



Date: Tuesday 28th June 2022

Time: 10.30 am

**Venue: The Deane House Somerset West and Taunton Council,
Belvedere Road, 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 Representative
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
TBC
Peter Crew
Richard Westwood
Janet Keen
Heather Shearer
Franklin Owusu-Antwi
Pat Trull
Nicola Clark
Chris Booth

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Governance Specialist

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Agenda published: 20th June 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**
- 2 **Election of Chair 2022/23**
- 3 **Election of Vice-Chair 2022/23**
- 4 **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 Monday 27th June 2022. Questions must be received no later than 5pm 3 clear working days before the meeting on 22nd June 2022.

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

- 5 **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.

- 6 **Minutes of the meetings held on 17th March 2022 and 26th April 2022** (Pages 7 - 22)

To confirm as a correct record.

- 7 **Chair's Business**

- 8 **Membership/Host Authority Report** (Pages 23 - 26)

To receive updates on membership changes and the transition of the Host Authority.

9 **Work Programme Report 2022/23** (Pages 27 - 34)

The Panel is invited to endorse the Work Programme for 2022/23 and agree the associated Panel meeting dates.

10 **Presentation - Identifying Disproportionality in the Avon and Somerset Criminal Justice System** (Pages 35 - 36)

To receive a presentation from the Independent Chair of the review group set up to Identify Disproportionality in the Avon and Somerset Criminal Justice System. This will include an update on next steps and the multi-agency response to recommendations.

11 **PCC Annual Report 2021/22** (Pages 37 - 100)

Presentation of the PCC's draft Annual Report for the purposes of the Panel's input and feedback before the final version is issued.

12 **Working Arrangements between the Panel and the Office of the Police and Crime Commissioner - Shared Protocols** (Pages 101 - 116)

The Panel is invited to consider the proposed amendments to the existing protocols and to approve the introduction of a Mid Term Vacancy Protocol.

13 **Commissioner's Update Report** (Pages 117 - 126)

To consider and discuss the Commissioner's update.

14 **Performance Summary - National Police and Crime Measures** (Pages 127 - 144)

To consider and discuss the latest performance report.

15 **Panel Annual Report 2021/22** (Pages 145 - 168)

Members are invited to consider and approve the Panel's Annual Report for 2021/22.

16 **Standing Complaints Report** (Pages 169 - 172)

To provide the Panel with an overview of all complaints.

17

Date of Next Meeting

- 28th September 2022 at 10.30am (The Deane House).

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

17th March 2022 at 10am

Confirmatory Hearing – Deputy Police and Crime Commissioner

Present:

Local Authority and Independent Member Representatives:

Heather Shearer (Mendip Council, Chair), Chris Booth (Somerset West and Taunton Council), Asher Craig (Bristol City Council), Peter Crew (North Somerset Council), Jonathan Hucker (Bristol City Council), Julie Knight (Independent Member), Franklin Owusu-Antwi (South Gloucestershire), Alastair Singleton (Bath and North East Somerset Council), Pat Trull (South Gloucestershire Council), Andy Wait (Bath and North East Somerset Council)

Host Authority support staff:

Scott Wooldridge – Monitoring Officer
Patricia Jones – Panel Lead Officer
Pippa Triffitt – Panel Administrative Support

Police and Crime Commissioner and Constabulary/Support Staff:

Mark Shelford – Police and Crime Commissioner
Alice Ripley – Chief of Staff
Claire Hiscott - Candidate
Marc Hole – Head of Commissioning and Partnerships
Ben Valentine – Strategic Planning and Performance Officer

1. Apologies for absence

Apologies were received from Cllr Janet Keen (Sedgemoor Council), Gary Davies, Richard Brown, Councillor Lisa Stone and Councillor Neil Bloomfield.

2. Declarations of Interest

None.

3. Confirmatory Hearing – Deputy Police and Crime Commissioner

The Lead Officer outlined the Panel's responsibilities to review Senior Staff Appointments in accordance with Schedule 1 Part 10 of the Police Reform and Social Responsibility Act 2011. At the request of the Chair, the Commissioner provided an overview of the recruitment process and the Panel noted the following:-

- a rigorous and transparent appointments process had taken place
- an Independent Member from a leading employment law and human resources service provider participated in the selection process. His endorsement of the appointment process was included in the papers
- Panel Members (the Chair and Richard Brown) participated as observers in the selection process to provide extra assurance and feedback on the candidates
- Attention was drawn to the role profile and the key requirements of the role
- All applicants were assessed against an agreed appointment criteria and scored against a rating scale

The Commissioner advised the Panel that the candidate demonstrated aptitude and skills in a range of areas and he had every confidence in her ability to carry out the role of Deputy Police and Crime Commissioner (DPCC).

In accordance with guidance, the Chair reported that the Panel had met in advance of the hearing to establish its questioning strategy and key lines of enquiry. A series of questions were then put to the Commissioner and the candidate in order to satisfy the requirement that the overall process had been properly conducted and that there was a sound basis for the establishment of the post. In direct questions to the candidate, the Panel pursued the two themes of professional competence and personal independence to ascertain if the candidate met the minimum standards to carry out the role. A copy of the questioning strategy is attached as Appendix 1 to the minutes.

5. Consideration of Panel recommendation on the appointment of Chief of Staff

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).

A closed session followed and the parties and press withdrew from the room. The Panel considered the candidate's performance and responses to the questions posed and the background information supplied by the Commissioner. All Panel Members gave their respective opinions on the Commissioner's preferred choice of candidate.

Following full and comprehensive discussion, there was unanimous agreement that the candidate had demonstrated both the professional competence to deliver the role of Deputy Police and Crime Commissioner and the personal independence necessary to exercise the role.

6. Panel Decision

The parties re-joined the meeting.

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 Claire Hiscott to the position of Deputy Police and Crime Commissioner.

(The meeting ended at 10.30am)

Chair

Confirmation Hearing for the role of Deputy Police and Crime Commissioner

Panel Member Questions

- 1) What do you see as the main challenges and opportunities in this new role of Deputy Police and Crime Commissioner?
- 2) There will be occasions in this role when you have disagreements with people. How would you seek to resolve such situations? And how would you respond if you had a disagreement with the PCC?
- 3) Can you give us some examples of how you have specifically engaged diverse community groups?
- 4) How do you think you can bring added value to the role?
- 5) To what extent do you think your previous experience of ... ???, can help the Commissioner with his efforts to reach minority groups ?
- 6) With regard to your proposed community engagement and representative workforce role role, how can links with under-represented communities be improved?
- 7) As the Deputy Police and Crime Commissioner, how can you assist in ensuring the protection of those 9 characteristics laid out in the Equalities Act for the benefit of cohesiveness both in the force and the community?
- 8) Can you give us examples of how you have managed change by influencing partner agencies?
- 9) From your own experience, what are the key processes and attributes which organisations need to have in place in order to ensure sustainable improvements through performance monitoring?
- 10) Do you see any potential for your personal independence to be conflicted by certain aspects of this role and the specific topics on which you will be focussed?
- 11) What did you most relate to in the PCC's manifesto? And was there anything you would want to change?



Minutes of the Avon and Somerset Police & Crime Panel 17th March 2022 at 10.45am

The Luttrell Room, County Hall, Somerset

Present:

Local Authority and Independent Member Representatives:

Heather Shearer (Mendip, Chair), Chris Booth (Somerset West and Taunton), Nicola Clark (South Somerset), Asher Craig (Bristol City), Peter Crew (North Somerset), Jonathan Hucker (Bristol City), 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), Richard Westwood (North Somerset).

Host Authority support staff:

Scott Wooldridge – Monitoring Officer
Patricia Jones – Panel Lead Officer
Pippa Triffitt – Panel Administrative Support

Police and Crime Commissioner and Constabulary/Support Staff:

Mark Shelford – Police and Crime Commissioner
Alice Ripley – Chief of Staff
Marc Hole – Head of Commissioning and Partnerships
Ben Valentine – Strategic Planning and Performance Officer
Victoria Mitton - Senior Commissioning and Policy Officer
Det/Inspector Jo Mines – Constabulary Lead Integrated Offender Management

1. Apologies for absence

Apologies were received from Councillor Janet Keen, Gary Davies, Richard Brown, Councillor Lisa Stone and Councillor Neil Bloomfield.

2. Public Question Time

None received.

3. Declarations of interest

There were no new declarations of interest.

4. Minutes of the meeting held on 1st February 2022

The minutes of the meeting held on 1st February 2022 were confirmed as a correct record.

5. Chair's business

None to report.

6. Host Authority Report

The Panel considered a report from the Host Authority Monitoring Officer setting out the resignation of Somerset County Council (SCC) as Host Authority for the Panel.

The Panel was advised that Host Authority support to the Panel was becoming challenging due to other corporate governance resourcing priorities, primarily the Local Government Reorganisation for the five councils in Somerset. It was emphasised that due to the high level of corporate governance support required to achieve Local Government Reorganisation on 1st April 2023, the Monitoring Officer at Somerset County Council and other corporate services will not have capacity in 2022 to support the Panel.

It was reported that all 9 authorities had agreed to the additional £5,000 funding contribution requested by the Panel for 2022/23 and a formal letter of resignation to the constituent authorities would follow this meeting.

Discussion followed. Members drew attention to the Lead Officer support arrangements in place since the Panel's inception and the Panel's explicit wish to retain this service when the Host Authority transferred to the new Host Authority. The Monitoring Officer confirmed that the postholder holds a dedicated job description and performs over 80% of her duties for the Panel, rendering the post subject to a Transfer of Undertakings (Protection of

Employment) Regulations (TUPE). The Panel noted that the post holder would therefore become an employee of the new Host Authority and transfers to the new employer on existing terms and conditions.

Members highlighted the importance of managing the proposed change within a reasonable timescale. The Monitoring Officer was requested to address the issue as expeditiously as possible and within 3 months if possible in order to allay staffing concerns and ensure that business remained on track. The Monitoring Officer was requested to include the Panel's most recent set of accounts with the letter to the constituent authorities setting out SCC's resignation. It was recognised that any underspend on this budget would be ringfenced and will transfer with the Panel once the new Host Authority has been confirmed.

7. Commissioner's Update

With reference to the detailed report provided to the Panel, the Commissioner updated the Panel on the following current activities and work areas:-

Covid 19 - changes to working arrangements to reflect removal of national restrictions, continued safety measures, multi-agency co-ordination stood down from end March.

Recruitment/Uplift – focus on retention to address challenge in leavers impacting on local stretch target; recruitment and training intakes increased to ensure that our final uplift target is achieved by March 2023.

Estates - work on track in Lewis House (Bath); Trinity Road planning application in April addressing outstanding planning concerns; business case for Yeovil / South Somerset expected in September; scoping opportunities for fire colocation ongoing.

Fire Governance - Fire Reform White Paper still awaited.

Police and Crime Plan – Final Plan published with updated Medium Term Financial Plan summary. Meetings had taken place with all Community Safety Partnership (CSP) areas and development of local plans is underway.

Key appointments – Process to appoint substantive Chief Finance Officer underway and the Panel will hold a confirmatory hearing on 26th April 2022. Review of Disproportionality in the Criminal Justice System - report launch and communications plans, partners requested to respond to recommendations to start implementation.

Consultation and Engagement - Engagement Plans in development.

Partnerships and Commissioning - Violence Reduction Units, Reducing Reoffending and Criminal Justice updates; Victims Bill consultation submission.

Governance - Scrutiny Panel findings, Complaints Overview.

PCC National Economic and Cyber Portfolio – PCC appearance at Justice Select Committee on Fraud and the Justice System; letter to all PCCs on prioritising Policing of fraud, national media appearance to raise awareness of ‘money flipping scams’ and engagement in Online Safety Bill Working Group.

PCC Review – Part 2 ongoing focusing on PCC role in partnership working. Specified Information Order – information on oversight of complaints in development. PCC Succession Plan to be brought to the Panel AGM for approval.

A limited discussion followed due to the number of items on the agenda and it was agreed that any additional queries outside of the meeting.

8. Performance Summary – National Police and Crime Measures

The Panel noted that the Specified Information Order places a duty on all PCCs to publish certain information within specified timeframes to ensure the public have the information they need to hold them to account at the ballot box. The Home Office 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 noted the Performance update Quarter ending December 2021 provided by Ben Valentine Strategic Planning and Performance Officer.

9. Standing Complaints Report

The Panel considered a report from Alice Ripley Chief of Staff, providing a rolling summary of complaints made against the Commissioner.

It was noted that no new complaints have been recorded against the Commissioner since the last Panel meeting. However, the Panel’s Lead Officer and Lead Member for complaints (Gary Davies) had retained oversight of an email received in connection with a television appearance by the Commissioner. The conclusion reached was that the email amounted to

criticism of the Commissioner and was not a conduct complaint in substance, relying as it did on the writer's personal opinion of the Commissioner after watching an interview. As such, this representation had not been recorded.

It was noted that a new complaint had been recorded regarding the former PCC Sue Mountstevens. To date, the allegations have not yet been confirmed by the complainant.

10. Work Programme

The Chair reported that the Panel was approaching the end of its work programme for 2021/22. Remaining meetings included a Confirmatory Hearing for the role of Chief Finance Officer which would take place on 26th April 2022 and a proactive scrutiny event on 30th March when the Panel would look at serious violence in the context of rape and serious sexual assault and domestic abuse.

11. Scrutiny Topic – Integrated Offender Management

The Panel received a detailed report and presentation on Integrated Offender Management (IOM), introduced in 2009 to bring a cross-agency response to crime and reoffending threats faced by local communities. The Panel was advised that its aim was for the most prolific and problematic offenders to be prioritised and jointly managed by Police and the Probation Service with the support of other partner agencies including Local Authorities through the commissioning of services.

Below is a summary of the key points made in the presentation:-

- Avon and Somerset conducted a Review of IOM in September 2020 followed by a series of recommendations to establish the most effective pathways and intervention routes
- It advocated a local approach to IOM at LA level with the Reducing Reoffending Resolve Board (set up in 2018) sitting above for governance purposes.
- The Nation IOM strategy published in 2020 introduced a clearer Governance structure including a central IOM unit and a central IOM Strategic Oversight Group, joint Police/Probation offender supervision, local leaderships and partnerships, and holistic offender supervision.
- The Panel noted the cost of offending before IOM versus the cost of offending during IOM - £4, 446, 448 and £2, 236, 662.
- A profile of the key characteristics of high harm offenders was provided including trends, distribution and management.

- Local delivery progress included an uplift of 23 Police officers and 14 Police Constable Degree Apprentices.
- The top priorities for IOM in the context of pathways and rehabilitation were reported as Education/training and Employment, thinking/behaviour, Accommodation and Drugs. Housing provision was recognised as a high and unmet need that frequently presents as an issue for the offenders managed.
- South West Regional Homelessness Prevention Team – the number of beds for higher complexity cases will increase from 34 to 57 from October 2022. Homelessness Prevention Taskforce Panels are also embedded in all Probation Delivery Units to develop co-ordinated and joint responses to assist those identified as at risk of homelessness pre-release and prevent rough sleeping.
- Next steps:-
 - on-going consultation around the FLEX cohort with the Local Authorities to ensure that we have the local aspect covered (dependant on uplift and partner resourcing)
 - co-location of services
 - the production of a joint agency internal and external communication strategy
 - ensure those staff coming into the fold are skilled and competent to manage
 - develop and embed performance measures looking at best practice nationally
 - catalogue and develop Pathways to support IOM managed offenders.

Discussion followed and the Panel drew attention to the following:-

- an under-represented workforce and the need to recruit from these demographics
- Accommodation – a request to do more in this area, supportive of the prisoner building homes initiative.
- The impact of a challenging economy on the public and in turn crime and how the Police are responding to this.
- Lack of national training in terms of Police Offender Managers - can this be resolved?

Action:

(1) The Panel PCP would like to meet again in 12 months' time to keep updated with progress and particularly pick up progress re pathways in terms of referring into IOM.

(2) Panel Members to forward any examples of not being able to data share and the Commissioner will take forward in his meeting with the Information Commissioner.

12. Date of the next meeting

26th April 2022 at 10:30am (hybrid meeting) The Deane House, Somerset West and Taunton Council.

(The meeting ended at 1:30pm.)

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Avon and Somerset Police and Crime Panel

Hosted by Somerset County Council Democratic Services



Minutes of the Police and Crime Panel 26th April 2022 at 10.30am – The Deane House SW&TC Confirmatory Hearing – Chief Finance Officer

Present:

Local Authority and Independent Member Representatives:

Heather Shearer (Mendip Council, Chair), Chris Booth (Somerset West and Taunton Council), Richard Brown (Independent Member), Nicola Clark (South Somerset), Peter Crew (North Somerset Council), Jonathan Hucker (Bristol City Council), Julie Knight (Independent Member), Alastair Singleton (Bath and North East Somerset Council), Pat Trull (South Gloucestershire Council).

Host Authority support staff:

Patricia Jones – Panel Lead Officer
Pippa Triffitt – Panel Administrative Support

Police and Crime Commissioner and Constabulary/Support Staff:

Mark Shelford – Police and Crime Commissioner
Alice Ripley – Chief of Staff
Paul Butler - Candidate

1. Apologies for absence

Apologies were received from Councillor Andy Wait (Bath and North East Somerset), Councillor Janet Keen (Sedgemoor Council), Gary Davies (Independent), Councillor Richard Westwood (North Somerset) Councillor Lisa Stone, (Bristol City), Councillor Franklin Owusu-Antwi (South Gloucestershire), Councillor Asher Craig (Bristol City).

2. Declarations of Interest

None.

3. Confirmatory Hearing – Chief Finance Officer

The Panel noted its responsibilities to review Senior Staff Appointments in accordance with Schedule 1 Part 10 of the Police Reform and Social Responsibility Act 2011. The Chair drew attention to the range of documentation provided in the papers by the Lead Officer and the Commissioner relating to the role of Chief Finance Officer and the steps taken to ensure the recruitment process was carried out fairly and transparently. This included:-

- a rigorous and transparent appointments process, including the appointment of an Independent Member who produced an endorsement of the selection process and ensured the appointment was made on merit in addition to the eligibility and legal requirements of the posts.
- The participation of Panel Members Jonathan Hucker and Julie Knight in the selection process to provide extra assurance and feedback on the candidates. The Panel noted their report attached as Appendix 1 to the Lead Officer report.
- The assessment of all applicants against an agreed appointment criteria and scored against a rating scale.

In accordance with guidance, the Chair reported that the Panel agreed a questioning strategy and key lines of enquiry in advance of the meeting. A series of questions were then put to the Commissioner and the candidate in order to satisfy the requirement that the overall process had been properly conducted and that there was a sound basis for the establishment of the post. In direct questions to the candidate, the Panel pursued the two themes of Professional Competence and Personal Independence to ascertain if the candidate met the minimum standards to carry out the role. A copy of the questioning strategy is attached as Appendix 1 to the minutes.

5. Consideration of Panel recommendation on the appointment of Chief of Staff

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).

A closed session followed and the parties and press withdrew from the room. The Panel considered the candidate's performance and responses to the questions posed and the background information supplied by the Commissioner. All Panel Members gave their respective opinions on the Commissioner's preferred choice of candidate. It was also recognised that Paul Butler had served in post as OPCC Interim Chief finance for a considerable length of time.

Panel Members were particularly impressed with his responses to their questioning. In reaching this conclusion, the Panel commented on the candidate's:-

- ability to contextualise strategies and provide examples in support of his responses

- to identify the key steps that must be taken before allocating resources to the range of issues affecting the Police service – “everything starts with objectives and financial planning wraps around”
- appreciation of the importance of public confidence, the duty to the public purse and the clear governance structure needed to oversee and challenge all areas of expenditure
- to provide the consistency and continuity needed to support the PCC in making improvements and meeting the operational requirements of the force

Following full and comprehensive discussion, there was unanimous agreement that the candidate had demonstrated both the Professional Competence to deliver the role of Chief Finance Officer and the Personal Independence necessary to exercise the role.

6. Panel Decision

The parties re-joined the meeting.

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 Paul Butler to the position of Chief Finance Officer effective immediately.

(The meeting ended at 10.30am)

Chair

Professional Competence

1. What do you think the role of the Chief Finance Officer is within the OPCC, and what skills and qualities do you feel you can offer which makes you the best candidate for this role?
2. What do you consider to be the current strategic challenges facing the police service and how will you seek to ensure the functions you lead can respond to those challenges?
3. How would you ensure sound financial planning for the PCC, both in the medium and long term, to support the delivery of the objectives of the Police and Crime Plan?
4. Can you give your best example which illustrates your experience at delivering outcomes relevant to the plan?
5. How would you seek to ensure that the financial governance arrangements of the OPCC are sufficiently robust to enable you to make certain that public monies are safeguarded and used appropriately?
6. Who do you see as being key internal and external partners in this role? How would you set about developing strong and constructive relationships with them?
7. What is your understanding of the relationship of accountability between the PCC, the Chief Constable and the PCP?
8. What is your best example of your actions in directly managing organisational efficiency and performance?
9. Do you think there's any merit in establishing how your financial colleagues in other PCC offices areas might approach the same issues? How would you go about learning of good practice emerging from other police force areas?
10. Can you provide an example demonstrating where you have contributed to a change programme through the identification of enhanced service efficiency and/or value for money?
11. Is there anything more you wish to briefly tell us about your experience that you feel is important to help us judge your candidacy?

Personal Independence

1. What would you manage a situation if the PCC was preparing to do something you felt was unwise or potentially unlawful?
2. Can you give an example of a time when you faced conflict with stakeholders? How did you resolve it?
3. How do you intend to maintain a balance between the deeper financial aspects of the CFO role and the need to meet the requirements and expectations of the PCC? Specifically, what would you do if the advice provided in the CFO role conflicted with colleagues or superiors in the Avon and Somerset shared services arrangement? Alastair S

**AVON AND SOMERSET POLICE AND
CRIME PANEL**

28th June 2022

Panel membership update and Host Authority update

1. Membership

Summary

The composition of a Police and Crime Panel should take account of, as far as is practicable, both political and geographical proportionality, as well as necessary skills and experience. Councillor membership should reflect the geography and population size of the force area, and when taken together should reflect the political balance of the force area. In essence, the local authorities combined must 'agree' to the balance of the Panel.

This forms a 'balanced appointment' objective specifically cited in Paragraph 31 of Part 4, Schedule 6 of the Police Reform and Social Responsibility Act 2011. Reaching the balanced appointment objective is a collective responsibility of the component authorities and the Panel. Whilst the Home Secretary has made it clear that the best arrangements are those which are locally determined, powers have been reserved under the Act to intervene if local agreement is not reached.

Elections May 2022

Somerset County Council elections on 5th May 2022 put in place 110 councillors who will serve a 5 year term. For the first year, the councillors will take responsibility for all current County Council services and oversee the Local Government Reorganisation to establish a single Unitary Council on 1st April 2023.

From 1st April 2023 the 110 councillors of the new Somerset Council will assume the responsibility for all local government functions for Somerset, including those of the current four district councils.

Allocation of Seats

Prior to the elections the Panel, the political make-up of the Panel was as follows:-

Liberal Democrat – 6 (B&NES, Mendip, South Somerset, South Glos, SW&TC)

Conservative – 4 (South Glos, North Somerset, Bristol and Sedgemoor)

Labour – 2 (Bristol and North Somerset)

Green – 1 (Bristol)

Independent – 1 (Somerset County)

Following the change in administration at SCC, Councillor Heather Shearer now represents SCC and a new appointee for Mendip has been requested. This is expected to be appointed from the Liberal Democrat administration. This renders the political allocation of seats on the Panel as follows for 2022/23:-

Liberal Democrat – 7 (Somerset County B&NES, Mendip, South Somerset, South Glos, SW&TC)

Conservative – 4 (South Glos, North Somerset, Bristol and Sedgemoor)

Labour – 2 (Bristol and North Somerset)

Green – 1 (Bristol)

The Panel retains its 3 Independent Co-opted Members.

It will be necessary for the Panel to review its membership arrangements in advance of the establishment of the new Somerset Council on 1st April 2023. Ideally this review should commence in October 2022.

2. Host Authority Arrangements

It is incumbent on the Constituent Authorities to ensure there are effective Host Authority arrangements in place to enable the Panel to discharge its statutory functions effectively. Members are sighted on the resignation of SCC as Host Authority. This decision was considered necessary in the context of the Local Government Reorganisation and the requirements of implementing the Structural Changes Order. The resignation required 6 months notice in accordance with Paragraph 4.3 of the Panel's Operating Arrangements, and this was provided in writing to the Panel and Local Authority Chief Executives on 17th March 2022 and 31st March 2022 respectively.

On 17th March 2022, Members highlighted the importance of managing the proposed change within a reasonable timescale. The Monitoring Officer was requested to address the issue as expeditiously as possible and within 3 months if possible in order to allay staffing concerns and ensure that the Panel's statutory function was not disrupted.

Officer Support Implications

Communications with the Panel and Chief Executives have set out the officer support implications and the legal position in the context of a Transfer of Undertakings and Protected Earnings (TUPE). The post is subject to TUPE and automatically transfers to the new employer on existing terms and conditions. The Panel has also indicated its

collective wish to retain the services and specialist knowledge of its dedicated full time Lead Officer.

Since all of the Somerset district councils are being dissolved in April 2023 as part of Local Government Reorganisation in Somerset then they are unable to undertake the role of Host Authority for the Panel. Consequently that leaves just the following councils that could take on the role of Host Authority:

- Bath and North East Somerset Council
- Bristol City Council
- North Somerset Council
- South Gloucestershire Council

The Home Office generally expect upper tier or unitary councils to be a Host Authority. The Panel will be aware that Bristol City Council has already undertaken the role of Host Authority from 2012 until 2017. Somerset County Council has been the Host Authority from 2017.

Bristol City Council has declined the opportunity to undertake the role of Host Authority. As at the time of writing this report, the only potential 'proposal' has been from North Somerset Council but this would require further exploration to fully understand the extent to which the proposal meets the requirements for a Host Authority.

It must be highlighted again that if the Constituent Authorities do not put in place appropriate arrangements for the Panel to undertake its statutory function, then the Panel will be recommended to write to the Home Office in order for a Host Authority to be selected.

3. Recommendations

That the Panel:

- i) receives the update in terms of its membership**
- ii) receives the update regarding the selection of a Host Authority and agrees its actions to progress this**

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Avon and Somerset Police and Crime Panel

28th June 2022

Title: Work Programme Report

1. Purpose of Report

The Panel is invited to:-

- Consider and approve the Work Programme for 2022/23 (attached as Appendix 1 to this report)
- Approve the associated meeting dates set out in the Work Programme (notified to members as provisional appointments in March 2022).

2. Summary

This Work Programme is expected to take into account:-

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

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

The duties and responsibilities of the Panel are set out in the Panel Operating Arrangements document

<http://www.avonandsomersetpoliceandcrimepanel.org.uk/wp-content/uploads/2021/10/Panel-Operating-Arrangements-31.03.21.docx>

There are some responsibilities which the Work Programme must accommodate at a specific time:-

- **Consideration of the Commissioner's Annual Report** - as soon as practicable following the conclusion of the relevant financial year that it covers – 28th June 2022.
- **Consideration of the Commissioner's Precept proposal** – 1st February 2022.

The Panel is required to scrutinise the Commissioner's proposed Council Tax Precept (the money collected from council tax specifically for Policing). As part of this, the Panel has oversight of the overall draft Policing budget and its proposed allocation.

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

To ensure that Members make a tangible, practical contribution to the budget and precept-setting process, consultation on the Budget starts each year with a briefing at Police and Fire Headquarters. This year it will take place on **8th November 2022 at 12.30pm and all Members are required to attend this meeting.**

- **Consideration of any variations to the Police and Crime Plan 21/25** – reviewed by the Panel during 2021/22.
- **Scrutiny and review of the Commissioner's decisions/actions**

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

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

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

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

complainants are made aware that complaints can be escalated to the Panel if they are not satisfied with the initial attempt at resolution. There is day to day communication between the Panel's Lead Officer and the OPCC, the Panel receives a standing summary report on complaints to each meeting and the Panel's Complaints Sub-Committee has authority to consider individual complaints when they are escalated.

An individual Panel Member also leads and maintain an overview on complaints that are escalated to the Panel with advice, guidance and support provided by the Lead Officer. This provides a filter for the less serious complaints and ensures that meetings of the sub-committee are only held when necessary. The complaints handling process and information supplied by the OPCC has been aligned for this purpose. Gary Davies will continue to undertake the lead member role for complaints on the basis of his skills and experience in this area.

- **Other Panel responsibilities** relate to senior appointments (confirmation hearings) These responsibilities are usually ad-hoc in nature, occur as circumstances dictate and may necessitate the calling of extraordinary meetings of the Panel.

3. Proactive Scrutiny/In-depth Scrutiny Topics

This work tends to take place outside of the core meeting cycle, provides opportunity for greater insight and can inform the broader role of a Panel Member. It can also enable Members to draw on their knowledge and expertise and contribute to the work of the Commissioner in key areas of business.

Last year, the Panel chose Integrated Offender Management (IOM) and Serious Violence (in the context of Domestic Abuse and rape and serious sexual assault). This year following consultation with Panel representatives and the OPCC, the proposal is to focus on the OPCC role in commissioning and partnerships. The detail can be found in Appendix 1 to this report.

An update on IOM has scheduled in for 29th March 2023 as agreed on 17th March 2022.

4. Chief Constable Presentation

The Chief Constable has operational independence and reports to the Panel once a year. In previous years, this has taken place in December when the Panel considers the draft budget or alternatively in February when the Panel considers the Precept proposal. The year's presentation is scheduled for 1st February 2023.

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

5. Work Programme 2022/23

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

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

- 28th June 2022 (AGM)
- 28th September 2022
- 8th November 2022 (private budget briefing/complaints overview)
- 8th December 2022
- 1st February 2023
- 15th February (Reserve Precept date)
- 29th March 2023

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

Patricia Jones
Lead Officer

Avon and Somerset Police and Crime Panel
PLjones@somerset.gov.uk
Tel – 0785528450

Date PCP Meeting	Business (does not include standing items, see end of document)	Notes
<u>Annual General Meeting</u> 28 th June Deane House	PCC Annual Report Panel Annual Report Host Authority/Membership Report Work Programme Report – for Panel consideration/approval Identifying Disproportionality - Desmond Brown Presentation Shared Protocols – Communications, Mid Term Vacancy, Complaints	
28th September 2022	Green Strategy Presentation Rural Crime Local Plans – Panel Member report	
8 th November at 12.30pm (Private briefings Police Headquarters)	<ol style="list-style-type: none"> 1. First consultation on the Budget led by the OPCC Chief Finance Officer Paul Butler in the form of a presentation followed by member questions. 2. Complaints Process Briefing for all Members 	The Budget briefing 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 on 8th December. Final report/Precept Proposal 1st February.

