel to inform the Deep Dive in March. The constabulary are also being inspected on Serious Violence by HMICRFS in early February. Preparations for this have already begun with the force's Inspection and Audit Coordinator and involve the OPCC's strategic role and the VRU's themselves. We also await further planning on the Serious Violence deep dive by the Panel next year.

The OPCC central strategic VRU team are undertaking planning for the potential next year of VRU delivery and how the team resource should be used, this mainly concerns the burden of Home Office reporting and admin but also the Analytical/Evaluative function that is becoming ever increasingly a need and focus of this work. Additionally the lead Commissioning and Policy Officer for the VRU work is due to go on maternity leave in the spring of next year, the OPCC have already engaged in the recruitment process to seek good quality maternity cover for this position. This will be crucial to maintaining and driving this work strand.

#### **Home Office specialist interventions – additional funding**

#### **Trauma informed Avon and Somerset - £305k to be spent by 31/03/22**

Home Office funding has been secured for a short term project to train 1200 frontline professionals working with young people at risk of serious violence. The 1-day training will explore trauma theory and how the acceptance of a trauma model offers the potential for recovery. By exploring the behaviours that result from trauma it is possible to understand that it is 'what happened' to children and young people that resulted in coping strategies that can be destructive to the individual, family, and society. We are building professionals' resilience and prioritising their own wellbeing so that they can respond with empathy and emotional intelligence. This will be enhanced by an additional half day for managers on how to create a trauma informed workplace which includes looking at policies and procedures and staff welfare and supervision. Training will start on 3<sup>rd</sup> December and run through to 18<sup>th</sup> March. A great deal of time has been spent in deciding on when teams to target to invite to the training in order to see and track the maximum impact. Partners from Education, Health, Police, Local Authorities and the Voluntary sector have signed up to be part of this project. Demand has far exceeded capacity and we are exploring ways to extend the offer.

#### **Education Inclusion project - £491k to be spent by 31/03/22**

The OPCC and VRUs have secured Home Office funding for an intervention at the 'teachable moment' where a child is at risk of exclusion at school. Each area have devised variations on the model to suit local need and infrastructure. This month 30 referrals were made to the forcewide project, 16 of those are open to support currently and 18 have been supported since it went live. There have been recruitment challenges for some areas, the short window of funding has been the main reason behind this. However all areas have made progress and the project is live. Independent evaluators, Cordis Bright, have been commissioned to complete an evaluation of the process and impact of implementation of the project.

#### **VRU impact – a snapshot**

A total of 184 persons were reached through individual specialist interventions funded this quarter, with one in five of these being female. Almost one in ten individuals reached through individual specialist interventions were defined as thirteen year old white males, with almost a third defining themselves as white males between the ages of 13 – 16 years. The most common risk factors (where recorded for those being reached through individual specialist interventions) were being known to social services (11%), known to have been persistently absent/excluded from school (10%) and known to be involved in offending (10%). Almost three quarters of interventions have been delivered by the Bristol Education Inclusion team, which will influence the themes found.

The Home Office have shared figures on their measures of impact; for A&S this shows that there has been a 13% decrease in under 25 NHS admissions for injury with a sharp object in the year to June 2021, compared to the pre-funding year to March 2019. Robbery comparisons for those same periods show a 3% decrease and homicide fell from 16 to 11. They could also show that across the country those who were VRU funded areas had greater reductions against these measures compared to non VRU funded areas, although the causal link cannot be determined, they hypothesised that VRU's had made a difference. It should however be noted that the year to June 2021 included national lockdown measures which impacted the overall crime picture.

#### **Reducing Reoffending**

Cranstoun are in quarter two of delivery of the DRIVE project in South Gloucestershire and are focussed on building their case load in particular making sure the various referral routes are working effectively e.g. South Gloucestershire MARAC. We have had a recent quarterly performance management meeting with early data demonstrating a varied case load in terms of age range, DA type etc. Cranstoun also have a well-developed national data set which is very helpful to benchmark our

local progress against. There is a clearer focus on domestic abuse nationally and the commissioning and partnerships team are looking out for and monitoring new and workable funding rounds that we can bid for and secure. Locally, we have put the national delivery lead at Cranstoun in touch with Bristol local authority as we understand Bristol are currently revising their DA perpetrator strategy and related funding in this area.

The Ready for Release programme in HMP Bristol is also in quarter two of delivery and has fast become an integral service for all inmates, the data shows that the service is exceeding our target to increase the number of people into settled accommodation by 70%. By the end of quarter two the service has reported a 75% success rate. Ready for Release see all inmates at the beginning of sentences, during sentences and just prior to release and benefitted 180 inmates during its second quarter of delivery. This is double the figure of Q1 as the service is now embedding fully into the prison establishment and making excellent partnership links in the community which ensures a seamless resettlement transition.

There has been an increased focus on Integrated Offender Management over the past quarter partly due to the planned IOM deep dive, originally planned for December but now has now been postponed until March 2022. There are plans to introduce thorough and meaningful data capture to scrutinise the IOM approach which is going to be based on a national pro forma and which will mean that we can evidence success and identify blocks to progress. We look forward to reporting back on this at the panel meeting in March.

## Victim Services

### National Funding

The OPCC was pleased to support Local Authority colleagues in the preparation for submissions to the Home Office's third Safer Streets Fund which focused on Violence Against Women and Girls (VAWG) over the summer. [News](#) was recently received that the North Somerset-led bid that also covers Somerset was approved by the Home Office.

A collaborative bid from North Somerset Council and Somerset County Council covering the whole Somerset policing area with a specific focus to reduce VAWG in Weston-super-Mare, Taunton, Yeovil and Bridgwater town centres. Combines situational crime prevention and education and awareness programmes.
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Over this period the OPCC also supported a collaborative bid led by Lime Culture CIC to the Home Office's Safety of Women at Night Fund (SWAN) which aimed to improve support for students in the Bristol night time economy working with the universities, victim support services and Police. However this was not funded by the Home Office. The OPCC was pleased however at the success of a separate [bid](#) led by Bristol City Council.

