



Date: Tuesday 1st February 2022

Time: 10.30 am

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

Membership:-

Bath & North East Somerset

Bath & North East Somerset

Bristol City Council

Bristol City Council

Bristol City Council

Independent Member

Independent Member

Independent Member

Mendip District Council

North Somerset Council

North Somerset Council

Sedgemoor District Council

Somerset County Council

South Gloucestershire Council

South Gloucestershire Council

South Somerset District Council

Somerset West and Taunton Council

Alastair Singleton

Andy Wait

Asher Craig

Jonathan Hucker

Lisa Stone

Richard Brown

Gary Davies

Julie Knight

Heather Shearer (Chair)

Peter Crew

Richard Westwood (Vice-Chair)

Janet Keen

Josh Williams

Frank Owusu-Antwi

Pat Trull

Nicola Clark

Chris Booth

Contact Officer:

Patricia Jones

Governance Specialist

07855 284506

pljones@somerset.gov.uk

Agenda published: 24th January 2022

Somerset County Council

County Hall, Taunton

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

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

1 **Apologies for Absence**

To receive any apologies from Panel members.

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, 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 31st January 2022. Questions must be received no later than 3 clear working days before the meeting, in this case by 5.00 pm on 26th January 2022.

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.

4 **Minutes from the meetings held on 25th November 2021 and 9th December 2021** (Pages 15 - 32)

To confirm the minutes as a correct record.

5 **Matters Arising**

To discuss any matters arising from previous meetings.

6 **Chair's Business**

To discuss business put forth by the Chair.

7 **Chief Constable's Report**

To receive the report.

8 **Formal Scrutiny of the Budget and Proposed Precept** (Pages 33 - 44)

To receive the report and consider the Commissioner's Precept proposal.

9 **Commissioner's Update** (Pages 45 - 58)

To receive the update.

10 **Performance Summary** (Pages 59 - 68)

To receive the report.

11 **Standing Complaints Report** (Pages 69 - 72)

To receive the report.

12 **Work Programme** (Pages 73 - 78)

To review the current work programme and suggest additions or alterations.

13 **Date of Next Meeting**

The next meeting is scheduled for 18 February 2022 at 10:30 am (Confirmation Hearing).

This page is intentionally left blank

Avon & Somerset Police and Crime Panel

Public Information Sheet

Inspection of Papers/Register of Member Interests

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

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

Public Question Time

Members of the public may make a written statement to most meetings, provided that the statement is received by the Democratic Services Team no later than 12.00 noon on the working day before the meeting and the statement is about a matter the Panel has responsibility for.

Questions must be received no later than 3 clear working days before the meeting and must also relate to Panel business. Questions will be limited to 2 per person/organisation.

Statements or questions should be e-mailed to democraticservices@somerset.gov.uk or PLJones@somerset.gov.uk

Alternatively, you can post your statements or questions to Somerset County Council, Democratic Services Team, County Hall, Taunton, TA1 4DY.

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

By participating in Public Question Time business, we will assume that you have consented to your name and the details of your submission being circulated to the Panel and recorded in the minutes.

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.

- Statements or questions will not be taken if they are defamatory, frivolous, vexatious or offensive.
- You will be allowed a maximum of 2 minutes.
- 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.
- 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, it will not be read out. It will nevertheless be considered 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.



Minutes of the Police and Crime Panel 25th November 2021 (delayed start at 11:12am) Confirmatory Hearing - Chief Constable

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), Richard Brown (Independent Member), Asher Craig (Bristol City Council), Peter Crew (North Somerset Council), Gary Davies (Independent Member), Janet Keen (Sedgemoor District Council), Alastair Singleton (Bath and North East Somerset), Pat Trull (South Gloucestershire Council), Andy Wait (Bath and North East Somerset Council).

Host Authority Support Staff:

Scott Wooldridge – Governance, Democratic Services Manager and Monitoring Officer
Patricia Jones – Lead Officer
Andrew Randell – Committee 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
Niamh Byrne – Head of Communications

Constabulary Staff

Sarah Crew – Candidate Chief Constable
Matthew Reed – Staff Officer

1. Apologies for absence

Neil Bloomfield (Somerset County), Nicola Clark (South Somerset District Council), Jonathan Hucker (Bristol City Council), Julie Knight (Independent Member), Franklin Owusu-Antwi (South Gloucestershire) and Lisa Stone (Bristol City Council).

2. Public Question Time

The Lead Officer brought the Panel's attention to the two submissions from Mr Ian Thompson which had been circulated and considered prior to the meeting.

The Panel acknowledged the correspondence and the questioning strategy devised prior to the meeting which enabled members to take the statements into account and fulfil its democratic function and duty to the public.

It was agreed that Mr Thompson would be provided with a copy of the Panel's decision at the end of the hearing.

3. Declarations of Interest

None.

4. Confirmatory Hearing – Chief Constable

The Lead Officer outlined the Confirmatory Hearing Process for conducting a Confirmatory Hearing for the post of Chief Constable in accordance with Schedule 38(1), of the Police Reform and Social Responsibility Act 2011. At the request of the Chair, the Lead Officer provided an overview of the recruitment process and the following was noted:-

- A rigorous and transparent appointments process had taken place, managed by an independent recruitment consultant.
- Members of the Police and Crime Panel (Councillor Craig and Julie Knight) participated as observers to provide extra assurance and feedback on the candidates.
- The candidates proceeded to the interview stage.

Councillor Asher Craig was introduced to comment on her report and findings as an observer of the recruitment process, and it was confirmed that the shortlisting process and final selection day was a fair, robust and transparent process. The representation of the external Panel was diverse, and all questioning was agreed beforehand and adhered to.

Feedback was provided, as an observation for future recruitment processes, that candidates should be made aware in advance where filming was due to take place.

The Chair thanked Asher and Julie (in her absence) for their report and observations of the recruitment process.

The Police and Crime Commissioner was welcomed to the meeting. He thanked the Panel for their Scrutiny and welcomed being held to account on the recruitment process and appointment.

The Commissioner advised the Panel that the candidates demonstrated aptitude and skills in a range of areas. As a summary to the detailed information provided in his report to the Panel, the Commissioner confirmed that Sarah Crew (SC) was the strongest candidate and that he had full confidence in her ability to carry out the role of Chief Constable.

SC was then invited to join the meeting and was welcomed by the Chair.

A series of detailed questions were put to SC and these are attached as Appendix A to the minutes. Below is a summary of the responses provided:-

Q: What are the future ambitions for the force?

A: The ambition was to deliver outstanding policing going forward while maintaining public confidence considering recent and past events. The first priority would be keeping confidence and trust in the force safe for the next generation of policing and delivering on the Police and Crime Plan around the areas of technology, insight, and not underperforming or underdelivering on potential. Improved performance was needed on race, representation, youth violence, and violence against women.

Q: The Police do not always make popular decisions. Can you give a recent example of when you have made such a decision? What process did you follow to ensure it was the right one?

A: There had been instances of previous experience in making both internal and external decisions which had proved difficult, i.e. decisions around officer and supervisor numbers, closing Yeovil custody, dealing with Operation Remedy which had not been universally popular as part of this, and allowing cameras to film how the force investigates rape. Facing up to decisions such as these was necessary, even when it was not the easiest thing to do. The purpose had to be firstly about public benefit and about consulting the public widely before, during, and after a decision; decisions had to be extensive and evidence-based in order to weigh up threats, risks and opportunities and make the best decisions under the circumstances while being accountable for these decisions. Being accountable for difficult decisions and facing up to local and national media on issues and scrutiny of the force was necessary.

Q: Given the continuing budgetary pressures on the police and other public services and partners, what strategic experience will you draw on to ensure, as Chief Constable of a small force, that you are able to maintain effective policing with less resources and to achieve efficiencies?

A: Having had a leading role in every major change programme in the constabulary, I ensured that changes to the force were better for the public, simpler for staff, and better value for money. Having been a Director for the new operating model, it was necessary to

make difficult decisions that would save £9.9 million; sticking to those principles and protecting PC and PCSO jobs had been a key achievement, alongside being outstanding at efficiency and future planning, leading the digital mobilisation programme, introducing the rollout of phones and laptops to staff which transformed ways of working, and enabling the force to adapt to the pandemic overnight. To maximise innovation, efficiencies and creativity, the team will be asked to be bold, innovative, and work out opportunities.

Q: What have you learnt as the National Lead for Adult Sexual Offences and your experience with victims in the criminal justice system?

As the force Strategic Lead and National Lead, all previous recommendations implemented and improved support have not yet led to the desired outcomes, with less than 2% of these cases ending in a conviction. Using the leverage of national forces, a coalition has been formed with six institutions, measuring against a model which has been developed from an understanding of offending, disrupting perpetrators, and justice theory. Building knowledge and skill in investigating these crimes and maintaining this across officers in the force was a priority. There was deep engagement with staff and stakeholders to improve outcomes of investigations.

The importance of having confidence in the system was highlighted—this included ensuring that the needs of victims were given precedence at all times. An understanding that, due to stereotypes of offence and poor data quality, conviction rates had remained low would enable the development of a theory of change, a new model of investigation, and a rebalance in focusing on suspects. Engagement with CPS had improved, with positive feedback received from independent sexual violence services. This had attracted national attention, with the model adopted becoming a pathfinder for four other forces over the coming months. There was a continued ambition for this to assist and develop a new theory of change and to build stronger cases and confidence around these offences.

Q: What prevention and intervention work will you do to tackle the root causes of crime?

A: Violence Reduction Units were an important part of the process, with early intervention, prevention, and deterrence determining the value of investing in enforcement. Enforcement police had primary roles, being cognisant of reform and rehabilitation options. Serious violence strategies needed to be discussed to consider what's happening in other cities and to enable a co-ordinated approach that ensures no duplication. The prevention and intervention ambition for the force is that no young man born today should lose their life to serious violence or to criminal justice as a result of such violence.

Q: How will an offender focused approach to policing prevent people from becoming victims?

A: There would be a rebalance to focus equally on dealing with victims and locations. The core of the approach is not about enforcement but has prevention as its aim. This would provide pathways out of offending, including housing, jobs, mental health, and drug support, with the net result being fewer victims, following procedural justice theory. There would be a continued review of the lighthouse safeguarding unit.

Q: A vast part of the force area is rural. How do you propose to balance the needs of the rural areas while also facing the challenges of larger towns and cities?

A: Listening to rural communities and their experience and what they seek from ASP is important in constructing a service offer within the limits of what can be delivered; it is necessary to reach out and make a service offer that is acceptable and proactive, with ongoing dialogue on the impact of services. The uplift is for investing and extending reach, including equipping the team with a drone for greater reach and investment in proactivity. The rural team hub provides an improved response for rural communities.

Q: What would you do to prevent offenders from repeating crimes and address the health needs and unresolved PTSD and provide resources to ensure offenders receive the help they need?

A: Addressing the root causes of criminal behaviour with prevention deterrence, reform, and rehab is necessary, as well as providing pathways for individuals to consider the consequences of their behaviour and working together with partners to look at joint commissioning and pathways. It requires partnership working to help solve problems with respect to Anti-Social Behaviour (ASB)--moving problems on was not a benefit to communities, nor was the notion that there is low-level ASB.

Solving ASB often requires taking a different approach and meeting families to consider first-hand the impact that low-level ASB has on its victims, including the loss of faith and confidence in policing. Bringing key policing areas and partners together to ensure engagement, visibility and enforcement is necessary. Instances have occurred where individuals experiencing ASB issues have been invited to attend update meetings monthly and become an advocate for the approach and for involving the community in the process.

Q: What would you do to ensure the safety of residents in Avon and Somerset at night?

A: A partnership approach between communities and local authorities is needed to address the issues around safety of women at night. It is recognised that this is a critical point in the role of policing in order to ensure feelings of safety and confidence. The attitudes and appetite of night-time economy, licence holders and politicians to discuss and sign up to a commitment that holds stakeholders to account has been communicated with the Commissioner. A summit was planned in the New Year, and the safety of women would be the first theme that's tackled in order to have a meaningful impact on safety and

look at the force strategy. Operation Headland tackled drink spiking, which has resulted in arrests and charges.

Q: How would you address racial equality, diversity and inclusion programme, to ensure Impactful representation in police force?

A: Taking a leadership role in inclusion and diversity, with the aim to be the most inclusive police force in UK, is the target. There are five big ideas: set out the representation question; enable and support this by culture, practices, and the engagement of communities; create conditions where ASP is an attractive place to work and thrive; analyse data and culture in all processes and systems; and, as part of the Cultural Intelligence programme, address any unconscious bias using cultural intelligence and inclusive policing intelligence to promote this through the recruitment outreach team.

Q: With resources challenged, how can you address hidden crime in BME communities in particular?