8 th December Venue needed	Scrutiny of the Budget/Draft Medium Term Financial Plan OPCC Team Review Report (CoS)	
1 st February Deane House	Formal Review of the Budget and Precept Proposal Chief Constable Presentation	
15 th February (back-up Precept date) Deane House		If there is a veto, the Commissioner must respond to the Panel and publish his response, including the revised precept, by 15th February.
29 th March Deane House	Integrated Offender Management - Update	
March/April TBC	<p>Panel Inquiry Day – proposal to focus on OPCC role in commissioning and partnerships:</p> <ul style="list-style-type: none"> • What is commissioning • PCC role/responsibilities in commissioning • OPCC commissioning roles/functions to support commissioning 	

	<ul style="list-style-type: none"> • OPCC Commissioning process inc. needs assessment / service mapping / procurement / quality assurance / contract management • What are the known gaps / challenges • Strategic partnership engagement – inc to support/enable commissioning process / fill gaps / avoid duplication • Developments and opportunities following PCC Review Part 2 • How Panel Members can support and enable OPCC commissioning and partnership working 	
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Standing reports to each meeting:-

- Commissioner's Update Report – report on PCC activities/key decisions. Standing updates on Fire Governance, Estates and Recruitment/Retention
- Work Programme – fluid and presented for noting or approval following amendment
- Performance Monitoring Reports - the Specified Information Order 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 has been receiving reports since December 2021.
- Complaints Report – Monitoring arrangements for dealing with complaints against the Commissioner
- Assurance reports – will continue for information

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**Avon and Somerset Police & Crime Panel June 2022
Tackling Disproportionality Update**

Leadership

- Chief Constable Sarah Crew took on Programme Lead role following agreement of the Avon & Somerset Local Criminal Justice Board, and the launch of the Identifying Disproportionality Report in March 2022.
- Sally Fox, Deputy Chief of Staff for the OPCC has been appointed as Deputy Programme Lead.
- In May 2022, Criminal Justice System (CJS) leaders across Avon and Somerset were invited to join a new Tackling Disproportionality Action Group to create a multi-agency programme to tackle disproportionality based on the findings and recommendations of the [Identifying Disproportionality in the Avon and Somerset Criminal Justice Report \(ID 2022\)](#). A kick start approach and workshop for the programme are currently in development.

Ambition

- To develop collaborative working between CJS partners across Avon and Somerset to proactively tackle disproportionality.
- To provide strategic direction, co-ordination and oversight of single and multi- agency Recommendations (ID 2022) to ensure ownership, progress and accountability are established, to enable recommendations to be delivered and outcomes achieved.
- To develop a CJS partnership programme to tackle disproportionality that defines a multi-agency Vision, Strategic Objectives and the framework for change.

Measures of Success

- Collaboration and benchmarking of current data across each partner agency will be required to baseline current understanding.
- Strategy to be developed to outline both quantitative and qualitative measures of success over the next 1-3 years.

Lived Experience

- Specialist consultancy is required to develop understanding, approach and create a lived experience framework to engage, listen to and analyse lived experience.
- Work is underway to develop role profiles for specialist consultancy required.

Scrutiny & Accountability

- Terms of Reference for the Tackling Disproportionality Action Group to be developed and signed off, outlining roles and responsibilities for this group.
- The Bristol-based Commission on Race Equality has been identified as the independent scrutiny Panel for the programme however other representative groups are being scoped across the force area to ensure force wide scrutiny.
- Exploration of wider public scrutiny measures is also being considered.

Partnership

- As part of the remit of the Tackling Disproportionality Action Group, a partnership agreement will need to be developed to agree the shared: vision, objectives, ownership, data sharing and accountability across criminal justice partners involved in the

programme.

- Partners will be encouraged to share how they are responding to the recommendations and dovetailing them into strategic planning.

Resources

- To date Avon and Somerset Constabulary and the OPCC have each committed resources to the programme: Programme Lead (CC ASC); Deputy Programme Lead (OPCC) and Programme Manager (ASC).
- The programme requires resource commitment both strategically and tactically across CJ partners. Collectively, capability will need to be defined and provided in order to achieve success. This will be explored with partners in the initial kick start meeting and the followed by a wider kick start workshop.
- It is vital that the TD Action Group is representative of the diverse communities within Avon and Somerset with lived experience and specialist consultancy to be obtained as part of our solutions, not just scrutiny.

Communications and Engagement

- Niamh Byrne Head of Communications and Engagement for the OPCC has been appointed as temporary comms lead for the programme until a more sustainable arrangement can be put in place. Niamh worked with Desmond Brown on the ID Report communications and publication.
- Initial work on comms planning is scheduled for the coming weeks to ensure that action and progress is shared on multiple platforms with communities and stakeholders.

AVON AND SOMERSET POLICE AND CRIME PANEL

28 JUNE 2022

REPORT OF THE POLICE AND CRIME COMMISSIONER

POLICE AND CRIME ANNUAL REPORT 2021-22

- 1.1 The Police and Crime Commissioner has a duty under section 12 of the Police Reform and Social Responsibility Act 2011 to produce an annual report after the close of each financial year.
- 1.2 Section 12(1) states this report should provide (for):
 - (a) the exercise of the body's functions in each financial year, and
 - (b) the progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan
- 1.3 The report attached as Annex A is the **draft** Annual Report for the period 1st April 2021 – 31st March 2022 in accordance with section 12(1).
- 1.4 Section 12(2) states the Annual Report must be sent to the Police and Crime Panel. Section 12(3) states the Commissioner must present the Annual Report to the Panel and answer questions on this. Section 12(4) sets out that the Commissioner must respond to any report or recommendations from the Panel.
- 1.5 It is important to note that the presentation of the draft report to the Panel at this meeting is not intended to discharge the duties under subsections 2 or 3. A draft report is presented in order that the Panel have a chance to offer input and feedback prior to a final version being issued.
- 1.6 At the meeting, as well as discussing the content of the report, the Commissioner and Panel can agree how subsections 2-5 can be discharged once the final version of the report is ready.

Contact Officer:

Ben Valentine, Strategic Planning & Performance Officer

Annex A – Annual Report of the Avon and Somerset Police and Crime Commissioner 2021/22 DRAFT (attached)

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

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

Annual reports

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

ANNUAL REPORT OF THE AVON AND SOMERSET POLICE AND CRIME COMMISSIONER

1 April 2021 – 31 March 2022

CONTENTS:

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

Published June 2022

1. Introduction and Foreword

Police and Crime Commissioners (PCC) have a [legal duty](#) to publish an annual report covering two topics:

- the exercise of the PCC’s functions, and
- the progress which has been made in meeting the police and crime objectives in the Police and Crime Plan.

This is the annual report of the Avon and Somerset PCC which covers the financial year 1 April 2021 to 31 March 2022.

The year reported on was an election year and a new PCC, Mark Shelford, was elected on 6 May 2021 and formally took office a week later. His first year included the appointment of a new Chief Constable and development and publication of a new Police and Crime Plan.



“This report covers most of my first year of service as the Avon and Somerset Police and Crime Commissioner.

I was elected with a manifesto and my first year has seen that manifesto converted into the Avon and Somerset Police and Crime Plan 2021-25. Production of this plan was a substantial undertaking including a three month public consultation which resulted in the plan being published in January.

I want to ensure Avon and Somerset Police are efficient and effective securing value for money, public money. They must continue to police in a way that secures the confidence of the people we serve and maintains the Peelian principle of policing by consent.

The Police and Crime Plan cannot be delivered by the police alone. During my term as PCC I want the police to work collaboratively with my office and partner agencies and really focus on preventing crime.

With a renewed focus on prevention I know, together, we can make Avon and Somerset communities safer for all.”

Mark Shelford – Avon and Somerset Police and Crime Commissioner

A single day in Avon and Somerset Police			
380	recorded crimes	848	999 calls
65	domestic abuse crimes	1931	101 calls
6	rapes	1130	incidents
37	offences of violence with injury	223	ASB incidents
242	victims	83	safeguarding referrals
113	suspects/offenders	14	calls relating to missing people
5	assaults on officers/staff	25	road traffic collisions

2. Statutory Duties

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

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

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

Voice of the people

Shortly after being elected the PCC launched a public consultation about the draft priorities and objectives for the Avon and Somerset Police and Crime Plan he was developing. This consultation was conducted as an online survey and a stratified, randomised, postal survey. The consultation was open for 12 weeks and resulted in over 4,100 responses. The consultation provided significant support for the draft objectives proposed.

The PCC also started carrying out regular public engagement days soon after taking office and in the first year in office did 33 engagement days: five in Bath and North East Somerset, 10 in Bristol, one in North Somerset, 12 in Somerset and five in South Gloucestershire.

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

The PCC has a phone line and e-mail which are available for anybody to make contact with and every contact is listened to. In the last year there were 2,168 contacts recorded.

There is lots of information on the [PCC's website](#) and you can sign up for news and events. Alternatively, you can follow the PCC on Twitter, Facebook and Instagram @AandSPCC.

The PCC's website received around 400,000 page views in the last year which is double the previous year. Social media engagement has shown a mixed picture with Facebook, which is one of the more popular platforms, showing some significant decline. This is perhaps unsurprising given the withdrawal of the Facebook Live broadcasts which were popular during the first year of the pandemic.

Appointing the Chief Constable

The PCC is responsible for appointing, and where considered necessary suspending or removing a Chief Constable. The former Chief Constable of Avon and Somerset Police had decided not to apply to re-new their contract and it expired shortly after the new PCC took office. The PCC temporarily promoted the Deputy Chief Constable, Sarah Crew, to undertake the role while a full recruitment process could be run for the permanent Chief Constable. Sarah Crew was successful through this competitive process and was appointed to the permanent position in November 2021, after confirmation by the Police and Crime Panel.

Holding the Chief Constable to Account

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

The PCC also has a statutory duty to respond to reports published by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and in particular any recommendations or areas for improvement within them. These recommendations are usually for the Chief Constable and, in writing the response, the Constabulary must provide the PCC with an answer as to how they are responding to those recommendations. This is another important mechanism in holding the Chief Constable to account. As discussed below the PEEL report is the most significant but there have been several others and all responses are published on the website. Aside from the formal response these reports can also help shape the scrutiny and questions the PCC asks through the internal assurance process.

Efficient and effective police force

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

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

HMICFRS Results

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

- **Effectiveness** –the Constabulary is **Good** at keeping people safe and reducing crime.

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

The HMICFRS Integrated PEEL Assessment is one of the most important sources of assurance for myself and the Chief Constable, in both the delivery of the Police and Crime Plan and the realisation of the Constabulary's vision.

Internal Audit

Throughout 2021/2022 the Internal Audit function completed nine substantive audits, two advisory review, one follow-up review as well as contributing towards regional advisory work and conducted follow-up work on previous audits. The nine substantive audits were:

- Organisational Learning from Covid-19
- Remote Working – Cyber / Data Security
- Use of Force
- Complaints Handling
- Criminal Justice
- Environmental Sustainability
- Key Financial Controls: Accounts Payable, General Ledger & Fixed Assets
- Clinical Governance within Custody
- Victim Support Services

Each internal audit conducted throughout the year receives an assurance opinion from the auditors. The assurance levels are; none, limited, reasonable and substantial. Four of the audits resulted in a reasonable assurance opinion and five resulted in a limited assurance opinion. The conclusion of our internal auditors was that they were able to offer a reasonable assurance annual opinion.

Each of the audits also provides recommendations for improvement which are categorised into three priority categories reflecting their importance. In total the internal auditors made 34 recommendations during 2021/2022, of which:

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

Setting the Budget and Precept

In terms of financial performance, as can be seen in these group accounts, once year-end adjustments have been made, a break-even position has been achieved during 2021/2022. The underlying performance showed a £6.8m/2% underspend, of which £6.6m relates to performance against Constabulary managed budgets and £0.2m against PCC managed budgets. This underspend has been used for various matters including the bolstering of the general fund for the purposes of risk management and also a significant amount was required to be added to capital reserves again to make up the shortfall in, and now loss of, the capital grant received from the Government.

The PCC sets the part of your council tax which goes towards funding policing (the precept). When central government made its three year funding settlement for 2022/23 – 2024/25 it confirmed PCCs could increase the precept by £10 (for the average Band D household) for each year.

In order to get a broad range of opinion on this proposed precept a standalone consultation was run including an online survey and a stratified, randomised, postal survey. In just seven weeks these surveys resulted in over 5,605 responses and – when combined with the 750 responses from the telephone survey – was the biggest consultation ever conducted by the office. These results were considered by the PCC and Police and Crime Panel in, respectively, proposing and approving the £10 increase this year.

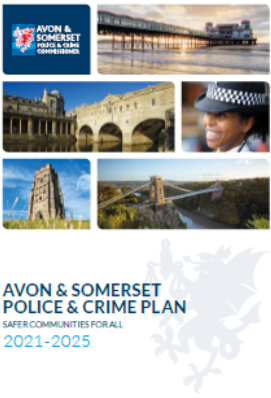
The outlook in the current Medium Term Financial Plan shows smaller deficits than the plan published at this time last year. This has been helped by the announcement of the three year funding and ability to increase the precept by £10 in each of these years.

There continues to be great uncertainty caused by, as yet, unknown pay increases for police officers and staff; significant inflation; and the ongoing global impact of COVID-19 recovery and Russia’s war against Ukraine.

Issuing a Police and Crime Plan and Setting Strategic Direction

A Police and Crime Plan is the primary way a PCC sets the strategic direction within their elected area. A plan continues to be a valid document until it is replaced. The new plan, developed under Mark Shelford, was finalised in December 2021 after six months of collaborative working with the police, public and partner.

The plan was formally published in January 2022; this is important to note when considering the progress made against the plan in Section 3 of this report.

	<p>The Strategic Priorities in the Police and Crime Plan for 2021-25 are:</p> <ol style="list-style-type: none"> 1. Preventing and fighting crime 2. Engaging, supporting and working with communities, victims and partner organisations 3. Leading the police to be efficient and effective 4. Increasing the legitimacy of, and public confidence in, the police and criminal justice system
<p>The objectives of the plan are as follows:</p> <ol style="list-style-type: none"> 1. Reduce crime and anti-social behaviour (ASB). 2. Increase the proportion of crimes reported to the police. 3. Increase positive outcomes from reported crime and ASB. 4. Fewer people to be killed and seriously injured on the roads. 5. Increase engagement with and from communities. 6. Increase victim satisfaction. 7. Increase feelings of safety. 8. Increase the morale of the police workforce. 9. Increase the capability of the police workforce to deliver against local and national priorities. 10. Reduce the negative environmental impact whilst maintaining operational efficiency. 11. Increase satisfaction with the service provided by the police. 12. Increase confidence in the police. 	

Appointing a Chief Executive, Chief Finance Officer and Deputy PCC

The PCC must appoint a person to be the head of the Commissioner's staff (referred to in the law as the chief executive [CEO]); and a person to be responsible for the proper administration of the Commissioner's financial affairs (referred to in the law as chief finance officer [CFO]).

When the PCC took office both the people in the CEO and CFO roles were on temporary Interim contracts; it was therefore a priority in his first year for the PCC to appoint people into these roles permanently.

The Chief of Staff was appointed following a competitive recruitment process in January 2022 and, although the job title was changed from CEO, the fundamental responsibilities remained: they the head of the paid office and the Monitoring Officer.

The Chief Finance Officer was also appointed following a competitive recruitment process. The successful candidate was the Interim CFO, who was confirmed as taking the permanent role in April 2022.

The PCC may also appoint a Deputy PCC (DPCC). After a competitive recruitment process the DPCC was appointed in March 2022. The DPCC will have a focus on engagement and partnership working and will take a lead in particular portfolios of work e.g. male violence against women and girls and serious violence. The DPCC also provides resilience to the role of the PCC.

Partnership Working

The PCC has legal duties to work with a range of partners and this is enshrined in the second priority of the new plan which is *engaging, supporting and working with communities, victims and partner organisations*. This is reinforced by the area of focus on *collaboration and partnership working* and the importance of this can be seen in various sections of this report.

Commissioning and Grants

A range of services and community safety projects have been allocated over £8.2 million by the PCC, in 2021-22, to support the delivery of the Police and Crime Plan. These have included services commissioned such as victim support services including advocacy, support related to abuse and exploitation, restorative justice; services related to mental health, police custody and reducing reoffending; as well as local community safety initiatives. This included over £2.2 million of extraordinary funding successfully bid for. A breakdown of funding can be found in annexes 1–4.

3. Performance against the Police and Crime Plan

Priority 1 – Preventing and fighting crime

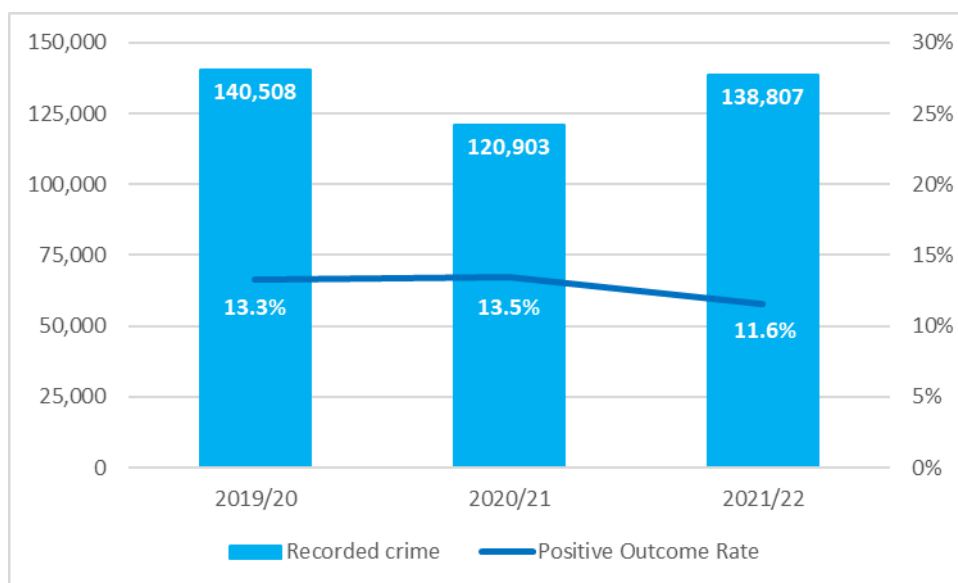


Figure 1: Avon and Somerset Police recorded crime and positive outcome rate for the years 2019/20 – 2021/22.

Recorded crime and positive outcome rates are important to consider across the whole of priority one. There is variation seen across different crime types which will be explored more below.

As was seen nationally recorded crime reduced significantly in 2020/21 as a result of the pandemic and lockdown restrictions. Levels of crime have increased in this last year but are still lower than pre-pandemic. It should be noted that part of this recent increase is due to better crime recording which is discussed later in this report.

The number of positive outcomes in the most recent year is very similar to 2020/21 but given the sizeable increase in crime it means the rate has dropped as shown in the graph.

1. Vulnerable children and adults

There are 16 strands of vulnerability which are themes of crime, incidents or police work. However it has been recognised that, in order to perform well, there are things that need to be done which cut across all these themes. As a result of this a National Vulnerability Action Plan (NVAP) was launched. In June 2021 Avon and Somerset Police conducted a self-assessment against this NVAP and submitted their findings to the Vulnerability Knowledge and Practice Programme (VKPP). The VKPP acknowledged the good understanding of Avon and Somerset Police and the prioritisation put in place. There were five priority areas identified which would be the focus for improvement activity (highlighted in figure 2 below).

		Impact				
		Not currently undertaking any work	Started work but requires considerable development and/or improvement	At this current time, it is not possible to make a judgement about performance	Performing well but there are still areas which require development and/or improvement	Performance is advanced, all outcomes are being met and the areas for development are nil or negligible
Implementation	Action is a one-off, with the action perceived as not being helpful, not having worked or that it wouldn't work in practice					
	Action is tended to be thought about in response to a crisis or external stimulus		<ul style="list-style-type: none"> • Evidence-Led Prosecutions • Officer Norms • Recruitment 		<ul style="list-style-type: none"> • Working with Communities 	
	Delivery of the action is low cost or process focused rather than quality-focused (i.e. how many or how much, rather than how well)		<ul style="list-style-type: none"> • Voice of the Victim 			
	Action is actively invested in and areas of improvement are always being sought		<ul style="list-style-type: none"> • Data Collection 	<ul style="list-style-type: none"> • Governance 	<ul style="list-style-type: none"> • Recognition and Response • Mental Health • Access to Services • Appropriate Action • Tasking and Review Process • Analytical Capability • Evidence and Investigation • Resilient Staff • Multi-Agency Hubs 	
	Action is a way of life and embedded in everything staff do, from the frontline to senior managers					

Figure 2: summary of the self-assessment of Avon and Somerset Police against the NVAP.

Below shows some of the activity, in the last year, in each of these areas.

Evidence-led prosecutions

- A digital training package has been developed, in collaboration with CPS, and rolled out throughout Avon and Somerset Police.
- Work has begun to develop a specific policy for evidence-led prosecutions in domestic abuse cases. Domestic abuse is where evidence-led prosecutions are expected to be most used.

Officer Norms

- Successfully agreed funding for, and the planning of the roll out of an extensive new training package called Domestic Abuse Matters. This is scheduled to start in September 2022 and seeks to challenge and encourage new attitude, behaviour and professional curiosity.
- Project Bluestone (see below) aims to change the policing (and criminal justice) mind-set by challenging outdated myths, behaviours and assumptions, therefore improving service delivery and experiences of the victim.
- 260 officers and staff from a number of operational teams have received training in Trauma informed practice. Train the trainers to be delivered this summer to enable further roll out in force.

Recruitment

- Evaluation of recent recruitment drives to ensure an understanding of vulnerability. The full evaluation and analysis is ongoing.

Voice of the victim

- Project Bluestone is developing opportunities to improve reporting within under-represented groups.

- Development of surveys to capture victims' experience and feedback. This has started with the development of a survey for domestic abuse victims but will also consider modern slavery and broader service delivery in relation to the Victims' Code of Practice.
- Processes and procedures are under review in Operations Ruby and Topaz to ensure the voice of children is heard through all incidents and investigations.

Governance

- Quarterly updates have continued to report to the most senior governance groups that provide scrutiny: Avon and Somerset Police's internal Constabulary Management Board and the PCC's Police and Crime Board. These reports have developed and continue to refine key performance indicators for each of the strand of vulnerability.
- A review of this governance has started, in line with the launch of the violence against women and girls framework. There are many overlaps between these two areas and it is important that the governance processes are as efficient and effective as possible.

2. Male violence against women and girls specifically domestic abuse, sexual offences, stalking and harassment



Figure 3: Avon and Somerset Police recorded crime for domestic abuse, sexual offences, stalking and harassment; for the years 2019/20 – 2021/22.

Improved crime recording processes, within Avon and Somerset Police, have driven the increases in 2021/22 recorded crime for domestic abuse and stalking and harassment.

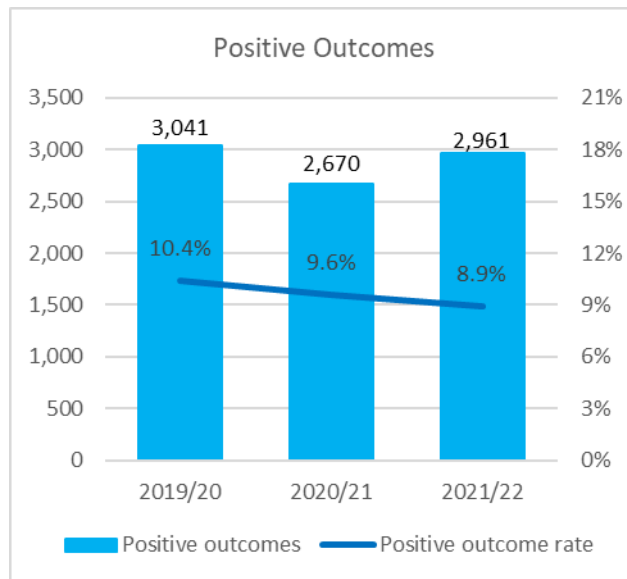


Figure 4: Avon and Somerset Police crime outcomes; combined positive outcomes (and rate) for domestic abuse, sexual offences, stalking and harassment; for the years 2019/20 – 2021/22.

The College of Policing and National Police Chiefs’ Council launched a [national framework for delivery](#) on violence against women and girls, in December 2021. The National Police Chiefs’ Council (NPCC) directed all forces to produce plans; Avon and Somerset Police’s [Local Delivery Framework](#) has been published. The plan has 34 actions against three pillars:

- build trust and confidence;
- relentless perpetrator pursuit; and
- safer spaces.

Avon and Somerset Police must put in place the right governance to ensure this is turned into action, and more importantly improved outcomes for the community. The PCC maintains close scrutiny of this critical area of focus, and this featured as the first topic discussed in the inaugural Performance and Accountability Board (see area of focus 4.6 below). As well as scrutiny of Avon and Somerset Police the PCC, and their office, will also need to support partnership working in this space especially with a focus on prevention.

Project Bluestone is going to be critical in ensuring a better response to male violence against women and girls. Bluestone proposed the development of a ‘gold standard’ framework for the investigation of rape and serious sexual offences (RASSO), using specialist investigators to enhance victim contact and disrupt persistent offenders. This was developed in partnership with leading academics and in consultation with partners across the criminal justice system, as well as victim services. This is a transformative pathfinder approach being rolled out nationally through Operation Soteria and the Chief Constable for Avon and Somerset is the national police lead for RASSO.

Delivery of Bluestone has been under way for the last year against six pillars:

- Pillar 1 – Suspect focused investigations
- Pillar 2 – Targeting and disrupting repeat offenders
- Pillar 3 – Victim engagement
- Pillar 4 – Learning development and welfare
- Pillar 5 – Data and performance Management
- Pillar 6 – Digital forensics

Bluestone is not just about doing more but instead doing things differently. However none of this can be achieved without the officers in place in the specialist teams. By 31st March 2022 there were 57.2 (full time equivalent) officers in the Bluestone teams; against an authorised establishment of 100.

The activity described above should be seen as building the foundations on which to improve and in next year’s report you should be able to see more tangible changes.

A really important aspect of any crime, but particularly these insidious types of crime is ensuring victims get proper support. You can read more about those achievements under Priority 2.

3. Drug crime and serious violence

Drug crime

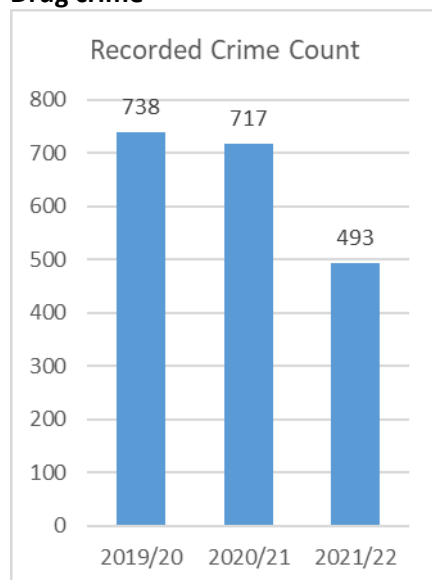


Figure 5: Avon and Somerset Police recorded **drug trafficking** crime for the years 2019/20 – 2021/22.

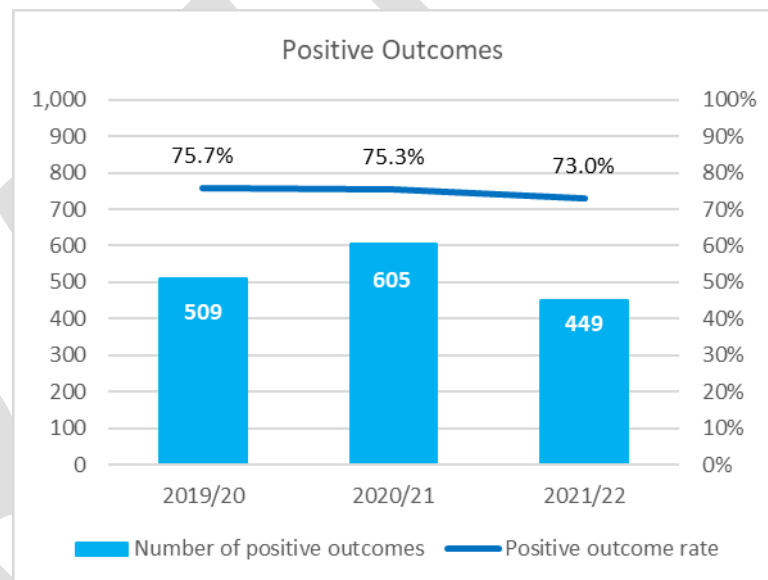


Figure 6: Avon and Somerset Police crime outcomes; positive outcomes (and rate) for **drug trafficking**; for the years 2019/20 – 2021/22.

Unlike many crimes drug trafficking is detected more through proactive policing rather than being reported to them. So in this context the reduction in drug trafficking offences in the last year would tend to indicate less proactive policing targeting drug dealing. Although this is part of the reason it is not the only reason as the complexity of the case will also have an impact e.g. an investigation into dealers higher in an Organised Crime Group’s hierarchy will take considerably more time and resource than a ‘street-level’ dealer; this cannot be easily quantified.

Project ADDER

[Project ADDER](#) (Addiction, Diversion, Disruption, Enforcement and Recovery) is a joint Home Office and Department for Health and Social Care pathfinder programme. It aims to reduce drug-related death; reduce drug-related offending; reduce the prevalence of drug use; and sustained and major disruption of high-harm criminals and networks involved in middle market drug/firearms supply and importation. Funding has only been provided to 13 of the worst affected areas across England and Wales. Bristol is one of these areas and in 2021 Avon and Somerset Police were awarded £1.4 million over two years, alongside Bristol City Council who were awarded £3.4 million.

“The first year of funding under Project ADDER has allowed us to step up our enforcement in the areas of the city where drugs cause the most harm, set up innovative youth diversion and intervention schemes with partner agencies, and work with experts to improve pathways to treatment and support for our most vulnerable people.

Having sustained funding will mean we can continue to build on the successes we have already achieved and ensure that the schemes and pathways we have set up or widened, continue to improve outcomes for vulnerable people, reduce crime and prevent harm.”

Bristol Commander, Superintendent Mark Runacres

The below benefits and successes are some of those realised by Project ADDER over the past year:

- Contributed towards over 1,000 arrests linked to drugs in Bristol including 351 for supply offences and 370 for weapons offences.
- Employed intelligence analysts to help better target enforcement work as well as identifying the most vulnerable people for safeguarding visits so referrals can be made to partner agencies to support with treatment and reduce their vulnerability.
- Supported independent charity Crimestoppers with an awareness campaign which has seen reports of drugs intelligence increase by 22%.
- Commissioned The BE Project who specialise in bespoke drug and alcohol education and training, to support all secondary schools and pupil referral units in Bristol. Training on substance misuse has been delivered to 686 professionals. 3278 young people have received an educational session.
- Worked with the St Giles Trust and the Robins Foundation to engage with and mentor young people. To date 35 young people have been supported by the St Giles Trust. Nearly all of these young people have shown positive changes in their behaviour and attitude.
- Continuation of The Call In scheme in partnership with Golden Key and Bristol City Council, which gives young people arrested for drug dealing offences in the East of the city the chance to have their charges dropped if they engage with the course which offers education, training and mentoring in a bid to keep them away from the criminal justice system at the earliest possible chance.
- Funded drugs treatment workers to support those who have come into custody and whose crimes are likely to have been driven by opiate addiction towards treatment. The courts are also working with treatment specialists to increase the number of drug rehabilitation requirements given as part of a sentence, as opposed to custodial sentences.
- Increased engagement in Bristol Prison by:
 - Establishing a mentoring and support service for those who have been groomed into County Lines
 - Increasing enforcement around drugs going into the prison
 - Referring inmates who have drug addictions to drugs workers who can support them both inside prison and when they are released into the community
 - Upgrading the IT system to ensure that health records can be transferred easily between the prison and community NHS services
 - Employ specialist workers from Nelson Trust to support female prisoners inside the prison and in the community
- Fund trainee drugs workers with Bristol Drugs Project who are in recovery themselves, who use their lived experience to deliver expert advice and support those living with addiction. BDP are also doing outreach to support people vulnerable to exploitation or who may be causing anti-social behaviour in their communities to make positive changes.

“The traineeship has really challenged me to get out of my comfort zone but it has also built my confidence and given me a new life, one where I don’t have to depend on benefits or handouts.