In addition the OPCC remains engaged in many national networks via the Association of PCCs and Victims Commissioner's Office to remain abreast of developments and good practice. More recently the team were pleased to join the newly formed National Independent Sexual Violence Advisor (ISVA) Commissioner Network.

### Local funding

Work over the reporting period has focused on business as usual including contract and grant management, liaison with local commissioners regarding co-commissioned services, planning for 22/23 annual grants and preparation of performance reports for the Ministry of Justice (MOJ). Member may wish to note that the team are now managing grants and contracts to over different 20

victim service providers given the 21/22 in-year uplift in funding from the MOJ. MOJ intentions for 22/23 are not yet known.

The team were also pleased to support Local Authority colleagues in the preparation of a report to the South Gloucestershire Health Scrutiny Committee on Sexual Violence Prevention. This followed a previous report received there on the CCG commissioned sexual violence acute therapeutic service to which the OPCC contributes funding.

### **Criminal Justice**

The PCC as chair of the Local Criminal Justice Board is currently taking time to visit all board members to set out ambitions for the upcoming year for the board and to listen to their thoughts and ideas.

The Ministry of Justice have advised that the Victims Code of Practice (VCOP) self-assessments carried out by PCC areas are currently being analysed. This will feed in to a) development of a core minimum data set and b) opportunities to share good practice. The MOJ will be approaching local areas as they develop the minimum data set with a view to introducing it next year.

## **5. 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 last meeting was held on the 2nd September 2021 and the theme was Mental Health. IRP members were furnished with police public complaints and it relates to a mental health concern. It was an interesting meeting consisting of meaningful discussions with senior staff from Avon and Somerset's Professional Standards Department around the scrutiny of the police complaints regime. Also in attendance was a representative from Avon & Somerset Constabulary who updated the Panel on the mental health training and support officers receive. Under our new revised meeting structure, the IRP's findings are now shared with the Professional Standards Department for comment prior to the meeting therefore enabling a meaningful discussion with PSD colleagues during the meeting. The IRP's reports are published on the PCC's website at the following link:

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

### **Scrutiny of the Use of Police Powers Panel**

The September 2021 Scrutiny of Police Powers Panel meeting remained online/remote, with welcomes, introductions and a Constabulary update/Q&A on section 60 Stop and Searches. The Members' positive feedback included: Officer being patient but persistent – Police take control firmly but fairly - with good attitude to ensure compliance from 3 large men; Intelligence and observation led incident; Officers quickly take control of an agitated subject; and Thoughtful, patient and empathetic officer attitude to a male who has drugs, leading to a Drugs Education Program (DEP) enrolment. Issues of concern included: Standing issue of officers giving the impression that the people to be searched are obligated to provide their personal details; More BWV switching on before arriving at the scene is requested, i.e. on route to an incident with some officer commentary; Officers used bad language on occasions which members disliked and questioned whether Officer good or bad language is part of effective Tactical or Crisis communication; A male is immediately hand cuffed and

told it's standard practice on a Stop and Search; and member observation of what was considered to be poor officer attitude, excessively determined to find drugs.

The December Panel will include Quarter 2 (Jul-Sep 2021) cases of Stop and Search: where 'Smell of cannabis' is in the recorded grounds; Bristol North Central Stop Searches (highest increase of Stop and Search of black persons); Somerset West Stop Searches (highest disproportionality); Black children under 16 years of age; and Complaints mentioning Stop Search. Use of Force cases will scrutinise: Use of baton (can cause serious injury/impact on public confidence); Compliant hand-cuffing of a black person at a stop and search (disproportionality); Taser in BANES (highest increase over previous quarter); Taser during stop and search on a black person (disproportionality); and Complaints regarding any Police 'use of force' item.

Reports are published at the following link:

<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 a few still remote Custody Record reviewing, at each of the 3 Custody Units. During July to September 2021 (Quarter 2), the total number of detained people through custody was 4565 (Q2 2020 was 4814). At the time of the 39 ICV visits in Q2 there were a total of 337 Detainees in custody and ICVs visited 132 Detainees, checking each person's Rights, Entitlements and welfare. ICVs also remotely reviewed 64 Custody Records.

ICVs report positive findings, including: A Patchway ICV custody visit in August 2021 included a conversation with a male Detainee who commented that he had been treated extremely well in custody and would also like to thank the Officers that arrested him for being so understanding and speaking to him away from his children and being very respectful; DOs taking the time to have conversations with Detainees, to de-escalate the situation; Compliments to a Bridgwater DO for the Detainee welfare recorded in the Custody Record for Cell 4. Plenty of meals provided (a de-escalation tool) and the DO also went above and beyond by singing 'Morning has broken' to the detainee at his request. Time: 3.55am. Causes for ICV concern include an extended child detention time overnight. This is a national problem relating to the local Authority accommodation statutory provision for post charge child detainees which is lacking emergency accommodation provisions, within but also expected beyond the pandemic. Concerns also raised with the PCC around the lack of provisions for appropriate adults in the evenings and overnight. Currently there is no AA service provision between around 8pm and 8am. The Emergency Duty Team (EDT) don't provide any child/vulnerable adult detainee welfare support from 4pm to 8am.

The ICV team have also highlighted support for the pilot of an autism friendly cell at Keynsham, which would include soft lighting, monitors to explain the custody process and painting. Additional funding is needed and this has been raised with the OPCC Commissioning team for consideration.

### **Out of Court Disposal Panel**

The OOC panel reports from June on Covid fixed penalty notices are now live on the OPCC website. The September panel outcome reports on Disproportionality have been published on the OPCC website, this is the first time the panel have reviewed disproportionality. OOC was a key theme within the Lammy review report carried out by A&S. Many recommendations will be put forward for OOC, one of which is specific to the panel to implement. The OOC panel will have oversight of all recommendations and will be part of ensuring and scrutinising these are applied. The panel are due to meet in December to review Domestic Abuse cases. Reports are published at the following link:



## 6. 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 raised by MPs. 551 contacts were graded, recorded and actioned between 01/09/21 and 22/11/21.