A: By opening up to hearing where things have gone wrong, having empathy to listen to members of the black community in Bristol, and increasing community confidence in ASP. Courageous conversations needed to be had to address any institutional racism that's been questioned, to address disproportionate use of stop and search and use of force, and to address the disproportionate numbers of grievances, promotions and misconduct. Also by enabling the force to move forwards in communities in an inclusive way, and by taking forward recommendations of the Lammy review. It is necessary to get to a place where black communities are happy that the powers are used fairly, with black women reporting domestic abuse and sexual assault cases. It is recognised that ASP needs to undertake most of the work to address working with the BME community.

Q: How would you empower a force that makes mistakes and enables learning?

A: By ensuring the workforce is assured and feels equipped and empowered to enable a culture of learning, and by ensuring confidence in the service to the public. There is the accelerator to give the workforce the capability they need to succeed. There is also a fantastic opportunity with junior leaders in taking this enthusiasm and driving outcomes, the success of which would be shown in the data.

Q: What would you consider success factors as Chief Constable?

A: Success factors would include building and maintaining the bond of trust for ASP and rebuilding and safeguarding the service for the next generation to rebuild confidence in BME communities; being ambitious in order to enable positive changes in services for the future; and addressing violence against women and girls in a way which could be world class, with real progress being made in those areas and exceeding the ambitions in the Police and Crime Plan. There is exciting potential for this within the force, and it would be a huge privilege to unlock this.

5. **Consideration of Panel recommendation on the appointment of the Chief Constable**

The Panel resolved to go into closed session to consider its recommendation.

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

The Commissioner and SC withdrew from the room. The Panel considered the candidate's performance and responses to the questions posed and the background information. All Panel Members gave their respective opinions on the Commissioner's preferred choice of candidate.

Following a full and comprehensive discussion, there was unanimous agreement that SC had demonstrated both the professional competence to deliver the role of Chief Constable and the personal independence necessary to exercise the role.

6. **Panel Decision**

The Commissioner and SC re-joined the meeting and were notified of the Panel's decision.

RESOLVED - that following full and comprehensive discussion and on being put to the vote, the Panel unanimously agreed to endorse and support the Commissioner's decision to appoint Sarah Crew to the position of Chief Constable.

7. **Date of Next Meeting**

9th December 2021

(The meeting ended at 1.14pm)

Chair

This page is intentionally left blank



Minutes of the Police and Crime Panel

9th December 2021

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), Asher Craig (Bristol City Council), Peter Crew (North Somerset Council), Gary Davies (Independent Member), Jonathan Hucker (Bristol City Council). Janet Keen (Sedgemoor District Council), Julie Knight (Independent Member), Franklin Owusu-Antwi (South Gloucestershire), Alastair Singleton (Bath and North East Somerset), Pat Trull (South Gloucestershire Council), Andy Wait (Bath and North East Somerset Council)

Host Authority Support Staff

Patricia Jones – Lead Officer
Terrie Brazier – 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
Paul Butler – OPCC Chief Financial Officer
Ben Valentine – Strategic Development and Performance Officer
Niamh Byrne – Head of Communications
Jon Riley – Asst. Chief Constable
James Raphael – Detective Superintendent

1. Apologies for absence

Nicola Clark (South Somerset District Council), Lisa Stone (Bristol City Council), Neil Bloomfield (Somerset County Council)

2. Public Question Time.

The Panel heard from Martin Cooke who attended the meeting to read the following statement, which had been circulated to members in advance:

“My question is: Why, since being elected to office in May I believe, has Mark Shelford not held a single public forum? We, the public, voted him in to be our voice and to hold the Chief Constable accountable for police operations. In my view, it is not acceptable. We, the public, have given Mark Shelford £41,500 of our money to serve us. Such dereliction of duty is unacceptable, in my view.”

The Commissioner thanked Mr Cooke for the question and provided a summary of his diary and activities. He explained that he had been conducting many engagements and took the matter very seriously. He had asked his office to arrange his schedule as follows: Monday-Wednesday in the office, Thursday visiting police stations, Friday visiting the 16 Avon and Somerset constituencies (2 per day). As far as MPs, Councillors, the public and charities, they were now entering into the second cycle of joint surgeries with MPs and meetings with targeted public groups in specific areas, such as the YMCA, schools, and rape and sexual abuse prevention organisations. He had made visits in the Taunton area on 10th and 18th June, 3rd September, and 5th November, and one was planned for 14 January 2022. Before the onset of covid, a Councillor Crime Forum had been in planning, but the focus had inevitably moved to other areas. He was happy to take the issue on board and determine how specific groups and community concerns could be targeted.

The Chair thanked Mr Cooke and the Commissioner, noting that one of the purposes of the Panel is to provide direct access for the public with respect to policing matters.

3. Declarations of Interest

There were no new declarations.

4. Minutes of the meetings held on 26 October 2021

The minutes of the meetings held on 26 October 2021 were approved as an accurate record.

5. Matters Arising

There were no matters arising from the minutes.

6. Chair's Business

The Chair congratulated Sally Fox on her appointment as Deputy Chief of Staff.

7. Presentation of the Police and Crime Plan 2021-25

The Commissioner introduced the report and provided assurances that the OPCC had responded to the comments and recommendations emerging from the consultation process before finalising the plan. It was emphasised that the plan was a living document, capable of developing over time.

Below is a summary of the primary points made during the officer presentations: Ben Valentine – Strategic Development and Performance Officer, presented the first part of the presentation, discussing the transformation from draft to final plan. Feedback from key partners, members, and the public was received, collated, and discussed and the plan amended accordingly. The version presented today will be signed off by the Commissioner and Chief Constable.

Niamh Byrne, Head of Communications, provided a summary of the four methods of engagements that will be utilised to connect with the Public to promote the local plans: face- to-face engagement, digital methods, social media, and media.

There will be internal scrutiny, with all facets of the plan being reviewed by the new Chief of Staff and quarterly performance reports being produced. Consultation with and scrutiny by the public will continue to be an important aspect. Sally Fox, Interim Chief Executive Officer, reported that there is a real appetite for local Police and Crime Plans and a resulting need to be joined up with partners and the PCP. They will now be looking at moving forward with a new structure and new programme board, with meetings commencing in early January.

The Panel was advised that there were three key questions to consider:

- How will local plans make communities safer?
- How will progress be tracked and performance monitored, utilising the 60 measures included in the plan and capitalising on data held?
- How will we and others be held accountable with respect to delivery of the plan?

It was agreed that a timeline for the development and production of the local plans would be provided to the Panel.

Below is a summary of the discussion that followed:

- With respect to local plans and working with community safety partnerships, it was recognised that there would be many stakeholders involved and that assessing individual requirements and showing tangible results without adding unnecessarily to the existing infrastructure would be a big task.
- Local plans must ensure that needs are addressed, and local authorities need to have a say; the current strategic groups could be retained and possibly task-and-finish groups added.

- The Commissioner commented that for the purposes of continuity, it would be helpful for the Panel's participation to continue on the programme board.
- In reply to the question of how many local plans exist, it was noted that Council and District areas have one as a minimum; and with the SCC transition to a unitary council in progress, there is a need to work carefully.
- Details were requested on how the OPCC arrived at the figure of 44% reduction in the carbon footprint mentioned in the Environmental Impact section of the plan.
- Thanks were expressed for allowing PCP members to contribute to the Programme Board. Julie Knight's offer to continue was accepted, and the Chair confirmed that she would follow up by writing to the Panel to ensure that the two places were filled.
- The Chair clarified that the legislation requires the Panel to remain sighted on any variation to the plan.

The Chair thanked everyone who had worked on the plan for the volume of work and care that went into it and thanked the presenters for the detailed presentation.

Action:

- 1. A timeline for the development and production of the local plans to be provided to the Panel.**
- 2. Details on the 44% reduction in the carbon footprint referred to in the Environmental Impact Assessment to be provided.**
- 3. The Panel's participation on the Programme Board and development of local plans to continue.**
- 4. Chair to write to the Panel to confirm the Panel's representation on the Programme Board.**
- 5. The Panel accepted endorsed the finalised Police and Crime Plan 2021/25**

8. Assurance Report and Presentation – Operation Remedy

Ben Valentine – Strategic Development and Performance Officer began the presentation and drew specific attention to the following:

- Operation Remedy began when PCCs were allowed an unprecedented precept increase of £24 for the 2019/20 year raising approximately £15 million; at the same time, Remedy was created as a targeted operation to address residential burglary, drugs, and knife crime.
- Remedy was designed to have 100 officers with funding to be used for recruiting an additional 100 officers; the target of the 100 original officers was not reached, but more than 100 additional officers were recruited, albeit they were not directly allocated to Remedy.
- There were 10 strategic aims/objectives, with the first five achievable with 100 officers (increasing the number of offenders brought to justice, solving more crimes, reducing the number of domestic burglaries, increasing the number of disruptions of organised crime/drugs, and increasing satisfaction levels for burglary victims). However, the other

five were not achievable or measurable, either because these objectives were the remit of other bodies like VRUs or because there was no baseline for comparison.

- The pandemic has affected the recording of data, the number of interventions, and the level of performance.

Asst Chief Constable John Riley and Detective Superintendent James Raphael then continued the presentation and responded to questions, as summarised below:

- When Remedy began after five years of austerity, the focus was on high-visibility policing and community engagement including face-to-face interaction. However, this was not attacking the root causes, so community focus teams and investigative/proactive units were formed.
- Recovery of assets has been a priority in rural crime work
- The pandemic has greatly pushed up demand for front-line policing, so Remedy has lost some personnel and performance has been affected.
- Remedy of the future would involve the realignment of resources in the neighbourhood teams to specifically link into the government's Beating Crime Plan. This aimed to combine prevention, deterrent and enforcement and includes measures aimed specifically at dealing with the problem of illegal drugs.
- There is collaborative work with other forces in London, the West Midlands, etc.
- The Panel noted that 130 arrests had been made in the last 12 months in respect of burglary offences. It was agreed that the total number of burglaries reported during the same period would be provided to the Panel.
- Whilst not a focus of Remedy, it was recognised that rural crime was a priority for communities. It was agreed that an update on rural crime would be provided to the Panel, including the range of crime types.
- The Panel requested clarification regarding the original 100 officers. It was noted that a shortage of trained detectives was the biggest challenge; 15 were needed, therefore 14 Investigators and 'free staff' had been brought in to offset this on a temporary basis.
- The Panel requested a further breakdown of knife crime classifications. It was agreed that the recently completed data set for serious violence offences would be provided to the Panel.
- There was general agreement that individually branded teams such as Remedy were not particularly helpful to the Public – communities should identify the Police as the Police.
- The Panel pointed out the trajectory of staffing in the Constabulary, where they will lose more experienced staff and gain younger staff. It was acknowledged that it takes time to train new officers and that uniformed officers do not like transferring to detective work, so there is a need to promote its value.
- The Panel pointed out that the new Police and Crime Plan focuses on prevention, so there will be a balancing act between this and traditional policing.
- The Panel invited the officers to comment on what the future of Remedy would look like with a Police service based on Peelian principles. The Panel was advised that the future would focus on the pursuit of high-harm offenders and complex neighbourhood crime. It was reported that policing in the future will include a force-wide uniform (with

plain clothes deployment where required), neighbourhood crime and tasking teams, investment in Violence Reduction Units (VRUs), integrated offender management including rehabilitation, and an increase in staffing.

- They will be using diversion, early intervention, prevention, and rehabilitation to tackle county lines and neighbourhood crime; uniformed teams will be embedded in all local areas.
- It was noted that 5% of offenders cause 50% of crime; that intelligence gathering is carried out by community police, local officers and beat managers and that the intelligence unit gathers information, monitors, and makes decisions. There will be an increase in the number of intelligence analysts.
- The Panel suggested that it was a good opportunity to revamp Operation Remedy, with the challenge being how information is benchmarked and measured. It was added that prevention is good, but detection and arrest is equally important.
- In response, it was noted that there will be a proactive uniformed uplift in neighbourhoods, there will be reactive/investigative teams of detectives (these need more resources), and that the Police and Crime Plan has 60 specific measures on what is needed and how Operation Remedy will deliver the plan.
- The Panel asked how this model helps communities and was advised that this will occur through early intervention in neighbourhoods, working with partners, and bringing the community together to work collectively.
- Other issues raised earlier by the Panel included why the reporting metrics of the Op Remedy system had not been changed in response to categorisation of results as "data not collected/no baseline for comparison", and why it was difficult to find detectives for Op Remedy; it was suggested that the role of CID offices used to be multifunctional whereas currently the teams for rape, murder, etc. are separate from the more low-level Op Remedy. The Commissioner is keen to regenerate the detective role to what it was.
- It was agreed that the second set of presentation slides would be provided to the Panel.

The Chair thanked the Officers for their presentation and responses.

Action:

- 1. The total number of burglaries reported during the last 12 months to be provided to the Panel.**
- 2. Update on rural crime to be provided to the Panel, including the range of crime types.**
- 3. Recently completed data set for serious violence offences to be provided to the Panel.**
- 4. The second set of presentation slides to be provided to the Panel.**

9. Scrutiny of the Budget / Draft Medium-Term Financial Plan

Paul Butler, OPCC Chief Financial Officer, presented the report which sets out planning assumptions and the process that will lead to the setting of the 2022/23 revenue budget, council tax precept, and capital programme in February 2022.