“I can hold my head up and support my son and family and be an example to the wider community showing that we can change. The fact that organisations like BDP can give opportunities to someone like me with a long history of offending and addiction to become drugs workers it’s amazing.”

A trainee drugs worker with Bristol Drugs Project, who has lived experience of drug addiction and is now working to help other people thanks to Project ADDER.

County Lines

County Lines has become a very public example of organised crime groups, dealing in drugs pushing their harm into different communities. In the Avon and Somerset area, there are more than 30 active lines at any one time. You can read more about Op Scorpion (below) which is a recent joint operation targeting County Lines. This has been an ongoing priority for Avon and Somerset Police as can be seen in the below examples.

Case study: two men who brought class A drugs to Somerset from London have been jailed.

Two men were involved in transporting heroin and cocaine from London to Bridgwater between December 2020 and March 2021. The pair were arrested as part of a joint investigation between Avon and Somerset Police and the Metropolitan Police and pleaded guilty to being concerned in the supply of heroin and cocaine.

The pair appeared at Taunton Crown Court for sentencing in April 2022 and one was sentenced to four years and six months for his controlling role in the operation and the other was jailed for three years and six months.

Case study: five sentenced for conspiracy to supply class A drugs

Three men and two women were brought approximately 5kg of cocaine and heroin to Taunton, Bridgwater and Yeovil from London between August 2020 and February 2021. This was a joint investigation between Avon and Somerset Police and the Metropolitan Police. Four pleaded guilty to two counts of conspiracy to supply class A drugs and the fifth was found guilty at trial in November 2021.

Judge James Townsend said in court the defendants were involved in a sophisticated, well-organised and large-scale county lines supply operation, before sentencing them according to their level of involvement. He described the operation as a menace bringing intimidation, misery and violence to young people in Somerset. The sentences were as follows:

- *prison sentence of 15 years in prison*
- *prison sentence of 52 months*
- *prison sentence of 45 months*
- *prison sentence of 18 months, suspended for two years.*
- *prison sentence equal to the 13 months he had already served on remand and an exceptional community order.*

Detective Inspector Richard Horsfall said: “I would like to highlight and praise the public for their support in bringing this case to court; without their information and engagement, the team would not have had the opportunity to target this group and take a county lines drug group out of action.”

Serious violence

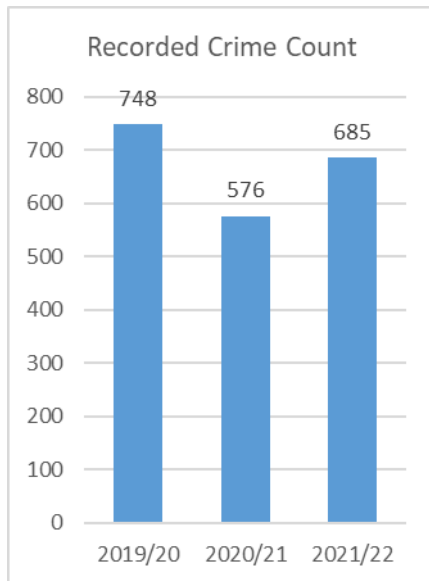


Figure 7: Avon and Somerset Police recorded **serious violence** crimes for the years 2019/20 – 2021/22.

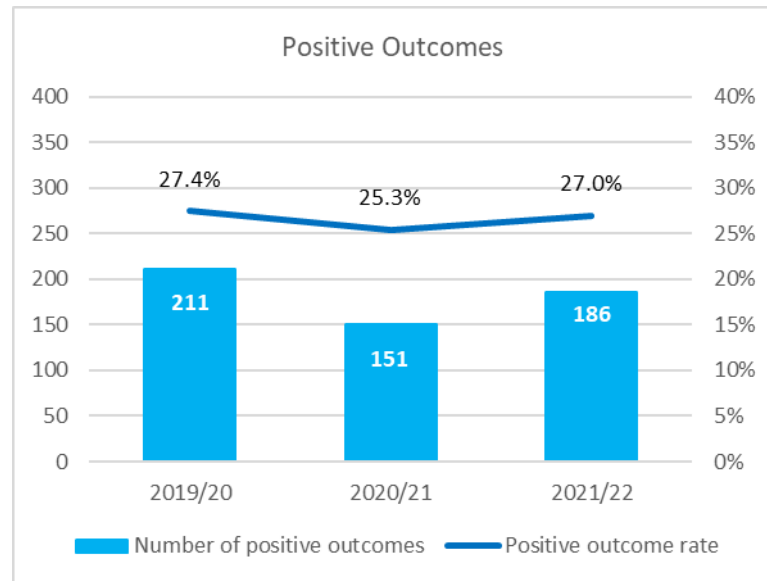


Figure 8: Avon and Somerset Police crime outcomes; positive outcomes (and rate) for **serious violence**; for the years 2019/20 – 2021/22.

NB this is the Home Office definition of serious violence which are offences that result in the death of a person, “endanger life” or “wounding offences”.

Grip funding

The Home Office awarded 18 forces *Grip* funding in order to help reduce serious violence. Avon and Somerset police received just under £774,000 in the last year. An important aspect of this funding was to conduct Pulse Patrols: these are short but frequent visible police patrols in areas with higher levels of violent crime (hotspots). The first seven months (from June to December 2021) were evaluated to understand how effective they were and if they were providing good value for money.

It is likely the use of Pulse Patrols in a Hotspot will lead to a decrease in violent crime. It is highly likely serious violent crime will fall or remain stable in Hotspots where Pulse Patrols have been carried out.

The decline in violent crime is in-part counterbalanced by an increase in violence surrounding the Hotspot areas. Some violent crime is likely to be dispersed to neighbouring areas by patrols as opposed to being prevented completely. However, the same dispersion cannot be seen with serious violence offences. It is highly unlikely that serious violence will merely be moved geographically by patrols. In the majority of cases where a Hotspot has seen a decline in serious violence, so too has its surrounding area.

It is unlikely that pulse patrols will increase occurrences of any other crime type. It is likely the use of a pulse patrol will lead to a decrease in Public Order Offences, Burglary, Theft, and Robbery. Where patrols work to reduce violent crime, they will also have a greater effectiveness to reduce these other crime types.

Given the above conclusions it is fair to say the Pulse Patrols were effective, albeit there were some hotspots that saw an increase in violence and more needs to be done to understand that.

Another benefit of these Pulse Patrols, which has not been measured, is the impact on public confidence. Visible policing is something we know is important to the public and there is a correlation between when a person last saw an officer and their confidence. So higher levels of visible policing like this will hopefully have improved public confidence also.

Operation Sceptre

In November 2021 Avon and Somerset Police took part in Operation Sceptre, a national week of action which sees police across the country intensify efforts to reduce the number of knives on our streets. Key highlights and successes of the operation include:

- 32 weapons sweeps resulting in the recovery of 16 knives
- 127 knives surrendered to bins across the force area
- 82 retailers visited in the largest test purchase operation Avon and Somerset Police have ever carried out, to check retailers' compliance with the law prohibiting the sale of knives to under 18s. 22 stores failed and sold a knife to a child. They have been, or will be, issued guidance and warning notices from officers
- 22 community meetings and educational visits to schools and youth groups including delivery of the Blunt Truth workshop – a collaboration with NHS partners
- 20 intelligence led high visibility patrols in areas of high demand
- Six community leaflet drops informing about the change to the Offensive Weapons Act – making items that were previously legal to possess in private now illegal
- Social media campaign with a reach of 150k impressions, using pop up ads in specific apps targeting 12-25yr olds, signposting them to anonymous knife crime reporting via Fearless.org

Violence Reduction Unit (VRU)

Another important work stream in this area are the VRUs. The PCC has successfully secured £1.16 million in additional grant funding, for each of the years from 2019/20 through to 2021/22. This grant was to set up and then maintain VRUs. In this third year the model continued, as it did in the previous two, with funding devolved to the five Community Safety Partnership areas based on population and levels of serious violence. All VRUs continued to be overseen through a Strategic Governance Group and an [Avon and Somerset VRU Annual Report can be accessed on the website](#).

In addition to the core funding two additional grants were secured totalling over £680,000. The first was for school inclusion approaches, ensuring that young people at risk of exclusion are given the support to stay in education. The second was to scale up and roll out trauma-informed training across the network of VRU partners.

Avon and Somerset VRU 2021/22 – working in partnership to tackle serious violence

- 923 young people at risk of serious violence discussed at multi-agency VRU meetings
- 851 young people at-risk or involved in violence have received targeted interventions
- 3469 young people receiving universal intervention through schools programmes
- 3269 contacts made with young people through detached outreach
- 727 professionals have received training on trauma-informed practice, as well as 78 attending further training for managers/supervisors.

The PCC has successfully secured VRU funding for the next three years, from 2022/23, at an increased level: £2.04 million; £1.53 million; and £1.51 million.

4. Neighbourhood crime and anti-social behaviour specifically burglary, car crime, robbery, theft, hate crime and rural crime

Acquisitive crime

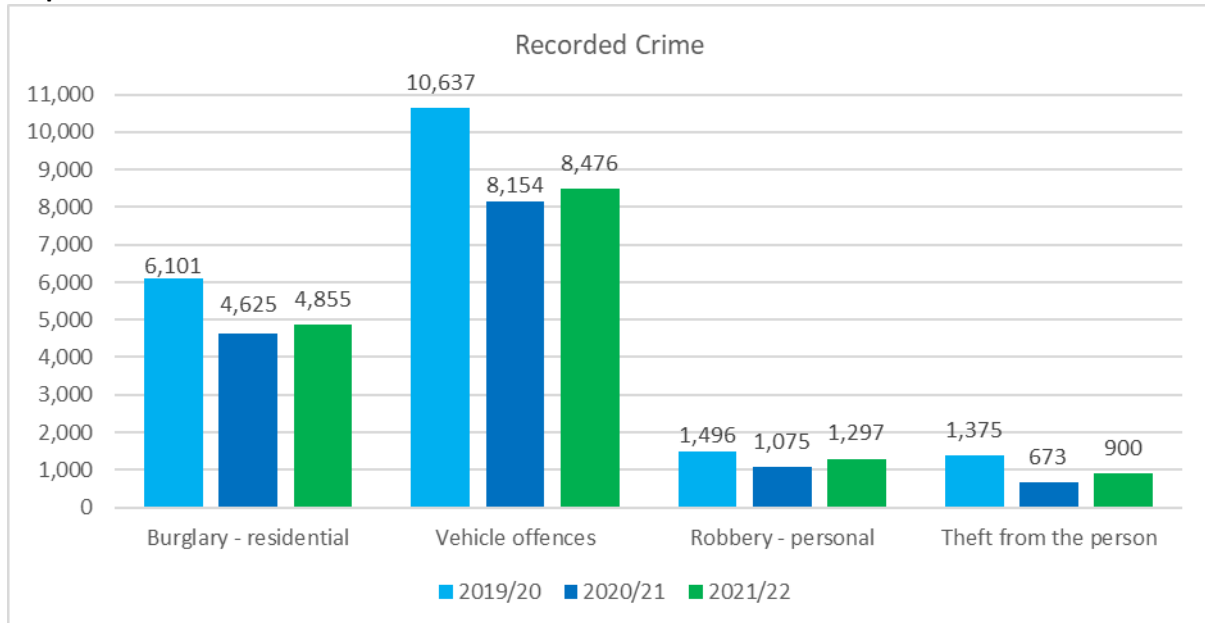


Figure 9: Avon and Somerset Police recorded crime for burglary (residential), vehicle offences, robbery (personal) and theft from the person; for the years 2019/20 – 2021/22.

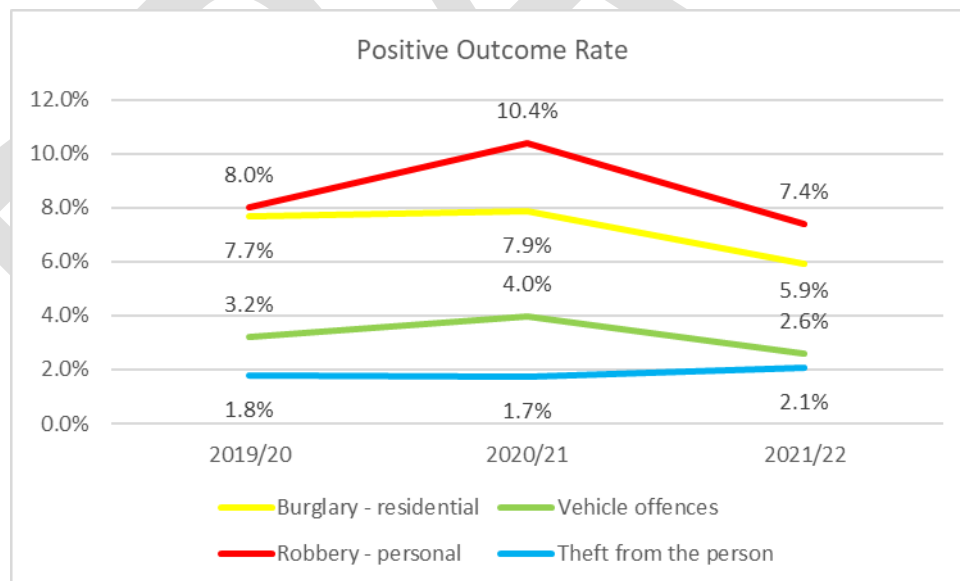


Figure 10: Avon and Somerset Police crime positive outcome rates for burglary (residential), vehicle offences, robbery (personal) and theft from the person; for the years 2019/20 – 2021/22.

There was a significant reduction in acquisitive crime in 2020/21 as a result of the pandemic and lockdown restrictions. Although the levels of crime have increased in 2021/22 they are still lower than the pre-pandemic.

Hate crime

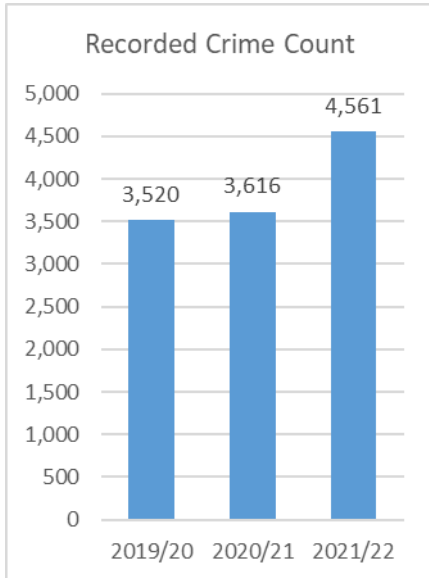


Figure 11: Avon and Somerset Police recorded hate crime for the years 2019/20 – 2021/22.

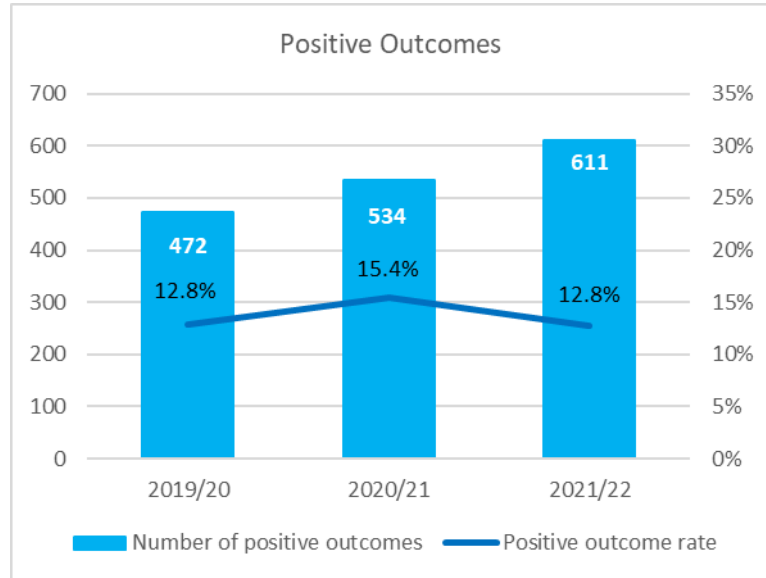


Figure 12: Avon and Somerset Police crime outcomes; positive outcomes (and rate) for hate crime; for the years 2019/20 – 2021/22.

Unlike overall crime, recorded hate crime increased during the pandemic. Hate crime has continued to increase at a national level as well as locally. In 2021/22 the number of recorded hate crimes in Avon and Somerset has increased by 26% to over 4,500 crime. The increases in crime are thought to be caused by a combination of more offending, more reporting to the police and better recording practices.

Although the positive outcome rate has decreased to pre-pandemic levels the number of positive outcomes has increased in line with the volume of crime.

A really important aspect of hate crime is to raise awareness of these incidents to encourage reporting and build confidence in different aspects of the community. The National Hate Crime Awareness Week provides an opportunity to do this. In October 2021, the two areas of focus were LGBTQ+ and disability related hate, due to increased offences and under-reporting. Events took place across the force throughout the week, including PCSO engagement in communities and a Twitter 'take over'. Inputs were also provided at schools and academies in Bristol, as well as engagement by 'Taxi Cop'. Avon and Somerset Police also joint hosted an online multi-agency conference with Stand Against Racism & Inequality (SARI), with Hate Crime Policy Lead from the National Police Chiefs' Council and the Mayor of Bristol delivering inputs. There was also a hate crime education and engagement event on Instagram.

Over the last twelve months, a number of other work streams have been completed to increase awareness and reporting of hate crime. In order to support those victims who speak little or no English, some short outreach videos were created in collaboration with Corporate Communications. These were designed to encourage communities across the force area to report Hate Crime. The videos feature a police officer or PCSO, with a member of the community. They deliver the key messages together. To date the videos have been created in Arabic, Punjabi, Somali, Urdu and English. These languages were selected to reflect the Constabulary's current priority groups. The videos were released in August 2021. This same format is being considered for other communities and groups, for example using British Sign Language and/or Makaton.

In addition to this, a Hate Crime TAC (tactical, advocate champion) network has been created to support hate crime. The PCSO/PC 'tier' of this network are tasked to undertake community engagement to increase awareness of hate crime and improve public confidence in the Avon and Somerset Police's commitment to dealing with it appropriately. This includes work through schools, football units, places of worship and community groups.

It is also worth noting that Avon and Somerset Police are one of three forces – with Hampshire and West Midlands – piloting a Hate Crime Out of Court Disposal. This pilot has been running since July 2021. Referral numbers have been lower than initially anticipated with only 12 referrals. It will be important next year to consider how this pilot can be better utilised to be able to test the effectiveness of it and understand if it is preventing further hate crime offences by those referred. To this end a piece of work will be undertaken to identify those missed opportunities where cases could have been referred.

Rural crime

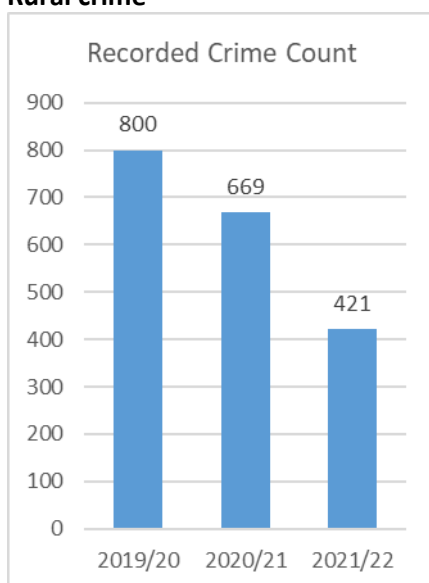


Figure 13: Avon and Somerset Police recorded rural crime for the years 2019/20 – 2021/22.

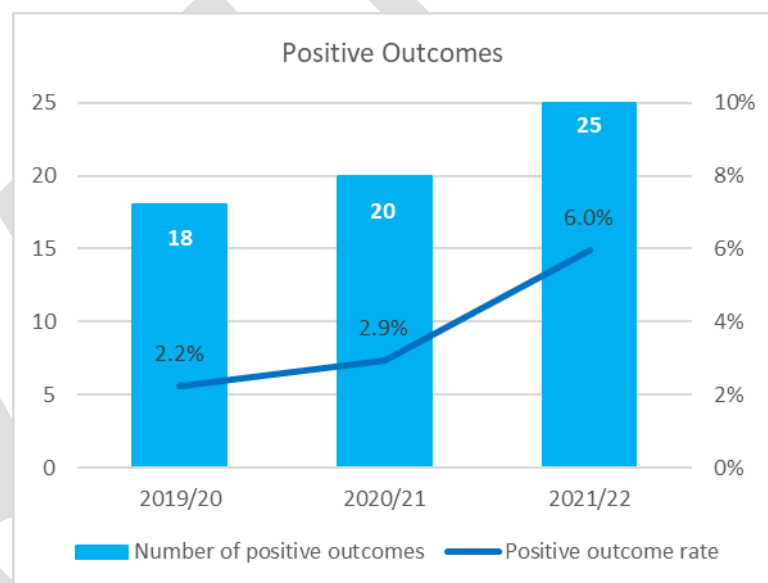


Figure 14: Avon and Somerset Police crime outcomes; positive outcomes (and rate) for rural crime; for the years 2019/20 – 2021/22.

About two thirds of rural crimes are acquisitive crimes. All acquisitive crimes reduced as a result of COVID lockdowns. However the further significant reduction in rural crime in 2021-22 is not in keeping with other crime and was likely due to the crimes not being flagged as rural when they should have been.

In the last year the positive outcome rate for rural crime has more than doubled from 2.9% to 6%, although this is against a backdrop of fewer recorded crimes.

Unlike some other forces Avon and Somerset does have a dedicated Rural Affairs Team, within Neighbourhood Policing, consisting of a Sergeant, two PCs and a PCSO. Recognising this new area of focus for the PCC a new Superintendent took the lead for Rural Affairs in May 2021. It has also been agreed that two additional officers will be assigned to the Rural Affairs Team as part of the Uplift programme. However due to the sequencing of officer placements this has not happened in the last year but will need to be implemented in the coming year.

In July 2021 a new Avon and Somerset Police Rural Affairs Delivery Plan was launched. The overarching aim of this is for rural communities to have more trust and confidence in the police and some of the key actions are below.

- Improve training and internal communications about rural affairs.
- Improve collection and analysis of rural crime data.
- Co-ordination of force resources to tackle rural crime.
- Increased collaboration across the South West forces with a focus on disrupting Organised Crime Groups.
- Better crime prevention by upskilling the workforce and working with partner organisations and community groups like Farm Watch.

Case study: theft and dishonest handling of property from farms across west Somerset

Two men from Bridgwater both pleaded guilty to the charges after a thorough police investigation. The offences were a number of high-value thefts that took place during the first half of 2020 including thefts of quad bikes and trailers, a 4x4 vehicle and a motorhome with a combined value of around £45,000.

The pair appeared at Taunton Crown Court for sentencing in February 2022 and one was sentenced to 16 months imprisonment, suspended for two years. He was also made subject to an overnight curfew and fitted with an electronic tag. The other was given a Community Order for 180 hours and disqualified from driving for two years.

Superintendent Dickon Turner, Somerset Commander and Rural Affairs lead, said: “this conviction is a result of hard work by the Sedgemoor neighbourhood team, Rural Affairs Unit and our dedicated burglary officers. A thorough, intelligence-led investigation, assisted by members of the Somerset Farmwatch community, has resulted in the disruption of serious criminal enterprise and enabled the recovery of high value stolen property, which we were pleased to be able to return to its rightful owners.”

Anti-social behaviour (ASB)

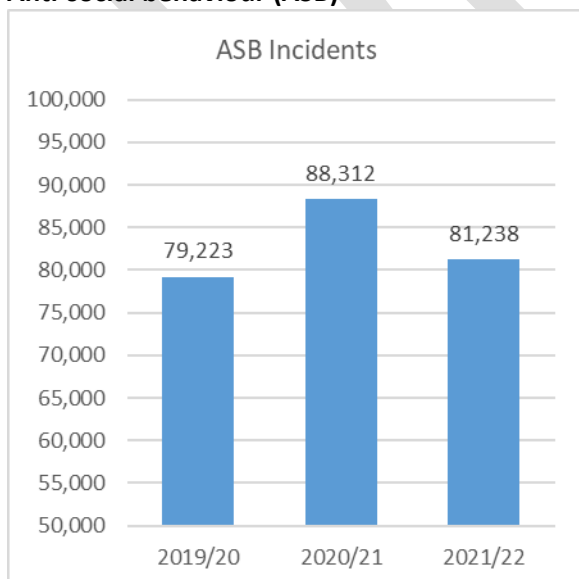


Figure 15: Avon and Somerset Police recorded ASB incidents for the years 2019/20 – 2021/22.



Figure 16: Avon and Somerset Police recorded ASB victim satisfaction rate for the years 2019/20 – 2021/22.

Unlike recorded crime, ASB incidents grew in 2020/21 by 11.5%. They have returned to lower levels in 2021/22 as pandemic restrictions were eased.

Over the last year there has been a small increase in resource in the ASB teams particularly focussed in high demand areas. This has also been supported by some additional funding working with local authorities in Bristol and Somerset. The police have also been working with all local authorities to try and build a more consistent approach to dealing with ASB associated with the street community and ensuring appropriate support is available. This links with the engagement Avon and Somerset Police have had with the Home Office about replacing the Vagrancy Act with updated legislation.

Case study: closure order for Bristol property linked to drug crime and ASB

Avon and Somerset Police ASB, Legal Services and Neighbourhood teams worked together with partner agencies to apply to magistrates to close 44 Comb Paddock in the Henleaze, after it was repeatedly linked to drug crime and anti-social behaviour. The order was granted to last for three months.

The application outlined how, since 2017, drug related activity linked with the property had resulted in numerous instances of disorder and had caused local residents to 'live in fear'. In April 2019, a search warrant was executed at the address in which a Taser device, class A drugs and other drug paraphernalia were recovered. The following month, neighbours reported an altercation late at night which resulted in significant criminal damage to the property. In 2021, police received a number of reports of drug dealing with many people coming and going from the property. Drug activity also expanded to the lane outside and a large 'rambo knife' discovered in bushes near the property was suspected to be linked to criminal activity there. A further search warrant executed at the address in November 2021 resulted in the recovery of numerous phones, a machete, a large amount of cash and suspected class B drugs.

Officers attempted to work with the registered tenant and an Acceptable Behaviour Contract was agreed, but this was subsequently breached on multiple occasions.

Local residents also contributed to the application for the order, telling magistrates how they were subjected to daily anti-social, and occasionally violent, behaviour by a constant stream of people attending the property throughout the day and night.

Chief Inspector Robert Cheeseman said: "Drug use and supply, and related crime and anti-social behaviour associated with this address has had a huge negative impact on local residents.

"We are grateful to the community for providing us with the information we needed to execute warrants at the address and gather the evidence required to present a robust case at court."

Over the last year a lot of work has been done by Avon and Somerset Police to develop a new ASB Service Standard. This standard sets out an enhanced level of service for victims of ASB ensuring greater follow-up from Beat Managers. This follow up should also allow for better identification and recording of crimes and vulnerability of victims. This new standard is due to be signed off in quarter two of the coming year.

Neighbourhood Policing

As a team, neighbourhood policing has a much broader role than the crime and ASB talked about above this includes prevention, engagement and citizens in policing. Neighbourhood policing have roles which support the administration and coordination of the Watch schemes.

Case study: Neighbourhood Watch supporting communities after Storm Eunice

In February 2022 Storm Eunice hit the UK and was one of the worst storms for decades with considerable impact for local communities. Neighbourhood Watches were asked to support the work being done by the police, the army, utility services and other agencies. Members of Neighbourhood Watches asked to check on the residents in their area and also give an indication of which areas were without power, allowing the services to send help to the areas in most demand. Co-ordinators were making contact with their residents and bringing them into their own homes if they were vulnerable. They even identified a man who had just come out of hospital with stomach cancer, who was being fed through a tube, but had no electricity. Had he been left until power was restored, some two days later, he may have been in a very bad way; they were able to get him a generator, which kept him being fed.

The schemes came together to help each other in a real sense of community. All of this would not have been possible without the Avon and Somerset Police staff members who gave put in long and additional hours to coordinate and support this.

Another important prevention function within Neighbourhood Policing are the Designing Out Crime Officers (DOCOs). This team review planning applications across the force area, liaising extensively with city and urban planners, architects, lighting specialists, licensing and counter terrorism to implement design and security measures mitigating the opportunity for crime and disorder in new developments, regeneration projects and change of use applications. The specialist training and knowledge of the DOCOs, along with official police security initiatives, work to improve the security of buildings and their immediate surroundings, providing safe places to live, work and visit.

Case study: Brabazon Arena and associated development, Bristol and South Gloucestershire

The development is vast and – in addition to the 17,000 capacity arena – current proposals include 6,500 dwellings; several schools, nurseries and other educational establishments; pubs, bars and nightclubs; three hotels; a railway station; and many other business premises and community facilities such as doctors' surgery, library, and a community centre.

The team have been working on this since 2018 and the work undertaken includes significant consultation with counter terrorism colleagues, estates, operations planning, licensing and neighbourhood officers, along with regular meetings with the applicant, architects, their security specialists, and planning officers, to ensure the required resources and infrastructure are considered by the developers. This will address the requirement for the developer/applicant to comply with the safety and security requirements of the National Planning Policy Framework (NPPF) and also addressing crime prevention through environmental design (CPTED) principles to mitigate the long term impact on crime and disorder of this development and the demand on police.

5. Fraud and cybercrime

Avon and Somerset PCC

The PCC has taken on the Association of Police and Crime Commissioners (APCC) lead role for Economic and Cybercrime (which includes Fraud). The PCC, with his deputies, are able to influence at a national level and represent the views of PCCs through the following forums:

- Fraud and Cybercrime Reporting and Analysis Service (FCCRAS) – is the next generation procurement process to update the current mechanism – Action Fraud and National Fraud Intelligence Bureau – for reporting and analysing public reporting of fraud. The PCC is a member of the programme board that oversees the process.
- Fraud Performance Oversight Board (FPOB) – set up by the Home Office in order to monitor the work of the City of London Police as the National Lead Force for fraud. The PCC is a member of this Board.
- Justice Committee Inquiry into the approach of the criminal justice system to fraud – the APCC submitted a response to this inquiry and the PCC attended an oral hearing.
- The APCC leads jointly wrote to all PCC colleagues, in January 2022, asking them to improve their police force's response to fraud and setting out steps they might take to do so.

In addition to the above the PCC has continued to amplify national crime prevention messages and campaigns through links with local communities and partners and on important dates e.g. Black Friday or Valentine's Day for relationship fraud. The PCC has also responded to local and national media enquiries to raise the profile of fraud and supported and promoted the important work of the South West Cyber Resilience Centre who protect small/medium sized businesses from cyber-attacks and cyber enabled fraud.

Avon and Somerset Police

The Vulnerable Victims of Fraud Co-ordinator (VVFC) triages and assesses the level of policing response required for victims; in one year the VVFC contacted 1079 victims. All victims showing as 'some' or 'enhanced' vulnerabilities will receive support and advice from Avon and Somerset Police. This will take the form of fraud advice by phone or letter; an in person visit from the Neighbourhood Policing Team; or an in person visit from Fraud Protect Officers. In combination with the Volume Fraud Team and Fraud Protect Officers, established in the previous year, the re-victimisation across Avon and Somerset has reduced by 9% since quarter four of 2020/21.

Throughout the last year the team have also continued to raise awareness and engage with the public on this topic: including at community events, through universities and various forms of media such as social media, local and national radio, Neighbourhood Watch scheme and local GP newsletters.

Case study: Gift card scams

Avon and Somerset Police has identified and supported a number of fraud victims thanks to a new partnership with supermarkets designed to help prevent scams.