No. of cases created and managed per month:

Month	2021	2020	-/+
September	205	226	-21
October	212	149	+63
November (up to 23/11)	134	122	+12

The comparison of year on year data is in September impacted by the 2020 demand in to the office during the Bristol BLM protest, toppling of the Colston Statue and the Government response to the COVID-19 pandemic. The year on year data for October shows an increase in demand this year.

The OPCC average contact handling time for this period reduced from 4.7 days on average last quarter to 4.4 days during this time period. 79% of contacts were closed within 5 days or less in this period.

High cases (these are cases that are higher complexity, risk, public impact or organisational reputation) continue to be higher in comparison to last year with 25% as high and a total of 76% of cases graded as high or medium over this period. Cases of this nature require more senior and in depth handling and the contact team held over 100 live and active cases at any one time. The contacts team have worked hard to continue responding in a timely manner despite unprecedented sickness in the team due to COVID.

Month	High 2021	High 2020	Med 2021	Med 2020
September	52	25	106	120
October	60	24	121	71
November (up to 23/11)	33	15	67	78

Email is still the primary means of contacting the PCC with 73% of contact received via this medium. High demand themes over this period included both the Constabulary response and PCC's commitment to tackling ASB, VAWG offences, a number of contacts relating to police complaints and dissatisfaction with service. Data also includes monitoring of complaints which is a statutory function for the PCC. Since Sept 2019 (when records started), the PCC has monitored 327 police complaints. The team continue to check complaints handling regularly to support timely resolution

### Complaint Reviews

The complaint review process allows the PCC to independently scrutinise the outcome of complaints (upon application by an involved party). The process determines whether the complaint was handled lawfully and correctly. In September 2021 our legal compliance was tested by SwapAudit, an independent auditor. The company selected 10 review cases at random and tested 10 points in each case – 100 points in total. This returned 100% compliance by the PCC's office, which was an outstanding result.

The review helps identify dissatisfaction themes. Recent resultant learning, shared with the force, includes reiterating the importance of personal contact with a complainant, the need to apologise when appropriate and suggestions regarding the content of police letters for individuals with learning or language difficulties.

The review officer is contributing to an IOPC project to extract best national policy and standardise review the process which reports in 2022. He also contributes to a quarterly forum attended by the IOPC and local policing bodies in the South West and Wales.

## **7. GOVERNANCE**

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### **HMICFRS**

Since last reported four new responses have been published:

- *A shared confidence: A summary of how law enforcement agencies use sensitive intelligence*
- *State of Policing: The Annual Assessment of Policing in England and Wales 2020*
- *A review of 'Fraud: Time to choose'*
- *Police response to violence against women and girls: final inspection report*

There is one new publication requiring a response:

- *Joint thematic inspection of the criminal justice journey for individuals with mental health needs and disorders*

### **Police Super-Complaints**

Since last reported the PCC and the Constabulary have submitted responses to the APCC and NPCC respectively for:

- *The hidden victims: Report on Hestia's super-complaint on the police response to victims of modern slavery*

There are currently three super-complaints that have been assessed as eligible for investigation:

- *Force response to police perpetrated domestic abuse*
- *Police response to BAME victims of sexual abuse*
- *Police use of stop and search powers*

### **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 September Panel meeting:

- *Chief of Staff appointment (DOC)*
- *Deputy Chief of Staff (DOC)*

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

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

### **National Updates**

#### **National Portfolio – Cyber / Economic Crime**

The PCC continues to meet leads in relation to his national portfolio as PCC lead for the Cyber and Economic crime, in order to scope areas for improvement.

The OPCC plan to send out a postcard to the over 60's in the new year with the top tips to keep you safe from fraud. The PCC and team have drafted an idea and are currently working in partnership with the City of London Police to ensure consistency of messaging to our communities.

The PCC has taken a role on the board for the South West Cyber Resilience Centre. Promoting support and resilience for safeguarding businesses from fraud and cyber-attacks.

### **PCC Review Part 2**

Work continues on Part Two of the review which focuses on:

- Work alongside the Ministry of Justice and Probation Service to examine the role of PCCs in offender management aligned to existing operating models.
- Consider the role of PCCs in the partnership landscape and assess whether their current set of tools and levers are sufficient to drive and co-ordinate local activity to reduce crime, combat drugs misuse and tackle anti-social behaviour. The Review will focus on Local Criminal Justice Boards, Community Safety Partnerships and Violence Reduction Units.
- As previously announced during Part One, stakeholder consultation is expected on giving a general power of competence to PCCs, as afforded to Local Authorities.

Both the APCC and the Home Office launched their 'Calls for Evidence' which reflect the areas considered under Part Two of the review. The PCC and OPCC are providing responses to ensure that our views are considered.

### **PCC Review - Specified Information Order**

The government has now published guidance on this. There are three parts to this reporting.

- **National Police and Crime Measures** – After consultation with the panel on the formatting, the first report is included in this update.
- **HMICFRS** – this is about publishing their reports on the PCC website which we already do along with responses to these.
- **Complaints** - The Order provides that PCCs must publish the most recent IOPC quarterly complaints data for their force and the IOPC annual statistics report, alongside a narrative setting out how the PCC is holding the chief officer to account, and the PCC's assessment of their own performance in carrying out their other complaints handling functions. We will ensure that this is made available on the website as soon as possible.

### **Succession Planning**

Whilst it is the PCC's intention to appoint a deputy, it is also expected that PCCs work with their office to put in place a formal succession plan to be followed in case of vacancy or incapacitation, where one does not already exist. In Avon & Somerset, this work is already underway and Legal Services are designing a draft protocol based on inputs from both the Democratic Specialist and the Interim CEO and in consideration of the legislation. A draft has been provided and amendments are required. Once a final draft is produced and agreed, it will be circulated to the Panel for sign off.

### **Fire Governance – STANDING ITEM**

No further update since the last meeting. The Home Office were due to launch a consultative White Paper on fire reform in July 2021 however this is still delayed but most the most recent update is still that is expected this year.