The following key points were reported:

Spending Review and Autumn Budget Headlines

The three-year grant settlement includes a £550m increase to grants for 2022/23, £650m for 2023/24, and £800m for 2024/25.

Funding – Key Assumptions

It was highlighted that the increase to the core grant will be distributed in line with current grant distribution, i.e., of the £550m for 2022/23, £12.9m is expected to be passed to A&S.

Special Branch will transfer to Counter Terrorism Policing from April 2022, reducing core funding by £1.3m.

Planning is required to take account of the delivery of an additional 450 officers by March 2023, increased national insurance costs, and the pay settlement for officers and staff. It was anticipated that savings of over £100m will be delivered through efficiencies.

There is potential to utilise the full flexibility of an average precept raise of £10.00 per annum for the next three years, thereby creating capacity to raise a further £774m by 2024/25.

Costs – Projections and Working Assumptions

It was emphasised that the vast majority of budget increases were related to staff costs. The cumulative effect was a requirement to build in this base increase for the terms of the MTFP.

The pay award had not been received yet, and the outcome may not be known before the MTFP is set.

A balanced budget is assumed over the next two years; revenue savings of £3m year on year will be required to balance the budget over five years; a significant amount of IT replacement (an investment of £10.4m) will be required to comply with new national standards; and by 2026, 20% of vehicles will be electric.

Attention was drawn to Page 66 of the report and the forecasted deficit of £0.8m in the revenue plan from 2024/25, rising to £5.7m by 2025/26 and to £9.4m by 2026/27.

Savings had been assumed over the life of the MTFP, but more were needed.

Attention was drawn to the development of Corporate Systems to improve corporate HR, finance, and operational capabilities, which will enable continued improvements in a number of key corporate processes.

Below is a summary of the ensuing discussion:

- The increase of approximately 10% for supplies and services (£32-36m) was questioned. The CFO explained that this is due to significant inflation and national IT projects, and it will be capitalised to the extent that it can be. The Panel requested a more detailed explanation of the reasons for the increased allocation. It was noted that there is a huge licensing component involved.
- A 20% electrification of the force fleet was regarded as a positive step that should be shared with the general public.
- It was asked if, due to the reorganisation of the councils, the financial requirements will change; it was responded that the challenge is to work in partnership or to ensure benefits from the way contracts are written.

The Chair thanked the CFO for his presentation and advised the Panel that if they had any further questions, these could be forwarded to the CFO after the meeting. The CFO asked that he be sent questions in advance of the next meeting in order that his report can address those questions.

Action:

The Panel requested a more detailed explanation of the reasons for the increased allocation of 10% for supplies and services.

10. Commissioner's Update Report

The Panel considered a report from the Commissioner. The Commissioner introduced his report and drew attention to the following key areas:

- In Section 3 - Response to Issues Raised by Panel Members, the measure of active citizenship was based on the point of view of specific groups; all watch groups are to be eligible for prizes to encourage their volunteers to assist Police.
- If any Panel members sees a volunteer from Community Speedwatch, please thank them; it boosts their morale.
- With respect to the recommendations around tackling disproportionality in Avon and Somerset (emerging from the Lammy Review), it was recognised that these needed to be handled sensitively. The Panel suggested it would be helpful to receive an assessment of the effectiveness of the recommendations and any resulting benefits. The OPCC confirmed that the recommendations were being progressed and the Panel would be updated in the near future. A presentation from the Chair of the Lammy Group leading on this work area would be incorporated into the Panel's work programme for next year.
- Regarding Section 4 – Education Inclusion Project, the Commissioner reported that there is a significant impact on children who are excluded; we need to know how to avoid it and recognise that it is very difficult in some situations and needs investment. He has worked with schools and organisations on instituting a "cooling off" period in lieu of exclusion.

- With respect to criminal justice and the prevention of a 'revolving door', he has visited Bristol Prison, where he spoke to the Governor, staff, and inmates. He asked Panel members to remind their MPs of this issue and noted the importance of finding accommodation for inmates when they are released. Next week he will be going to Gloucestershire to view pre-fabricated units built by prisoners for released prisoners, which are sponsored by the Bishop of Gloucester. He suggested asking MPs if there is land where these units could be located with planning permission.
- Regarding Section 6 – Contacts and Conducts, he has asked the Constabulary to look at alternative connections with an aim toward being more sophisticated in logging contacts and in offering better service to the public.

Below is a summary of the ensuing discussion:

- The Panel offered support regarding the release of prisoners, noting that in Bristol there are other initiatives, including housing providers being asked to help released prisoners. The Salvation Army has been given ten housing units, and car park sites may be used.
- The Panel expressed interest in the exclusion project at schools, noting that funding has a limited time for being spent. It was observed that it is not efficient or effective to have short-term funding, even allowing the need for agility, as it must be shown that action is being taken and there is a need to think strategically and in the long term.
- The Panel requested a progress update on the Integrated Offender Management review, which was completed 18 months ago. The Panel highlighted the links to Operation Remedy and sought to establish the timescales for developments. The Deputy Chief of Staff confirmed that she is aware of the review and made the point that today's report was an assurance report. It was recognised that the Panel would be undertaking a more thorough scrutiny of this work area at its meeting in March. The Panel confirmed that they hoped to explore the validity of appointing non-experienced graduate officers into the IOM as their first posting.
- The Panel expressed concern that 777 members of the police force were not vaccinated.
- The Panel was supportive of the work on reducing reoffending.
- The deferred presentation to the Panel by the Chair of the Lammy Group would be rescheduled into the work programme at the appropriate time.
- The Chair drew attention to the Safer Somerset Partnership and extended thanks for the funding which assisted local charities in supplying accommodation for ex-offenders. She highlighted the difficulties associated with temporary funding and the importance of sustained funding over a longer period.
- Very positive feedback was expressed by the Panel with respect to the executive summary in the report.

The Commissioner thanked his team for their work.

Action - A presentation from the Chair of the Lammy Group leading on this work area would be incorporated into the Panel's work programme for next year. OPCC to come back with an update on recommendations at an appropriate time.

Extension of Chief Financial Officer Contract

Further to the discussions which had taken place outside of the meeting and the Commissioner's confirmation that the post would not be extended beyond July 2022, a proposal to extend the contract was moved and seconded and on being put to the vote:-

Resolved - the Panel voted unanimously in favour of the extension.

Deferred items

Consideration of the Performance Summary-Specified Information Order, Work Programme, and Complaints Monitoring Report was deferred to the next meeting.

12. Date of Next Meeting

There was general agreement that the next meeting be moved from 3rd February 2022 to 1st February 2022 at 10:30am in order to hold it at Deane House.

(The meeting ended at 2:15pm)

Chair

MEETINGS: Police & Crime Panel	DATE: 1 st February 2022	AGENDA NO:
DEPARTMENT: PCC's Office - Finance	AUTHORS: Paul Butler – PCC CFO	
NAME OF PAPER: 2022/23 Proposed Budget Requirement and Precept Proposal		

1. SUMMARY

This report considers the future five year financial position for the Police and Crime Commissioner (PCC) and Chief Constable for Avon and Somerset and presents the PCC's council tax precept recommendation for 2022/23 for consideration by the Police and Crime Panel.

The PCC's proposal is for a precept of £144.839m, which equates to a **council tax Band D of £251.20**. This is an increase of £10 (4.1%) in the Band D equivalent for the police element of the council tax for 2022/23 financial year. The council tax precept will be apportioned to each collecting authority according to the following table:-

	Tax Base (No.)	Precept £'000	%
Bath and North East Somerset	67,854	17,045	11.7%
City of Bristol	127,917	32,133	22.2%
North Somerset	79,927	20,078	13.9%
South Gloucestershire	100,143	25,156	17.4%
Mendip	41,544	10,436	7.2%
Sedgemoor	41,910	10,528	7.3%
South Somerset	60,644	15,234	10.5%
Somerset West and Taunton Deane	56,649	14,230	9.8%
TOTAL	576,588	144,839	100.0%

The council tax precept shown in the above table generates the following amounts of council tax for the various bands:-

Council Tax Band	£p	% of Properties
A	£167.47	17.1%
B	£195.38	28.7%
C	£223.29	22.0%
D	£251.20	14.5%
E	£307.02	9.7%
F	£362.84	5.1%
G	£418.67	2.7%
H	£502.40	0.2%

Items for the Police and Crime Panel to note:-

- The delivery of the uplift in police officers will continue throughout 2022/23, with the Constabulary on course to achieve the target head count of 3,291 officers¹ by March 2023, a net increase of 552 (20%) police officers when compared with the actual officer headcount at April 2019;
- Police officer and police staff pay was frozen in 2021/22, and we are now forecasting an increase of +3.5% from September 2022, the cost of which is £5.2m in 2022/23 (£8.9m for a full year effect);
- The social care levy, which the government announced in the autumn, has been quantified as adding £1.9m p.a. to costs with effect from April 2022;
- The plan includes £3.0m in identified efficiencies and savings, reducing Constabulary costs predominantly in non-pay budgets including efficiencies in premises, and fleet costs as well as some increases in income generation and recovery;

The increase in funding generated by the precept proposal, alongside the savings identified, enables the delivery of the increase in officer numbers. Through this investment the Chief Constable and her team are **building a force fit for the future**, capable of successfully delivering both the Government's national '[Beating Crime Plan](#)' and the Avon and Somerset '[Police and Crime Plan](#)'.

The Chief Constable has identified key areas for development within the Constabulary to be progressed in 2022/23, and these include:-

- Instilling a relentless **focus on the perpetrators of crime**, including investment into investigations as part of our Operation Bluestone and Operation Ruby plans, investment into our Internet Child Abuse Team (ICAT), investment into our proactive and tactical support capabilities, and collaborative investment into the SW Regional Organised Crime Unit (SWROCU). Through these investments the Constabulary will bring a focus on:-
 - Tackling high harm crime through increases in county line and organised crime group disruptions;
 - Targeting burglary and knife crime offenders;
 - Delivering high quality, timely and successful investigations for Rape and Serious Sexual Offences (RASSO), cyber-crime and financial crime.
- Increasing the **focus on crime prevention**, including investments into Integrated Offender Management, violence reduction and early intervention, rural affairs, as well as growing and refocussing our proactive remedy capabilities through our local policing teams. Through these investments the Constabulary will bring a focus on:-
 - Establishing and utilising effective diversions and interventions for emerging offenders;
 - Improving the monitoring, management and rehabilitation of high-harm offenders, in conjunction with partners;
 - Preventing and reducing neighbourhood crime, ASB and rural crime –

¹ In budgetary terms this equates to a Full Time Equivalent (FTE) of 3,206 – a budgetary increase of 136 officers in our 2022/23 budget. It is presented here in headcount as this is the way the Government and the national uplift programme present officer numbers.

protecting our most isolated and vulnerable communities, making them feel safer;

- Grasping the organisational opportunities brought about by the growth in officer numbers and through the post pandemic resetting work, ensuring that the Constabulary remains **efficient and effective**, that it is **well led** with a **culture** that commands the trust and confidence of all of the communities it serves and is able to secure the growth in **specialist capabilities** that will deliver a force fit for the future.

2. BACKGROUND

This is the first budget set by this PCC since his election in May 2021. It has been developed in collaboration between the Office of the PCC and the Constabulary, and is underpinned by the principles that it is progressive, modernising and financially sustainable.

National Context

On 27th October 2021 the Chancellor of the Exchequer announced the [3 year Spending Review and budget](#). These announcements included the high level settlement for the Home Office, and introduced the provision of flexibility to PCCs to increase the average band D council tax by up to £10 p.a. for the next three years.

The [provisional police settlement](#) was published on 16th December 2021. This confirmed the total potential funding available to police in 2022/23, inclusive of the full precept being taken, would provide for the delivery of the extra officers targeted through the uplift programme. In announcing this settlement the Home Secretary reinforced her continued determination to strengthen the police service and deliver on the Government's Beating Crime Plan.

The overall funding package provides additional funding to increase investment in the police system by up to £796m in 2022/23. This level of investment assumes that all PCCs will maximise council tax flexibility. The provisional settlement headlines include the following:-

- An £550m (6.1%) increase in core grant funding to PCCs in 2022/23, expected to rise to £800m (8.8%) by 2024/25 being the last year of this 3 year spending review;
- Included within the above headline grant funding, the Government intends to ring-fence £135m which is to be paid in arrears throughout 2022/23 in line with progress against officer recruitment targets;
- Up to £246m (5.3%) increase in council tax funding, if all PCCs were to maximise their precept flexibility of an increase of £10 p.a. for an average Band D equivalent property;
- The settlement is expected to fund the full delivery of uplift in officer numbers (8,000 more during 2022/23), sustaining these increases throughout the duration of the Spending Review;
- The settlement is expected to fund a reasonable pay award for officers and staff, following a year in which pay was frozen for all but the lowest earners;
- The settlement removes capital grant funding to PCCs (£12.3m in 2021/22), thereby requiring capital expenditure to be wholly funded through other sources (e.g. reserves, receipts, revenue contributions and borrowing);
- The police service is expected to continue to transform itself to realise efficiencies,

including cashable savings of £100m p.a. delivered from force budgets by 2024/25. The grant funding outlined for 2024/25 is based on assumption these savings will have been delivered.