Fraud Protect Officers launched the initiative back in April 2021 after seeing a noticeable rise in scam cases where romance fraud victims were being asked to purchase gift cards instead of sending money in the more typical ways. The team has since been contacted multiple times by stores who have recognised the signs of customers being coerced into buying gift cards by fraudsters.

Sainsbury's in Taunton contacted police in May amid concerns for a shopper who had made several purchases of Steam cards totalling £140. When officers made contact with the victim, it transpired they had been contacted by several people via a gaming app claiming to be single mothers unable to feed their children. In total, he parted with approximately £2,000.

That same month, a customer who had bought a number of Steam gift cards over a period of weeks then tried to buy a £500 voucher. When approached by staff at Argos in Street, she said she had been asked to buy them for a man living in America who wanted to marry her. Officers made contact with the victim and established she was the victim of romance fraud. She had been in conversation online with someone with a fake profile and had sent a total of £4,000 to the fraudster.

Since then, under Project Raven, Avon and Somerset Police has been working closely with supermarkets across Avon and Somerset to educate store staff around the threat posed by 'gift card scams' and how to refer possible victims to police, preventing loss of monies to fraudsters.

This initiative helps Avon and Somerset Police target romance fraud, which is one of the most reported frauds in the UK. This type of proactive work allows for disruption of the fraudsters' activities: stopping communication with victims, and stopping them from benefiting financially from the fraud.

6. Road safety

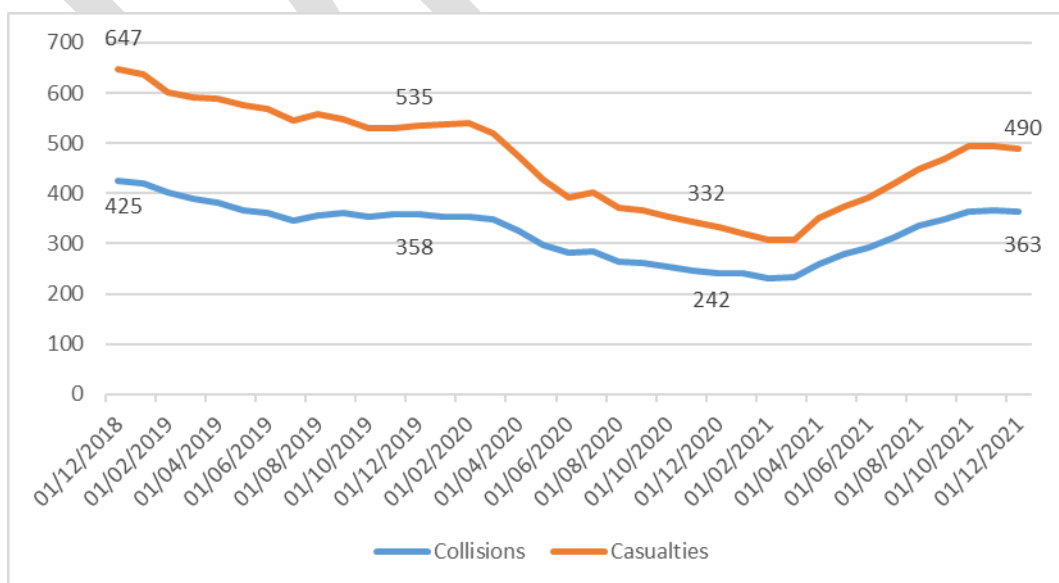


Figure 17: number of people killed or seriously injured (and the number of collisions) in road traffic collisions in Avon and Somerset per year from 2018 – 2021.

The significant reduction in 2020 from the previous year was as a result of the pandemic and lockdowns. The 2021 figures have returned to similar levels to pre-pandemic.

Third Party Reporting

The development of Third Party Reporting is seen as the single biggest influence on road safety for a number of years; this is where members of the public submit video evidence to the police e.g. dash-cam footage. Avon and Somerset Police are recognised nationally as one of the leading forces in this area of road safety. In 2021/22 there were 3,907 reports resulting in 2,275 warning letters and 1,617 Notices of Intended Prosecution. Planning is also underway to ensure additional resources are being put in place to be able to continue and effectively respond to this demand.

Community SpeedWatch (CSW)

Following feedback and consultation a new Neighbourhood Policing CSW Service Level Agreement was put in place in early 2022. There are now over 1,700 volunteers signed up to support CSW, this is up from approximately 1,400 3 years ago. In 2021/22 there were 4,573 sessions conducted and 58,789 letters issued which is more than the year before the pandemic (3,066 sessions and 35,993 letters).

Other updates

An additional experienced roads policing officer has joined the Road Safety team to help address and respond to community road safety concerns.

Avon and Somerset are part of Operation Tutelage: a national programme that targets uninsured drivers. Recent developments here now enable the police to identify and respond to offenders who are using the roads with no insurance, no tax and/or MOT.

Throughout the last year a local partnership initiative has been running called [Raise Your Ride](#). Avon and Somerset Police have worked with Somerset Road Safety to put on courses, run for motorcyclists by motorcyclists, where attendees will be introduced to the police system of motorcycle riding including cornering, reading the road, overtaking and planning and hazard avoidance.

Priority 2 – Engaging, supporting and working with communities, victims and partner organisations

1. Public engagement - particularly with underrepresented groups

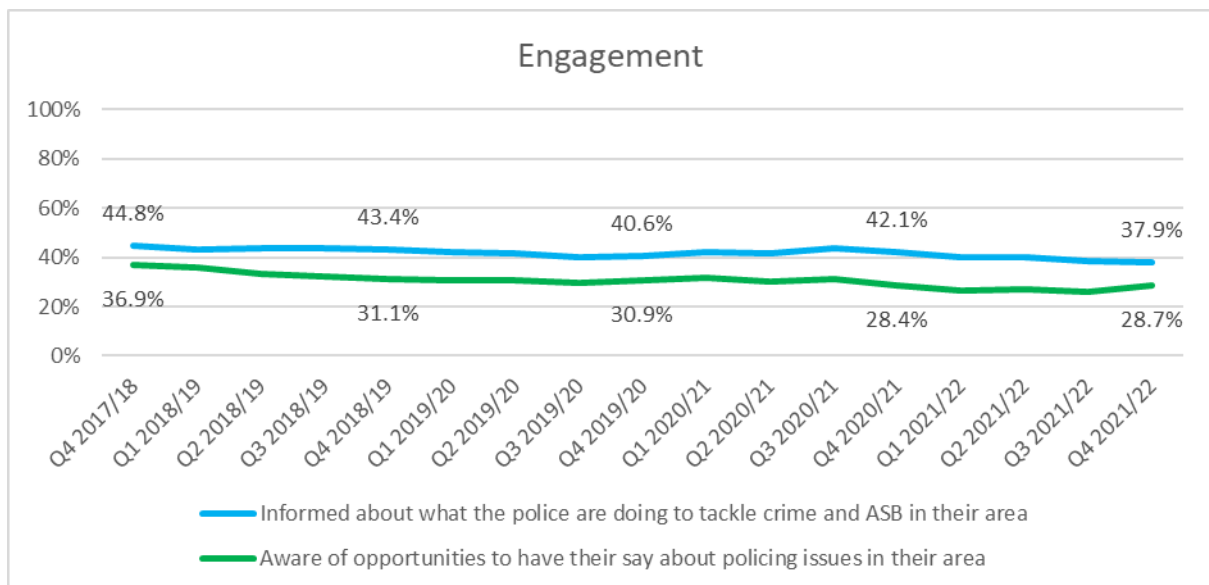


Figure 18: people that feel informed about what the police are doing to tackle crime and ASB in their area and people that are aware of opportunities to have their say about policing issues in their area; as measured through the local police and crime survey.

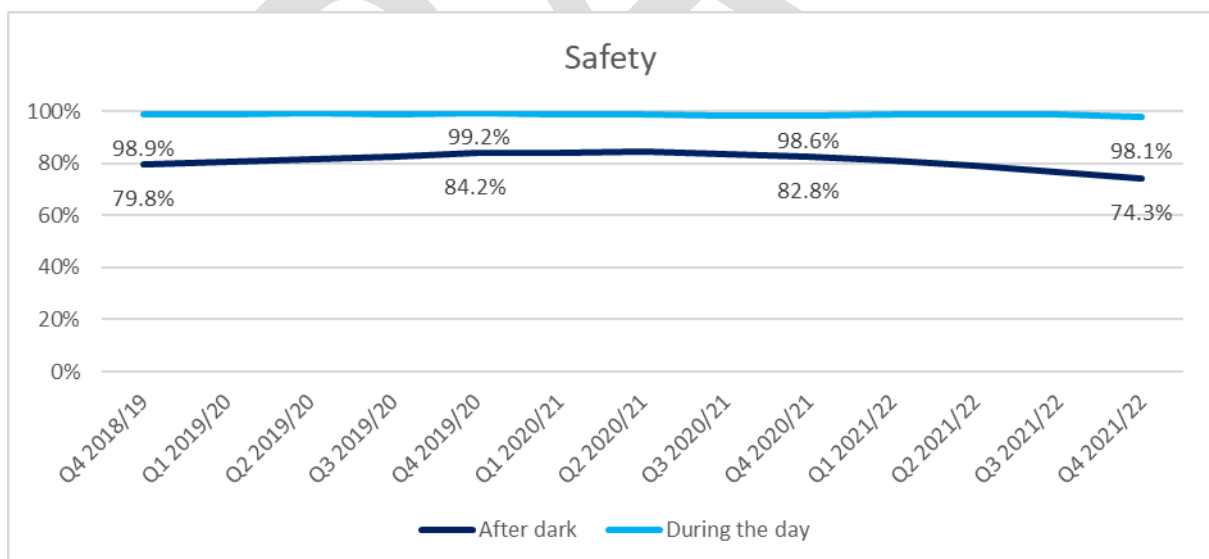


Figure 19: people that agree they feel safe in their local area as measured through the local police and crime survey.

Avon and Somerset Police have an engagement plan structured around three elements:

- Informing – this is first step and is about the police ‘doing the talking’ to let people know about crime and policing and providing useful information.
- Consulting – this second part really focuses on listening; this is about involving the public in policing issues and ensuring that policing is done with the community and not just done to the community.

- Co-operating – this is mainly about citizens in policing (which are covered in the below ‘area of focus’).

The ‘consulting’ element is where the engagement work is being prioritised. The need for this is supported by figure 18 which shows that the number of people aware of opportunities to have their say about policing issues is about 11% points lower than the number who feel informed about what the police are doing to tackle crime and ASB.

The police regularly engage with community leaders and have built relationships with them to facilitate engagement which can help during times of crisis and adverse incidents. As with any person or organisation the police will continue to make mistakes. When they do it is really important these are properly addressed and the community feel they are involved in this. In the last year the Bedminster bus incident was one such example where this consultative approach with the community has been really important to address the concerns raised.

Independent Advisory Groups (IAGs) – which are made up of members of the public – provide an important conduit for this consultation. Avon and Somerset Police run IAGs across their local policing areas as well as a Strategic IAG, and IAGs for women and Counter Terrorism. IAGs meet a number of times a year to discuss topical issues but representatives are also involved in specific initiatives and pieces of work. An example from the last year involved the women’s IAG being involved in the planning work to police protests, particularly around male violence against women and girls. This allowed for the community input at an early stage to help ensure these protests were policed in the right way. This is the space that Avon and Somerset Police want to move into more ensuring people can have their say as part of normal business and not just relying on this engagement when something has gone wrong; good relationships are built outside of times of crisis.

Avon and Somerset Police are also ensuring their engagement focuses on people and communities that the police have traditionally struggled to engage with. They are beginning to establish a Youth IAG and ensuring the young people representing this group are not just selected by the police but are working with others in the community to choose the right people. In addition to this the police are increasing their engagement in spaces where they know young people will be, especially those that may have negative perceptions of the police; examples include Empire Fighting Chance boxing club and Trojan Free Fighters club.

It is also acknowledged that Black, Asian, mixed and minoritised people often have lower levels of confidence in the police and experience disproportionality in the service they receive (discussed below in areas of focus 4.1 and 4.2). For this reason engagement has also been focussed on these communities. Bristol East is the most ethnically diverse area of Avon and Somerset and this is where additional engagement work has started. The neighbourhood team in East Bristol conduct ‘walking tours’ with the workforce, particularly new officer recruits, in order that they can see and meet people in the community; this also includes visiting places of worship for the world’s major religions.

The Rural Affairs team also continue to engage directly with farmers and connected communities by attending rural shows (e.g. Royal Bath and West), contributing to the Rural Affairs Forum, offering crime prevention advice, servicing the popular and slowly growing Farm and Horse Watch schemes. The team are also engaging people through social media and these interactions have actually helped Avon and Somerset Police recover several items of stolen equipment in the last year.

The pandemic restrictions also drove the importance of digital engagement and the neighbourhood teams were supported by Corporate Communications to improve their social media engagement including online beat surgeries and engaging with online community groups. The neighbourhood

teams Facebook pages were only created in November 2020 and by March 2021 had 73,000 engagements. Across the first whole year (2021/22) these pages had 176,000 engagements. The single highest month for engagements was May 2021 which is when most content was put out by the teams which shows the importance of regular content. The Corporate Communications team have been using this data and evidence to learn from and try and maintain and improve on this digital engagement.

2. Special Constables and citizens in policing

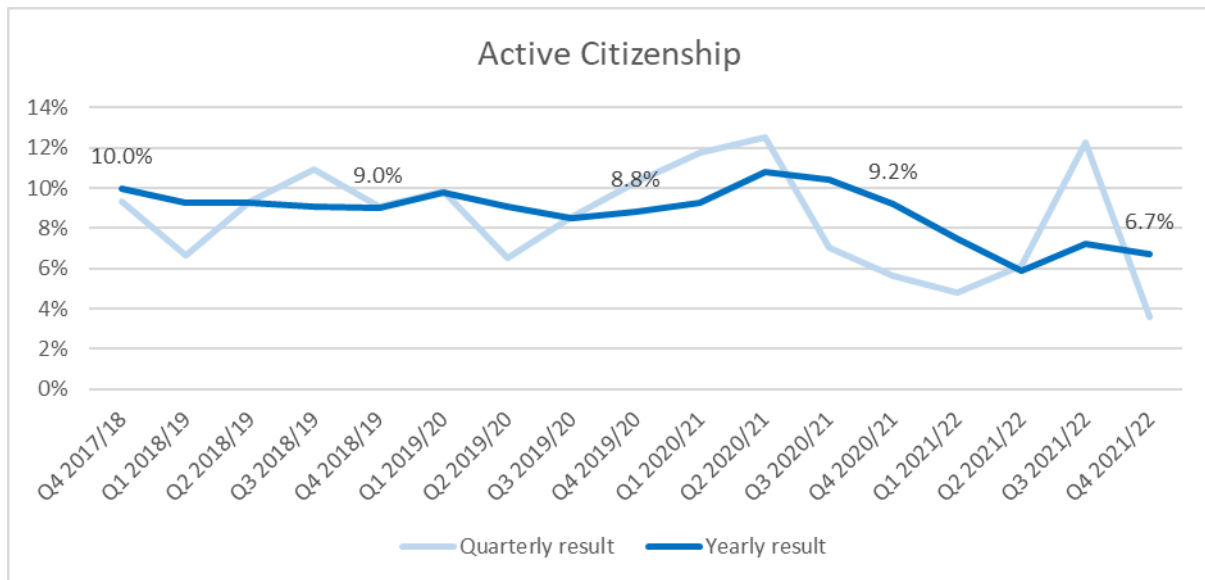


Figure 20: people engaged in active citizenship in Avon and Somerset as measured through the local police and crime survey.

People who volunteer their time are a critical part of policing; enriching the organisation with their unique talents, skills and experiences, their ongoing contribution and commitment helps us to deliver a better service to the public and make Avon and Somerset a safer place to live, work and visit.

The volunteers include Special Constables, who are warranted police officers with the same powers as employed police constables. They perform a range of important frontline policing duties including responding to calls for help from the public, neighbourhood policing and patrols, roads policing duties and supporting policing operations such as our Christmas anti drink/drug drive campaign. At the start of the year there were 314 Specials and this had reduced to 291 by the end of the year. There were two main reasons for this reduction: firstly there were a number of long serving Specials who retired. Secondly there is less organisational capacity to recruit Specials with the focus on the large scale recruitment of regular officers through Uplift. This smaller number is expected to continue over the coming year and the focus of Avon and Somerset Police is to ensure they are able to better support smaller numbers and build on the capability they add to the organisation. Despite the smaller number of Specials the hours contributed were greater than the year before the pandemic.

Case study: Special Constables help meet demand on busy Friday nights in Bristol

A dedicated team of Specials has been set up in Bristol city centre to tackle Anti-Social Behaviour and other crimes associated with the night-time economy. Initially, it was set up to fill a gap in resourcing before the full night time economy operation commences. Each week the team commence high-visibility foot patrols from 6 p.m. to midnight. Over a programme of regular patrols, they have proved successful, with outcomes involving a number of arrests; responding to public order incidents, violence and traffic offences; responding to issues of mental ill-health and concern for welfare.

Bristol North Central Neighbourhood Police Inspector Adam Dolling said: "I am extremely grateful for the ongoing hard work of the special constables and for the invaluable support they have offered the Bristol Central Neighbourhood team. The city centre can be a challenging environment to police at times, especially since the re-opening of the night-time economy at the end of last summer. They continue to tackle a number of tough issues with notable energy and enthusiasm, providing a reassuring friendly face to the public as they strive to make the city a safer place. My own team of officers have benefitted considerably from the Special Constabulary's regular contribution in dealing with heavy demand."

Table 1: total duty hours contributed by Avon and Somerset Police Special Constables and Police Support Volunteers for the years 2019/20 – 2021/22.

	2019/20	2020/21	2021/22
Special Constables	73,273	81,523	80,345
Police Support Volunteers	12,934	8,611	12,387

Police Support Volunteers (PSVs) work with a host of other roles. Significant support has been provided by our volunteer drivers who deliver and collect items and transport police officers and exhibits to and from court and our chaperones who provide support and guidance to people attending identification parades. Our volunteer cadet leaders provide support to young people across five units through a varied and police focused programme. The Black Police Association (BPA) engage with communities to give them a better understanding of their police service, help support their local communities and give them the confidence to pursue a career within the constabulary. Their work is supported by BPA volunteers who also provide reach into communities who have historically has strained relationships with local police. Many of these roles have opened to recruitment and we looked forward to welcoming more police support volunteers. At the start of the year there were 196 PSVs and this had increased slightly to 202 by the end of the year.

Police cadets are aged 13-17 across Avon and Somerset who are learning about policing, helping people in their local communities and volunteering alongside police officers and PCSOs at public events. In person cadet activities were paused, because of the pandemic, from March 2020 and only resumed in October 2021. The number of cadets reduced over this time and this had been compounded by challenges in recruiting adult volunteers to help run the cadets. Despite only being active for half of the last year they have used the time to increase their knowledge and understanding of the communities they support. They represented Avon and Somerset Police at remembrance parades across the area, volunteered their time raising awareness of local priority crimes in their communities and took part in numerous test purchases including Op Sceptre in November 2021 when they completed over 80 visit to retailers in one day.

Mini Police is an innovative police engagement programme, aimed at children aged 8 to 11 years old, which is delivered in schools with the support of local PCSOs. The scheme provides a fun and interactive way to introduce children to a positive experience of policing and to get them involved in the local community. This scheme was also affected by the pandemic restrictions and went from 48

schools to fewer than 10 in April 2021. However over the last year this has started to be rebuilt and by the end of the year there were 38 schools participating.

3. Supporting victims of crime and anti-social behaviour

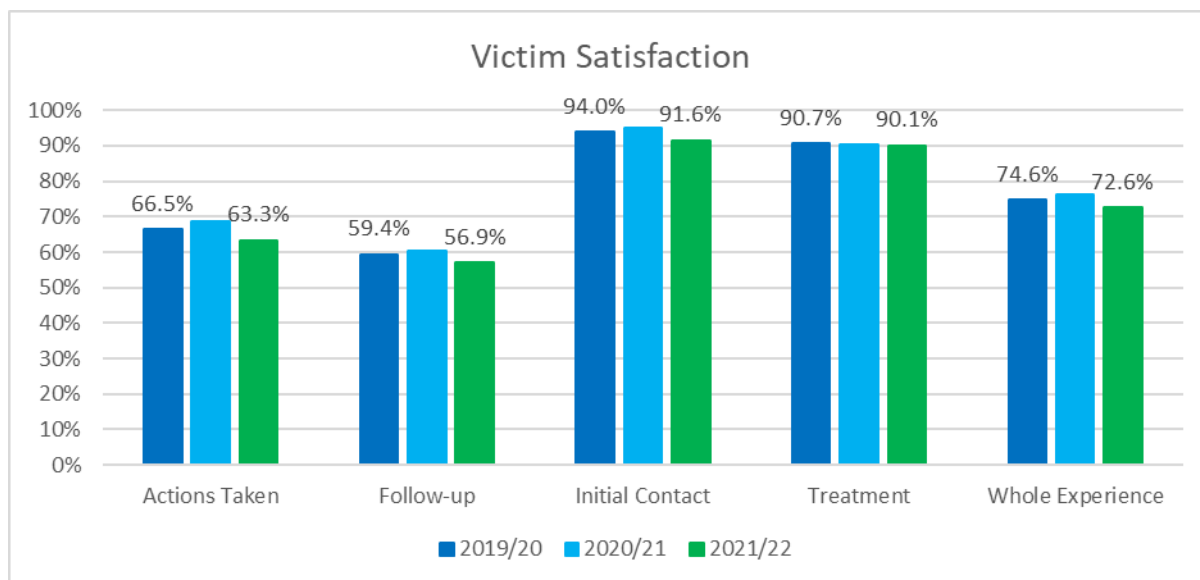


Figure 21: Avon and Somerset Police victim satisfaction for the years 2019/20 – 2021/22.

As can be seen from the above graph there was a small increase in people’s satisfaction with Avon and Somerset Police during the first year of the pandemic followed by a decrease in the most recent year.

There are also continue to be significant variations across the aspect of service being surveyed. Follow-up and actions taken are the lowest and these negatively impact people’s overall experience. There are four measures which provide insight here: no victim contact after 5 / 28 days and no review after 7 / 28 days. Over the last 400 days all four of these measures have decreased two of which with a measurable downward trend (i.e. this is positive as there are fewer cases with these outstanding). This was recognised and why investigative standards and victim contact were identified as two of the performance priorities (discussed in 4.6 below). These areas have been a focus for the operational teams with supervisor oversight and reviews being critical to move this forward.

Victim support services

The PCC commissions a number of victim support services which are available for victims irrespective of whether they report their crimes to the police. The PCC receives regular grants, from the Ministry of Justice, for this purpose. During 2021/22 – the services commissioned with this core funding – have supported over 21,200 victims. Services are available for a broad range of victims and there are specialist services for sexual offences and children. In addition to this core funding the PCC’s office also apply for additional funding when made available. In 2021/22 almost £1.6 million of additional funding was achieved which went to support nearly 8,500 victims. The additional funding saw considerably more resource for victims of domestic abuse and sexual violence including Independent Domestic Violence Advisors (IDVAs) and Independent Sexual Violence Advisors (ISVAs). This additional victim support complements the other focus areas such as Bluestone and broader male violence against women and girls.

Sexual Assault Referral Centre (SARC)

NHSEI Health and Justice South West is the lead commissioner for the Avon and Somerset SARC, with the OPCC and Constabulary co-commissioners funding part of the core service and forensic medical examiners respectively. The Avon and Somerset SARC is based in Bristol and also serves children and young people from Gloucestershire, Swindon and Wiltshire as a regional Paediatric Centre of Excellence. A new contract due to commence 1 October 2022 will bring these two previously separate elements together into an integrated service for the first time and transfers the contract management responsibility for the forensic medical element (currently managed by South West Police Procurement) to health. The awarding of this contract comes after over two years of planning and a robust procurement process led by the NHS Commissioning Support Unit. The seven year contract brings stability to this vital service and allows for service development to meet national standards and ever increasing demand as well as improve access. The work support by the OPCC won the award for Best Procurement Delivery – NHS and Healthcare Organisations at the Government Opportunities (GO) Excellence in Public Procurement Awards 2021/22.

4. The criminal justice system

Court Backlogs

Time taken for cases to reach court is a longstanding challenge that pre-dates the pandemic. Court closures during the pandemic made the situation worse. The result is both an unacceptable delay in offenders being brought to justice, and a detrimental impact on victim experience, as highlighted in the PCC's postbag, causing additional distress and risking victim attrition – choosing to drop out of the process altogether. This is a national challenge, exacerbated by a reduction in sitting days in 2019. Despite the focus on managing the backlog and COVID-19 recovery, a substantial challenge remains, with a national target to reduce the number of live Crown Court cases to 53,000 by March 2025, which as of May 2022 was still at 58,000. This illustrates the impact on demand and capacity and the scale of the continued challenge faced across the criminal justice system.

As Chair of the Local Criminal Justice Board (LCJB), the PCC has had a key role in galvanising partners to work together in response to this challenge at a local level. A strong partnership approach through weekly, then monthly LCJB meetings during the pandemic has placed Avon and Somerset in a strong position responding to the challenge. This is evident in the number of post-pandemic Crown Court cases: nationally the number of cases in the system grew by 45% whereas in Avon and Somerset this number of outstanding cases has only grown by 17% in the same period. Working together around a single focus – to effectively tackle the backlog, embrace innovation and use of technology where appropriate, allow for contingency planning and put in place effective management of priority cases through the system – has cemented strong and effective partnership working, providing firm foundations as LCJBs are placed on a legal footing and the PCC role in criminal justice is set to grow.

Lack of data to enable oversight of the criminal justice system at a local level has presented a barrier in effective partnership working, a lack of data from HMCTS presenting a particular challenge in being able to see the true picture of timeliness and managing backlogs. The recent publication of a new national and local CJS scorecard will provide a valuable tool to support PCCs in working together to ensure an efficient and effective criminal justice system, improving transparency, understanding demand, and driving forward improvements as enhanced partnership responsibilities take effect over the coming year.

Police Investigations

The police are the gateway to the criminal justice system and it is essential that they conduct good quality investigations that put victims at the heart of the process while also ensuring due process for suspects, to uphold the right to a fair trial. They also need to do this in the most efficient and effective way possible.

In the last year Avon and Somerset Police conducted a root and branch review of their teams that support investigations that can (or may) progress through the criminal justice system. Although it is too early to provide the details in this report the proposed changes have come about through consultation with officers and staff involved in the process and really looks to ensure that investigators are properly supported by civilian staff so there is an appropriate division of labour with the aim of driving up file quality and therefore more timely and successful prosecutions.

5. Reducing reoffending

Integrated Offender Management (IOM)

Over the last year Avon and Somerset Police Integrated Offender Management (IOM), together with partners, have continued to manage approximately 3000 people. At the same time IOM has been through a transformation programme embedding new nationally recognised cohorts according to the [national IOM strategy](#). Locally the cohorts include the following:

- Fixed (previously IMPACT) – Neighbourhood Crime / Serious Acquisitive Crime including robbery, burglary, theft of/from motor vehicle.
- Flex – 18–24 year olds who are in transition between Youth Offending Team and Adult Services; and Electronically Monitored offenders (GPS tag upon release from prison).
- Free (previously IRIS) – high harm and high risk sex offenders, gang members, OCG members and domestic abuse high harm cohort. This also includes the high volume cohort of MOSOVO.

Avon and Somerset IOM are also one of six pathfinder forces to be using Electronic Monitoring of Acquisitive Crime offenders (ACEM). Initial signs indicate this is changing behaviour of those previous prolific offenders and has been used to prove or disprove their role in criminal offences. Avon and Somerset Police were the first force to use this technology to support the prosecution and conviction of a prolific burglar.

Drive

This specialist domestic abuse perpetrator programme which operate in various areas across the country. It was first used in a three year trial (in areas outside of Avon and Somerset) which was subject to independent evaluation by the University of Bristol.

Given their previous success the PCC supported funding of this scheme to be set up in South Gloucestershire. The team were established quickly and ahead of schedule in spring 2021. Early outcome data suggests that over the past year there have been 29 closed cases. Out of these cases abuse continues to significantly reduce across all categories:

- Physical abuse reduced by 60%
- Sexual abuse reduced by 71%
- Harassment and stalking behaviours reduced by 46%
- Jealous and controlling behaviours reduced by 43%

Worth noting that Drive service users are the most prolific and high-harm offenders. 84% of them commit multiple / repeat offences. While on Drive this reduces to 41% meaning 29 women to date

being saved from abuse. Avon and Somerset Police also use a harm score to take into account the seriousness of an offence: after completing the Drive programme harm has been halved.

Ready for release

The Ready for Release team was set up in spring 2021 and have seen 602 inmates who they have helped resettle back into the community on completion of their sentence. This unique 'through the gate' service based at HMP Bristol have offered support and guidance in the following recognised pathway areas with a view to supporting effective resettlement and therefore reducing further offending:

- Accommodation
- Education training and employment
- Finance
- Substance misuse
- Relationships
- Health and wellbeing

6. Collaboration and partnership working

South West Police and PCC Collaboration

In a significant new approach – whose direction has been set by the five PCCs – police across the South West have combined their operational powers to tackle cross border drugs supply activities.

Operation Scorpion took place from the 7th March 2022 and across the South West led to:

- 194 arrests in connection with drugs related offences
- 55 warrants carried out
- 400 drug line disruptions
- £404K (at least) of suspected drugs seized
- £131K (at least) of cash seized
- 320 vulnerability / welfare checks carried out and people safeguarded
- A vast array of weapons seized including Tasers, knives and machetes

The five regional police services (Avon and Somerset, Dorset, Devon and Cornwall, Gloucestershire and Wiltshire), alongside their respective offices of Police and Crime Commissioners, the British Transport Police, South West Regional Organised Crime Unit (SW ROCU) and the charity Crimestoppers, set aside regional boundaries, just as criminals engaging in drugs activity do, to harness their collective power and disrupt the South West drugs market, dismantling drugs supply networks and arresting those who profit from them.

Coinciding activity with National County Lines Intensification Week led by the National County Lines Coordination Centre (NCLCC), police officers used a range of tactics including enhanced surveillance of the road and transport networks, increased high visibility patrols in areas of high demand, carrying out warrants at addresses used for drug dealing and welfare checks on vulnerable people. A further, similar, operation is planned for later in 2022.

“This operation is about combining the resources, intelligence and enforcement powers of all the police forces across the South West to create a “ring of steel” against organised criminals looking to cause harm in this part of the country.

“We know that those who supply and distribute illegal drugs operate in a borderless way, creating complex networks of drugs lines in our towns and cities, and we need to mirror that if we are going to be successful in taking a strong and robust stance against this sort of criminality.”

Assistant Chief Constable of Wiltshire Police Mark Cooper

“This is the first time that all five forces in the South West have come together with the same priority – to hit those involved in illegal drug activities and County Lines. I am extremely proud of the way in which all the partner agencies have worked together to coordinate this unique operation.

“Criminals don’t see county borders when it comes to drug supply and dealing activities and now, neither do we. The message to those involved is clear – don’t come to the South West because Scorpion will be waiting and it has a nasty sting in its tail!”

Dorset PCC and APCC co-chair for Substance Misuse and Addiction David Sidwick

Crime Prevention Fund

During the last year work was undertaken to set up new funding opportunities for crime prevention. This culminated in the launch of the Commissioner’s Crime Prevention Fund in April 2022. This will support community projects and activities across Avon and Somerset that help to reduce crime and ASB. There is £200,000 available in the first year and community groups and charities can apply for grants of £1,000 to £5,000.