**Contact Officer** – Sally Fox, Interim Chief Executive

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**AVON &  
SOMERSET**  
POLICE & CRIME  
COMMISSIONER

# **National Police and Crime Measures**

**(Priorities for Policing)**

## **Contribution of Avon and Somerset Police**

**Quarter ending November 2021**

**Action Fraud** – is the UK’s national reporting centre for fraud and cybercrime where victims should report fraud if they have been scammed, defrauded or experienced cyber crime in England, Wales and Northern Ireland.

**ASP** – Avon and Somerset Police

**Cyber dependent crime** – these are offences that can only be committed using a computer, computer networks or other form of information communications technology.

**CPS** – [Crown Prosecution Service](#).

**Domestic abuse** – [is where a person is abusive towards another, they are personally connected and are 16 years of age or older.](#)

**MSG** – [Most similar groups](#). These are groups of police force areas that have been found to be the most similar to each other based on an analysis of demographic, social and economic characteristics which relate to crime. They are designated by Her Majesty’s Inspectorate of Constabulary Fire & Rescue Service (HMICFRS). The forces ‘most similar’ to Avon & Somerset are Staffordshire, Derbyshire, Essex, Hampshire, Hertfordshire, Kent and Sussex. Most similar forces.

**Neighbourhood Crime** – defined in the national [Beating Crime Plan 2021](#) as vehicle-related theft, domestic burglary, theft from the person and robbery of personal property.

**Patrol** – the department of Avon and Somerset Police which has most uniformed officers; these officers attend more incidents than any other department.

**PREVENT** – is a government-led programme which aims to safeguard vulnerable people from being drawn into terrorism.

**Project Bluestone** – is the Avon and Somerset Police response to Rape and Serious Sexual Offences. A transformative pathfinder approach being rolled out nationally as part of the cross-governmental improvement plan Operation Soteria.

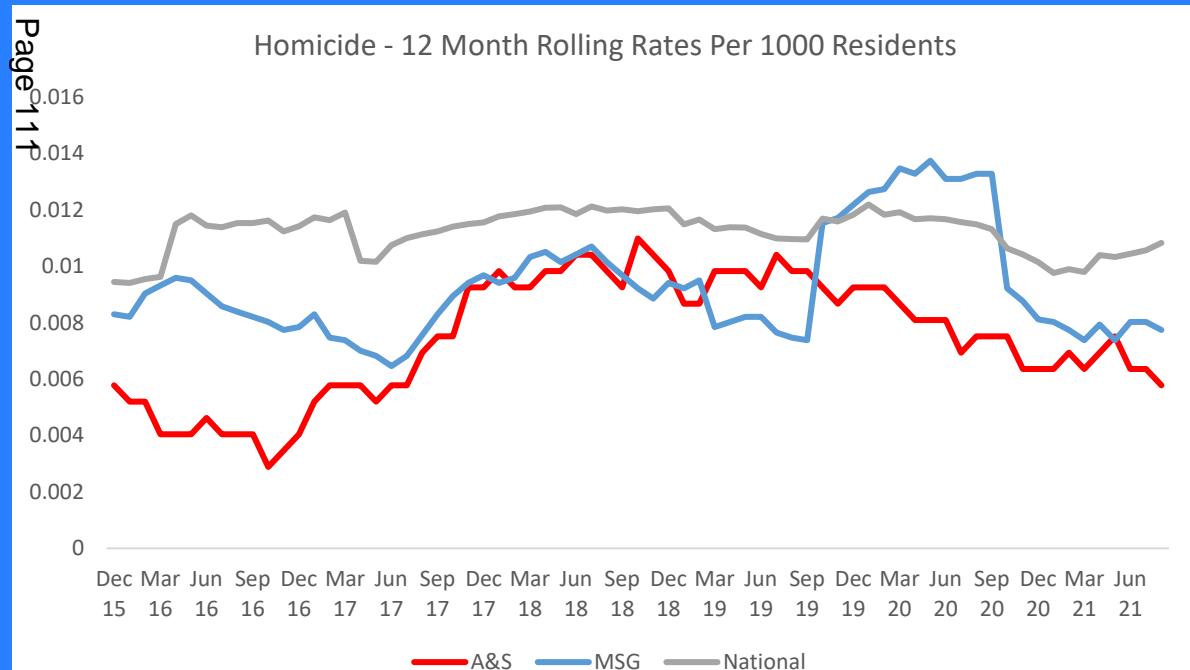
# Reduce Murder and Other Homicide

## Measures Summary

Local Measures	Trend / Outlook	Benchmark
Police recorded Homicide offences	Stable	3rd/8 MSG (below MSG average rates)

## Planned Action to Drive Performance

1. Co-ordinated high intensity policing activity in serious violence hotspots, across the ASP force area, utilising [Home Office Grip funding](#). (Grip funding will support intelligence and analytical capacity, to better identify serious violence hotspots and develop problem-solving approaches for those most at risk of violence).
2. Enhancement of the existing response policing model to ensure that Patrol resources are deployed more effectively across the ASP force area; thereby ensuring that incoming emergency demand is appropriately serviced.



## Comments

1. There are very low levels of recorded homicide within the ASP force area.
2. ASP have comparatively lower rates of homicide compared to our most similar group (MSG) forces.