Local Context

The budget is being set in a context of growth for policing. In Avon and Somerset we are due to deliver 456 (2.3%) extra officers as part of our share of the 20,000 national target, by March 2023. To enable this net growth the Constabulary will have recruited nearly 1,300 new officers into the service in just four years. They will have achieved this at the same time as introducing new entry routes for police officers in the form of the Police Constable Degree Apprenticeship (PCDA) and the Degree Holder Entry Programme (DHEP).

This growth in officer numbers drives wider cost increases for the Constabulary as officers are provided with the training, tools and infrastructure that enable them to perform their roles. Alongside this the Constabulary continues to innovate, building on its ground breaking data insight capabilities and investing in new tools and capabilities that help further improve its efficiency and effectiveness.

Alongside this growth are wider cost pressures, driven by a range of factors such as inflation as well as by specific market conditions (e.g. forensic and custody healthcare markets). Key to these factors are what is being assumed in relation to pay awards for officers and staff. In 2020 pay was frozen for officers and staff, which has led to pressure for pay increases in future. This is not only important for the morale of our existing staff, but also if policing is to continue to remain attractive as a career to potential candidates.

This growth in costs to enable delivery of the uplift and support the Chief Constable, is funded through a combination of increases to grant funding and through flexibility in council tax funding.

3. COUNCIL TAX CONSIDERATIONS AND PUBLIC CONSULTATION

The final plan reflects an **increase in council tax of £10/4.1% in 2022/23**. The decision to increase the precept by £10 is reflective of:-

- The need to complete the delivery of the officer uplift programme which will see the Constabulary achieve the target of **3,291 officers by March 2023**;
- The opportunity to support the Chief Constable in **building a force fit for the future** through the progressive investment outlined in her letter;
- The need to sustainably **maintain the increase in police officers** for the medium term, recognising the incremental increase in costs of doing this as pay progression, pay inflation and pensions changes gradually move officer costs upwards;
- The need to provision for a reasonable **pay award to officers and staff** (+£5.2m in 2022/23, +£8.9m full year effect); and
- The **views of the public**, as expressed through a range of ongoing public engagement activity, analysis of which will be provided to the Panel in an additional paper.

In reaching the conclusion to increase the precept by the maximum amount permissible alternative options were considered, with the main alternative scenario being an increase of 2% (+£4.82 for an average band D equivalent property). This scenario was modelled, with the following conclusions:-

- The difference for an average band D household between the two scenarios is £5.18 p.a. or £0.43p per month;
- A 2% precept increase would initially generate £2.3m less in funding in 21/22 compared to the maximum increase, rising to a difference of £2.5m by 26/27 as a consequence of future increases being against a lower starting point
- A 2% precept increase would immediately require the Constabulary to progress options to realise additional savings in 2022/23 of the equivalent of 64 PCSOs or staff;
- A 2% precept increase would make harder the already tough choices we predict will need to be made in coming years to both enable us to sustain a balanced budget and support continued reinvestment in priorities – even at a £10 precept increase we are forecasting a deficit of £13.5m by 2024/25 – the equivalent of 376 PCSOs or staff.

Our MTFP assumes that the full precept will be taken in each of the next three years, and will thereafter revert to an annual increase of 2.0% p.a. This reflects our current planning assumptions, but will be subject to annual review and decision in consultation with the public and with the Police and Crime Panel. The impact on the average band D equivalent over the course of the MTFP period is as follows:

	Actual	MTFP				
	21/22 £p	22/23 £p	23/24 £p	24/25 £p	25/26 £p	26/27 £p
Av. Band D Precept	£241.20p	£251.20p	£261.20p	£271.20p	£276.60p	£282.10p
Annual increase %		+4.1%	+4.0%	+3.8%	+2.0%	+2.0%
Annual increase £p		+£10.00p	+£10.00p	+£10.00p	+£5.40p	+£5.50p

4. REVENUE PLAN HEADLINES

Our MTFP forecasts the following position:-

	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000
Budget requirement	355,507	368,248	380,494	393,122	404,452
Less; funding	-355,507	-365,479	-377,006	-383,978	-390,925
Deficit	-	2,769	3,487	9,144	13,527

The key assumptions for **revenue funding** that underpin this forecast include:-

- Confirmed increases to **core revenue grant funding of +£11.7m in 2022/23** and thereafter smaller annual increases leading to a forecast rise of +£21.7m by 2026/27 – including a ring-fenced grant of £3.1m (21/22 £2.3m) which will be paid in arrears throughout 2022/23 in line with progress against officer recruitment targets;
- **Removal of council tax support grant -£2.4m** in 2022/23, leaving only a small residual of £0.2m to be released from the funds provided in 2021/22 in each of the next two years to offset the losses in council tax income as a result of the Covid-19 pandemic;
- Increases in **council tax funding +£7.4m (+5.4%) in 2022/23** rising to an increase of

+£32.8m by 2026/27, which is achieved through both increases to the precept (see above) and movements in tax base (+1.0% in 2022/23) in line with forecasts being made across our local authorities.

The key assumptions for **revenue expenditure** that underpin this forecast include:-

- Inflationary adjustments to **officer and staff pay** of 3.5% in 2022/23 following annual increases of 2.0% p.a. thereafter – an increase in cost of **+£5.2m** in 2022/23 rising to **+£30.5m** p.a. by 2026/27;
- Increases to our budgets in support of **delivering and sustaining the uplift in officer numbers** in line with our target headcount of 3,291 to be achieved by March 2023 – generating budget growth of **+£7.8m** in 2022/23, increasing to **+£11.5m** by 2026/27;
- Increases to our **pensions costs** to provide for current and anticipated future deficits in our staff and officer pension schemes, as well as inflationary increases for injury pensions – an increase in cost of **+£0.2m** in 2022/23, increasing to **+£6.5m** by 2026/27;
- Increases to our **national insurance costs** to provide for the uplift in employer national insurance rates with effect from April 2022 in support of the Government’s social care levy – an increase in cost of **+£1.9m** in each year of the MTFP;
- Inflationary increases to **non-pay costs** reflective of **specific and acute pressures** including:-
 - Increases to electricity costs estimated at +26.1% or +£0.7m in 2022/23;
 - Increases to gas costs estimated at +24.1% or +£0.2m in 2022/23;
 - Increases to fuel costs estimated at +9.8% or +£0.3m in 2022/23;
 - Provision for increases to custody healthcare costs² of +45% or £0.3m in 2022/23 (+£0.6m full year effect from 2023/24);
 - Provision for increases to forensic services costs² of +20% or £0.3m in 2022/23;
- Inflationary increases to **non-pay costs** reflective of **general inflationary pressures**. Inflation is currently running ahead of the Government’s target of 2.0% p.a. Recognising the wider challenges of affordability presented here we have applied a general inflationary factor of +1.5% in 2022/23, +1.75% in 2023/24 and +2.0% p.a. thereafter – an increase in cost of +£0.6m in 2022/23 rising to +£3.4m by 2026/27;
- Other **growth and commitments** of +£2.6m in 2022/23 rising to +£3.4m by 2026/27 – largely reflecting our continued investment in IT tools to support frontline officer efficiency and effectiveness (e.g. intelligence gathering and analysis, dynamic resource tracking, automation and digitalisation capabilities);
- Increases in the costs of our **partnerships**, recognising increases into these collaborations reflective of pay and inflation assumptions outlined for Constabulary budgets as well as enabling investment into SWROCU in line with their uplift allocations – an increase of +£1.5m in 2022/23, rising to +£10.1m in 2026/27;
- Realisation of new **revenue savings of -£3.0m** in 2022/23 rising to **-£3.4m** by 2026/27. These reflect savings achieved through non-pay budgets, including savings from premises budgets (rent and business rates), savings in fleet budgets (fleet

² Both of these are contracts which are in process of being re-procured and which will see new contracts starting during 2022/23. The cost increases reflect our assessment of the market conditions within which these services will be procured. Both procurements are collaborative with other forces so as to maximise the economies of scale offered by this approach.

reductions and travel reductions), stationery and postage savings and numerous procurement savings arising through collaboration with south west police forces for procurement services. There are savings in relation to partnership costs, reflecting adjustments to regional contributions. There are also some pay savings included here, which are reflective of adjustments to allowances for officers and staff, overtime reductions, and some small headcount reductions arising from restructures within enabling services functions;

- **Adjustments to budgets** are also included and these have the effect of reducing the budget by £3.1m in 2022/23 and £2.6m by 2026/27. These adjustments reflect the removal of budgets for Special Branch which as of April 2022 will be transferred into the management of Counter-Terrorism policing. The adjustments also reflect the lower average cost of police officers over the next few years in recognition of the age and experience profile of our workforce after the period of intensive recruitment to deliver officer uplift. Towards the end of this MTFP period, and into future years this adjustment is expected to reverse as the workforce becomes more experienced, and incrementally more expensive to maintain.

5. CAPITAL PLAN

The draft capital programme forecasts the following position:-

	Current	MTFP				
	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000
Forecast Capital Expenditure	11,163	15,913	24,770	24,900	15,802	6,912
Less; Forecast Capital Funding	-11,163	-15,913	-24,770	-24,900	-11,516	-6,912
Deficit	-	-	-	-	4,286	-

In summary we are forecasting:-

- Total capital expenditure of £99.5m over this financial year, and the next 5 years;
- Total capital funding of £95.2m over the same period;
- Resulting in a shortfall of £4.3m in 2025/26 at this point in our planning process.

Some of the key areas of capital investment are:-

- **ICT Asset replacement** – the plan includes £29.9m for the ongoing replacement of IT assets, which include both end user devices (e.g. laptops, mobile phones, body worn video cameras) as well as IT infrastructure (e.g. networks, security and storage);
- **Fleet replacement** – the plan includes £16.4m for the ongoing replacement of our fleet of vehicles, including provision for increases to fleet in certain areas to support officer uplift offset by planned reductions in fleet where this can be achieved;
- **Emergency Services Network (ESN)** – the plan includes £11.5m to implement this national airwave (police radios) replacement programme. The timing and value of this national project remains the subject of continued ambiguity at this point in our planning, but we are working closely with regional colleagues and the national programme to track progress here;

- **Corporate systems** – the plan includes an estimate of £10.4m to replace our Enterprise Resource Planning (ERP) system which provides for HR, financial and procurement capabilities;
- **Somerset estate** – the plan includes £8.2m investment to support the continued evolution of our estate in Somerset, including plans for South Somerset, Minehead and Frome police stations;
- **Bath estate** – the plan includes £7.0m investment to support the provision of a new response base for Bath, being progressed through exploratory discussions with potential partners;
- **Bristol estate** – the plan includes £3.0m investment to support the continued evolution of our estate in Bristol, including plans for Trinity Road (Old Market) and Broadbury Road (Knowle West) police stations;
- **Taser replacement** – the plan includes £2.3m to enable the replacement of our taser capability, upgrading these devices as the opportunity and need arises.

Our plans will remain subject to ongoing review, particularly in relation to national programmes as the outlook for these becomes clearer.

Our capital funding forecasts assume:-

- A removal of our Home Office **capital grant** funding resulting in a reduction of £1.3m in previously forecast capital funding across the MTFP period;
- A continuation of our recurring **contribution from revenue budgets** of £7.0m p.a. having increased this in previous years;
- Use of the **capital reserves** of £18.9m we had set aside at the end of the 2020/21 financial year, exhausting these reserves by 2024/25;
- Use of **Capital receipts**, after being realised through the sale of buildings and other assets. This will exhaust all current planned opportunities to generate receipts from the sale of buildings in our estate;
- **Borrowing** a further £16.5m is planned across the medium term in support of this plan. This borrowing will be used to fund our investment in longer life assets (e.g. buildings). The revenue cost of this borrowing has been built into our revenue forecasts, but the timing of the draw down of this borrowing will remain subject to ongoing review and management.

6. RESERVES AND MANAGEMENT OF FINANCIAL RISK

Final decisions on **reserves** will be taken once the 2021/22 outturn position is completed, but within this context the following plans are being developed:-

- **General fund** – the general fund risk assessment has been completed and reviewed at the January Police and Crime Board. After consideration the proposal is to retain the general balance at £12m. The proposed general fund balance represents 3.4% of 21/22 Net Revenue Expenditure;
- **Capital funding** – in recognition of the forecast deficit we will take the opportunity to review and where possible identify opportunities to utilise any available funds to support ongoing capital investment.

As reported in our financial statements at the end of March 2021 the PCC had total usable

reserves of £57.1m.

Our MTFP forecasts a gradual reduction in the level of usable reserves against that held at the end of 2020/214, particularly reflecting the use of this in support of our capital plans. The forecast shows our usable reserves reducing to a recurring level of £23.0m in the final two years of this MTFP.