The PCC wanted to make this new process as efficient and effective as possible and recognised the expertise and reach of Community Foundations which help get funding to people and causes that need it. This new fund will be administered by Somerset Community Foundation and Quartet Community Foundation (for the other four local authority areas).

Priority 3 – Leading the police to be efficient and effective

1. Recruiting officers

As can be seen from table 3 (below) Avon and Somerset Police finished the 2021/22 year with 3,118 officers which surpassed the Home Office target of 3,107. This is 50 more officers than at the end of the previous year. They had previously planned to finish the year with more officers than this but higher numbers of leavers meant this was not possible; these higher numbers started to appear in the second half of the year. This is a problem that has been experienced nationally, so much so that the national programme told all forces to account for a higher number of predicted officer leavers going forward. When you take into account leavers the actual number of new officers recruited to achieve this increase was 295.

Avon and Somerset Police have been working at a local level, and with the national programme, to understand this increasing number of officer leavers. Exit surveys have been refreshed and 'stay' surveys are being introduced to better understand how new recruits are feeling to try and head off problems before they trigger somebody resigning.

They are also taking practical steps such as ensuring familiarisation events better communicate the realities of being a police officer before people apply. Another significant step is to provide better support for student officers when they are policing as well as during their academic studies: to this end a new Chief Inspector role has been created in the Patrol team to better support these officers and the officers that tutor them (Patrol is where all new officers start their policing career). A new Retention Strategy was drafted in March 2022 which aims to take this work further.

In the spirit of hoping for the best but planning for the worst, despite the work underway to improve retention, Avon and Somerset Police have already made adjustments to their recruitment scheduled intakes and are still anticipating meeting the Uplift target of 3,291 officers by 31st March 2023.

The Police and Crime Plan cited two teams that would see significant growth through Uplift: Op Remedy (the proactive teams) and Bluestone. Bluestone was a new team introduced in 2021/22 and by the end of the year had 57.2 (full time equivalent) officers. Op Remedy 'force level' has been assigned the twelve additional officers as planned however the local proactive teams have not yet had officers moved into posts. It should be noted that these roles were never due to be filled by new officers. It was only by new officers be recruited that would release capacity in other parts of the organisation to move into these teams. Given that Uplift only started at the end of 2019, and officer training now takes three years to complete, none of these additional Uplift officers had graduated by the end of 2021/22.

2. Capability including training, wellbeing, leadership, equipment, estate, data and technology

Although there is a more acute focus on officer numbers, due to the national Uplift targets, and the front line role they play, this should not take away from the vital role that police staff and PCSOs play in modern policing and the collective capability they bring to the organisation. Tables 2 and 3 show this growth across all three employee types in the last year.

Table 2: number of full time equivalent (FTE) Avon and Somerset employees at the start and end of 2021/22 (excluding career breaks).

Full time equivalent	Start of 2021/22	End of 2021/22	Change	Change %
Police Officer	2,990.2	3,050.0	59.9	2.0%
Police Staff	2,649.7	2,649.6	-0.1	0.0%
PCSO	376.6	360.7	-15.9	-4.2%
Total	6,016.5	6,060.4	43.9	0.7%

Table 3: headcount number of Avon and Somerset employees at the start and end of 2021/22 (excluding career breaks).

Headcount	Start of 2021/22	End of 2021/22	Growth	Growth %
Police Officer	3,068	3,118	50	1.6%
Police Staff	2,950	2,944	-6	-0.2%
PCSO	390	375	-15	-3.8%
Total	6,408	6,437	29	0.5%

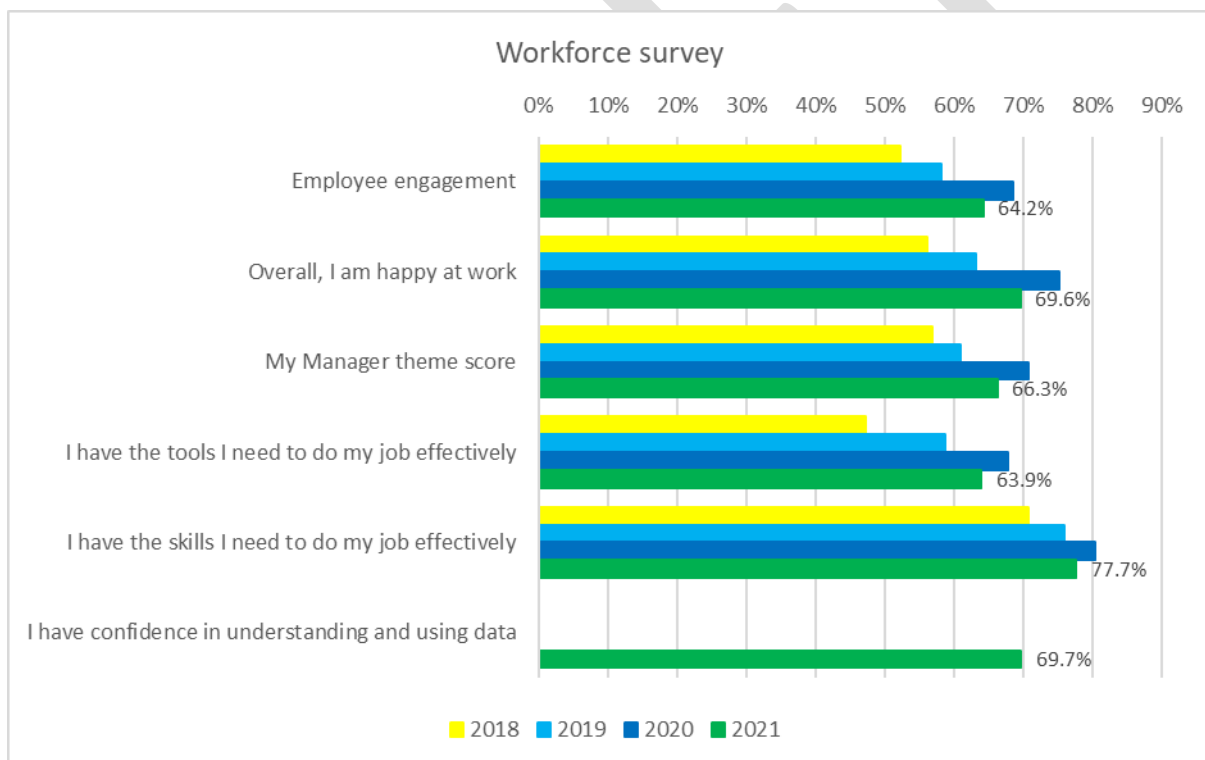


Figure 22: Avon and Somerset Police workforce survey results for the years 2018 – 2021.

Almost all measures from the workforce survey saw a decrease (at a force level) in 2021 compared to 2020; however they remained higher than in 2018 or 2019. It is difficult to assess the impact that the pandemic and the associated restrictions has had on these results. The results were scrutinised through the most senior governance meetings and individual directorates are taking forward actions based on the results; where there are particular teams that are negative outliers they will also receive support from People and Organisational Development team.

Investigations (CID)

There is a national shortage of detectives which is also seen in Avon and Somerset; CID has faced resourcing challenges for a number of years and the impact of this is being felt across the

organisation. It means CID are not able to investigate all the incidents they should do. These means that front-line Patrol officers end up carrying investigations which are more complex and time consuming. Not only does this impact the potential service given to those investigations carried in Patrol it also increase the overall demand on Patrol and hampers their ability to deliver their core business. For these reasons recruitment into CID has been prioritised to fill this capability gap.

Firstly Avon and Somerset introduced their first cohort of recruits, in February 2021, through the Degree Holder Entry Programme (DHEP). The DHEP is similar to the primary recruitment channel (PCDA) except those applying for the DHEP must already have a degree. In addition a significant number of DHEP recruits will be able to take a direct entry route into CID. In the last year an additional 85 officers were recruited through this entry route.

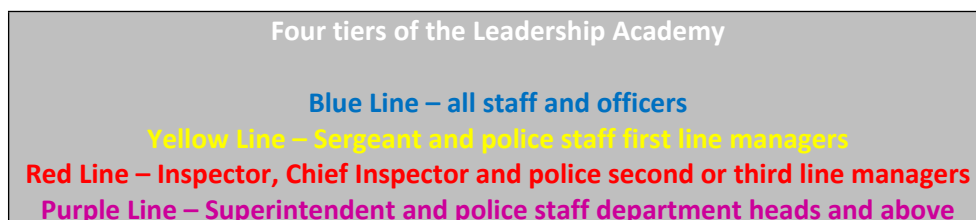
Secondly the Constabulary have established the Investigations Professional Development Unit (IPDU). This is a cohort of specialist trainers/mentors with a focus on ensuring supporting colleagues achieve their national accreditation for investigations. The IPDU currently consists of 10 permanent and two temporary team members. They have supported almost 100 Police Staff Investigators, 30 Detective Now student officers and are currently helping over 100 DHEP students on their journey towards becoming accredited detectives and 25 PCDA student officers.

At the start of the 2021/22 year there were 281 accredited detectives (Constable, Sergeant and Inspector rank) and by the end of the year this had increased to 302.5 FTE. Not all detectives are in CID as they may work in other roles such as offender management or Professional Standards. When looking just at CID, by the end of the year there 235.3 FTE which is 51% of establishment. The biggest gaps are seen at Detective Constable level which is evidence of the more recent challenges in recruiting into CID.

Leadership Academy

Avon and Somerset is clear in the ambition to develop leaders who understand and demonstrate the force values and College of Police Competency and Values Framework (CVF) to deliver outstanding policing. There has never been a more critical time in policing to focus on the development of culture to ensure all our people act in line with our values to ensure legitimacy and confidence; this is particularly relevant to other areas in this report such as male violence against women and girls, representative workforce and disproportionality.

It must also be recognised there is no single course or learning intervention that can address all that needs to be done, hence the development of a tiered Leadership Academy approach. This is not the sole route for the delivery of the cultural development needed, but is critical in building capability and requires support from the wider organisation in taking an interest in the development of the workforce, valuing the learning and development being delivered, promoting the resources and releasing people to attend appropriately.



The Avon and Somerset Police values – caring, courageous, inclusive and learning – and the fundamentals of emotional intelligence at the heart of this development. Every course has been

designed to enable progression and core elements include self-awareness, reflection and leadership. The Leadership Academy provides:

- Training available when they need it, proactive rather than reactive;
- Clear identification of leadership development products and resources available;
- Definition of four distinct levels of leadership development (Operational to senior leaders) aligned to the College of Policing framework;
- Creation of the 'Your Leadership Journey' personal development journey visually mapped through 'tube maps'; and
- Streamlined and simple 'booking on' self service capability.

The academy was launched in May 2021, from then until the end of the financial year nearly 1000 officers and staff have attended a leadership course.

3. Demand management to increase visible policing and time to fight crime

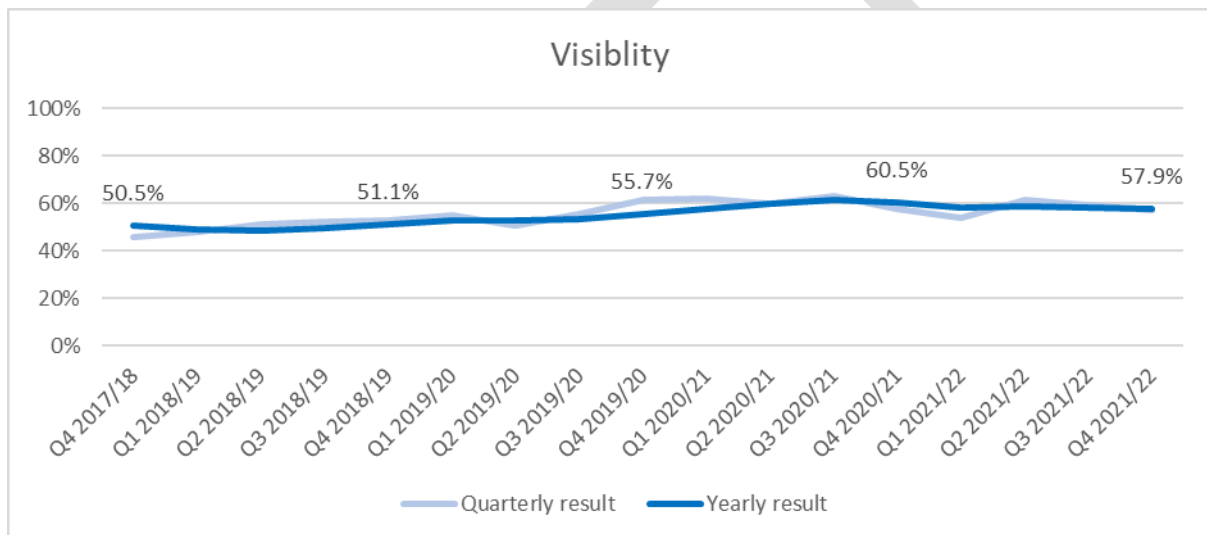


Figure 23: people who had seen a police officer or PCSO within the last month, as measured through the local police and crime survey.

As can be seen in the graph above police visibility had increased for three years peaking in 2020/21. This peaked during the first year of the pandemic which was to be expected as regular demand decreased and the police had to have a much more visible public presence enforcing COVID-19 regulations. It was also expected that in the last year – as normal demand began to increase and COVID-19 regulations were withdrawn – that visibility would reduce. It is positive that, even with this reduction the levels were still higher than before the pandemic.

Summer demand

Demand on the police is always higher during the summer period and this is a national challenge. Over many years Avon and Somerset Police have tried a number of ways to deal with this recurring issue.

In the summer of 2021 they took a different approach to this problem by directing additional resource to support the incoming demand: this primarily took the form of deploying Neighbourhood Policing and Op Remedy teams to support Patrol.

The primary objective of this was successful in that it managed the level of incidents unattended and outside of SLA compliance; meaning the vast majority of the summer in demand level one, unlike previous summers. However it is acknowledged this does not improve the levels of calls responded to within the SLAs and the perception of staff involved in this was mixed with a lot of negative feedback.

Avon and Somerset Police started their planning for summer 2022 early in the year and wanted to learn from what happened in 2021. There will be more clear communication with all staff involved to ensure they understand, not only what they are doing, but why they are doing it and how this will help improve the service to the public. One of the other points of learning from last year was the unavailability of student officers when they return to university for academic aspects of their course. The workforce planning teams have already worked with the university to better manage these absences during this coming summer. During the summer of 2022 Neighbourhood policing will support Patrol to respond to the incoming demand at an earlier stage i.e. before incidents fall outside of SLA; Remedy will be supporting the Investigations Directorate and the Tactical Support Team will also support with burglaries and road traffic collisions.

Creating frontline capacity

Soon after the PCC took office he set the Chief Constable the challenge of freeing up officer time to be out of the stations visibly policing; this was focused on finding better processes and efficiencies in ways of working. The Assistant Chief Constable for Response and Neighbourhoods policing has taken a lead for this work, supported through central business functions, which started in late 2021. The process is summarised below. The key to this work a 'bottom up' rather than 'top down' approach with an emphasis on respecting, listening to and engaging the people on the front line.

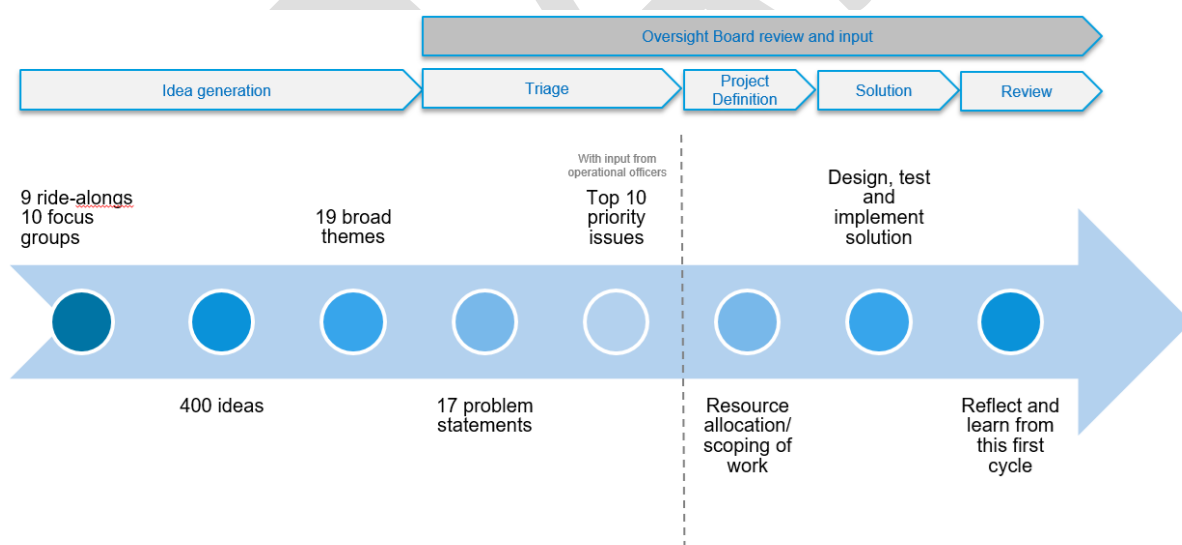


Figure 24: Avon and Somerset Police creating frontline capacity programme summary

A number of simple time saving ideas have already been identified such as streamlining the length of forms completed by officers, removing duplicated questions across different forms for the same incident and refining an automated process so that it does not incorrectly prompt officers to complete a form they did not need to.

This programme of work is in the early stages but once a robust system has been established the aim is embed this into normal ways of working rather than being seen as a short term project.

4. Crime recording and response to calls for service

Crime recording

The new PCC and Chief Constable recognised crime recording as something which needed a different approach as a number of previous interventions had not delivered the improvement required. Crime recording is also given greater prominence in the HMICFRS PEEL Inspection and relates to the service provided to victims. In order to respond to this a Superintendent has led a task force to drive this forward. Activities have included new 'bite size' training packages which can be delivered through routine briefings; mapping of crime recording processes throughout the organisation to plug any gaps in knowledge and processes; and work on reducing recorded crime outcomes errors.

The most significant improvement made was the introduction of recording additional crimes. When the Incident Assessment Unit review a crime, if they identify that there are additional crimes to record they do this directly within the team. From when this process went live, in July 2021, to the end of the year there were over 8,000 additional crimes recorded and over another 1,000 recordable incidents. Approximately a third of these recorded relate to Stalking and Harassment which has been identified by HMICFRS as an area where police forces do not perform particularly well. Just under a third of the additional recorded crimes/incidents related to Domestic Abuse; this means Avon and Somerset is not better meeting its obligations for this particularly harmful crime type.

Response to calls for service

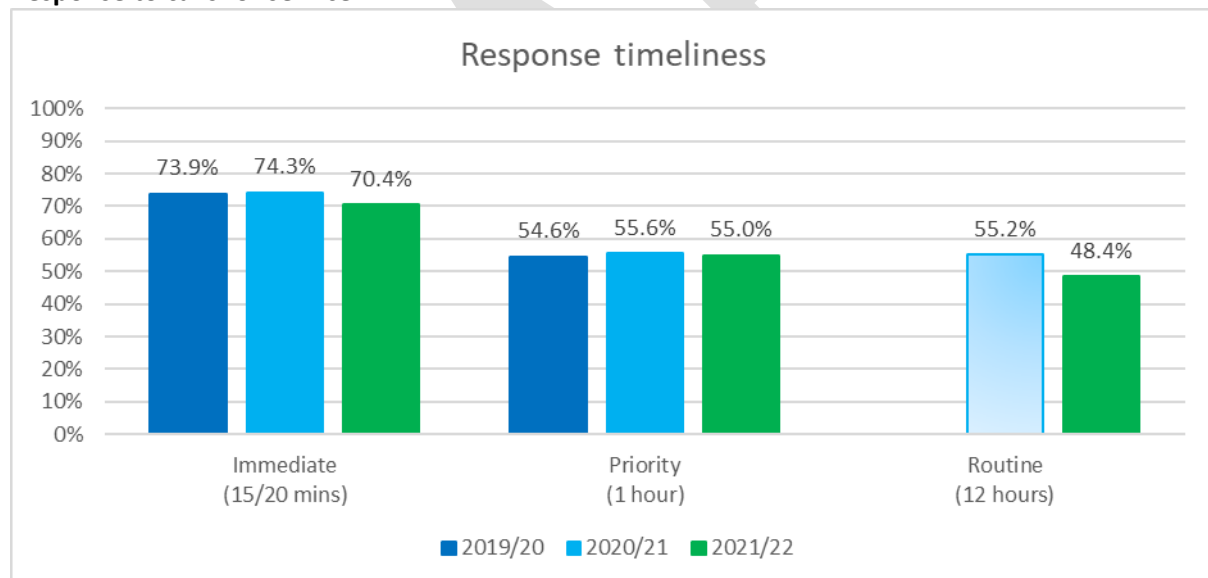


Figure 25: Avon and Somerset Police compliance with response SLAs, for calls graded 1-3, for the years 2019/20 – 2021/22. NB The Routine grade was only introduced from October 2020 so the 2020/21 data only represents half a year.

Response timeliness has decreased on the previous year as demand began to return to normal levels. The ability to respond in a timely way is a symptom of the broader demand-resource challenges, particularly in Patrol, discussed in this report.

In the last year a new 'eight base model' was put in place in Patrol; there were previously six bases. This was done to ensure a more equitable split of demand across the geographical areas. This was supported by an increase in Inspectors in Patrol to provide greater and more consistent leadership. This enhanced leadership was particularly import given the growth in numbers and inexperience in Patrol officers. This model was further revised following review and feedback in November 2021 to further 'tweak' the demand distribution but without any need to move staff, fleet or estates.

5. The Strategic Policing Requirement

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

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

The Constabulary conduct a self-assessment of their ability to respond to these threats. This assessment is usually conducted every six months and is based on the five Cs approach of assessing capacity, contribution, capability, consistency and connectivity. This self-assessment report is then reviewed by the Constabulary Management Board and the PCC's Police and Crime Board. In the last year this self-assessment was reviewed and discussed at Police and Crime Board in June and November 2021.

Child sexual abuse and exploitation (CSA / CSE)

Operation Topaz is the Avon and Somerset Police response to CSE. Topaz proactively finds offenders and remains proactive in response to the threat posed by organised crime networks. Avon and Somerset Police are advanced in their use of data science to give greater understanding of those at risk of exploitation and proactively support them through a multi-agency response, rather than waiting for them to become a victim. They want to find the exploitation which isn't being reported.

Data science also enables Avon and Somerset Police to create a hostile environment for offenders, disrupting their criminal behaviour through a range of tools available, including CSE warning letters, Child Abduction Warning Notices, Sexual Risk and Sexual Harm Prevention Orders, as well as more intensive means of disruption.

In 2021, the number of Operation Topaz engagement officers was increased: they are allocated to support and help a child identified as being at risk of being exploited. Officers do this through developing a professional and empathetic relationship with the child, building up trust and confidence, which increases the success of both safeguarding measures and any necessary investigation. Around half of the children the engagement officers speak to provide an account of what has happened to them.

"The force's location-specific disruption activities have included working with housing officers to evict suspects from an illegal sub-tenancy and a two-week operation at a park in Bristol.

Disruptions and prosecutions undertaken by Operation Topaz are often done without disclosures from, or support of, child victims. This meets one of the key difficulties in responding to CSE which we have seen on a national level, namely the considerable barriers to disclosure of exploitation by children."

[Independent Inquiry, Child Sexual Abuse – Child sexual exploitation by organised networks – Investigation Report February 2022](#)

This report also highlighted good multi-agency partnership working and information sharing in Bristol, and went on to cite a case in which a CSE perpetrator was disrupted, arrested and convicted for knowingly inducing a child to run away, or stay away from care.

The report does highlight examples of where victim blaming language has been used in the past. This is unacceptable and Avon and Somerset Police have come a long way in making sure officers recognise the signs of exploitation and are empowered to challenge this type of behaviour or language if witnessed. We are very clear – the abuser is always responsible, never the victim.

Through the invaluable work of their dedicated CSE prevention and co-ordination officer the police are continuing to build stronger relationships with residential children's homes, schools, religious communities, GP surgeries, community groups and businesses such as hotels, taxis and nightclubs – with this officer providing awareness and training sessions to more than 21,000 schoolchildren, professionals, police staff, business employees and parents in just one year. This training reiterates the need to avoid victim-blaming language.

As well as being proactive in disrupting CSE it is also critical the police are able to investigate thoroughly and help ensure convictions of dangerous people who abuse children.

Case study: four men convicted of child sex offences

In April 2022 four men were sentenced at Bristol Crown Court for over 45 offences which took place between 1996 and 2003. Their crimes were committed against two girls between the ages of seven and 15.

The convictions follow a police investigation which began in 2016 following a disclosure by one of victims. The subsequent enquiries led officers to conduct numerous enquiries throughout the UK and the review of significant amounts of historical records held by social care, education establishments, digital media, previous investigations and complaints to other forces. The sentences were as follows:

- *prison sentence of 16 years for 35 offences.*
- *prison sentence of nine years, with an extended licence period of three years, for eight offences of indecent assault, indecency with a child and possession of indecent images of children. The judge said he was a dangerous offender who was predatory, calculated and manipulative and had shown no remorse whatsoever. Finding him to pose a significant risk of physical, sexual and emotional harm to young people he directed that he should not be released from prison until assessed by a parole board as no longer being a risk.*
- *prison sentence of two years and six months for four offences of indecency with a child and indecent assault.*
- *prison sentence of two years, suspended for two years, for two offences of indecent assault.*

Lead investigating officer Detective Sergeant Neil Wood said: "These men acted independently of each other but all identified and took advantage of two young girls who were extremely vulnerable because of their age and personal circumstances. Their offending was predatory and abhorrent.

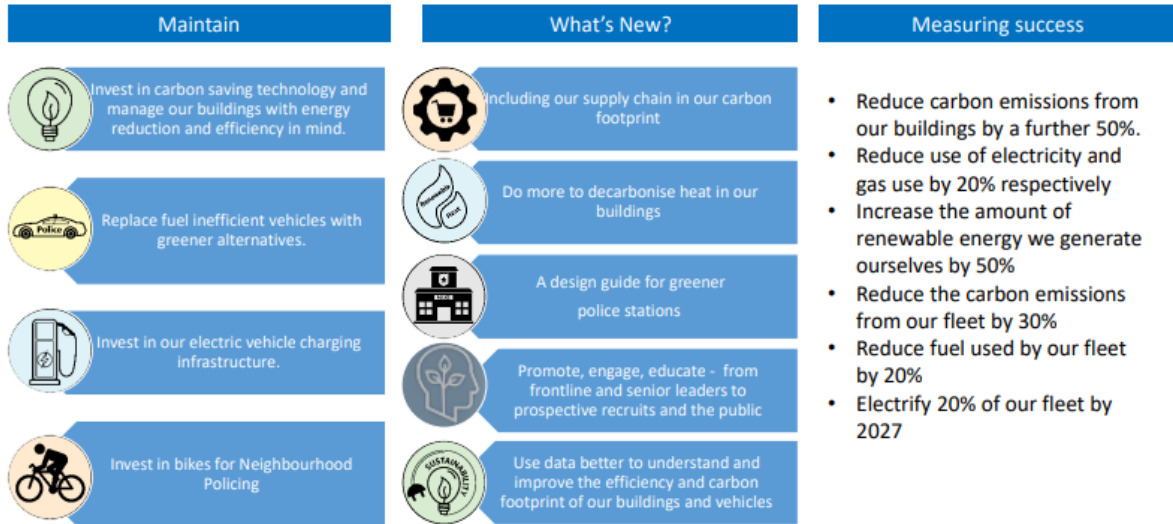
One of the victims said to the men: "What you have done will never be okay, it will never be fixed. This isn't something that 'sorry' makes all better. Our lives are forever impacted by your actions and your choices toward us. I can only be thankful that you can't hurt anyone now and I hope that this experience and outcome has taught you something valuable – that your actions have consequences and you have no control over us. We are now stronger than we have ever been."

6. Environmental impact

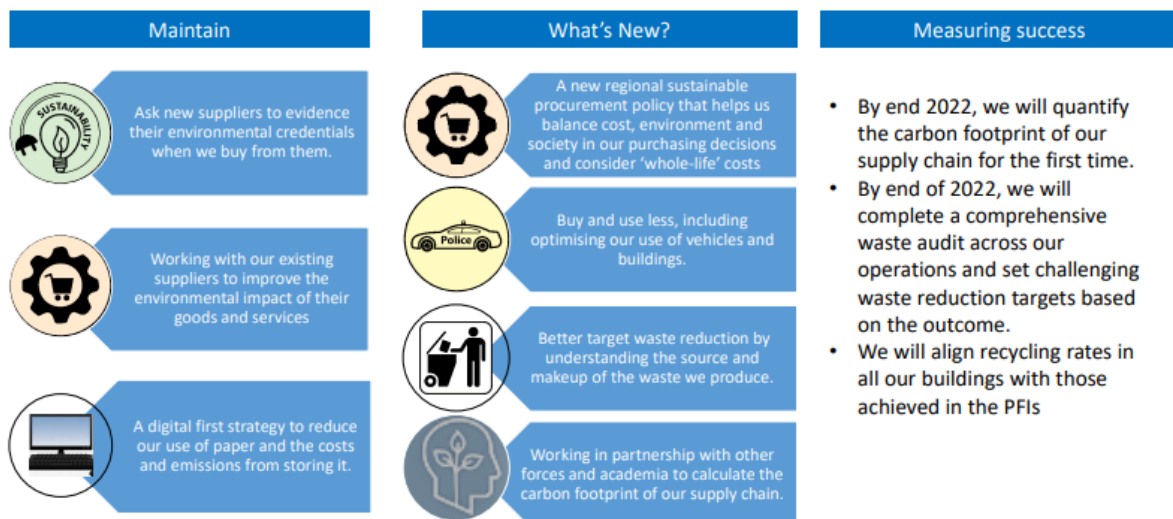
Given the increased focus on this through the Police and Crime Plan, an important part of what has been achieved this year is the development of a new Sustainability Plan for Avon and Somerset Police. The plan has been considered on the context of the United Nation's 17 Sustainable Development Goals; the local plan focuses on three areas as seen below.



We'll cut our direct carbon emissions by another 50% by 2026.

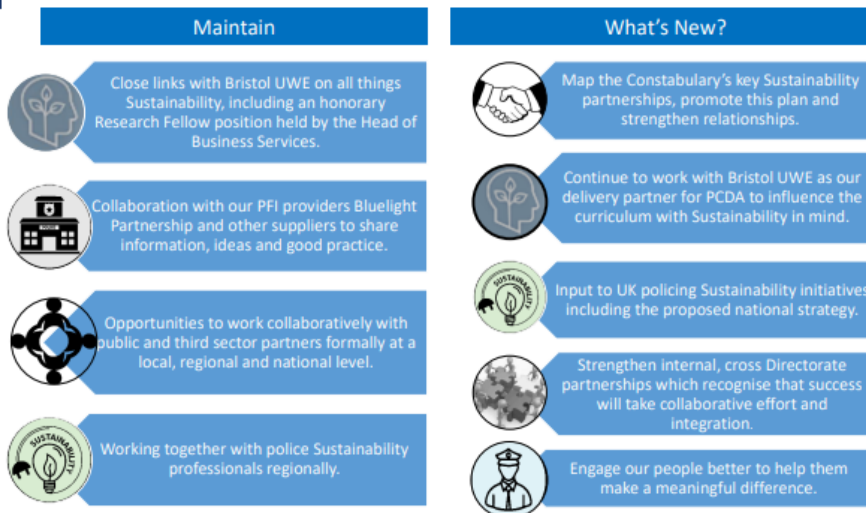


We'll buy and use our assets responsibly and waste less.