# Reduce Serious Violence

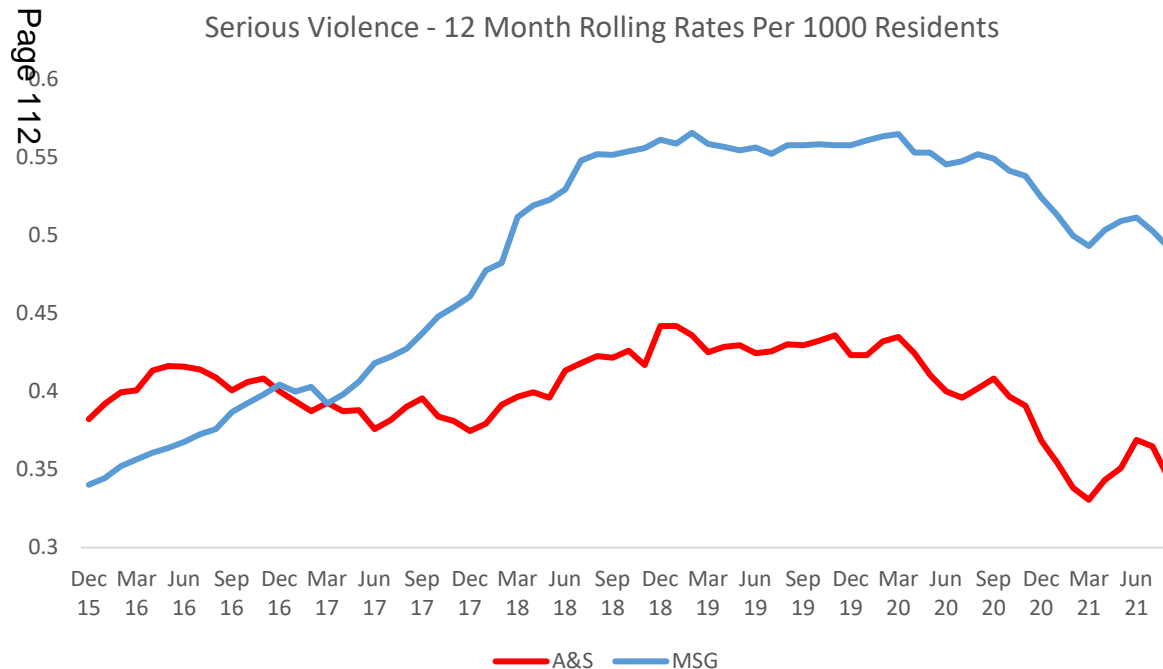
## Measures Summary

Local Measures	Trend / Outlook	Benchmark
Police recorded Serious Violence offences	Stable	3rd/8 MSG (below MSG average rates)

## Planned Action to Drive Performance

1. Co-ordinated high intensity policing activity in serious violence hotspots, across the ASP force area, utilising [Home Office Grip funding](#). (Grip funding will support intelligence and analytical capacity to better identify serious violence hotspots and develop problem-solving approaches for those most at risk of violence).
2. Enhancement of the existing response policing model to ensure that Patrol resources are deployed more effectively across the ASP force area; thereby ensuring that incoming emergency demand is appropriately serviced.
3. Enhancement of the Investigations Directorate structure, to ensure that serious violence demand is appropriately allocated to and managed by specialist investigators. The pursuit and prosecution of offenders of serious violence will reduce the likelihood of repeat offending.
4. Participation in Operation Sceptre, with the aim of reducing the number of people carrying knives through targeted operational activity, and by engagement with young people surrounding the consequences of knife crime.

Serious Violence - 12 Month Rolling Rates Per 1000 Residents



## Comments

1. The outlook for serious violence remains stable as we exit the COVID-19 pandemic and restrictions.
2. ASP benchmark well against our MSG group of forces, based on rates of serious violence per 1000 residents.
3. As part of a national data quality programme, the force have recently been increasing the accuracy of the way that knife crime is flagged and recorded.



# Disrupt Drugs Supply and County Lines

## Measures Summary

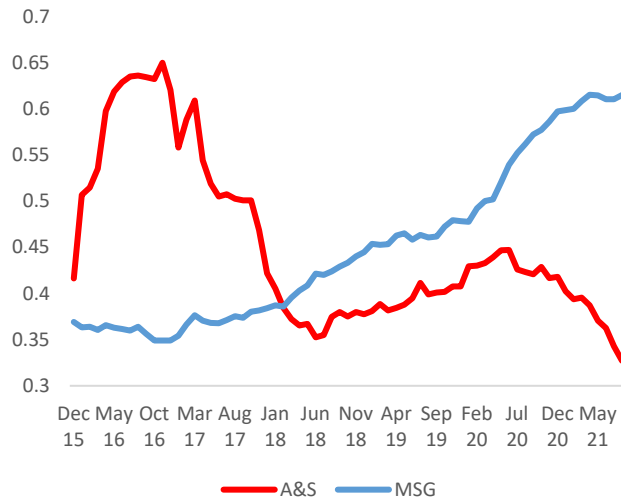
Local Measures	Trend / Outlook	Benchmark
Number of all drugs disruptions	Stable	Not available
Number of county lines disrupted	Stable	Not available
Number of drug trafficking offences	Reducing	8th/8 MSG (below MSG average rates)

## Planned Action to Drive Performance

1. Co-ordinated high intensity activity, involving cross-border policing resources, to proactively disrupt multiple county lines operating across ASP.
2. Enhancement of the existing proactive capability within Remedy, to ensure that drugs supply and county lines within ASP is effectively disrupted. This will include an increase in policing capacity through police officer uplift.
3. Continued proactive policing activity in the way that adults, who are at risk of exploitation through county lines criminality, are identified and safeguarded.

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Drug Trafficking Crime - 12 Months Rolling Rates Per 1000 Residents