Our plans recognise a number of **risks** in relation to financial planning. These include:-

- Grant Funding – We have been provided with headline police grant funding for the duration of the SR, with specific allocations to PCCs confirmed for 2022/23 only. There remains a small risk that our assumptions about allocations in future years of the MTFP are not accurate. Factors which could impact this include:-
 - The planned review of the Police funding formula could result in changes to the allocation of funding across all forces in England and Wales. It is not possible to predict the outcome of this review or the arrangements for its implementation within our plans;
 - The SR headlines run until 2024/25. Our MTFP includes two years after this, which will be determined by a new SR likely to be conducted in 2025. At this stage we have assumed inflation increases to grant funding of +1.0% in each of the final two years of the MTFP.
- Pay inflation – pay costs account for c. 80% of our overall budgets, and therefore what happens to pay inflation has a material impact on our future costs. Forecasting pay inflation accurately is challenging as it requires balancing expectations of the current workforce and the need to remain attractive in a competitive jobs market, with what is affordable within the wider context of our financial position. Our current assumption is that pay will increase by +3.5% with effect from September 2022, and will increase by +2.0% p.a. every year of the MTFP thereafter. This is reflective of the emerging thinking nationally, and mirrors the assumptions being made in a number of other forces around the country.
- Capital Plan – is currently forecasting a deficit in year 4 after using all current existing capital reserves and capital receipts, our annual revenue funding for capital and a planned uplift in borrowing (see above). At this stage in our planning we recognise that there will be opportunities to close this gap through both increasing our capital funding where possible and through refinement of our capital spend plans. Therefore while a residual risk remains we believe this to be manageable across the medium term;
- Pension costs – Pressures on employers' contributions continue to increase. Both officer and staff employer contribution rates increased at the last valuation, and in light of the wider economic situation and the consequences of the recent discrimination ruling³, we expect pension liabilities to increase in coming years. We have made some provision in our forecasts for increases to pension costs here, but recognise that increases to officer pensions costs in particular will need to be resolved in consultation with the government;
- Inflation – we have provided (see above) for both general and specific inflation but

³ The Lord Chancellor and Secretary of State for Justice and another v McCloud and Mostyn and others [2018] EWCA Civ 2844; Sargeant v London Fire and Emergency Planning Authority and others [2018] EWCA Civ 2844

there remains a risk of current inflationary pressures continuing for the medium term, which could place unsustainable pressure on our budgets. We will continue to monitor this, and will work to mitigate this as much as possible through collaborative procurement opportunities;

- National Police Programmes (e.g. ESN) – the scope and ambition of National programmes is increasing. This means we are increasingly finding ourselves having to dedicate both funding and resources to realise our local delivery of these national projects. This potentially presents risks to us in terms of the timing and value of costs, as well as organisational capacity to undertake wider transformative activity.

7. EQUALITY ANALYSIS

All business cases in support of change, both with revenue and capital implications are subject to an equality impact assessment. This way we can ensure that those decisions on how we allocate our funding across budgets and plans are cognisant of equality issues.

8. SUSTAINABILITY

Sustainability is important in regard to ensuring the organisation is living within both its financial limits (financial sustainability) as well as within its environmental limits through ensuring effective and efficient use of natural resources. In fulfilling the objectives in terms of financial sustainability, this report, and our regular quarterly financial reports, ensure we are able to maintain a good overview of our financial sustainability. Wider environmental sustainability considerations are also considered within the budget and capital programme and include the gradual investment into the transition of our fleet to electric vehicles (including beginning to make the investment in providing the necessary charging infrastructure to support this), and investment into initiatives that will continue to reduce our carbon consumption as an organisation.

8. CONCLUSIONS AND RECOMMENDATION

Section 25 of the Local Government Act 2003 places a duty on the Chief Finance Officer (CFO) to make a report to the PCC on the robustness of the estimates and the adequacy of the reserves.

Reserves and Balances

The PCC's CFO completed a risk assessed review of the general fund reserve which was presented to and discussed at the Police and Crime Board on 5th January 2022. The result of this is included above, is that general fund reserves are to be maintained at £12m, which is 3.4% of the net budget requirement for 2022/23 – slightly above the 3.0% minimum which is widely regarded as prudent.

Earmarked reserves are forecast to reduce across the medium term, reflecting the forecast utilisation of both capital funding and capital receipts reserves in support of the capital plan outlined. There does remain a residual deficit in year four of the capital plan, however this is considered to be manageable at this stage in our planning. Opportunities to reduce this deficit through both increases to funding or reductions to cost forecasts will continue to be explored.

Reliability/accuracy of budget estimates

The estimates have been put together by experienced and qualified finance staff in the Force's Finance Department and reviewed by both the Constabulary CFO and the PCC's CFO.

There remain risks and uncertainties with many of the assumptions included within this plan, and these have been set out in section 6 above.

Some of the risks are more significant than others, however none on their own are so significant that they could not be managed in isolation. However, collectively they represent a gradual and escalating build-up of financial pressure on the Constabulary in particular, and this will therefore need to be closely monitored during the year and through future iterations of the MTFP.

Achievability and risks

The PCC needs to be satisfied that the revenue commitments in future years are affordable, sustainable and deliverable. Furthermore, the PCC has a responsibility to local people to ensure that the approved budget and detailed spending plans will deliver the aims, priorities and performance targets as set out in his Police and Crime Plan 2021 - 2025.

The Constabulary has grown rapidly in the last three years, and will need to continue this growth throughout 2022/23 in order to achieve the uplift in officer numbers expected. There are risks within the delivery of such rapid growth, particularly in relation to the ability to accurately forecast officer leavers so as to have confidence that recruitment plans will achieve the target being worked to. The Constabulary has established planning scenarios depending for different leaver forecasts, and has used this to develop an officer recruitment plan which builds in appropriate contingencies. They are therefore confident this will achieve the officer target delivery by March 2023.

While achieving the targeted number of officers in force is an achievement in and of itself, deploying these officers into the target operating model of a force that is fit for the future will take time to fully realise. The Constabulary is doing what it can to accelerate these plans, and the use of the DHEP entry route as a fast track to growing detective numbers is one such example of what they are doing here. Nevertheless there will be a time lag before the target operating model can be fully implemented, and the PCC will therefore work closely with the Chief Constable to monitor the delivery of this overarching plan.

The current forecasts that are generated by these assumptions and proposals indicate the need for further savings beyond 2022/23. In 2023/24 and 2024/25 these savings remain at a level where we would hope to achieve them without impacting on frontline service delivery. However, the savings required in the final two years of the plan are substantially more significant, and it is unlikely that savings of that magnitude could be achieved without having some impact on the servicing of public demand for policing services.

The PCC intends to work closely with the Chief Constable and her team over the coming months to agree the approach to be taken for the balancing of the budget in future years. This will include developing a clear, shared understanding of those budgets over which we can effect change, and establishing a joint scrutiny process by which these budgets can be reviewed and options for savings can be brought forward.

The delivery of the capital programme has suffered from some slippage in recent years, notably as a consequence of the COVID-19 pandemic and the impact this, coupled with other global supply chain issues, have had on the timescales by which we could deliver our

plans. These risks remain, and when coupled with the uncertainty of timing and cost of national IT projects in particular, means that we might continue to see some slippage in the timescales for the delivery of projects. This will be closely monitored over the coming year to ensure that the Constabulary is doing every that it can to maximise the delivery of the capital plan.

Conclusions

The revenue budget is balanced for 2022/23 based on a proposed precept increase of £10. Thereafter there is an escalating deficit after further precept increases over the next two years of £10 and 2% p.a. in each of the final two years.

The MTFP provides for the growth in officer numbers to achieve the uplift target, as well as supporting investment in technology to enable the continued efficiency and productivity of officers and staff.

The MTFP provides for inflationary pressures, including some very acute challenges in the costs of energy, fuel and in some specific areas where market volatility coincides with contract renewal in 2022/23.

The MTFP includes savings of £3.0m from Constabulary budgets in 2022/23. The deficits forecast in future years will require more savings options to be developed and implemented – but the Constabulary has a strong track record of achieving savings having delivered £86m (28.7%) since 2010/11.

The Chief Constable has a plan in place to build a Force that is fit for the future. Achieving this ambition is not expected to be completed during 2022/23, but this budget supports the continued progress towards this plan.

Recommendation

It is recommended that the Police and Crime Panel accept and endorse the council tax precept proposal made by the PCC, increasing the council tax of an average band D equivalent dwelling by £10 (4.1%).

AVON AND SOMERSET POLICE AND CRIME PANEL COMMISSIONER'S UPDATE REPORT 1 FEBRUARY 2022

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 9 December 2021. This report reflects the position as at 20 January 2022. 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, low absence rate indicating effectiveness of Covid-safe policies, increased uptake in vaccinations.
- **Standing issues for Panel oversight:**
 - a) **Uplift:** on track to meet national target, review of recruitment pipeline to meet local stretch target and challenge in increasing retirements;
 - b) **Estates:** review of Estates Strategy ongoing, project mandate for South Somerset to Police & Crime Board in March, work commencing in Lewis House (Bath);
 - c) **Fire Governance:** Fire Reform White Paper still awaited.

Delivery of Initial PCC Priorities:

- **Police & Crime Plan** – Final Plan to published, engagement with CSPs underway to start development of local plans.
- **Key appointments** – New Chief of Staff and Deputy Chief of Staff in post; process to appoint substantive Chief Financial Officer to commence end January.

OPCC Business Update:

- **Review of Disproportionality in the CJS in A&S:** final report, containing 80+ recommendations, presented to A&S Criminal Justice Board in December. To be scheduled on the Panel Work Programme.
- **Consultation & Engagement:** precept consultation covered in separate report. Engagement plans in development.
- **Partnerships & Commissioning:** Commissioning Review including Community Safety Grant allocation; Violence Reduction Units, Reducing Reoffending, & Criminal Justice updates; Victims Bill consultation.
- **Governance:** Scrutiny Panel findings, Complaints Overview.

National updates:

- **PCC National Economic & Cyber Portfolio** – national and local communications to raise awareness of safety information and action to tackle fraud and cyber crime.
- **PCC Review** – Part 2 ongoing focusing on PCC role in partnership working; Specified Information Order – first iteration to be presented to Panel at this meeting (deferred from last meeting), information on oversight of complaints in development. PCC Succession Plan to be brought to the Panel AGM for approval.

1. OVERSIGHT / SCRUTINY

COVID -19 - Oversight of the Constabulary position:

- **Overview:** The force has maintained to a more 'business as usual' approach in its response to the Covid-19 Pandemic, however, the high level Gold and Silver Covid Command arrangements remain in place. The force have also engaged at both Strategic and Tactical Co-ordination levels to assist health colleagues with their implementation of the booster programme.
- **Infection Rates:** Government data shows that the Force area hit a peak of infections on the 4th January and has since started to decline. This decline is mirrored in force absence data, which is now approximately 29% lower than it was at the peak. Force Covid related absence peaked at approximately 6% of the work force, some forces reported an absence rate of up to 18%, this indicates that the Covid safe measures implemented by the Force are extremely effective. No business functions have been unable to be delivered due to Covid absence and the force plan developed in the event that we lose a large part of our work force due to Covid has not been required.
- **Covid Related Demand:** Calls to the force regarding Covid related issues have remained very low over the last several months, this is largely due to the limited number of restrictions that are currently in place.
- **Current Working Arrangements:** 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 requesting that our staff take lateral flow tests when moving between teams and twice weekly. Regular communications continue to raise awareness to maintain Covid safe behaviours.
- **Vaccination** - 4239 staff have now reported as having had 2 or more vaccinations, up by 268 from the time of the last update. The Constabulary continue to encourage staff to take up the offer of vaccination and have communicated information on the subject however it remains a personal decision for each individual.

Operation Uplift – STANDING ITEM

- **2021/2 Target:** The national target for March 2022 has now changed. The Force been allocated 2 more officers to deliver as part of CT, growing our target by this date to 3,108. There were 23 leavers in December, continuing the increased trend seen over the past 6 months. While remaining confident of delivering the national target, it is now likely that we will fall short of our local stretch target of 3,155 by March 2022 despite expecting to introduce 102 new officers into the force in the last 3 months of the financial year.
- **2022/3 Target:** The police funding settlement announcements on 16th December 2021 confirmed the national target for 22/23 would be a further 183 officers (of which 10 will be ring-fenced for Serious Organised Crime), taking the combined headcount target to 3,291 now (an increase of 6 on previous planning figures). The recruitment pipeline is being reviewed to ensure that targets can be achieved, particularly in light of the

increased leaver numbers. Work includes more robust familiarisation, accelerating events for prospective officers recruits, maximising existing entry routes, the introduction of new entry routes, and enabling more experienced officers to stay beyond their current planned retirement dates.