We'll recognise that good collaborations are essential to meet ambitious Sustainability objectives.



As with all aspects of their business Avon and Somerset Police strive to be evidenced led in their decisions and planning. In the last year dedicated analytical support has enhanced data quality significantly. This has increased the confidence in the data and the next phase will be to make this information readily accessible, through Qlik, allowing for greater scrutiny as it will form part of a new sustainability performance management process. It is acknowledged that there are still some gaps in the data – for example relating to suppliers – and this will look to be resolved over the coming year.

Indicative findings from Avon and Somerset Police for 2021/22 compared to the previous year.

- *Carbon emissions from buildings fell by a further 11%.*
- *Estimated carbon emissions arising from business travel fell by 28%, with miles travelled falling by an estimated 330,000 miles.*
- *Electricity use reduced by 15.7% although gas use remained broadly constant.*
- *On-site micro renewable energy generation continues on an increasing trajectory with an estimated 2.2GWh generated across the estate.*
- *Nine electric vehicles added to the fleet (four marked 'Beat' cars) with 21 more to be deployed throughout the coming year.*

Priority 4 – Increasing the legitimacy of, and public confidence in, the police and criminal justice system

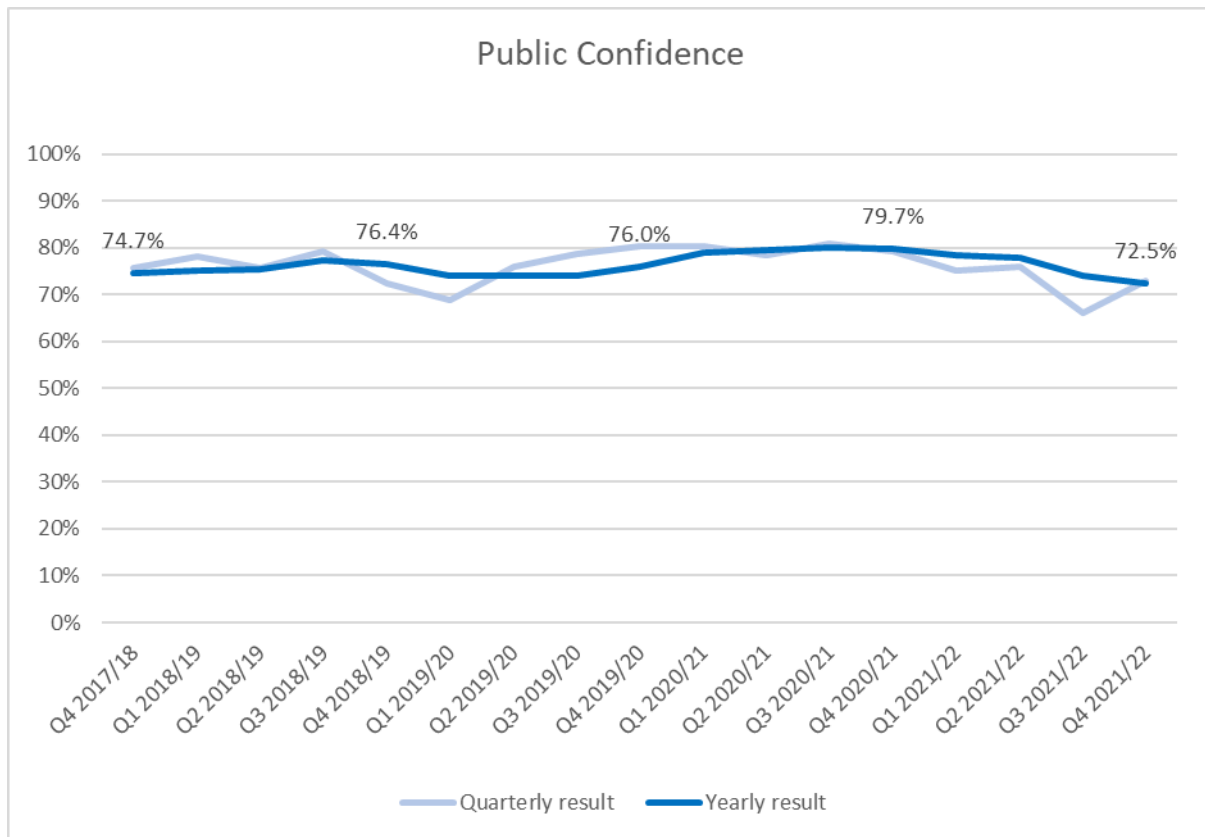


Figure 26: people that agree they have confidence in Avon and Somerset Police as measured through the local police and crime survey.

This local survey has been conducted from the year 2014/15. The previous year (2020/21) saw the highest financial year’s result since the survey started. However in the most recent year (2021/22) the opposite is true and this is the lowest result since the survey began.

There used to be comparative data available through the Crime Survey of England and Wales but this was paused due to COVID-19. This has made it difficult to determine if other forces are experience similar issues and it also makes it difficult to understand how people’s confidence is influenced by national policing issues as opposed to issues with Avon and Somerset Police in particular.

1. Representative workforce

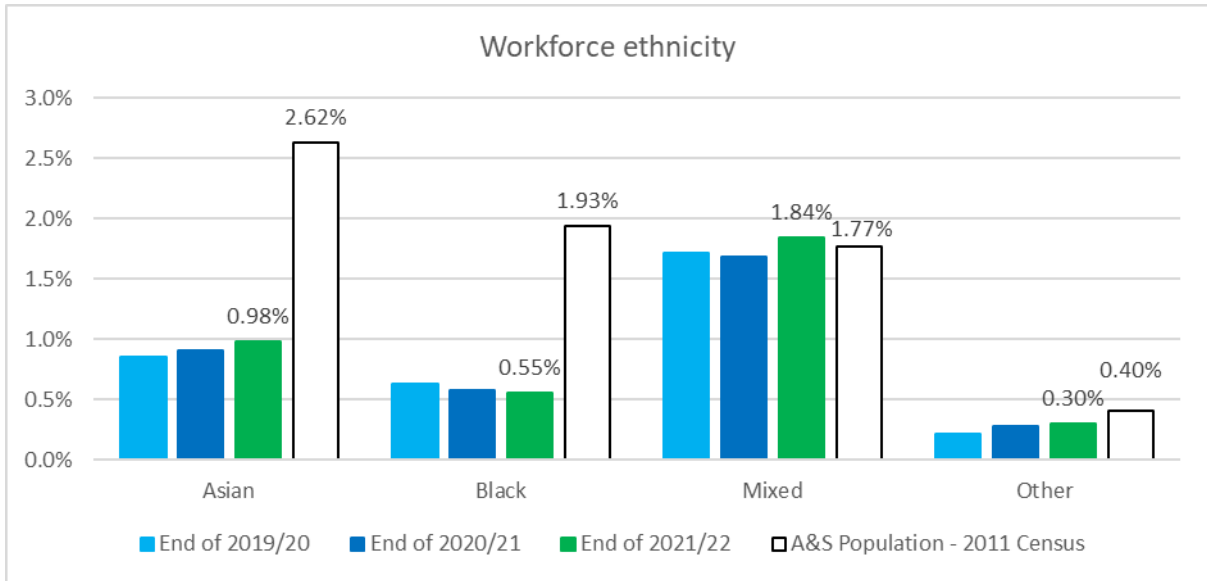


Figure 27: proportion of Avon and Somerset Police workforce whose ethnicity is Asian, Black, Mixed or other; for the years 2019/20 – 2021/22; compared to the Avon and Somerset Population as at the 2011 Census.

Table 4: number and proportion of Avon and Somerset Police workforce whose ethnicity is Asian, Black, Mixed or other; as at the start and end of 2021/22.

	Asian		Black		Mixed		Other	
	Number	%	Number	%	Number	%	Number	%
31 March 2021	61	0.91	39	0.58	113	1.68	19	0.28
31 March 2022	66	0.98	37	0.55	124	1.84	20	0.30

The workforce has become more ethnically diverse in the last year, albeit by a very small margin: the number of people who are Other than White has increased from 232 (3.44%) 247 (3.67%). As can be seen above the Avon and Somerset Police have particularly struggled to recruit Black people.

This is despite continued efforts to engage people from diverse communities and supporting them to join the police. The Outreach Team have continued to work in this important space running Discovery Workshops as part of this. These workshops allow those interested in careers with Avon and Somerset Police a chance to hear about how the work and how they can join. These were initially just for uniformed roles but in August 2021 new Discovery Plus Workshops were introduced to facilitate the same process for police staff roles as well. In one year the team have delivered 18 workshops to 150 participants.

As well as these introductory group workshops the team offer personal one-on-one contact with potential candidates and pre-interview workshops: which provide advice on interviews. There have also been sessions conducted within Further Education and Higher Education establishments to try and inspire young people to join the organisation. The team have also restarted there 'pop up' stalls where they go into the community to important locations or significant community events.

It is recognised that it is not enough to simply 'get people through the door' and work is ongoing to build a truly inclusive culture which will help people fulfil their potential. Again the Outreach Team have continued to play an important part in this using their experience and knowledge to provide insight to the wider organisation through bespoke or group sessions as well as being represented on

governance Committees. This is not being left to a single team and training is being provided in a large scale across the organisation. Avon and Somerset Police have an ambition to be the most inclusive police force in the country and recognise that this will not happen unless they empower their leaders through skills and knowledge development which will build confidence.

Training: Cultural Intelligence and Inclusive Leadership

This is a one day workshop which is mandatory for everybody at the rank of, or above, Inspector and police staff second line manager. By March 306 people had completed the training (including Chief Officers) and all newly promoted are scheduled to attend.

Aim

To improve leadership practice using Cultural Intelligence and make Avon and Somerset Police a more inclusive organisation.

Objectives

- *Think about culture differently and in its broadest context.*
- *Increase understanding, awareness and knowledge about how Cultural Intelligence can equip leaders and their teams, to make the organisation more inclusive and culturally intelligent.*
- *Improve leadership professional practice within the teams and, for those who are public facing, in the service delivered to the people and communities.*

Synopsis

This Cultural Intelligence masterclass is focused on the underlying theory behind Cultural Intelligence and Inclusive Leadership. Cultural Intelligence (CQ)TM is the capability to function and relate effectively in culturally diverse situations and contexts. This will support and improve leadership practice.

Course contents

- *Why Culture matters.*
- *Mapping Cultural diversity.*
- *What's your CQ (a measure of your cultural intelligence)*
- *Action planning on how you will apply and develop you CQ.*

Avon and Somerset Police have achieved recognition in a number of ways over the last year including:

- *Stepping Up Award from Bristol City Council for Outstanding Contribution to Diversity Award. This award recognises the support for their Stepping Up programme over the last 4 years to support underrepresented groups into leadership.*
- *Being ranked as 75th place (out of over 500 employers) on Stonewall's Top 100 Employers List for LGBTQ+ people. This also included a Gold award for commitment to inclusion and were also in the top five in the Emergency Services Sector.*
- *Superintendent Tony Blatchford, from Patrol, won Mentor of the Year (Public Sector) at the South West Mentoring Awards. The awards promote diversity, learning and development, and mentoring in the workplace. The awards recognise organisations and people who have been inspired, developed themselves and improved their workplace through mentoring.*

2. Inequality and disproportionality

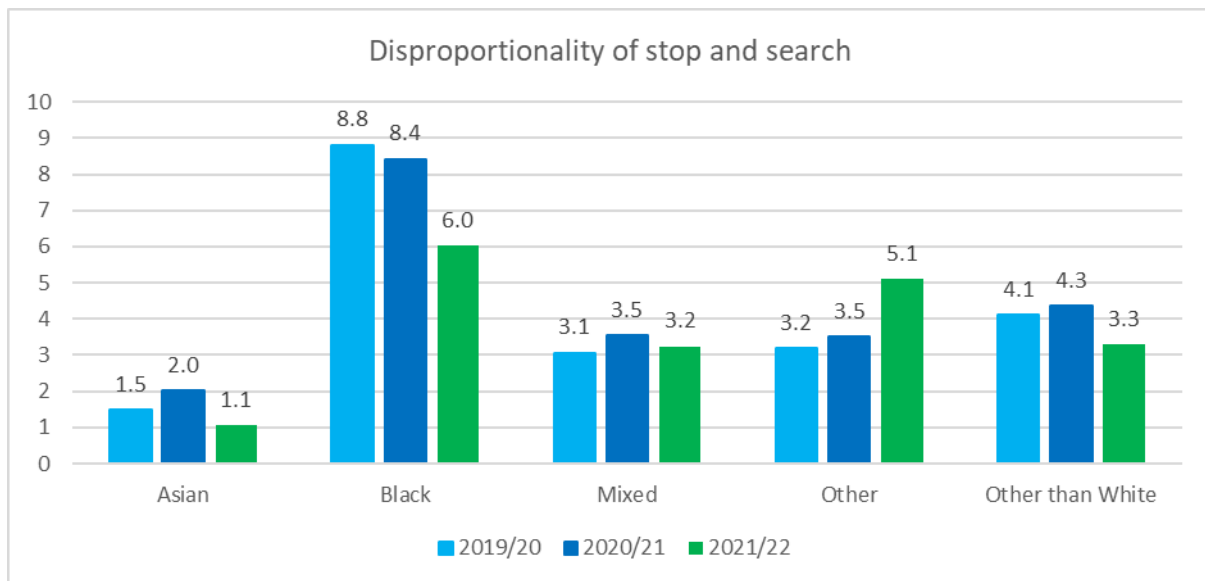


Figure 28: disproportionality of stop and search in Avon and Somerset for the years 2019/20 – 2021/22. This shows how many times more people, of the given ethnicity, were stopped and searched when compared to White people.

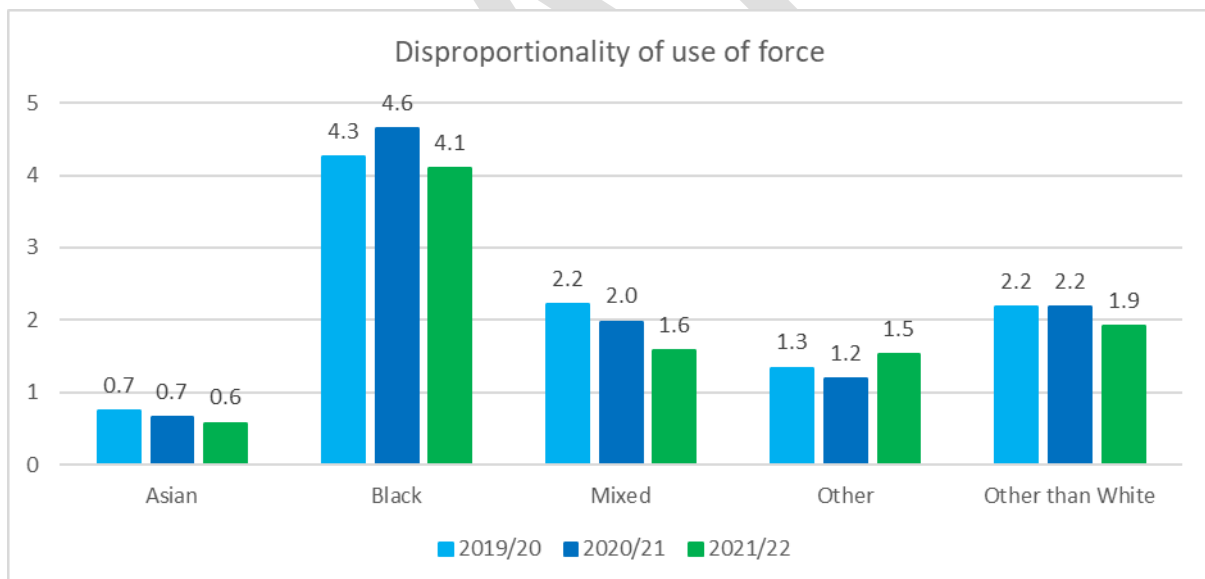


Figure 29: disproportionality of use of force in Avon and Somerset for the years 2019/20 – 2021/22. This shows how many times more people, of the given ethnicity, had force used against them when compared to White people.

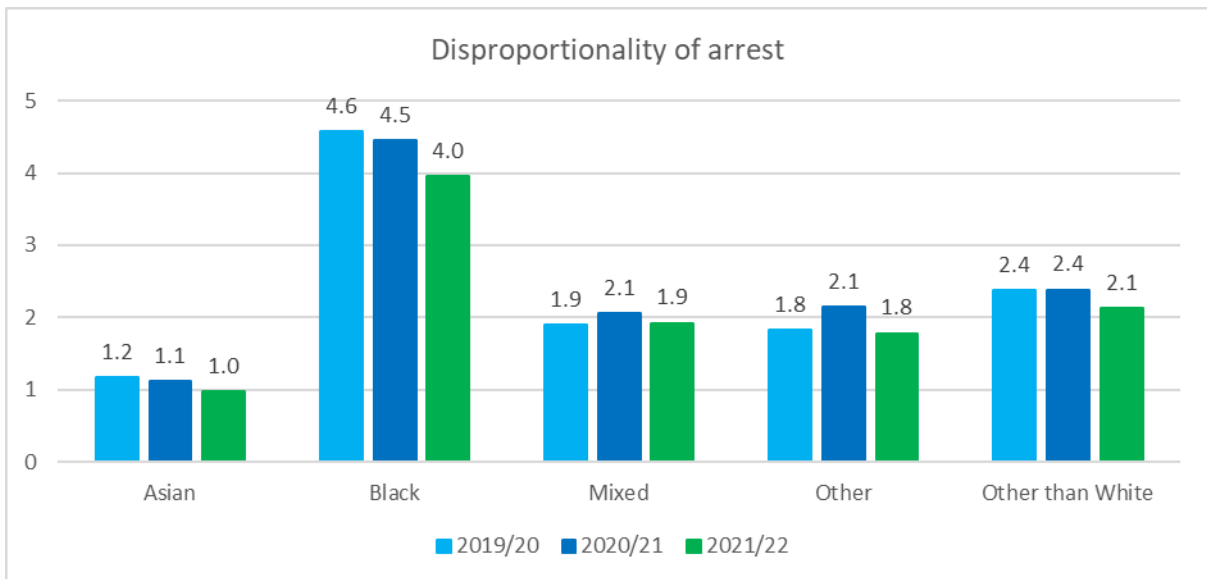


Figure 30: disproportionality of arrest by Avon and Somerset for the years 2019/20 – 2021/22. This shows how many times more people, of the given ethnicity, were arrested when compared to White people.

There is still significant disproportionality in the use of stop and search and use of force by Avon and Somerset Police. Findings from an HMICFRS report showed that in 2019/20 these figures were broadly similar to national levels. Similar disproportionality can also be seen in the arrest data.

It is recognised that internal culture is an important part of the solution to help reduce disproportionality. The Chief Constable has made clear empathy is critical in all aspects of policing and understanding people, differences and lived experiences will help grow individual and organisational empathy.

Training: Inclusive Policing with Confidence

A ground breaking partnership programme with Stand Against Racism and Inequality (SARI), Babbassa, WECIL and Diversity Trust completed who bring a range of expertise from the areas of difference including protected characteristics as well as poverty and socio-economic status.

Phase 1 training with over 2,500 frontline officers and staff from September 2021 to March 2022. Phase 2 commenced in March and concluded in June 2022.

Aim

A cross-cutting understanding of intersectionality, using lived experience to ensure the workforce are supported to see beyond silo identities to the complex and nuanced diverse needs of the communities.

Objectives

- Appreciate the context in which inequalities play out in the world we live in*
- Understand “difference” and the mind-set needed to navigate it*
- Consider privilege and its impact*
- Recognise different forms of bias*
- Become comfortable with terminology and understand respectful language*
- Begin to understand barriers to meeting the needs of different equalities community and how to overcome them*

- Move from being bystanders to up standers
- Understand how equality, diversity, and inclusion underpin Peel's Principles of Law Enforcement

Synopsis

The 'Inclusive Policing with Confidence' programme is part of our Leadership Academy and has been specifically designed for operational police officers and police staff to support what they need in their roles.

Course content

Phase 1 – Initial workshops and expert seminars.

Phase 2 – conversation workshops with a focus on lived experience. Attendees chose two of the following most relevant to their own policing communities and learning: disability in society; understanding neurodiversity; sexual identity; gender identity; Black history; Islam; Somali cultural awareness; Gypsy Roma Traveller awareness; poverty and socioeconomic status.

In February 2022 [Identifying Disproportionality in the Avon and Somerset Criminal Justice System](#) was published. This began as a local response to the Government's Lammy Review and is the culmination of several years' work led by an Independent Chair, Desmond Brown. A launch event in March 2022 saw over 100 people from organisations and the communities come together to discuss the importance of this report and the work to take this forward.

There were 83 recommendations in total covering the police, the PCC, CPS, Her Majesty's Prison & Probation Service, the Local Criminal Justice Board, youth justice and local authorities. The oversight of all recommendations will be through a sub-group of the Local Criminal Justice Board chaired by the Chief Constable.

Avon and Somerset Police had the majority of recommendations; the below list shows those that included the police even if not exclusively:

- Stop and search – 13
- Youth justice – 8
- Out of court disposals – 9
- HR – 10

The delivery of police recommendations from this report will be overseen by an Assistant Chief Constable and progress will be reported to the quarterly, public, Performance and Accountability Board. It also worth noting that in May 2022 the NPCC and College of Policing released the [Police Race Action Plan](#) and recommendations from this will also be overseen through this governance structure.

Vehicle stops

Unlike stop and search, stops of vehicles are not subject to the same regulatory vigour nor subject to the same community and media attention. However it is a commonly used police tactic and there have been growing calls for more oversight and transparency of the use of this power. Avon and Somerset were one of the first forces in the country to respond to this and now record these vehicle stops. In the first four months of recording (to the end of March 2022) there were 2,276 vehicles stopped which involved 3,429 people. Based on this early data Black people were stopped four times more than White people. Going forward this will be reported into the internal scrutiny panel (see below).

3. Use of police powers

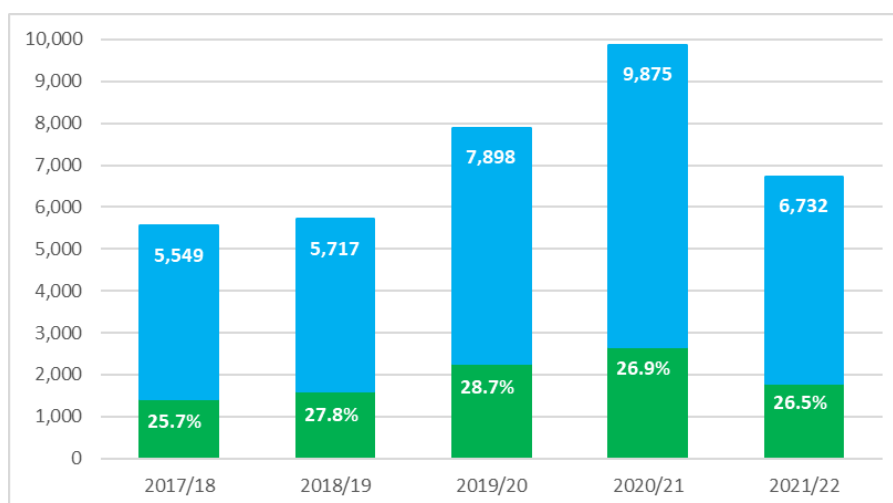


Figure 31: number of stop and searches conducted in Avon and Somerset and percentage that resulted in positive outcomes for the years 2017/18 – 2021/22.

External scrutiny

Independent Scrutiny of Police Powers Panel (ISOPP) – volunteers from the communities of Avon and Somerset come together with the PCC's office to examine the use of stop and search, use of force, use of Taser and body worn video. During 2021/22 the panel met five times: in April, June, September and December 2021 as well as March 2022. This panel was highlighted by HMICFRS as positive practice in their report 'Disproportionate use of police powers - A spotlight on stop and search and the use of force' (February 2021). [Reports are published on the PCC's website.](#)

Out of Court Disposals Panel – out of court disposals are a means of resolving an investigation without prosecution through the courts. This panel brings together professionals from numerous criminal justice agencies and victims services who review the use of out of court disposals. During 2021/22 the panel met quarterly as planned in June, September, December 2021 and March 2022. [Reports are published on the PCC's website.](#)

Independent Custody Visiting (ICV) Scheme – is a legal duty for PCCs. This scheme involves volunteers from the community visiting police centres to check on the welfare of detainees in custody, the conditions in which they are held and that their rights and entitlements are being observed. A separate [annual report is published on the PCC's website.](#)

Internal scrutiny

Avon and Somerset Police have established an internal Stop Search and Use of Force Internal Scrutiny Panel which is led by a Chief Superintendent and meets on a quarterly basis. This group reviews internal performance and oversees internal and external recommendations including from the ISOPP. A peer review team has also been established: this team reviews cases/incidents and feedback is given to individual officers as well as findings being reported to this internal panel. An example of this process in action in the last year is that a concern was raised through the ISOPP about, what appeared to be, the routine handcuffing of individuals in order to conduct a stop and search. Handcuffing to conduct a stop and search is discretionary and should not be done as a matter of course. Avon and Somerset Police have responded to this by updating training and putting in place a six month pilot in order to reduce the use of handcuffing; the pilot is still running at the time of writing.

4. Complaints

Complaints against the police are either handled by the Independent Office for Police Conduct (IOPC) for the more serious incidents or internally by Avon and Somerset Police through their Professional Standards Department (PSD). All police forces must adhere to a legislative framework when handling complaints.

Given the disproportionality seen in policing and lower levels of confidence from Black, Asian, mixed and minoritised people PSD have recognised this as an area that needs to be improved. During the last year they have started to engage with the community directly and attended a number of community events. They have also started work, navigating some legal complexity along the way, to be able to build a pool of volunteers, known as lived experience practitioners, who will be able to help review complaints related to discrimination.

As with other aspects of policing PSD are not just reactive, responding to complaints, but are proactive in investigating officers and staff which are engaged in any form of wrongdoing; they have a Counter Corruption Unit for this purpose. This links particularly to male violence against women and girls because currently the top corruption threat in policing is abuse of position for sexual purpose. Encouraging colleagues to report concerns of other colleagues and rooting out this behaviour is an important part of the cultural change underway in Avon and Somerset Police.

Reviews and scrutiny

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

Table 5: number of complaints made to Avon and Somerset Police that had a right of review to the PCC and the number of review applications received by the PCC and the outcomes of these for the years 2020/21 and 2021/22.

	2020/21	2021/22
Number of complaints eligible for PCC review	891	1034
Number of review applications	190	221
% review applications upheld	19%	22%
% review applications not upheld	66%	69%
% review applications void	14%	9%

This table shows that in each of the last two years just over 21% of complaints, that were eligible for a PCC review, had reviews triggered. This review process was subject to internal audit and it found the process was being carried out to a good standard.

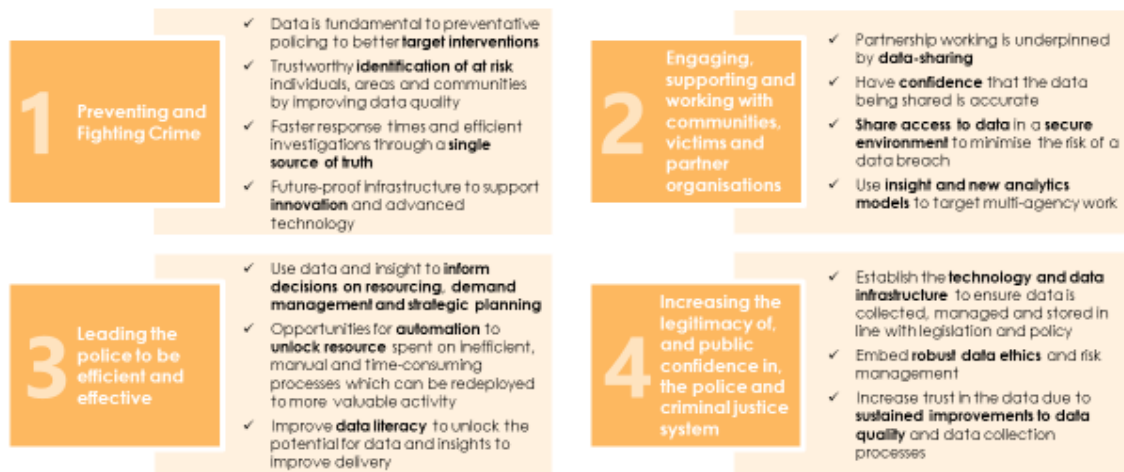
In addition to this formal review process the PCC has also continued to run the Independent Scrutiny of Police Complaints Panel – formerly the Independent Residents Panel. This is made up of volunteers from the communities of Avon and Somerset who come together with the PCC's office in order to examine complaints made against Avon and Somerset Police. In 2021/22 the panel met quarterly as planned in June, September, December 2021 and March 2022. [Reports are published on the PCC's website](#). This Panel now review the handling of discrimination complaints as a rolling agenda item. This was requested by PSD on review of their own processes.

5. Data and information

In the last year a key focus, and a significant undertaking, has been the development of a Data Strategy which was finalised and approved in quarter four. The below is a summary of how this strategy will help deliver against this Police and Crime Plan.

Avon and Somerset Police Data Strategy

How will the Data Strategy enable Avon and Somerset Police to show **sustained improvement** in each of the four priorities in the **Police and Crime Plan 2021-2025**?



It should be reflected here that there have been challenges in various police staff roles such as project management and those in IT and legal services. These vacancies have meant this work has not been able to progress at the pace it could have if operating at full establishment.

Another significant programme of work in this space is the replacement of the current Enterprise Resource Management and Duty Management systems. The principle is “to implement integrated Finance, HR and Rostering solutions that enable ASC to deliver outstanding policing services, facilitated by insight driven decision making and promote an efficient and enhanced end user experience.”

Although this is not something in public view, or may not even thought about in the scheme of things the organisation has to deliver, it is critical to get this right as this facilitates basic functions like paying the workforce and rostering officers and staff onto correct duties. However doing this correctly goes far beyond these basic functions and successful delivery of the ERP Futures programme will need to see a number of key benefits delivered, which includes a potential reduction in costs to run the systems, full compliance with regulatory requirements and efficiencies such as improved accuracy of real-time reporting, increased uptake of self-service and reductions in the requirement for manual manipulation of data.

At the time of writing Avon and Somerset Police have also contracted some external expertise to help them shape their information governance and ethics framework which is particularly important to ensure data is used in a legitimate way.

Avon and Somerset, Data Accelerator Programme

The Troubled Families team in Bristol successfully bid for £1 million of funding which is being used in an 18 month programme which started in October 2021. This programme is constituted of Applied Research Collaboration West, the police and five top-tier local authorities from Avon and Somerset.

This is about how partners can more effectively share information in order to deliver better interventions for young people and their families. The goals and objectives are described below:

- Establish a simple, sustainable and consistent approach to consistent approach to two way information sharing with the police.
- Develop a common approach to Information Governance and Data Ethics supported by high quality documentation.
- Create a series of tools, products and dashboards that can be deployed into local environments and configured to support local need.
- Generate the evidence base for onward sharing with external partners through a project with two schools in Bristol and Somerset.
- Support partners to streamline and automate their 'payment by results' processes to free up analyst capacity, and support these analysts in their development.

The PCC is chairing the governance board which comprises of senior leaders from each or the core partners to oversee the progress of this work. This meeting is held on a quarterly basis with the first two in November 2021 and February 2022.