Drugs and County Lines Disruptions - 12 Months Rolling Rates



## Comments

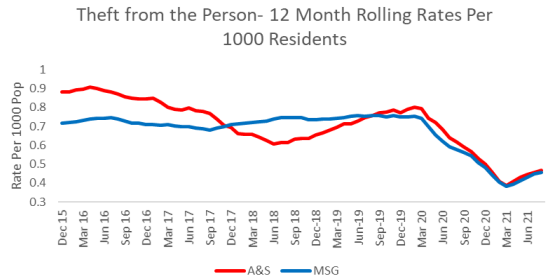
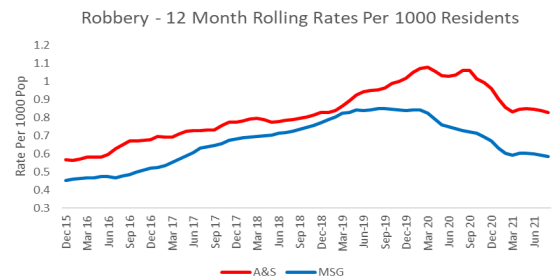
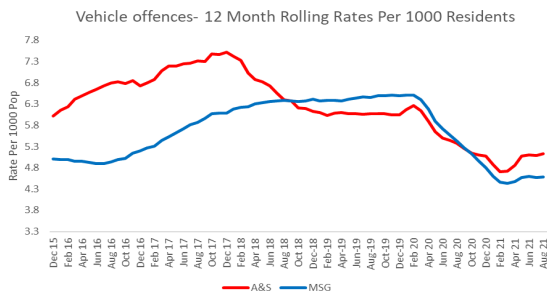
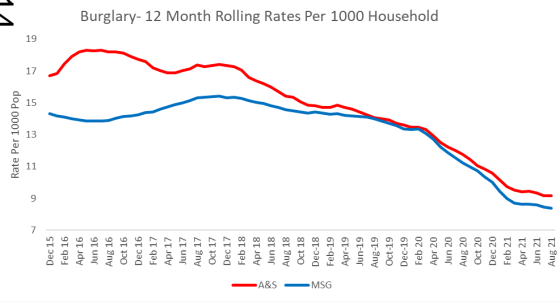
1. The force has a lower rate of drug trafficking offences per 1000 residents, compared to our MSG forces and this gap has been growing since mid 2020.
2. The reason for this difference is being explored. It could indicate less offending but it could also indicate less proactive identification of the offending or something else in between.

# Reduce Neighbourhood Crime

## Measures Summary

Local Measures	Trend / Outlook	Benchmark
Police recorded burglary offences	Moderate Reduction	6th/8 MSG (Similar to MSG average rates)
Police recorded vehicle crime offences	Stable	6th/8 MSG (Similar to MSG average rates)
Police recorded robbery offences	Stable	8th/8 MSG (higher than MSG average rates)
Police recorded theft From the person offences	Stable	5th/8 MSG (Similar to MSG average rates)

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## Planned Action to Drive Performance

1. Investigation of linked residential burglary series by the force proactive team; thereby ensuring offenders are brought to justice, and reducing the impact that burglary has upon the community.
2. Focussed improvement in investigative standards, across all policing functions, supported by the development of a new guidance template for supervisors in completing crimes reviews; thereby improving the quality of investigations and increasing positive outcomes for neighbourhood crime. The pursuit and prosecution of offenders will reduce the likelihood of repeat offending.
3. Enhancement of the existing response policing model to ensure that Patrol resources are deployed more effectively across the ASP force area; thereby ensuring that incoming emergency demand is appropriately serviced.

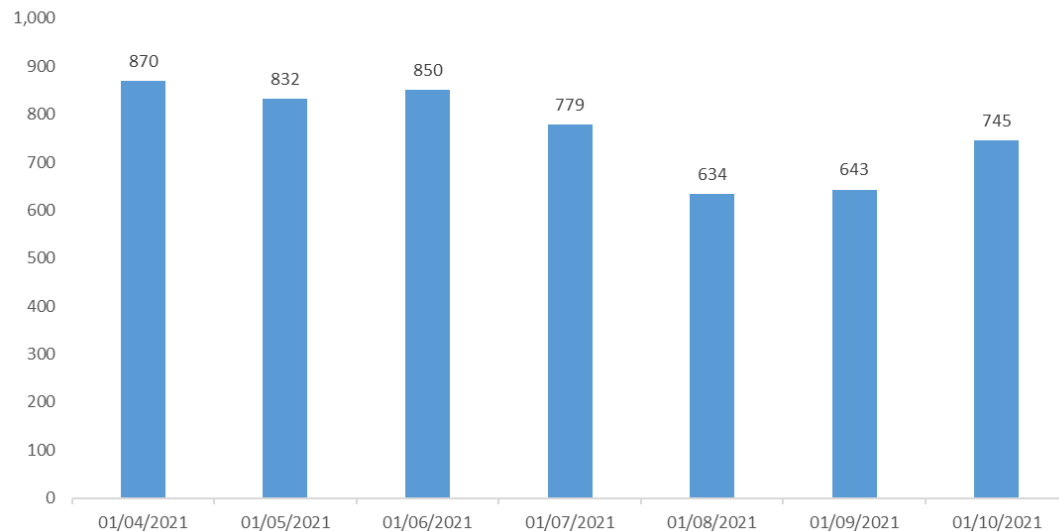
## Comments

1. Recorded neighbourhood crimes were impacted significantly during the COVID-19 lockdown periods, and as a result saw large reductions. Crimes are anticipated to return to normal levels and therefore the outlook is based on 'pre-COVID-19' trends.
2. Business robbery rates are three times greater than our MSG force average. ASP have conducted recent assurance activity in this field, and believe that the comparative increase is due to a high level of crime recording compliance in this area.

## Measures Summary

Local Measures	Trend / Outlook	Benchmark
Investigate 100% of all cyber dependant crime disseminated to forces	Stable (100%)	Not available
Provide 100% of all cyber dependant crime victims with specialist advice	Stable (100%)	Not available
Action Fraud Offences	Stable	Not available

No. of Action Fraud offences



## Planned Action to Drive Performance

1. Promotion of fraud-awareness, linking to national campaigns, to increase public understanding of offending methods and to deliver appropriate crime prevention advice.

## Comments

1. There is no local measurement similar to the national measures, which focus on 'Confidence in the law enforcement response to cyber crime' and 'the percentage of businesses experiencing a cyber breach or attack'. Both of these measures are captured at a national level.