Estates – STANDING ITEM

The comprehensive programme to review the current estate strategy and principles continues. A mandate for the Yeovil and South Somerset project is expected to be presented to the Police & Crime Board in March 2022 informed by key strategic decisions by the PCC on the scope of this work. The partnership approach at Lewis House, Bath will see work commence on site by the end of January 2022.

2. DELIVERY OF INITIAL PCC PRIORITIES

Police & Crime Plan

The Police and Crime Plan has been published to include an updated MTFP section. How the office scrutinises delivery and performance against this plan will form part of the review led by the new Chief of Staff.

Local Police & Crime Plans

The first meeting of the Programme Board took place on 7 January. Local Plans will be developed with the OPCC, Community Safety Partnerships and the Constabulary. All CSP leads have been written to and the first step will be for Marc Hole and Ben Valentine to meet with each CSP lead and Chair to understand the different expectations across the five areas and how we can work in partnership to develop these.

Key Appointments

Work is almost complete on the PCCs key appointments:

- Alice Ripley the new Chief of Staff started in post on 4 January;
- Sarah Crew successfully completed a confirmation hearing on 25 November and has been appointed as Chief Constable;
- An internal process was run to appoint a Deputy Chief of Staff to support the new Chief of Staff settle into post, support the leadership and management of the OPCC team and provide support for the statutory monitoring officer duties to ensure effective corporate governance. The appointment is a full time post for a 12 month on a fixed term contract. Sally Fox has been appointed and she started on 4 January 2022;
- The Panel approved the extension of the Interim Chief Financial Officer at their December meeting. A process to appoint a permanent CFO will commence at the end of January and PCP members will be invited to observe the process.

The support of Panel Members in observing and participating in the key appointment processes has been greatly appreciated.

3. OPCC BUSINESS UPDATE

Review into Identifying Disproportionality in the Criminal Justice System in A&S

Following a two year review into Identifying Disproportionality in the Criminal Justice System in Avon and Somerset, the report, and its findings, is now complete. It contains more than 80 recommendations to be implemented and overseen through the governance structure of the Avon and Somerset Local Criminal Justice Board (ASCJB) chaired by the PCC. The report has been shared with ASCJB and will be presented to the Avon and Somerset Police Confidence and Legitimacy People Committee meeting on February 9th. A copy of the report will be circulated to the Panel and a presentation will be scheduled on the Panel Work Programme.

An engagement and communications plan will be created by the OPCC in partnership with ASP Corporate Communications. As part of this process we will be seeking advice and input, from external independent scrutiny groups and organisations such as the Commission on Racial Equality (CoRE) Criminal Justice Task Group, on how/where to engage and communicate with our communities, as well as continued independent scrutiny on the delivery of these plans. The OPCC will also seek to engage communications departments from the wider Criminal Justice System partner agencies in joint approaches to communications and engagement with stakeholders and the public on the wider findings and recommendations of the report.

Engagement

Increasing engagement through adding a programme of events throughout the year, and honing our current weekly engagement plan, will be a priority for the team – particularly with the new Police and Crime Plan completed and the focus on the delivery in partnership with Avon and Somerset Police.

The PCC will continue to conduct engagement visits over two days a week - Thursdays to police teams and Fridays to public and partners as well as local political leaders in a geographical rotation of each of the Local Authority areas.

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.

In addition to weekly rotations we are looking to add several face-to-face engagement tactics in the forthcoming year including plans for:

- Joint public surgeries with MPs;
- Summit events, facilitated by the PCC, with local councillors and police teams;
- PCC monthly drop-ins;
- Reviving PCC awards for good work/acts of bravery from public, police and PCC volunteers.

Engagement plans are aligned to our overall strategy of improving reach within particularly under-represented and vulnerable communities e.g. Black, Asian and minoritised communities, socio-economically deprived communities, women, young people, people with protected characteristics and those living in isolated rural areas.

Consultation

At the time of writing the Avon and Somerset PCC Precept Survey is live. A separate paper with interim results has been submitted to the Panel. Final results will be made available prior to the meeting.

Commissioning & Partnerships

Commissioning Review

Over the summer the team undertook a review of the OPCC commissioning approach as requested by the PCC following his election. This resulted in a significant number of recommendations, which were broken down in terms of priority and urgency. The highest priority recommendations were considered and approved by the PCC in September and the team has since been working on implementation of these recommendations. This includes the decision to continue with the Police and Crime grant (albeit with some changes) – the PCC has written to local leaders to communicate this decision and the Head of Commissioning and Partnerships has written out with further details. Further work is ongoing to implement the highest priority recommendations – including establishing a new small grants programme and work to increase referrals to the restorative justice service. The remaining recommendations are due to be considered at a meeting later in January.

Violence Reduction Units (VRU) - Strategic Oversight and OPCC Hub update

The central team (OPCC) continues to plan and deliver on two key mandatory products required under the Home Office grant; this is the annual Strategic Needs Assessment and its accompanying Response Strategy. These will be signed off by the Strategic VRU Board in early February 2022.

A Strategic VRU Board was held on 7th Jan 2022 the main focus for development was, 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, all local Hospitals will be written to by the Board with support of their respective CCG's. This is also being fed up nationally and the Home Office to seek their support. Going into 22/23 this could be an area that the panel may be able to support us driving where blockers persist.

Preparation for the HMICFRS inspection is underway, this is a thematic inspection as opposed to Police delivery, and it will provide comparatives and recommendations across

VRU and non VRU areas on the theme of youth serious violence. This is due to take place w/c 7th Feb.

The funding settlement for 22/23 has still not been communicated, we have been assured it *should* land this side of the financial year to avoid any gaps in funding. We also have no indication as to whether this will be multi-year or annual funding, this makes it extremely challenging to forward plan, this is being done in a hypothetical way at present. What has been made clear is that the Policing Minister has a set of 3 ambitions that he will carry forward under the VRU grant, these focus on 3 core areas of delivery; 1) Data sharing 2) Strong Multi- Agency working 3) Evidence and Evaluation of what works.

**Home Office specialist interventions – additional funding:
Trauma informed Avon and Somerset - £305k to be spent by 31/03/22**

Training has now commenced with over 200 professionals across key partners (including Police) and 3rd sector organisations receiving trauma informed training by the provider Rockpool. A consultant is to be enlisted to work alongside the training and partners in receipt of this to embed and sustain such approaches in the workplace and its policies/approaches.

Education Inclusion project - £491k to be spent by 31/03/22

Each locality has adopted a slightly different model to suit their local need and resourcing but each area has Education Inclusion Manager / Coordinators (EIMs) who work closely with schools to look at their processes and responses to risk, EIMs work with school staff, the young person and their family to assess need. Where appropriate, young people are then referred to support workers (SW) for a minimum of 6 weeks of tailored support. Young people can also be referred on for additional interventions or linked into the VRU.

	Referrals to EIMS	Referrals to SW	Total number of children / YP supported
Q3 totals	224	154	161

Reducing Reoffending

Cranstoun are in quarter three of delivery of the DRIVE project in South Gloucestershire and still focussed on building their case load to achieve maximum effect, in particular making sure the various referral routes are working effectively e.g. South Gloucestershire MARAC. We have had some interest from other areas about DRIVE as there has been a refresh of the DA perpetrator strategy nationally with an obligation for local areas to create their own plans for this area.

The Ready for Release programme in HMP Bristol is in quarter three of delivery and we are pleased with progress and how the service is developing. The programme continues to exceed targets with a 78% accommodation on release success rate. Ready for Release is an innovative pilot which has three main objectives.

- Objective 1: To increase the number of people being released into settled accommodation

- Objective 2: To increase the number of people being released with strong links established across their identified pathways of need
- Objective 3: To develop a transformative approach to the culture around release by preparing for release from the day of reception

The PCC visited HMP Bristol in November as part of the recent round of LCJB partnership meetings and while there met with the Ready for Release team as well as hearing a powerful account about how the service has helped change offending attitudes and behaviour from one of the trusted 'red band' prisoners who helps Ready for Release with the initial prisoner assessments on the wings when offenders first come in.

There is currently an increased focus on Integrated Offender Management as the rescheduled IOM deep dive is happening in March. There have been developments in the data capture and presentation of this at a national and local level with the introduction of IDIOM and we look forward to sharing these developments in March with the panel.

Victim Services

The OPCC is preparing a response to the government's [Victims Bill consultation](#) (closes 3 February 2022) which asks questions across five key issues, focusing on:

- What victims should expect
- Performance and accountability
- The Victim Surcharge
- Community-based support services
- Improved advocacy support

The OPCC has also engaged with the Ministry of Justice to facilitate feedback from the specialist sexual violence support sector and provide evidence regarding capacity of services.

Criminal Justice

The A&S LCJB (Local Criminal Justice Board) which the PCC chairs is currently looking at the structure of the board, an A&S 2 year business plan is being scoped out alongside a regional business plan to allow greater oversight and consistency across the South West, particularly due to our partners such as CPS and HMCTS covering a wider region than A&S. There are four priority areas put forward as VAWG, Performance, Victims and Witnesses and Reducing Reoffending, sub categories will then fall under each one. With a more specific focus on certain areas in A&S. This is currently being drafted and will be presented to the LCJB at the March Board, with go live in June.

The Victims Bill includes consultation on VCOP compliance going forward, we have had the opportunity to put forward our views on how compliance will be recorded and expectations from MOJ on how this is done consistently across force areas nationally.

4. SCRUTINY PANELS

Independent Residents' Panel

The Independent Residents' Panel (IRP) scrutinise completed cases of complaints made by members of the public against Avon and Somerset Police. The panel is chaired and run by volunteers and they meet on a quarterly basis.

The last meeting was held on the 2nd December 2021 and the theme was police complaints where domestic and gender abuse featured in some form within the complaint. It was an interesting meeting consisting of meaningful discussions with Superintendent Jane Wigmore from Avon and Somerset's Professional Standards Department around the scrutiny of the police complaints regime. The Panel welcomed presentations from Victoria Caple, Avon & Somerset Constabulary's Head of Victim Care and from Bridie Anderson Relationships Manager & Safelives Associate. Continuing with the new revised meeting structure, the IRP's findings are shared with the Professional Standards Department for comment prior to the meeting therefore enabling a meaningful discussion with PSD colleagues during the meeting.

One of the main focuses of the IRP, alongside the quarterly meetings in 2022, will be on the recruitment of new members. During 2021 the panel lost 2 members and 1 member continues to abstain due to poor health, therefore the panel currently stands at 8. During the last meeting 2 of the panel's co-opted members agreed to convert to full IRP panel members and 3 long-standing panel members have had their term extended for a further year, thus ensuring consistency in the panel's work.

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/>

Independent Scrutiny of Police Powers Panel

The December 2021 online Independent Scrutiny of Police Powers Panel meeting included **HMICFRS** inspector attendance. The Constabulary update/Q&A was on the topic of public engagement and new process for confirming Officer Identity to a woman (in response to the murder of Sarah Everard), as well as Covid regulations. The Panel selected **40 cases, viewing 12½ hours of body worn video** and completed **109 member feedback forms. 7 themes** were highlighted and 20 cases requesting Police response: 1. A male Officer searching a female; 2. Taking personal details & conducting a PNC search after a negative Stop Search; 3. BWV either switched on late, obscured or otherwise inadequate (3 cases had no stored BWV. 11 of 40 cases selected i.e. 27.5% had inadequate BWV); 4. Handcuffing for a Stop Search; 5. Officer inconsistency in a Stop Search receipt provision; 6. The relevance of language, volume and tone in de-escalation/escalation; 7. De-escalation seen after deploying Taser.

The Constabulary is invited to comment on the themes, in particular: a) Whether the themes give rise to any organisational learnings and b) If there is organisational learning, what action will be taken.

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 at each of the 3 Custody Units throughout the pandemic, now predominately onsite but still some offsite Custody Record reviews. During **Oct-Dec 2021** (Quarter 3), the total number of detained people through custody was 4536 (Q3 2020 was 4165). At the time of the 39 ICV visits in Q3 there were a total of 343 Detained People (DPs) in custody and ICVs visited 128 Detainees, checking each person's Rights, Entitlements and welfare. ICVs also remotely reviewed 40 Custody Records.

ICV training delivery on: Vulnerable detainees; Equality & bias; Child detainees; & Detainee dignity.

Causes for ICV concern include: The ongoing lack of Local Authority (Somerset) accommodation for post-charge child detainees – a statutory requirement – resulting in extended detention times overnight; Low nutritional value of detainee meals; Some SERCO transport provider delays resulting in DP longer time in custody, especially prison recalls. The pilot 'Direct to Court' (Taunton) not Custody may help; 'If it's not recorded it didn't happen' learning/reminder sent to Staff (new) to record items offered to detainees (e.g. meal/drink, blanket) even if declined, as a valuable audit.

ICVs report positive findings, including: Officer de-escalation rather than the situation, e.g. a Bridgwater officer offering a slice of their birthday cake to detainee, to calm the situation; Recording on Custody Record (CR) items offered to Detained People (DPs) but declined (as well as accepted), for a good audit trail; CRs recording reminders from Custody Officers to DPs (e.g. in Inspector's Review) that free legal advice is available and the DP can change their mind if declined a Solicitor at Booking-in; Excellent examples of Officer observations and care of DPs, e.g. close proximity observation for DP returned from Hospital and noted self-harm.