6. Scrutiny, performance and learning

In the last year Avon and Somerset Police introduced a new performance control strategy in order to focus organisational scrutiny and improvement. These performance priorities align with the Police and Crime Plan and the below list shows how this joins up:

- Investigative standards (*Preventing and fighting crime*)
- Warrants management (*Preventing and fighting crime*)
- RASSO (*Vulnerable children and adults / Male violence against women and girls*)
- Victim contact/follow up (*Supporting victims of crime and ASB*)
- Crime Data Integrity (*Crime recording and response to calls for service*)
- Response timeliness (*Crime recording and response to calls for service*)

These priorities are included in the monthly Integrated Performance and Quality Report which has been overseen through the Constabulary Management Board (CMB) and the Police and Crime Board. You will have read throughout this report some of the work that has been undertaken in these areas. In March 2022 it was agreed (through CMB) that warrants management could be removed as a priority because sustained improvement had been seen over the year with number of live warrants reduced and practiced processes now in place in order to make this sustainable.

One of the most important sources of learning for the police are recommendations made by HMICFRS. Avon and Somerset Police had routinely tried to respond to these but had not always had a robust approach to collecting the evidence of what they had done or ensuring these were done to a sufficient standard. Recognising the need for improvement in this area a new system of governance was put in place at the end of October 2021. A Chief Superintendent has held regular meetings with relevant senior business leads to scrutinise what action has been taken and that this is evidenced so that it can be reported back to the Inspectorate. There were over 100 recommendations open and a significant proportion of these were subject to this oversight throughout the year. As well as improving internal governance this has also increased the scrutiny of the PCC in this important work as a member of the PCC's team attends these meetings to oversee the work. The position against these recommendations is now reported through the public facing Performance and Accountability Board.

In the coming year Avon and Somerset Police will be implementing a similar system for statutory case review recommendations as it has for HMICFRS recommendations; this again will allow greater oversight by the PCC's Office also.

DRAFT

4. Annexes

Annex 1 – Summary of Grants Issued and Commissioned Activity in 2021/22

Grant	Recipient	Service / Project
<i>Lighthouse</i> Integrated Victim Care £906,000 (approximately 35% of the total Lighthouse budget)	Avon and Somerset Police who contribute the other 65%	Victims who are vulnerable, intimidated, persistently targeted or experience serious crime are offered practical and emotional support and guided through the criminal justice process by specially-trained staff. The service has teams made up of both police staff and independent support workers and volunteers.
Emotional Support Service for Victims of Crime and ASB £327,670	Victim Support	Emotional and practical support for victims of crime and ASB.
Adult Support Service for victims of any crime or ASB – VOCAS (Victims of Crime Advocacy Service) £254,932	Swan Advocacy	Independent advocacy service for adult victims of crime and ASB who need additional support relating to: race, religion, sexuality, gender identity, mental health issues, learning difficulties, physical disabilities, problems associated with old age and problems associated with isolation. Adult victims can also access practical and emotional support to help them recover.
Children and Young People Advocacy Service – Young Victims’ Service £165,000	North Somerset Youth Offending Team	A specialist advocacy support service for victims of crime and ASB up to the age of 18 and victims of crime and ASB aged 18-25 where additional needs are identified.
Independent Sexual Violence Advisors (ISVA) Service £289,344 (plus £150,169 from NHSEngland)	Safelink	A service that offers advice and practical and emotional support including a safe place to talk, access to counselling, support attending Sexual Health Services and help with medical attention. They provide support for all people, irrespective of age or gender, who have been victims of rape and sexual abuse. They also can help with supporting the family and practical problems such as help with housing, benefits, and employers.
A Restorative Justice Service for victims of any crime or ASB £179,000	Resolve West	A holistic approach that supports the victims, their family and communities enabling their voice to be heard and for perpetrators to have greater insight into the impact of their behaviour. The aim of the service is to empower victims to move towards closure and encourage them to explore different ways of coping.
Sexual Assault Referral Centre (SARC) – The Bridge £228,481 (plus £798,519 from NHSEngland who are the lead commissioner)	University of Bristol Hospitals Trust	Specialist medical, forensic, practical and emotional support for anyone who has been raped or sexually assaulted. Available both to those who report to the Police and those who do not. Includes specialist paediatric support.
Child sexual abuse support services £65,026	Southmead Project	Counselling and therapeutic services supporting victims of child sexual abuse, both recent and historical.
Child sexual abuse support services £48,213	The Green House	Counselling and therapeutic services supporting victims of child sexual abuse, both recent and historical.
Child sexual abuse support services £19,009	Somerset and Avon Rape and Sexual Abuse Support	Counselling and therapeutic services supporting victims of child sexual abuse, both recent and historical.

Grant	Recipient	Service / Project
Victims of Child Sexual Exploitation £222,884 (plus £222,884 from the five top tier local authority areas)	Barnardo's	Specialist support for victims of child sexual exploitation. The service also offers consultation provision to professionals, such as social care staff, working with children and young people who have been affected.
PCC's reserve funding Victims of Child Criminal Exploitation £140,000 (plus £160,000 from Bristol City Council & BNSSG and £15,000 from Somerset County Council)	Barnardo's	Specialist support for victims of child criminal exploitation. The service also offers consultation provision to professionals, such as social care staff, working with children and young people who have been affected.
Modern Slavery Support Service £21,075	Unseen UK	Specialist support service for victims of modern slavery before engaging in nationally commissioned services as well as the period after that support ends. Available both to those who report to the police and those who do not.
Mental Health Control Room triage £122,064 (plus £130,413 from Avon Fire and Rescue and the Clinical Commissioning Groups)	Avon and Somerset PCC is not the lead commissioner.	Funding for mental health professionals to be situated in the police control room. They have access to relevant health systems, offering advice and support to police officers and partner agencies such as Avon Fire and rescue Service and South West Ambulance Service Trust with a view to ensuring suitable pathways are identified at the earliest opportunity.
Police and Crime Grant £739,641	Individual grants issued to the five Community Safety Partnerships	Supporting various Community Safety projects which contribute towards delivery of the PCC's priorities. See table under Section 4 objective 4.2.
Custody and Courts Referral Service £553,421 (plus over £1 million from NHEngland who are the lead commissioner)	AWP and Sompar	Service supporting individuals at the point of arrest whose offending is linked to substance or alcohol misuse.
Appropriate Adults Service (2 operate: 'Avon' and 'Somerset') £44,200 (plus £33,500 from local authorities)	Brandon Trust and Somerset Youth Offending Service	Service to support and safeguard the welfare and rights of vulnerable adults detained or interviewed by the police.
PCC's Prevention and Intervention Fund £22,410	Resolve West	A partnership fund and project, called Take 5, which is led by Resolve West. Take 5 is working with a school in Somerset where there a significant issues of ASB.
Golden Key – Call In £15,000 (plus £15,000 from Avon and Somerset Police)	Second Step	Seeks to divert young people involved in drug-related offending by giving them the opportunity to take part in an intense programme of mentoring, learning and activities.
PCC's reserve fund – reducing reoffending £266,667	Ready for Release – HMPPS (HMP Bristol)	Support for inmates to help them resettle back into the community on completion of their sentence.
PCC's reserve fund – reducing reoffending £94,794 (plus £201,438 from partners)	DRIVE – Cranstoun Ltd and Next Link	A specialist domestic abuse perpetrator programme for the most prolific and high-harm offenders. A pilot running in South Gloucestershire.

Grant	Recipient	Service / Project
PCC's reserve fund – reducing reoffending £83,988	Court Up – Missing Link and National Probation Service	A programme to divert women away from the short custodial sentences and build and improve networks and referral pathways across mental health, domestic abuse and sexual violence.
PCC's reserve fund – reducing reoffending £25,500 (plus £24,500 from partners)	Julian House – Supported Accommodation	Supports those offenders deemed as being at high risk of re-offending and works in partnership with Probation, Police, Local Authorities, Mental Health, substance misuse treatment and other community partnership agencies.
PCC's reserve fund – reducing reoffending HMP Eastwood Park Coordinator £1,750 (plus £26,250 from partners)	Bthechange	The Coordinator addresses the needs of residents on release and post release to prevent recalls and brings in voluntary sector and legal support for residents prior to release to ensure they are linked into services and remain engaged with services post release. The Coordinator also provides strategic reports on system issues and provides themes for recall and blockers to accommodation to inform learning.
Violence Reduction Unit £1,160,001 Home Office funded (plus £43,181 from PCC's reserve fund)	Grants issued to the five top tier local authorities	Multi-agency work, using a public health approach, to tackle serious violence.
Violence Reduction Unit £466,987 Home Office Teachable Moments Funding	Grants issued to the five top tier local authorities	Education Inclusion Managers / 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.
Violence Reduction Unit £214,066 Home Office Trauma Informed Funding	Rock Pool Life - Trauma Informed Support Provider	Used to deliver trauma informed training to professionals in the police and other partner agencies.
Ministry of Justice male rape fund £20,897	Trauma Breakthrough	Support for male victims of rape.
Ministry of Justice domestic abuse and sexual violence victims uplift 2021/22 funding – IDVAs & ISVAs £1,129,474	<i>Various</i>	<i>See Annex 2</i>
Ministry of Justice domestic abuse and sexual violence victims uplift 2021/22 funding – community based services £353,116	<i>Various</i>	<i>See Annex 3</i>
Ministry of Justice Critical Support Fund 2021/22 £93,486	<i>Various</i>	<i>See Annex 4</i>
Total	£8,274,096	

Annex 2 – Ministry of Justice domestic abuse and sexual violence victims uplift 2021/22 funding – IDVAs and ISVAs

Provider	Amount
Julian House	£37,761
Nextlink	£511,857
Opoka	£32,000
Southside	£66,900
You Trust	£112,500
Safelink	£327,037
Victim Support	£41,419
Total	£1,129,474

Annex 3 – Ministry of Justice domestic abuse and sexual violence victims uplift 2021/22 funding – community based services

Provider	Amount
1625ip	£19,000
Barnardo's	£18,216
Julian House	£20,000
Kinergy	£20,000
Mankind	£10,000
Nelsons Trust	£19,000
Opoka	£18,500
Nextlink / Safelink	£25,000
Somerset and Avon Rape and Sexual Abuse Support	£20,000
Southmead Project	£20,000
Southside	£15,500
The Green House	£9,843
Trauma Breakthrough	£20,000
VANS	£16,200
Victim Support	£40,761
VOICES	£24,500
Womankind	£17,771
You Trust	£15,500
Young Victims Service	£3,325
Total	£353,116

Annex 4 – Ministry of Justice Critical Support Fund 2021/22

Provider	Amount
Kinergy	£3,120
Opoka	£3,600
Somerset and Avon Rape and Sexual Abuse Support	£29,511
The Green House	£3,181
Trauma Breakthrough	£12,886
Womankind	£1,000
Young Victims Service	£40,189
Total	£93,486

Annex 5 – Glossary

Active Citizenship	This is measured as the % of those surveyed that has attended or been involved with or as: <ul style="list-style-type: none"> • ‘Watch’ meetings such as Neighbourhood Watch, Farm Watch or Business Watch • Other police or council Neighbourhood Meetings or forums • Volunteering as a Special Constable • Volunteering in another policing or community safety related way • Community SpeedWatch • Police webchats
ASB	Anti-social behaviour is behaviour which causes, or is likely to cause, harassment, alarm or distress to any person; or behaviour capable of causing nuisance or annoyance.
Bluestone	Avon and Somerset Police response to rape and serious sexual offences.
County Lines	A type of serious organised crime in which drug dealers in major cities establish networks for the supply and sale of drugs to users in towns and rural areas, typically exploiting young and/or vulnerable people to carry, store, and sell the drugs as well as being used to carry out violent attacks on behalf of the Organised Crime Group.
CPS	Crown Prosecution Service
Cybercrime	Cybercrime can be put into two distinct categories. <p>Cyber-dependent – crimes that can be committed only through the use of Information and Communications Technology (ICT) devices, where the devices are both the tool for committing the crime, and the target of the crime. For example developing and propagating malware for financial gain or hacking to steal.</p> <p>Cyber-enabled – traditional crimes which can be increased in scale or reach by the use of ICT. This is where fraud and cybercrime significantly overlap.</p>
Disproportionality of the use of police powers	This looks at the number of people subject to the power, in each of the five ethnic groups, and then compares this to the population of that ethnic group in Avon and Somerset (based on 2011 Census data) to give a ‘rate’. The disproportionality figure displayed is the ratio of how many times more a person, who is Other than White, has had the power used against them compared with White people. An important point of note about the data is that the stop and search data is current but this is being compared to population data from 2011 – in this time period the demographics of the areas will undoubtedly have changed and the actual ratio will be different.
Hate crime	A crime where the offender has either demonstrated or been motivated by hostility based on a person’s race, religion, disability, sexual orientation or transgender identity.
HMICFRS	Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services
Local authorities	Top tier local authorities in Avon and Somerset are Bath and North East Somerset, Bristol, North Somerset, Somerset, South Gloucestershire.
OPCC	Officer of the Police and Crime Commissioner
PCC	Police and Crime Commissioner
Police Visibility	This is measured by a question in the local survey of when did you last see a police officer or a police community support officer in your local area? This is percentage of respondents that have seen an officer within the last month (or more recently).
Positive outcome rate	Positive outcomes are counted as Home Office defined outcomes 1-8 and 22 which are: charge/summons, cautions/conditional cautions for youths or adults, offences taken into consideration, the offender has died, penalty notice for disorder (PND), cannabis/khat warning, community resolution or diversionary, educational or intervention activity. The rate is the percentage of all outcomes which are positive.
Public confidence	This is measured by a question in the local survey; and is the percentage of people who have confidence in their local police.

RASSO	Rape and serious sexual offences
Rural crime	any crime occurring in a rural area which directly or indirectly affects a farming or rural business or the rural communities. Rural means a close association with or dependence upon the land within that location.
Timeliness of attendance	Calls to the police are graded based on threat harm and risk. There is a service level agreement (SLA) for each grade which states how long attendance should take (below). It is important to note that the SLAs are defined by Avon and Somerset Police, not mandatory. Timeliness is reported as the percentage of those incidents that were attended within the particular SLA. <ul style="list-style-type: none"> • Immediate – 15 minutes for urban areas and 20 minutes for rural areas • Priority – 1 hour • Routine – 12 hours
Victim satisfaction	As measured by a local telephone survey of a sample of victims of ASB, burglary, hate crime and violent crime.

MORE INFORMATION








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Avon and Somerset Police and Crime Panel
28th June 2022

Working Arrangements between the Panel and the Office of the Police and Crime Commissioner – Shared Protocols

Recommendation

The Panel is invited to:-

1. Endorse the proposed changes to the Complaints Protocol and Communications Protocol.
2. Approve the introduction of a Mid Term Vacancy Protocol

1. Background

Following the introduction of new governance arrangements for Policing in 2012, the Avon and Somerset Police and Crime Panel (the Panel) and the Office of the Police and Crime Commissioner for Avon and Somerset (OPCC) has conducted business with the assistance of a number of shared protocols. Experience has demonstrated that key to both roles, is a constructive working relationship. The aim of the protocols is to facilitate the positive relationship in place and enable both bodies to discharge their functions effectively.

The Communications Protocol and Complaints Protocol are attached as Appendices 1 and 2 to this report. Both documents have been reviewed at intervals in recent years and brought back to the Panel for endorsement. A further officer review took place in April 2022 with Panel oversight and the documents have been updated to provide further clarity where appropriate.

The Mid Term Vacancy protocol is an historic document that was never formally adopted by the Panel.

2. Shared Protocols

2.1 Complaints Protocol

This has been amended to reflect the appointment of the OPCC Chief of Staff and the inclusion of a process map to provide further detail for the public on how the process is managed.

2.2 Communications Protocol

This has been amended:-

- to specify that this is a joint protocol between the Panel and the OPCC

- to define and make explicit the media communications included
- to clarify timings and communications before the issue of any statements
- to clarify the 2 distinct elements of a) Proactive and reactive internal communications between the Panel and OPCC in respect of external communications and b) the Panel and media engagement
- to define the obligations of Panel Members in making personal statements on any matter that falls within the remit of Panel business.

2.3 Mid Term Vacancy Protocol

The Panel was formally briefed in 2020/21 on its responsibilities to appoint an Acting Commissioner in the event of a vacancy.

A Mid Term Vacancy Protocol had been drafted by the Lead Officer in 2016/17 following a sudden vacancy in the West Midlands OPCC. The purpose of the document at that time was to avoid the upheaval experienced by the West Midlands Police and Crime Panel when it became apparent that the primary legislation lacked the clarity needed by the Panel to discharge its functions.

The Policing and Crime Act 2017 (Part 5 paragraphs 121-123) subsequently amended the primary legislation to ensure that the Deputy Commissioner is eligible to perform the role. It extends the term of office of a Deputy Commissioner so that, in the event of a PCC vacancy occurring (through death or resignation), the term of the Deputy Commissioner automatically ends upon a new PCC taking office rather than upon the former PCC ceasing to hold office. This enables a Deputy Commissioner to be appointed by the Panel as the Acting Commissioner pending a by-election.

In 2021, mindful of the PCC's obligations on succession planning emerging from Part 1 of the Home Office review, the Lead Officer consulted with the OPCC on the merits of a joint protocol. The OPCC is required to put in place formal succession "involving the Police and Crime Panel in those discussions as necessary". The OPCC was happy to sign up to a joint protocol and the attention of the Panel is drawn to Appendix C to the report which provides a simple framework for both bodies to work to in the event of a mid-term vacancy.

The Panel should note that whilst the Home Office Review recommends mandating the role of Deputy Police and Crime Commissioner, this has not been progressed centrally and ambiguity remains as to whether it will be mandated in the future.

Patricia Jones PLJones@somerset.gov.uk
 Lead Officer
 28th June 2022

~~AVON AND SOMERSET POLICE AND CRIME PANEL~~

INTERNAL AND EXTERNAL COMMUNICATIONS PROTOCOL

Summary

1. This protocol has been written as a basis for all communications and information sharing between the Avon and Somerset Police and Crime Panel (the Panel) and the Police & Crime Commissioner for Avon and Somerset (the Commissioner) and his office. It covers 2 distinct elements:-

1. Proactive and reactive internal communications between the Panel and the Commissioner about external communications; and
2. The Panel's engagement with the media

Media communications include:-

Proactive press releases,
Reactive written statements,
Interviews and opinion pieces,
Press briefings/conferences,
Blogs/Vlogs
Websites
Social media
Documentaries and public interest programmes

Contextual Information

2. The Panel has been established to support and scrutinise the Commissioner and has a number of specific responsibilities, including the power to veto certain decisions of the Commissioner. The Panel ~~will want~~ may wish to use proactive communications to support the efficient discharge of its responsibilities. There is likely to be media interest in the relationship between the Panel and the Commissioner, particularly on any areas of disagreement.
3. The absence of any co-ordination between the Panel and the Commissioner may lead to public confusion, and reputational damage for both.

Aims:

4. This protocol has the following aims :
 - To work effectively with the media in both issuing proactive press releases and in responding to media enquiries, to ensure the best outcomes possible

- Provide clarity to the media about the respective responsibilities
- To maintain and respect the independence of each body; and
- To avoid either body undermining the role of the other

Principles:

5. In this Protocol, both bodies agree to:
 - a) Inform each other before any press releases are issued on matters relating to Panel business;
 - b) Provide an embargoed copy; and
 - c) Agree the timescale for requests for amendments or corrections before release

This is to enable the other body to consider whether to prepare a response or comment.

All communications shall have regard to the Code of Recommended Practice on Local Authority Publicity and other statutory provisions concerning communications.

A. Communications between the Police and Crime Panel and the Police & Crime Commissioner for Avon and Somerset

Working arrangements

6. A nominated communications representative from the Host Authority will meet when necessary with the Commissioner’s Head of Communications to discuss up and coming meetings and arrangements. Both the Panel and Commissioner may issue their own statements/comments following Panel meetings or when a matter of concern arises, subject to the principles set out above.

Publication of agenda and minutes

7. Dates of meetings and meeting papers will be published on the Panel’s website. A link to the Panel’s website will be published on the Commissioner’s website.
8. After the meeting, any proposed external Panel communications will be shared in advance with the Commissioner’s Head of Communications for information eg: any planned interviews, announcements of key decisions, and timings to ensure a joined up approach.

9. Draft minutes of the Panel will be shared with the Commissioners Office, and the Commissioner and/or her officers will be invited to comment (within reasonable timescales set by the Host Authority) on the accuracy of those minutes where the Commissioner and/or her officers have provided information or been quoted.

B. Communication with the media by individual members of the Panel and the role of the Chair

10. The Chair of the Panel (or in his absence the Vice Chair) is the official spokesperson for the Panel unless a specific spokesperson from the Panel has been approved in advance by the Chair. All official communications will be generated by the Host Authority press office on behalf of the Panel.

Other Panel members may present personal comments on any matter which falls within the remit of the Panel or present the views of their respective local authority in line with the relevant authority's protocol for communicating with the media. Members should take into consideration any reputational implications for the Panel. It should be made expressly clear that such comments are made either in a personal capacity or on behalf of the relevant local authority. The same principle applies to comments made using social media.

A copy of any formal press statement should be sent to the Host Authority press office.

11. The Host Authority press office will respond to day to day inquiries from the media by issuing statements and/or arranging interviews with members or officers as appropriate. This will be following discussions with the Chair (or in the absence of the Chair, with the Vice Chair of the Panel and the Clerk to the Panel, and in communication with the Office of the Police and Crime Commissioner (OPCC) as necessary and appropriate.
12. Issues likely to involve heightened media interest or with potential to affect the reputation of the Panel, the OPCC or the Constabulary will be escalated between the parties to agree an approach. All reasonable steps will be taken by relevant officers to communicate as soon as possible and in advance of media reporting with a view to establishing appropriate next steps in consultation with the Chair (or Vice-Chair) and the Commissioner.

13. The media will be invited and are entitled to attend all formal meetings of the Police and Crime Panel unless matters of a confidential or exempt nature are to be discussed. In such circumstances the press and public may be excluded from the meeting in line with the statutory Access to Information arrangements

C. Review

14. To ensure that this protocol-remains fit for purpose and relevant it will remain under continual review. It will act as a guideline based on the best current assessment of sensible work practice. It may require amendment in the light of practical experience and, if so, will be amended with the agreement of the Commissioner and the Panel. Any amendments will be recorded in writing.
15. Both parties shall monitor the quality of communication and may request to meet to discuss specific areas of concern.
16. The protocol will be reviewed again in June 2023.

AGM June 2 2022

AVON AND SOMERSET POLICE AND CRIME PANEL COMPLAINTS PROTOCOL

Introduction

The Police and Crime Panel (the Panel) is responsible for handling non-criminal complaints against the Police and Crime Commissioner for Avon and Somerset (PCC), and criminal complaints and conduct matters that are referred back to the Panel by the Independent Office for Police Conduct (IOPC). Arrangements for the Panel's role in complaints handling are set out in the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 and accompanying Home Office Guidance.

Purpose of the Protocol

- To explain how complaints against the PCC are dealt with by the Panel.
- To reassure the public that complaints against the PCC are dealt with fairly and appropriately.
- To reassure the public that the Panel will refer any complaint relating to a criminal offence to the IOPC.

Scope of the Panel's Activity

The complaints procedure covers issues relating to the conduct of the PCC. If you consider the PCC has not acted appropriately in relation to a matter for which the PCC has responsibility, you may raise this issue under the Panel's complaints procedure.

Submitting a Complaint

The Panel has agreed to delegate responsibility for the initial handling and recording functions to the PCC's Chief of Staff (Chief Executive and Monitoring Officer) in the Office of the Police and Crime Commissioner.

To make a complaint against the PCC, you can email:-

pcc@avonandsomerset.pnn.police.uk

Or contact in writing:-

The Chief of Staff
Avon and Somerset Office of the Police and Crime Commissioner
Valley Road
Portishead
Bristol
BS20 8JJ

Complaints regarding operational policing, the Chief Constable and other Police officers are not dealt with by the Panel. Further details can be obtained by contacting the email address above.

Delegation of non-criminal complaints to the Chief of Staff

The Chief Executive and Monitoring Officer in the Office of the Police and Crime Commissioner, will consider all non-criminal complaints regarding both quality of service and conduct, make a recording decision and act to broker local resolutions to resolve complaints in the first instance.

The Panel will receive a monitoring report at every meeting which will provide summary information in relation to complaints against the Commissioner and their status. Where a decision is taken to record a complaint, a copy of the register and action plan will be attached to the report. Members have the ability to undertake periodic dip-sampling of complaints to provide assurance with regard to the handling process.

The Chief of Staff is supported in this duty by members of the OPCC. Please see Annex A Avon and Somerset PCC Complaints Process Flow for further details of how the OPCC manage this function.

The Panel is the final arbiter of complaints against the PCC and complaints will be referred to the Panel if:-

- The complainant is not satisfied with how the complaint has been dealt with;
- The Chief of Staff considers there to be an actual or perceived conflict of interest in dealing with the complaint;
- The IOPC refers a matter back to the Panel;
- There is a request for a review/escalation of a complaint by a member of the Panel.

Panel consideration of Complaints

The Panel has the ability to deal with complaints using informal resolution. This is a way of dealing with a complaint by solving, explaining, clearing up or settling the matter directly with the complainant, without an investigation or formal proceedings. It is a flexible process that may be adapted to the needs of the complainant and the individual complaint.

The Panel may take such steps as appropriate to resolve the matter including referring the issue to a sub-committee. A Complaints Sub-Committee was established on 30th October 2014 to carry out delegated functions of the Panel associated with the complaints handling process and the informal resolution of complaints. The Sub-Committee will decide on the most suitable course of action to assist with the informal resolution of the complaint.

The Panel can resume responsibility for informal resolution at any time.

Informal resolution will be discontinued if the Panel decides the complaint should be referred to the IOPC or if the IOPC notifies the Panel that they require the complaint to be referred to them.

Informal Resolution

The Sub-Committee will first consider if the complaint has already been satisfactorily dealt with. If it appears it has, it may decide to take no further action.

The intention is for the informal resolution process to be flexible so it can be adapted to individual circumstances. However, there are some formal requirements:

- No investigation can take place. The Panel has power to require the PCC to provide information and documents and to attend to answer questions. This does not amount to an investigation.
- The complainant and the PCC must be given the opportunity to comment on the complaint as soon as is practicable.
- Any failure by the PCC to comment on the complaint when invited to do so will be noted in the written record.
- The Panel has no power to tender an apology on behalf of the PCC or impose a formal sanction.

The Sub-Committee may find there are recommendations which emerge naturally from its findings/consideration of the matter and these may be passed to the PCC to implement. In attempting to secure a resolution the Sub-Committee is required to consider whether further information, clarification or explanation is required and/or whether any actions are required and can be agreed between the parties.

Timescales

Wherever possible complaints will be acknowledged within 10 working days. Matters requiring informal resolution by the Panel will be considered by the Complaints Sub-Group as soon as practicable or at the next Panel meeting.

Reference to the Independent Office for Police Conduct

The Panel is not responsible for investigating or determining whether a crime has been committed.

Any conduct matter and any serious complaint (a complaint about conduct that constitutes or involves, or appears to, the commission of a criminal offence) must be reported to the IOPC as soon as possible. The IOPC can also require a complaint to be referred.

Referrals should be made as soon as possible and no later than the close of business the day after the Panel becomes aware that the matter should be referred.

To fulfil this duty, the Chief of Staff will notify the Chair of the Panel and the Clerk and the matter will be referred to the IOPC.

If the Panel is handling the complaint directly, then the Panel will be responsible for the referral.

The complainant and the person complained about will be notified, unless doing so might prejudice a future investigation.

It is possible for the IOPC to refer any complaint back to the Panel for resolution.

Appeals

There is no right of appeal against the outcome of informal resolution.

A complaint about the way in which a matter was handled (maladministration) can be made to the Local Government Ombudsman.

Complaints relating to the PCC's decision not to uphold a Police Complaint Review

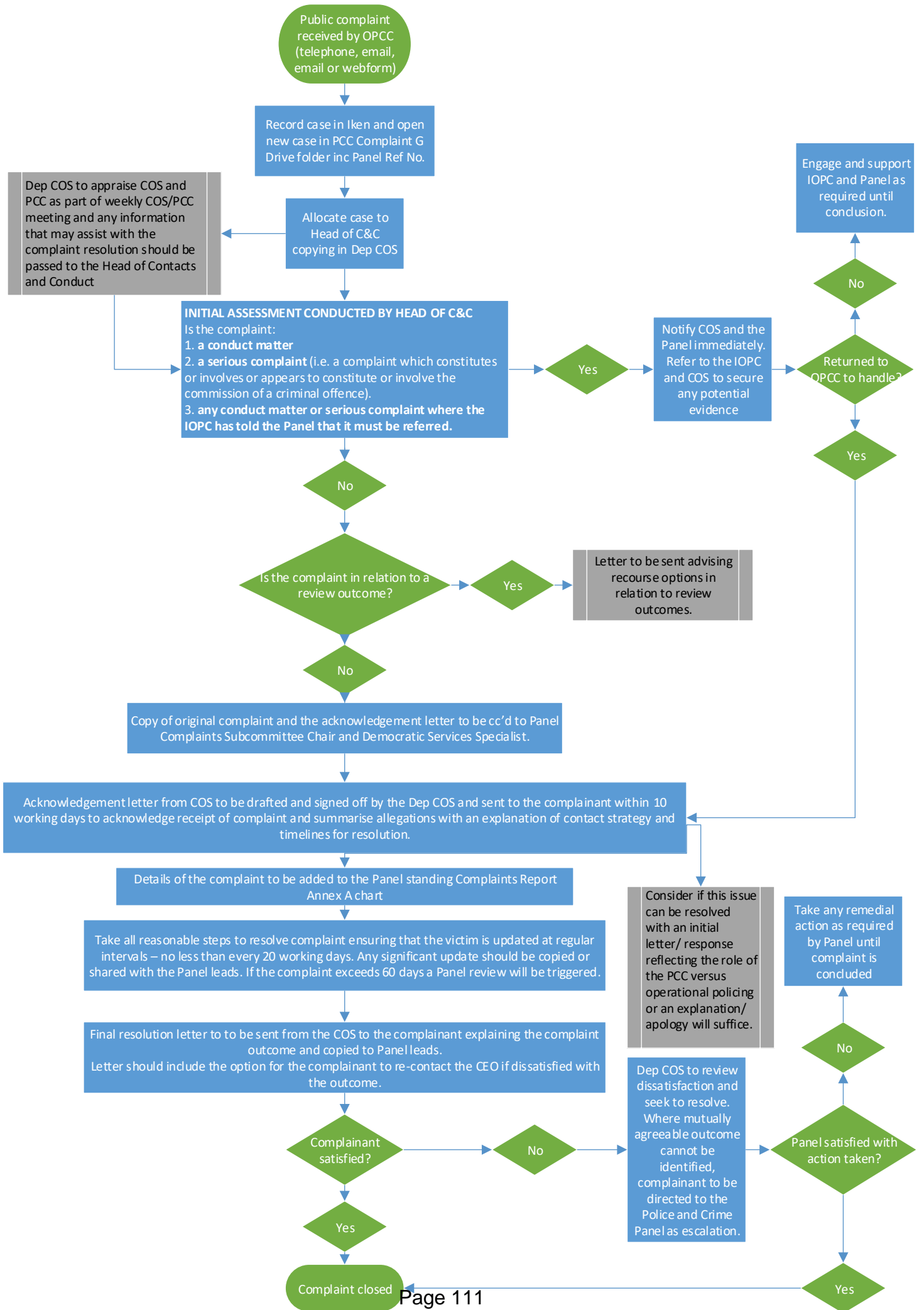
Since 1st February 2020, the Police and Crime Commissioner has become the appropriate authority to review low level Police Complaints. This process (formerly known as an appeal) relates to complaints under Schedule 3 of the Police Reform Act 2002. A review is not a re-investigation, but an opportunity to independently assess whether complaint handling complied with the Police (Complaints and Misconduct) Regulations 2020, under which complaints must be dealt with 'reasonably and proportionately'.