# Improve Victim Satisfaction, with a Focus on Victims of Domestic Abuse

## Measures Summary

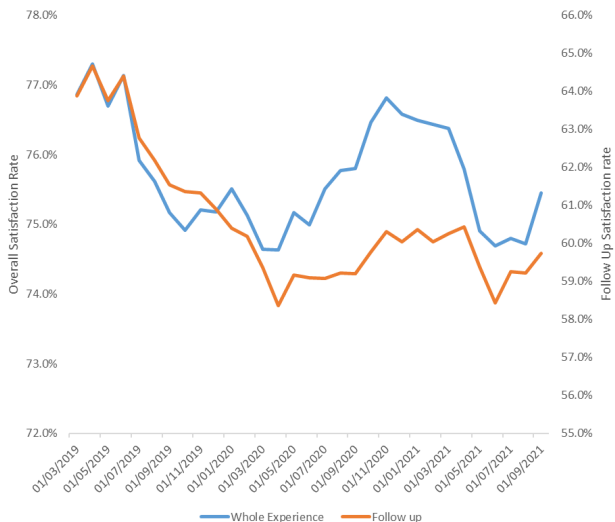
Local Measures	Trend / Outlook	Benchmark
Overall victim satisfaction rate	Stable	Not available
Hate crime victim satisfaction rate	Small reduction	Not available
Violent crime victim satisfaction	Stable	Not available
Burglary victim satisfaction	Stable	Not available

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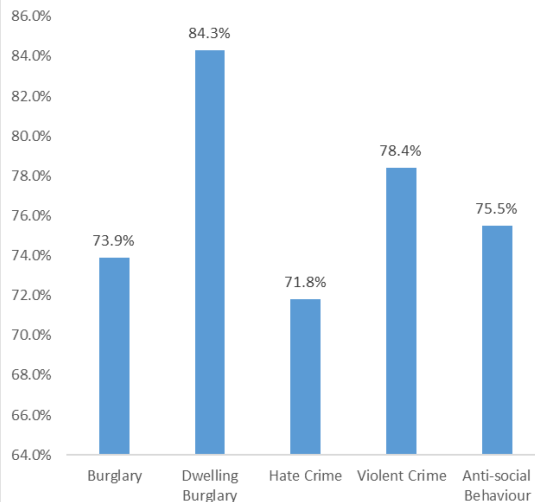
## Planned Action to Drive Performance

1. Delivery of Project Bluestone, and the implementation of specialist teams dedicated to the investigation of rape and serious sexual offences (RASSO). This will clearly support victims of domestic abuse-related RASSO.
2. Focused activity, by all investigators in ASP, to complete an online training package covering relevant areas of the [Victims Code of Practice](#).
3. Focused activity, by all investigators in ASP, to increase compliance with the Victim's Code of Practice, through the delivery of mandatory investigative updates for victims of crime.
4. Delivery of refresher training for all officers and staff in the Detainee Investigation Team, surrounding the criteria for and assurance of Domestic Violence Protection Orders, that provide protection for victims of domestic violence.
5. Development of an improved way of working within the Incident Assessment Unit to ensure that, wherever additional victim-based crimes are identified, they are correctly recorded at the earliest opportunity.

Victim Satisfaction Rates - Whole Experience and Follow Up (2019 - 2021)



Overall Victim Satisfaction Rate (12 months to Sept 2021)



## Comments

1. Overall victim satisfaction is stable in ASP.
2. Dwelling burglary victim satisfaction remains strong in ASP.
3. There is currently no robust domestic abuse victim satisfaction survey currently in place, due to the clear challenges in dealing with sensitive and vulnerable victims.

# Better Criminal Justice Outcomes for Rape Cases

## Measures Summary

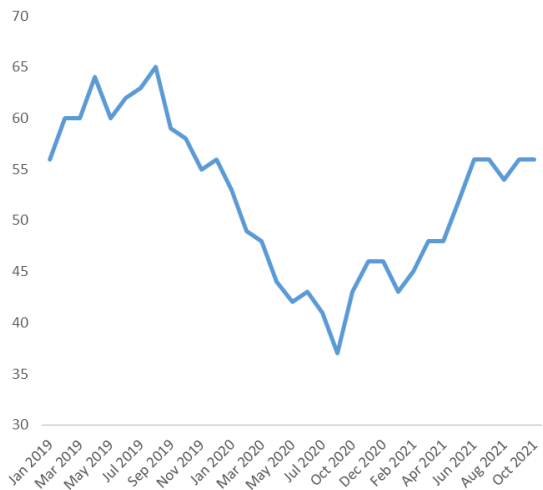
Local Measures	Trend / Outlook	Benchmark
Volume of Rape referrals to CPS	Moderate Increase	Not available
Charge volumes for Rape offences	Moderate Increase	Not available
Charge rate for Rape offences	Stable	8th/8 MSG (below MSG average rates)

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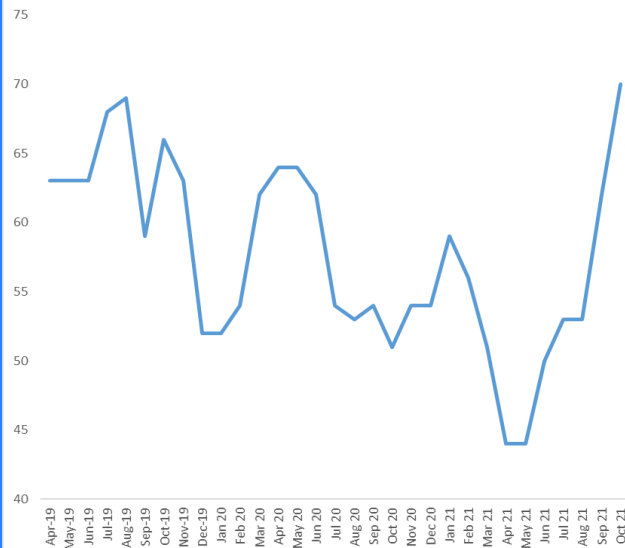
## Planned Action to Drive Performance

1. Delivery of Project Bluestone, and the implementation of specialist teams dedicated to the investigation of rape and serious sexual offences (RASSO). (Project Bluestone proposed the development of a 'gold standard' framework for the investigation of RASSO, using specialist investigators to enhance victim contact and disrupt persistent offenders).
2. Development of an improved way of working within the Incident Assessment Unit to ensure that, wherever additional victim-based crimes (including RASSO) are identified, they are correctly recorded at the earliest opportunity.