Out of Court Disposal Panel

The Panel met in December to scrutinise Domestic Abuse cases. The report will be published at the following link: <https://www.avonandsomerset-pcc.gov.uk/reports-publications/out-court-disposals-reports/> The work plan for the coming year is in development and will include supporting implementation of recommendations from the Identifying disproportionality in the justice system report.

The Themes agreed for this upcoming year for the panel scrutinise cases have been agreed by the independent chair as follows: Violence Against Women and Girls (VAWG), Disproportionality, Assault against emergency workers and Domestic Abuse. Each panel with also have a focus on a number of Serious Sexual Offence (SSO) cases and restorative justice will be acknowledged throughout each case as to whether it was used or considered.

The Team are currently working on moving the reporting template into a more user friendly version, so to be more appealing to the general public to read and engage with. This will be published shortly for the Dec 2021 panel report.

5. CONTACTS AND CONDUCT

Contacts/Complaints Oversight

The OPCC Contacts Team receive a varied amount of email and telephone calls per week internally and externally. These contacts range from members of the public seeking to invite the PCC to events, enquiries about funding and more complex matters such as complaints or community issues raised by MPs. 406 contacts were graded, recorded and actioned between 01/11/21 and 14/01/22.

No. of cases created and managed per month:

Month	2021	2020	-/+
November	179	174	+5
December	136	131	+5
January (up to 14/01)	91	70	+21

The OPCC average contact handling time for this period was 4.9 days. 75% of contacts were closed within 5 days or less.

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 18% graded as high and a total of 72% of cases graded as high or medium over this period. Two days of action were held in December to support the workload of the Contact Team and other members of the OPCC support the team in researching and formulating responses. This has resulted in a net reduction in the total live contacts held by the team.

Month	High 2021	High 2020	Med 2021	Med 2020
November	39	20	88	108
December	24	16	77	74
January (up to 14/01)	10	9	54	42

Email is still the primary means of contacting the PCC with 69% of contact received via this medium.

January 2022 has seen a noticeable increase or demand compared to the same period in 2021. This is largely due to a substantial amount of contact relating to the Colston statue and the outcome of the court case. Other notable themes include concerns raised regarding the police response to the theft of tools from work vehicles and complaints against ASP raised with the PCC. Inbound contact continues regarding the use and regulation of e-scooters and neighbourhood/ASB issues.

The above data also includes monitoring of complaints which is a statutory function for the PCC. Since Sept 2019 (when records started), the PCC has monitored 344 police complaints. The team continue to check complaints handling regularly to support timely resolution and are currently overseeing 42 live complaint cases sat with PSD on behalf of the PCC.

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.

The complaint and review manager has handled 378 reviews to date. 20% of all reviews have been upheld and 68% not upheld. The remainder were classed as void. Recently released IOPC data shows that ASP received the most review applications outside the five largest metropolitan forces. This is despite ASP being only the 16th largest force. This can be interpreted in different ways – as an indicator of initial complaint handling quality, or an indication of confidence in the PCC. The sheer numbers of applications have resulted in difficulties for some forces, (the met reputedly have a backlog of 600) but our process remains efficient and cost effective with a turnaround of less than a month.

The most common reason for upholding a review was because the written outcome sent to the complainant was too brief. A recent change in the law reduced the administrative burden of complaints upon the police, but even in this context the written outcome must leave the complainant in no doubt about why the police acted as they did. There is no requirement to reach agreement, but the complainant must fully understand the police stance. Lack of personal contact between complaint handler and complainant was also a theme picked up by the PCC. This may be symptomatic of the recent decision to allocate more minor complaints to local managers, rather than retaining them in the Professional Standards Department. Some local managers may not have the training or experience to handle complaints to the required standard. The PCC has provided feedback to the police accordingly.

6. GOVERNANCE

HMICFRS

Since last reported one new response has been published:

- [*Joint thematic inspection of the criminal justice journey for individuals with mental health needs and disorders*](#)

There are no new publications requiring a response.

Police Super-Complaints

Since last reported there have been no new responses submitted.

There are currently four [super-complaints that have been assessed as eligible for investigation](#):

- *A duty to protect: Police use of protective measures in cases involving violence against women and girls*
- *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 has been one formal decision since the December Panel meeting:

- Enterprise Resource Planning (ERP) Futures – Business Case
<https://www.avonandsomerset-pcc.gov.uk/wp-content/uploads/2021/12/Decision-Notice-2021-015-ERP-Futures.pdf>

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 Fraud prevention postcard has now been drafted with a media team and we are currently establishing the best way to get this out to our target audience of over 60s in the A&S area, working with local authority colleagues to understand the most efficient way to do this.

The team supporting the PCC in this national portfolio are now looking at the next victim group to focus on and will begin to research and develop ideas to support and promote prevention.

This month a letter will be going out to all PCCs in conjunction with a letter being sent to all Chief Constables with 3 asks in relation to the Fraud and ECC portfolio to promote greater accountability for this crime area. These include ‘Prioritise your force’s response to fraud and economic crime and add to your local policing plans’, ‘Promote the scrutiny of the force economic crime performance data and embed fraud, money laundering, asset recovery and cyber performance in force crime performance boards’ and ‘Familiarise yourself with the most up to date national fraud prevention messaging and get that message out to your constituents’, alongside promoting the ‘Ten Golden Rules’ developed by the City of London Police.

The PCC attended the AGM of the South West Cyber Resilience centre board, which he is now a member of to establish plans ahead for the year.

The Little Book of Big Scams is now in its 5th edition, as the National lead for ECC, The PCC features as the foreword in supporting the book.

PCC Review Part 1 & 2

Part 1

The Specified Information Order compliance work is progressing positively. The key requirements being:

1. **Assessment against the National Performance Framework** which has been included as part of these papers under the Performance agenda item.
2. Publication on the PCC website of the **HMICFRS reports** which is complete.
3. The publication of the **IOPC quarterly and annual reports and the PCC annual complaints narrative statement** which is being worked through internally with Avon and Somerset Police and with the Panel Complaints subcommittee lead and lead officer to ensure it meets the needs of the requirement and the panel. The OPCC hopes to have completed this work by the AGM.

Succession Planning

Work is ongoing on the Succession Plan between the OPCC and Police and Crime Panel Lead Officer with a policy proposal due to be presented at the AGM.

Part 2

No update from last meeting.

Fire Governance – STANDING ITEM

We still await the Fire Reform White Paper which was anticipated July 2021.

Contact Officer – Alice Ripley, Chief of Staff

This page is intentionally left blank



**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.

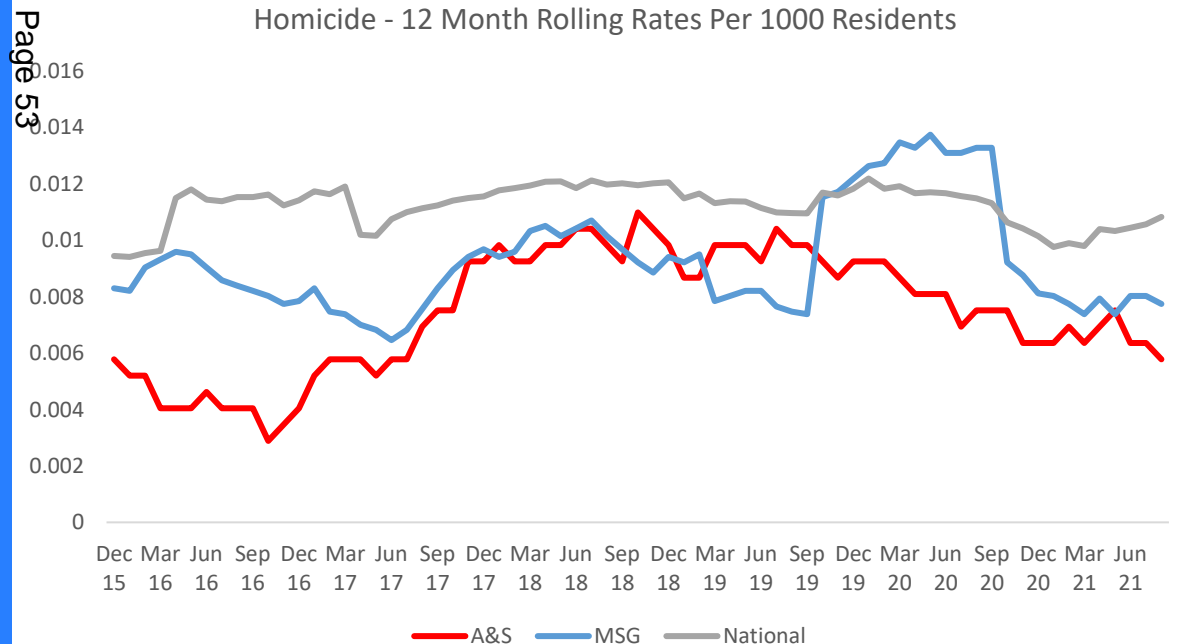
Reduce Murder and Other Homicide

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

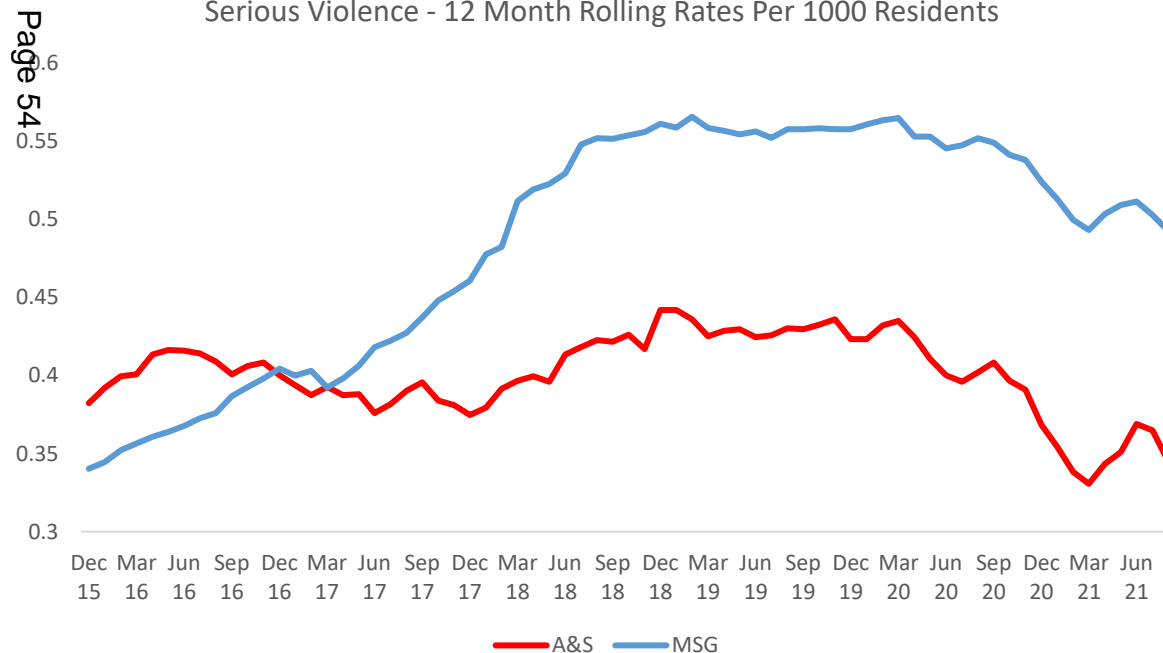
Measures Summary

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

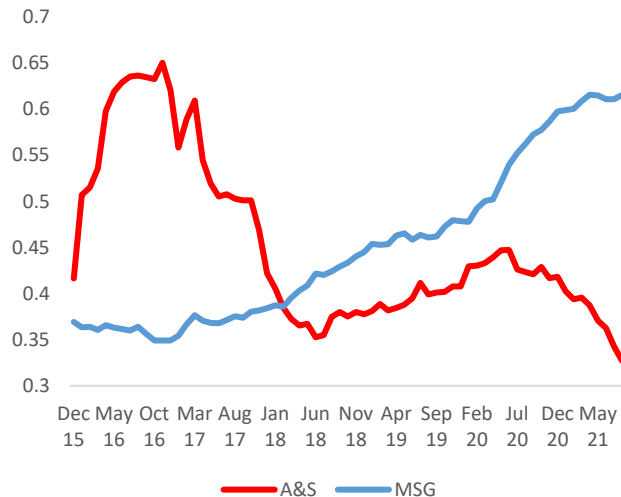
Local Measures	Trend / Outlook	Benchmark
Number of all drugs disruptions	Stable	Not available
Number of county lines disrupted	Stable	Not available
Number of drug trafficking offences	Reducing	8th/8 MSG (below MSG average rates)

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.