12 Month Rolling Rape CPS pre-charge Referral Volumes



12 Month Rolling Rape 'Charge and Summons' Volume



## Comments

1. There has been a clear recent increase in both CPS pre-charge rape-referrals and police charges.

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Panel Work Programme 2021/2022

Date PCP Meeting	Business (does not include standing items, see end of page)	Notes
24 <sup>th</sup> June	Annual General Meeting and Confirmatory Hearing	Confirmation of Temporary Chief Constable pending formal recruitment
24 <sup>th</sup> 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
15 <sup>th</sup> September	New Member training	Police HQ
22 <sup>nd</sup> September	Confirmatory Hearing – Chief of Staff	
22 <sup>nd</sup> September	Latest Performance information	<p>Various levels of additional performance information have been previously agreed and discussed further in a planning meeting with the OPCC on 18<sup>th</sup> May 2021.</p> <p>Quarterly Strategic Priority Briefings – this mechanism will now cease following a review by members last year and recent</p>

	<p>Assurance Reports Cybercrime RASSO</p> <p><b>Taser App/Use of Force Demonstration including data around use of powers and minority communities.</b></p>	<p>discussions with the OPCC.</p> <p>Assurance Reports – these will continue.</p> <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>Agreed at the 24<sup>th</sup> June meeting.</p>
<p>26<sup>th</sup> October</p>	<p>Confirmatory Hearing Deputy PCC</p>	



26 <sup>th</sup> October	PCC's presentation of the draft Police and Crime Plan	Panel Members were sent the link to the survey and the consultation document and Police and Crime Needs Assessment in July.
25 <sup>th</sup> November	Confirmatory Hearing Chief Constable	
25 <sup>th</sup> 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 <sup>rd</sup> February.
9 <sup>th</sup> December	<p><b>Presentation of the final Police and Crime Plan 2021-25</b></p> <p><b>Scrutiny of the Budget/Draft Medium Term Financial Plan</b></p> <p><b>Assurance report – Operation Remedy</b></p> <p><b>Integrated Offender Management – <i>deferred to March 2022</i></b></p>	
3 <sup>rd</sup> February	<b>Formal Review of the Budget and Precept Proposal</b>	

	<b>Chief Constable Presentation</b>	
11 <sup>th</sup> March	<b>Integrated Offender Management</b>  <b>Panel Budget/Costs report</b>  <b>Panel review of this year's work programme/looking ahead</b>	<b>Proactive Scrutiny topic.</b> HMICFRS has tasked PCC's with ensuring relevant partners and services are involved in the delivery of IOM. The former 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.
30 <sup>th</sup> March	<b>Serious Violence</b>	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.

#### 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 discussion/noting of any amendments
- Performance Monitoring Reports
- Complaints Report – Monitoring arrangements for dealing with complaints against the Commissioner

## **AVON AND SOMERSET POLICE AND CRIME PANEL**

**9<sup>th</sup> December 2021**

### **REPORT OF THE CHIEF EXECUTIVE**

### **COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER**

#### **PURPOSE OF THE REPORT**

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

#### **BACKGROUND**

2. Avon and Somerset Police and Crime Panel (the Panel) is the Appropriate Authority to handle complaints against the conduct of 'Relevant Office Holders', being Avon and Somerset Police and Crime Commissioner (PCC) 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 Office for Police Conduct (IOPC), 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 6 new complaints since the last Police and Crime Panel with 1 relating to the former PCC Sue Mountstevens.
5. There has been no new complaints against PCC Mark Shelford received via the IOPC.
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.

## **EQUALITY IMPLICATIONS**

9. 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**

10. 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: 9<sup>th</sup> December 2021**

No.	Date rcvd / log no.	Summary	Recorded?	Handled by	Outcome	Live or Closed	
<b>COMPLAINTS and CONDUCT MATTERS AGAINST AVON AND SOMERSET POLICE AND CRIME COMMISSIONER MARK SHELFORD</b>							
Page 125	70.	31/08/2021	Direct to PCC: <ul style="list-style-type: none"> <li>Anon complaint received to allege that the PCC countenanced the use of 30-40 officers in the dispatching of Geronimo the alpaca.</li> </ul>	Yes	CEO	Recorded, operational policing aspect of complaint directed to PSD. No response sent due to no contact details.	Closed
	71.	10/09/21	Direct to PCC: <ul style="list-style-type: none"> <li>The Avon and Somerset PCC supported Transphobic views and that Trans people should not be allowed to access single sex spaces that match their gender identity. This is blatant discrimination under the Equality Act 2010</li> </ul>	Yes	CEO	Local resolution by means of explanation.	Closed
	72.	19/09/2021	Direct to PCC: <ul style="list-style-type: none"> <li>Despite the PCC advising you that your email was blocked due to a technical error, you have since identified that this was deliberate. You consider that either:</li> <li>the PCC have been misled by police into believing it was a technical error and then passed this false information from police to you</li> </ul> Or <ul style="list-style-type: none"> <li>The PCC was aware of the deliberate blocking and diverting of your emails</li> </ul>	Yes	CEO	Local resolution by means of explanation.	Closed

Page 26	73.	06.09.21	<p>Direct to PCC:</p> <p>A complaint review handled by the PCC was farcical and it was unbelievable to claim that the original complaint was handled reasonably and proportionately</p> <p>The PCC ignored and failed to understand the IOPC Statutory Guidelines</p> <p>The PCC wrongly rejected your correct appeal against the illegal and dishonest 'review' of your complaint against officer.</p> <p>The PCC has in effect perverted the course of justice as a result of many failures to properly comply with statutory guidance.</p>	Yes	CEO	Local resolution by means of explanation.	Closed
	73.	18.11.21	<p>To Panel:</p> <p>Dissatisfaction with how the Office of the Police and Crime Commissioner have dealt with an enquiry relating to concerns raised with the PCC regarding the Martock Flood Warden Scheme. No acknowledgement was received</p>	Yes	Panel	TBC	Live
<b>COMPLAINTS and CONDUCT MATTERS AGAINST FORMER AVON AND SOMERSET POLICE AND CRIME COMMISSIONER SUE MOUNTSTEVENS</b>							
	74.	11.10.21	<ul style="list-style-type: none"> <li>Sue Mountstevens passed on data to third parties without consent for political purposes and therefore breaching GDPR. This action has allowed a team of lawyers to unlawfully access your data as well as your phones and tech, this also includes that of your children.</li> </ul>	Yes	CEO	Local resolution by means of explanation.	Live