Page 55

Drug Trafficking Crime - 12 Months Rolling Rates Per 1000 Residents



Drugs and County Lines Disruptions - 12 Months Rolling Rates



Comments

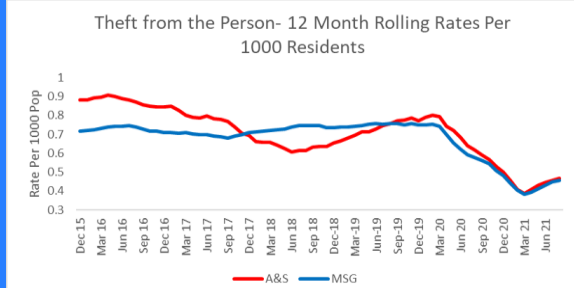
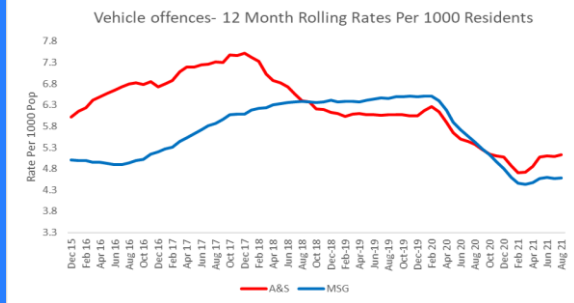
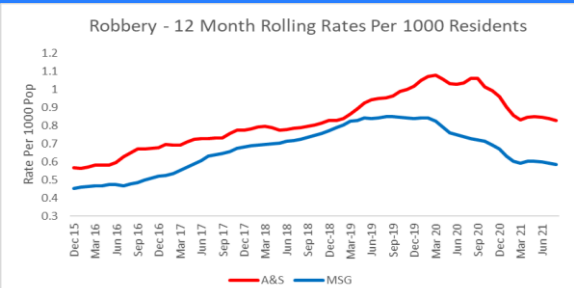
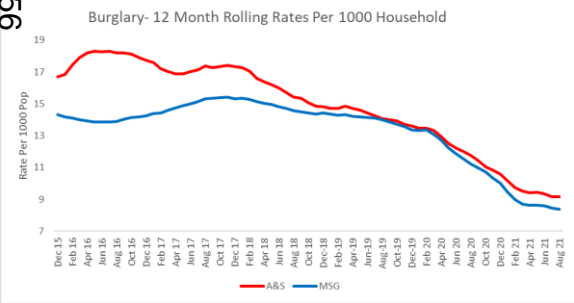
1. The force has a lower rate of drug trafficking offences per 1000 residents, compared to our MSG forces and this gap has been growing since mid 2020.
2. The reason for this difference is being explored. It could indicate less offending but it could also indicate less proactive identification of the 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)

Page 56



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.

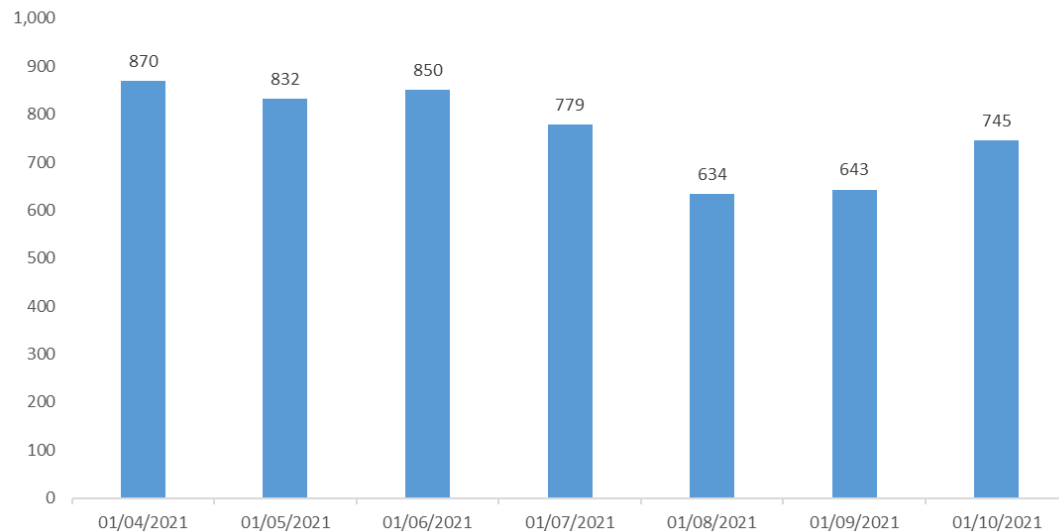
Comments

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

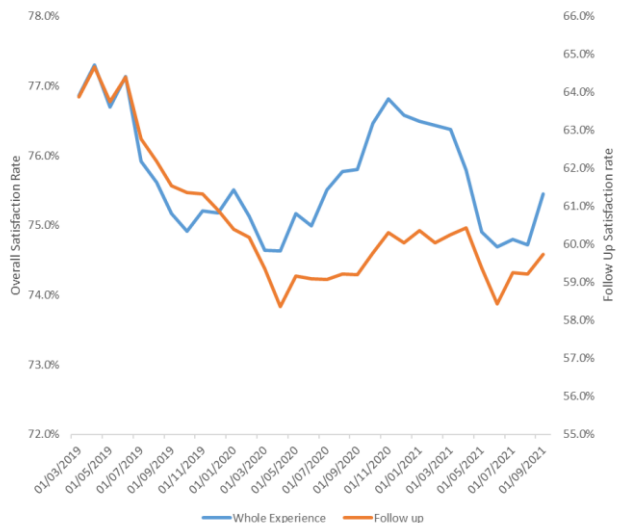
Local Measures	Trend / Outlook	Benchmark
Overall victim satisfaction rate	Stable	Not available
Hate crime victim satisfaction rate	Small reduction	Not available
Violent crime victim satisfaction	Stable	Not available
Burglary victim satisfaction	Stable	Not available

Page 58

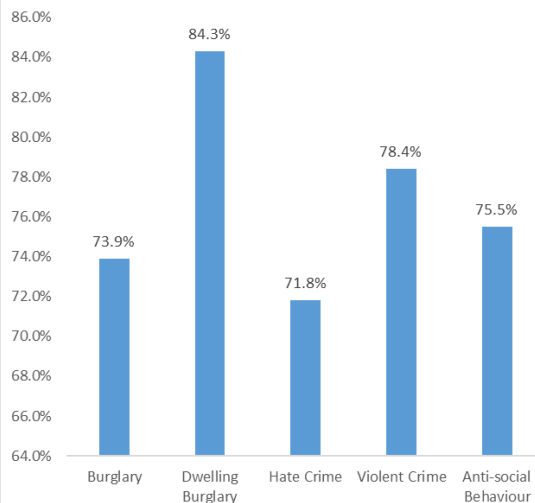
Planned Action to Drive Performance

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.

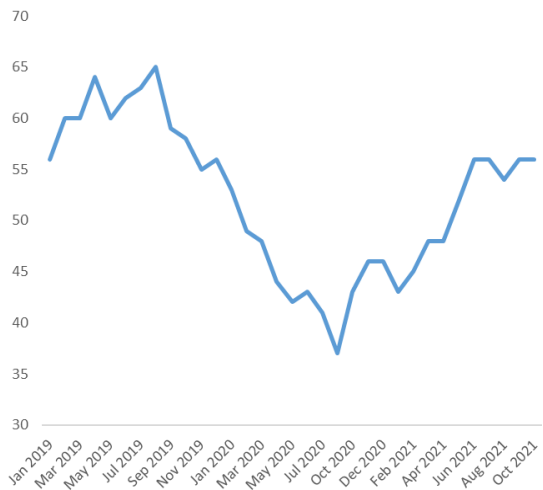
Better Criminal Justice Outcomes for Rape Cases

Measures Summary

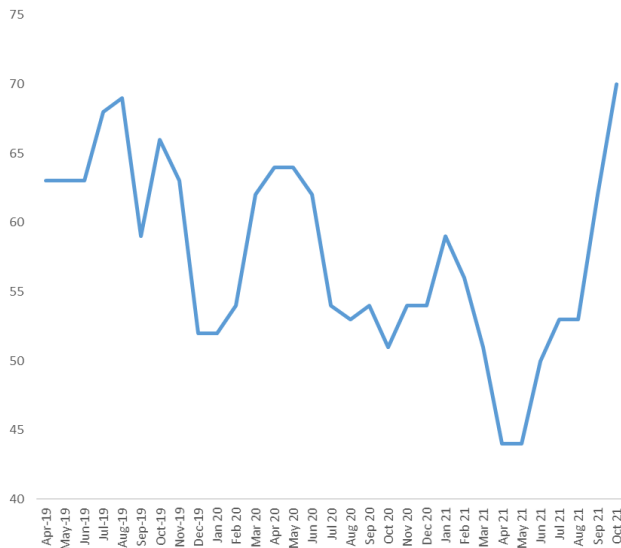
Local Measures	Trend / Outlook	Benchmark
Volume of Rape referrals to CPS	Moderate Increase	Not available
Charge volumes for Rape offences	Moderate Increase	Not available
Charge rate for Rape offences	Stable	8th/8 MSG (below MSG average rates)

Page 59

12 Month Rolling Rape CPS pre-charge Referral Volumes



12 Month Rolling Rape 'Charge and Summons' Volume



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.

Comments

1. There has been a clear recent increase in both CPS pre-charge rape-referrals and police charges.

This page is intentionally left blank

AVON AND SOMERSET POLICE AND CRIME PANEL

1st February 2022

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 no new complaints since the last Police and Crime Panel
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.

EQUALITY IMPLICATIONS

8. 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

9. 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.

Alice Ripley – Chief of Staff

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: 14th January 2022

No.	Date rcvd / log no.	Summary of complaint or allegation	Recorded?	Handled by	Outcome	Live or Closed
COMPLAINTS and CONDUCT MATTERS AGAINST AVON AND SOMERSET POLICE AND CRIME COMMISSIONER MARK SHELFORD						
70.	31/08/2021	Direct to PCC: <ul style="list-style-type: none"> Anon complaint received to allege that the PCC countenanced the use of 30-40 officers in the dispatching of Geronimo the alpaca. 	Yes	CEO	Recorded, operational policing aspect of complaint directed to PSD. No response sent due to no contact details.	Closed
Page 63	10/09/21	Direct to PCC: <ul style="list-style-type: none"> 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 	Yes	CEO	Local resolution by means of explanation.	Closed
72.	19/09/2021	Direct to PCC: <ul style="list-style-type: none"> 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: the PCC have been misled by police into believing it was a technical error and then passed this false information from police to you Or <ul style="list-style-type: none"> The PCC was aware of the deliberate blocking and diverting of your emails 	Yes	CEO	Local resolution by means of explanation.	Closed

Page 64	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
		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	Local resolution by means of explanation.	Closed
COMPLAINTS and CONDUCT MATTERS AGAINST FORMER AVON AND SOMERSET POLICE AND CRIME COMMISSIONER SUE MOUNTSTEVENS							
	74.	11.10.21	<p>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.</p>	Yes	CEO	Local resolution by means of explanation.	Closed

Panel Work Programme 2021/2022

Date PCP Meeting	Business (does not include standing items, see end of page)	Notes
24 th June	Annual General Meeting and Confirmatory Hearing	Confirmation of Temporary Chief Constable pending formal recruitment
24 th June	PCC Annual Report Panel Annual Report Work Programme Report – for Panel consideration/approval Estates Strategy – principles	Commissioning Strategy, Green Strategy and COVID (learning and response highs and lows) – to be incorporated into PCC Update Report
15 th September	New Member training	Police HQ
22 nd September	Confirmatory Hearing – Chief of Staff	
22 nd 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 18th 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>Taser App/Use of Force Demonstration including data around use of powers and minority communities.</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 24th June meeting.</p>
--	--	---

26 th October	Confirmatory Hearing Deputy PCC	
26 th 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 th November	Confirmatory Hearing Chief Constable	
25 th November (Private briefing Police Headquarters)	First consultation on the Budget led by the OPCC Chief Financial Officer Paul Butler in the form of a presentation followed by member questions.	The session must be attended by all Panel Members. It provides opportunity for the Panel to consider the OPCC's planning assumptions and forecasts ahead of the draft Medium-Term Financial Plan which will be presented to the Panel in December. Final report/Precept Proposal 3 rd February.
9 th December	<p>Presentation of the final Police and Crime Plan 2021-25</p> <p>Scrutiny of the Budget/Draft Medium Term Financial Plan</p> <p>Assurance report – Operation Remedy</p> <p>Integrated Offender Management – <i>deferred to March 2022</i></p>	

3 rd February	<p>Formal Review of the Budget and Precept Proposal</p> <p>Chief Constable Presentation</p>	
11 th March	<p>Integrated Offender Management</p> <p>Panel Budget/Costs report</p> <p>Panel review of this year's work programme/looking ahead (private)</p>	<p>Proactive Scrutiny topic. 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.</p>
30 th March (not a public meeting)	Serious Violence	<p>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.</p>

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

This page is intentionally left blank