The Police and Crime Commissioner (PCC) is an elected representative of the community and his/her conduct should not discredit the office. The PCC is subject to a Code of Conduct which sets out the expected standards of personal and professional behaviour. However, the Panel's complaints handling process is not an appropriate way in which to challenge findings in relation to a Police Complaint Review. Both the Panel and the CEO will consider all PCC complaints independently and impartially, however those relating to dissatisfaction as a direct result of a review outcome will not be considered.

There is no right of appeal to the Panel or any other body in relation to a Police Complaint Review. If anyone wishes to challenge the outcome of a Police Complaint Review, the only option is to apply for a Judicial Review.

June 2022

Avon and Somerset PCC Complaints Process Flow May 2022



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Mid Term Vacancy in the Office of the Police and Crime Commissioner

Introduction

1. The relevant legislation is the Police Reform and Social Responsibility Act 2011 (PRSR) and Policing and Crime Act 2017 (PCA). Experience of the effectiveness of the primary legislation in the light of two PCC by-elections indicated there was a need to amend the legislation to provide additional flexibility to the arrangements.

This is a Joint Protocol between the Avon and Somerset Police and Crime Panel (the Panel) and Office of the Police and Crime Commissioner for Avon and Somerset (OPCC) to ensure processes run as effectively as possible in the event of a mid-term vacancy.

Key Responsibilities

2. In the event of a by-election, the Panel has a responsibility to appoint an Acting Police and Crime Commissioner (Acting Commissioner) until a by-election is held. It is a requirement of the Act that the Panel may only appoint a person as Acting Commissioner if they are a member of the Commissioner's staff at the time of the appointment.

When does a vacancy occur?

3. In the case of resignation, on receipt of the notice of resignation by the appropriate officer. In the case of death, on the date of death (other scenarios are outlined at Chapter 6 Section 59 of the PRSRA).

What is the Panel's duty?

4. The PRSRA states that the Panel must appoint a person to act as Police and Crime Commissioner (Commissioner) for that area if no person holds the office of Commissioner for that area, or if the Commissioner is incapacitated or suspended.

What is an Acting Commissioner?

5. An Acting Commissioner can do everything required of a substantive Commissioner, other than issuing or varying a Police and Crime Plan. The post of an Acting Commissioner

continues until the announcement of a new Commissioner following an election, or if the Acting Commissioner resigns.

Who can be appointed?

6. The original legislation indicated that a Deputy Police and Crime Commissioner's (Deputy Commissioner) term of office did not extend beyond that of a Commissioner. It was therefore unclear if that person could be appointed as Acting Commissioner if a vacancy arises.

The PCA 2017 (Part 5 paras 121-123) amended the primary legislation to ensure that the Deputy Commissioner would be eligible. It extends the term of office of a Deputy Commissioner so that, in the event of a vacancy occurring (through death or resignation), their term automatically ends upon a new Commissioner taking office rather than upon the former Commissioner ceasing to hold office. This enables a Deputy Commissioner to be appointed as the Acting Commissioner.

In summary, where there is a Deputy Commissioner in post and it is appropriate to do so, the Panel may appoint the Deputy Commissioner to the role of Acting Commissioner pending the outcome of a by-election.

- 6.1 In a scenario where a Commissioner leaves office mid-term (for whatever reason), the Deputy's term of office will run until the arrival of the newly elected Commissioner, whereupon it will automatically terminate. This will remove the statutory obstacle to the Panel appointing the Deputy as Acting Commissioner. The new Commissioner will then be free to determine whether they wish to re-appoint the existing Deputy, replace them or discontinue the post entirely.
- 6.2 Should the Deputy Commissioner not be considered appointable as Acting Commissioner (for whatever reason) the OPCC Chief of Staff (CEO) or Chief Finance Officer can be appointed to the role. It should be emphasised that their statutory roles would need to be reallocated.

The option of formally appointing someone to the staff on a short-term basis in order to carry out the role would not appear to satisfy the legal requirement which states that all staff within the Commissioner's office (other than a Deputy) are to be appointed on merit. It would be arguably difficult to appoint rapidly and be able to demonstrate that this requirement has been met.

What timescale is required?

7. The legislation appears silent on the issue of timescales.

What process does the Panel have to follow?

8. The legislation is not prescriptive. Unlike a Confirmatory Hearing, there is no specific requirement for a meeting to be held or for the proposed Acting Commissioner to attend a meeting.

By-Election Process

9. The process of setting an election date will be a concern. The PRSRA states that the date fixed must be not more than 35 days after the relevant event (working days). Notice should be given to the Police Area Returning Officer at the appropriate time but too hasty an election will inevitably mean a low turnout.

Best Practice

10. An early meeting between the Chair and Vice-Chair, Chief of Staff, Panel Lead Officer, the Chief Constable, and representative of the Police Area Returning Officer (PARO) will be invaluable in understanding needs and identifying key officers.
 - 10.1 On-going communication between those officers and the Panel will be vital as options are explored and a timescale is agreed. An urgent meeting of the Panel should be called.
 - 10.2 There needs to be a swift understanding of who could be the Acting Commissioner and what their employment status will be.
 - 10.3 A press statement should be released as soon as possible.
 - 10.4 Although the election is a PARO responsibility, a collective message from all concerned may be considered useful.

Patricia Jones
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24.05.22

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AVON AND SOMERSET POLICE AND CRIME PANEL COMMISSIONER'S UPDATE REPORT 28 JUNE 2022

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 17 March 2022. A summary of key highlights for consideration by Panel Members is set out below:

EXECUTIVE SUMMARY

Governance and Scrutiny:

- **New Scrutiny Arrangements:** overview of new arrangements, to include quarterly public meeting, to increase transparency and public confidence.
- **DPCC Portfolio:** Serious Violence, VAWG and Disproportionality to be the key focus.
- **Local Police & Crime Plans:** progress in supporting Local Authority partners to develop local plans.
- **Standing issues for Panel oversight:**
 - a) Recruitment and Retention:** continued trend of high leaver numbers, mitigations in place to be on track to exceed target by March 2023.
 - b) Estates:** colocation feasibility discussions ongoing for Bathwick site, Lewis House project complete, delays to Trinity Road planning process, committee now anticipated in August.
 - c) Fire Governance:** Fire Reform White Paper published in May. Proposed to have one 'democratic focus' for fire service, does not mandate who should take on role. Coterminosity issues can be resolved with two services under one Chief Officer.

OPCC Business Update:

- **Review of Disproportionality in the CJS in A&S:** presentation on the report and next steps from Independent Chair of the Review to be considered at this meeting.
- **Consultation & Engagement:** 2022/23 Engagement programme underway, to include a PCC/Councillors forum in each local authority area.
- **Complaints & Contacts:** Key themes for this period include police response to VAWG and issues relating to neighbourhood/ASB concerns (including illegal encampments).
- **Partnerships & Commissioning:** PCC Review Part 2 proposals, Violence Reduction Units, Reducing Reoffending, & Criminal Justice updates; Victims Bill publication.
- **Scrutiny Panels:** summary of recent scrutiny panel meetings and work of OPCC panel members and Independent Custody Visitors.

National Updates:

- **PCC Review Part 1:** Home Office consultation on Policing Protocol; PCC Succession Plan for approval at this meeting (within Panel Protocols).
- **PCC National Economic & Cyber Portfolio:** update on national and local activity including Select Committee appearance, Financial Times article, and fraud prevention awareness initiative.

1. GOVERNANCE AND SCRUTINY

New Scrutiny Arrangements

New scrutiny arrangements have been put in place. This approach is a real step change in how the PCC discharges his scrutiny functions and will see the PCC publicly holding the Chief Constable to

account to increase public confidence and transparency. There will be two meetings which will replace the current Police & Crime Board:

- **Performance and Accountability Board (PAB)** - a public meeting held quarterly via Teams.
- **Governance and Scrutiny Board (GSB)** - a closed session held 8 times a year.

The first public meeting was held on 5 May. Further information can be found at the following link: <https://www.avonandsomerset-pcc.gov.uk/reports-publications/oversight-boards/>

Key Decisions

Key decisions published since the last meeting are available at the following link:

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

DPCC Portfolio

Following the appointment of Claire Hiscott as Deputy Police and Crime Commissioner, DPCC portfolio areas have been agreed as follows:

- **Violence Reduction Units (Serious Violence)**
- **Violence against Women and Girls**
- **Disproportionality in the Criminal Justice System**

In addition to supporting the PCC on these three business areas, Claire will be progressing cross-cutting aspects of her role including supporting community engagement on behalf of the PCC and adopting a strategic approach to mapping and understanding the concerns of the diverse communities across the area. Work is underway to draft a working plan for the next 6-12 months to focus on these key areas and how they support the Police and Crime Plan.

Local Police & Crime Plans

Progress in development of local plans is as follows:

- South Gloucestershire – final draft has been received – reflecting comments from the OPCC – and will be sent to their CSP meeting for approval on 17 June.
- BANES and Somerset – OPCC have shared comments on a draft and are awaiting a final version.
- North Somerset – draft ‘plan on a page’ not yet received.
- Bristol – draft plan not yet received and finalisation of this is not likely to happen until August.

Inspections Update

HMICFRS

Since last reported two new responses have been published:

- [A joint thematic inspection of the police and Crown Prosecution Service’s response to rape - Phase two: Post-charge](#)
- [State of policing: the annual assessment of policing in England and Wales 2021](#)

There is one new publication requiring a response:

- [The impact of the COVID-19 pandemic on the Criminal Justice System – a progress report](#)

Inspections involving Avon and Somerset Police:

- As part of the Victim Services Assessment (under PEEL), ASP were inspected week commencing 13th June 2022.

Police Super-Complaints

Since last reported no new response have been submitted.

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

- *Force response to police perpetrated domestic abuse*

- *Police response to BAME victims of sexual abuse*
- *Police use of stop and search powers*

Standing issues for Panel oversight:

a) Recruitment and Retention:

The trend of higher leavers previously seen, has stabilised but expected to increase, predicted to peak around March 2023. On the advice of the Home Office Uplift Team, the Force is currently working on the assumption of an average of 25 leavers per month. Benefits of this buffer have been seen, as there were only 10 leavers in May. Leaver numbers continue to be monitored closely and work is being done on retention strategies, for example the release of a Police Officer Career Aspiration Survey designed to proactively gain further insight.

Target PCDA course numbers for June 2022 were not achieved due to prior annual leave commitments of successful applicants. Due to concerns that this may be replicated with the August 2022 candidate pipeline, a decision has been made to increase October 2022, January, and March 2023 to 60, to ensure that the final uplift target of 3291 is achieved. As a result, the Force is currently predicting to be 68 officers over that target by March 2023.

b) Estates:

Colocation with Avon Fire & Rescue and SWAST in Bathwick continues to be explored, based on commissioned feasibility work which indicates that there are potential practical options for this.

Lewis House opened on time and on budget. The project closure report was accepted with some detail to complete on security mitigations from the colocation with partners once they have fully moved in.

Trinity Road planning submission was due to go to committee on 8th June. However, Bristol City Council notified us that they had delayed the application whilst discussions were ongoing with the Trinity Centre. This has been further delayed by the case officer going on leave. The updated position is the next committee date is likely to be 3rd August. Estates Project leads are discussing next steps and implications on timeline and cost with Guinness Partnership.

c) Fire Governance:

The Fire Reform White Paper was published in May, setting out proposals that include future governance arrangements. It is proposed for the fire service to have one 'democratic focus', however does not mandate as to where that role should sit. In relation to coterminosity challenges highlighted over the potential for PCCs to take this role, proposals suggest that this issue could be resolved by having two fire services under a single Chief Officer. Consultation closes on 26 July. The document can be found at the following link:

<https://www.gov.uk/government/consultations/reforming-our-fire-and-rescue-service>

2. OPCC BUSINESS UPDATE

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

Please see full update report provided in addition to the presentation by Desmond Brown, Independent Chair of the Avon and Somerset Review.

Consultation and Engagement

The Communications and Engagement Team continues to use the PCC's programme of engagement and events to support the objectives of the Police and Crime Plan.

One key deliverable for 2022/23, as part of the PCC's programme of engagement, will be a PCC/Councillors forum in each local authority area. The aim will be to help the PCC and ASP to better understand the crime and anti-social behaviour issues that are being reported to local councillors and to promote closer partnership working to problem solve some of the ASB and crime issues faced by residents and businesses in Avon and Somerset.

The PCC continues 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. This has enabled greater understanding of localised issues and, with the lifting of COVID restrictions, the team will be working with the PCC to capitalise on the hybrid engagement opportunities available through a mix of virtual and in person engagement activity.

The team will also be working on an engagement programme for the new Deputy PCC that relates specifically to their portfolio areas of Male Violence Against Women and Girls (MVAWG), Violence Reduction Units (VRUs) and Disproportionality and partner engagement. We hope this will support and enhance the engagement of the PCC.

Another focus for the team is on the PCC's national portfolio work of Economic and Cyber Crime. The PCC was recently invited to give evidence at a Special Inquiry Committee in Parliament as a result of his insights into fraud investigation and resourcing in policing, published in a Financial Times Interview.

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.

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.

No. of cases created and managed per month:

Month	2022	2021	-/+
March	151	195	-44
April	116	131	-15
May	172	227	-55

The year on year figures reflect the 2021 demand connected to the PCC election period and the start of a new PCC term.

439 contacts were graded, recorded and actioned between 01/03/22 and 31/05/22. The OPCC average contact handling time for this period was 6.4 days. 68% of contacts were closed within 5 days or less. Cases assessed as having higher complexity, risk, public impact or organisational reputation continue to be high with 75% of cases graded as high or medium over this period.

Month	High 2022	High 2021	Med 2022	Med 2021
March	19	25	87	116
April	27	18	62	64
May	31	40	102	120

Email is still the primary means of contacting the PCC with 71% of contact received via this medium.

Contact regarding the police response to VAWG and issues relating to neighbourhood/ASB concerns (including illegal encampments) are notable themes for this period. We continue to see a large amount of contact that raises dissatisfaction with ASP and many matters will result in a complaint being made to PSD.

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 the handling of 393 police complaints. The team continue to check complaints handling regularly to support timely resolution and are currently overseeing 37 live complaint cases sat with PSD on behalf of the PCC.

Commissioning & Partnerships

PCC Review Part 2

The government has announced plans to strengthen the PCC role in partnership working and reinvigorate the local partnership landscape, following the PCC Review Part 2. Commitments include:

- Undertake a **review of CSPs** and assess their position with the wider partnership landscape
- Update guidance to **provide greater clarity on the role of the PCC within the VRU** and consider multi-year funding cycles
- Consider introducing a **new duty for CSPs to report on local ASB strategy and delivery** to PCCs and legislating to set out the PCC role in the Community Trigger process.
- Amend the core PCC guidance and share good practice to help PCCs understand how they can **leverage local partnerships to tackle drugs misuse and supply**.
- Putting **Local Criminal Justice Boards onto a statutory footing**, defining the role of PCC as Chair and setting out the expected membership.
- A new **reciprocal duty for PCCs and Regional Probation Directors** to consult each other when developing priorities. A further duty to allow and encourage collaboration.
- Support PCCs to work with HMICFRS and wider CJS partners to **improve the quality of, and access to, performance information**.
- Work with the MoJ and Information Commissioner's Office (ICO) to **develop national guidance on data sharing** between CJS partners, including PCCs.
- Set out how PCCs should reach out and **engage diverse communities** across their local area in order to help close the confidence gap.
- Clarify legislation on **PCC representation on local government committees**.

The OPCC looks forward to working closely with the Panel and key partners to take this forward.

Serious Violence

Coming to the end of the financial year has seen the completion of the VRU Annual report (available at <https://www.avonandsomerset-pcc.gov.uk/working-for-you/partnerships/violence-reduction-units/>) This reflects on key activity for the year and highlights for looking forward.

21/22 VRU reach snapshot:

Working in partnership to tackle serious violence

- **923** Young people at risk of serious violence discussed at multi-agency VRU meetings
- **851** Young people at-risk or involved in violence have received targeted interventions
- **3469** Young people receiving universal intervention through schools programmes
- **3269** contacts made with young people through detached outreach
- **727** professionals have received training on trauma-informed practice, as well as 78 attending further training for managers/supervisors.

In entering a new year we have also been required to submit a bid to the Home Office in collaboration with the VRU Board and VRU spokes. A set of clarification questions were responded to on 6/06/22, we await the subsequent grant agreement in due course.

The DPCC has started in her role and will be leading on the VRU portfolio, we have identified two priority areas for her to initially support; 1) the VRU Board and its direction setting – developing a work plan for its priorities 2) understanding what the SV Statutory Duty means for us as a VRU area and ensure our partners are engaged and complying. The duty was due to be out for consultation on 06/06/22 but this has not landed. The DPCC will chair her first VRU Board on 28/06/22.

Some of the key areas we will be looking to develop under the central VRU in the next year are:

- Data sharing across all agencies will be driven by a nominated strategic lead from the VRU partnership.
- Evaluation and continuing to be able to evidence VRU impact will be led and shaped by a specialist role which is being recruited.
- Improve awareness of the VRU work and accessibility of its offerings to the public.
- Continue to develop on approaches around Education Inclusion and engage local education leads to support on this agenda, so to create sustainable solutions to reducing exclusions.
- Youth and Community Voice must continue to be a priority for meaningful engagement and consultation, building on approaches delivered this year but ensuring we also reach seldom heard voices.
- Continue to work closely with Police colleagues; developing the dedicated Police VRU roles, as well as building on the learning from the GRIP hotspots and bringing in a partner problem solving approach to some of the revised hotspots.

Reducing Reoffending

Many of the OPCC Reducing Reoffending commissioned services have now been in operation for 12 months and we have been working with these services to both monitor performance and explore early outcome data with a view to supporting them to secure future funding avenues when the OPCC pilot funding comes to an end. Regular partnership meetings are held with statutory agencies such as the Probation Service to better understand and align with their commissioning intentions specifically around accommodation, 16-25 year old transitions and 'through the gate services'. The domestic abuse perpetrator programme Drive is having a one year celebration event to share early data finds with potential funders in July which the PCC is supporting.

Government 10 Year Drugs Strategy

The Government have now launched their 'From Harm to Hope' 10 years drugs strategy which outlines their commitment to cut crime and save lives by reducing the supply and demand for drugs and delivering a high-quality treatment and recovery system. As part of this the OPCC have been working in partnership with OHID (Office of Health Improvement and Disparities) to develop leadership plans in this area. As well as attending respective Drug and Alcohol Partnerships within

each Local Authority area the OPCC are also planning to convene a summit over the summer to bring together our respective Local Authorities in Avon and Somerset to learn from each other and share best practice.

Criminal Justice

ASCJB

The A&S LCJB (Local Criminal Justice Board), chaired by the PCC, met on the 7th June. The Board had an overview of the newly released Criminal Justice Performance Scorecards, which included local and national comparison data from the Ministry of Justice (MOJ) as well as an update on the Police & Crime Commissioner Part II review, Victims Bill and Victims Code of Practice Compliance. The LCJB Business Plan was presented for sign off. Updates were given on the Priority areas VAWG, Performance, Victims and Witnesses, and Reducing Reoffending. The Chief Constable, Sarah Crew gave a detailed brief on the work achieved so far and direction of the priority area of Tackling Disproportionality within the Criminal Justice System. Economic and Cyber Crime (including Fraud) was also discussed.

Victims Code of Practice (VCOP) Compliance

The Victims Governance Group met on 27 April to review VCOP compliance dip sampling. The focus of the session was on rights and entitlements relating to the offer of restorative justice, to provide baseline information for the Restorative Justice Action Plan. There is an identified gap in guidance for police and criminal justice professionals on the offer of restorative justice, and evidence of a lack of awareness regarding roles and responsibilities in relation to restorative justice. This is the focus of national work led by the NPCC, phase two of the APPG inquiry into Restorative Justice, and local work through the A&S RJ Action Plan (see below). Observations and actions identified from the dip sample include:

- Police to confirm process for written confirmation of crime and consider use of technology e.g. text to confirm receipt;
- Future case selection to focus on Not Guilty Anticipated Plea (NGAP) cases and include more 'cases stopped' to enable CPS review of quality of correspondence;
- HMCTS to develop mechanism to check Victim Personal Statement (VPS) on file and bring to the attention of the Judge to read out.

The theme of the next meeting (6 July) is domestic abuse and serious sexual offences. The Victims Bill includes proposals for an enhanced role for the PCC in relation to VCOP compliance (see below).

Restorative Justice Action Plan

Work is underway to deliver the RJ Action Plan. Progress includes:

- Analysis of comparative information on cost, referral rates and service models in Most Similar Force group;
- Engagement in national events hosted by Why Me and the NPCC to contribute to development of national policy and guidance;
- Submission of response to APPG on Restorative Justice to inform phase two of their inquiry;
- Improvement work including pilot focusing on youth Community Resolution cases for letters of apology to be managed by the RJ service provider (Restorative Approaches Avon & Somerset).

A workshop will be held in late June to complete scoping work and identify next steps.

Victim Services

Victims Bill

There are three overarching strands to the recently published draft Bill: amplifying victims' voice, increasing support to victims and strengthening oversight and accountability. Of particular note for the OPCC:

- It lays out a new joint statutory duty requiring PCCs, Local Authorities and health commissioning bodies to work together in commissioning services around Domestic Abuse and Sexual Violence;
- It will introduce a statutory definition for IDVAs and ISVAs;
- The Bill enshrines Victims' Code in law and places duty on CJ agencies to review their compliance against Victims Code of Practice (VCOP) – PCCs will have greater convening role in monitoring CJ agency compliance against victims code, and further provision will be made for PCCs to monitor data on Victims' Code compliance and victim feedback.

Alongside this, the government has published its Victims Funding Strategy which includes commitments to multi-year funding, commissioning standards, core metrics and outcomes and a national oversight board.

Additional Independent Sexual Violence Advisors/Independent Domestic Violence Advisors

The OPCC has been successful in securing additional MOJ funding for ISVAs and IDVAs across the force area working with providers and Local Authorities. There will be 3 new Children & Young People (CYP) specialist ISVAs and 3 new CYP IDVAs. This brings the total number of new IDVAs and ISVAs secured by the OPCC since last year to 38 on top of those already commissioned, the funding for which is secure until 24/25.

Scrutiny Panels

Independent Scrutiny of Police Complaints Panel (ISPCP)

The decision has been made to rename the Independent Residents' Panel to the Independent Scrutiny of Police Complaints Panel, in order to reflect more accurately, the work that the Panel undertake: scrutinising completed cases of complaints made by members of the public against Avon and Somerset Police.

A new Chair, Kim Smith has now been appointed to preside over the panel for a 3 year term. The vice chair remains. The March quarterly ISPCP report has been published on the OPCC website, the theme focused on complaint cases which have been reviewed by either the IOPC or the PCC as the Appropriate Authority. The Panel welcomed very informative presentations from two colleagues from the IOPC. In June the Panel will scrutinise complaints relating to Discreditable Conduct.

Due to current staff resource levels, the anticipated launch of a media campaign to advertise for new Panel members has been delayed, with a future date to be confirmed.

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 April Panel reviewed 60 selected cases (from Q3 Oct-Dec 2021) within the categories:

1. Stop & Search: Smell of cannabis ([Identifying Disproportionality Report 2022](#): (Recommendation No. 2)); Finding an object other than that searched for in Asian, Black and Mixed Groups (Recommendation No. 6); Complaints (No. 9); Stop & Search by Operation Remedy; and Stop & Search of women and girls (VAWG topic related).

2. Use of Force: In custody; Complaints; Taser in Somerset West against Black or Asian subjects; Handcuffing, PAVA and Taser against women and girls; and Use of Force by Op. Remedy at a Stop & Search.

3. Community requested incident: Stop and Search 30/8/2021.

The Panel identified 8 Themes for Constabulary response: Smell of cannabis does not provide grounds alone for a stop search; Inadequate Body Worn Video (BWV) footage; Handcuffing of compliant people; Seizure and opening of mobile phones; Disclosure of personal details should be optional during a Stop Search; Strip searching after a Stop Search; Data quality issues; and inadequate grounds for a Stop Search.

The Panel's identified 'Police Organisational Learning' is being tracked in Scrutiny Panel Reports which are published at this link:

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

Independent Custody Visiting Scheme

Independent Custody Visitors (ICVs) weekly, unannounced paired visits at each of the 3 Custody Units continue to check on Detainees' Rights, Entitlements and wellbeing. Jan-Mar 2022 (Quarter 4) visits highlight concerns about:

1. SERCO transport delays resulting in more Police Officer time taking on this role;
2. Low food stock due to national Supplier problems;
3. Ongoing lack of Local Authority (statutory) accommodation for post-charge child detainees, resulting in extended detention times overnight;
4. The continued shortage of places of safety for Detainees with mental health issues.

An example where ICVs have effected change: Cell corridor phone direct call opportunity for Detainees to the Samaritans. This is one of the de-escalation/distraction tools.

New volunteers are being welcomed, with a tour of custody, observational/shadowing a Custody Visit and one day's induction training which includes equality and diversity.

Additional information about the Scheme is here:

[The Independent Custody Visiting Scheme | OPCC for Avon and Somerset \(avonandsomerset-pcc.gov.uk\)](https://www.avonandsomerset-pcc.gov.uk/reports-publications/independent-custody-visiting-scheme/)

Out of Court Disposals Panel

The June meeting scrutinised cases on the following themes:

- Disproportionality (youth cases) – in response to recommendations of the Identifying Disproportionality report. The Panel examined pairs of cases, each involving the same crime in the same Local Authority area, to look for any indication of disproportionality. None were observed;
- Hate Crime Conditional Caution cases – to meet conditions of dispensation granted by the Director of Public Prosecutions for A&S to be one of three Forces piloting disposals of this type. Panel findings will feed into evaluation which is due for completion in September.

The Panel reviewed 29 cases: 10 were found to be appropriate, 14 appropriate with observations, 4 were inappropriate and in one case the Panel could not reach a consensus. Feedback to individual officers will be provided in relation to the inappropriate cases to inform future decision making. The report will be published at the following link: <https://www.avonandsomerset-pcc.gov.uk/reports-publications/out-court-disposals-reports/>

The September meeting will focus on cases involving assault on emergency workers.

3. National Updates

PCC Review Part 1 – Progress in Responding to Recommendations

The proposed PCC Succession Plan for Avon and Somerset has been brought to this meeting for approval, contained within Panel Protocols.

The Home Office has consulted on changes to the Policing Protocol Order 2011, taking forward recommendations of the PCC Review Part 1. Changes consulted on sought to clarify the respective roles, responsibilities and relationships between PCCs, Chief Officers, Police and Crime Panels, and the Home Secretary, with the aim to support effective and constructive working relationships. This is the first time that the Protocol has been updated since it came into force in 2012. Consultation closed in May and the government response is awaited.

Economic & Cyber Crime

As APCC National Portfolio lead for ECC, the PCC has been invited to attend a House of Lords Select Committee on 16th June for the Oral evidence session on the Fraud Act 2006. The purpose of this inquiry is to ascertain what more needs to be done across both the public and private sector to stop fraud committed through digital services. This follows on from a well-received article published in the Financial Times (01/06/22) where the PCC highlights he wants a more unified national structure to help turn the tide in response to the surge in fraud.

The Fraud prevention awareness postcard has been finalised and will be circulated to population areas where there is a higher proportion of residents over 55. Working with partners across A&S the postcard will also be circulated via newsletters and other media platforms.

Locally, Cyber and Economic Crime (including Fraud) has been discussed for inclusion as a priority of the Local Criminal Justice Board (LCJB).

In the months ahead the PCC will be speaking at Webinars and Conferences. At the South West Cyber Resilience Centre Webinar (SWCRC) the PCC will be highlighting the importance of cybercrime to the business community (two in five businesses spotting an attempt every year) as well as PCCs wanting to maintain and improve existing support levels, preventing others from falling victim. The PCC will be giving the opening address at the National Fraud Safeguarding Conference, which is being held in Bristol as the local Fraud Protect Team were able to secure this.

Contact Officer – Alice Ripley, Chief of Staff



**AVON &
SOMERSET**
POLICE & CRIME
COMMISSIONER

Performance Report

Quarter ending March 2022

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](#).

Disproportionality of Stop Search – this looks at the number of people subject to stop and search, based on the five high level ethnicity groups, as a percentage of the population of the respective groups in Avon and Somerset (based on 2011 Census data). The figure displayed is the ratio of how many times more people were stopped - if they were Asian (or Asian British), Black (or Black British), Mixed or Other (collectively called Other than White) - compared with if they were White.

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 forces 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 Derbyshire, Essex, Hampshire, Hertfordshire, Kent, Staffordshire and Sussex.

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.

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.

Serious violence – defined nationally these are offences that result in the death of a person, “endanger life” or “wounding offences”.

National Police and Crime Measures

(Priorities for Policing)

Contribution of Avon and Somerset Police

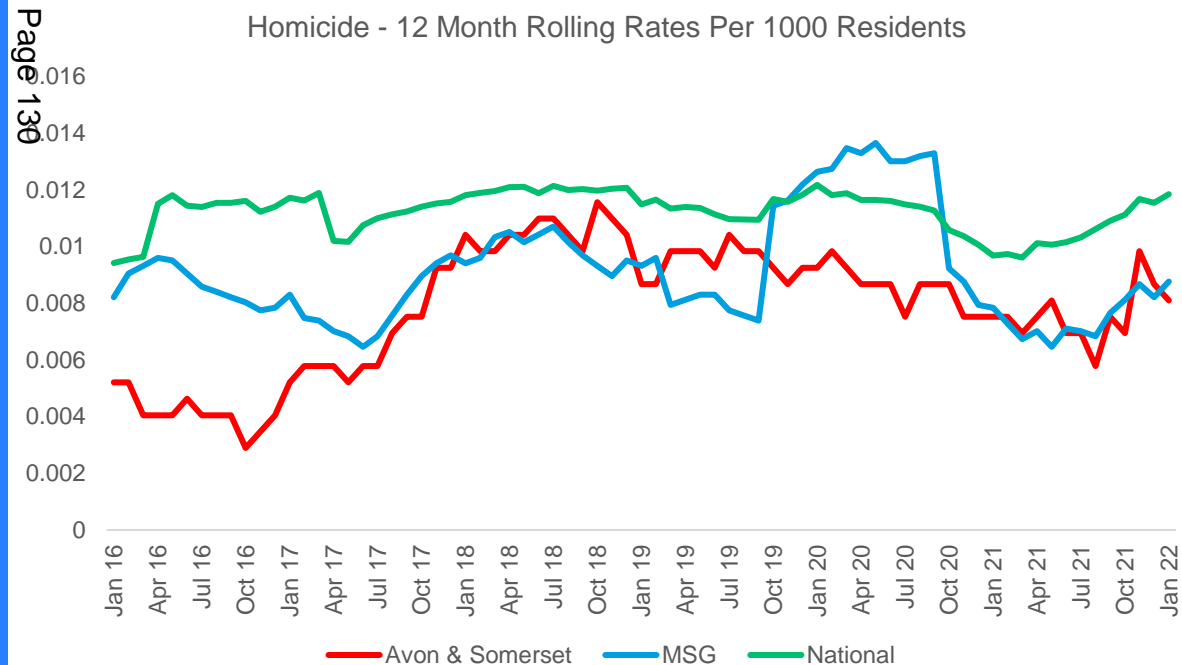
Reduce Murder and Other Homicide

Measures Summary

Local Measures	Trend / Outlook	Benchmark
Police recorded Homicide offences	Stable	4th/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. Development of a refreshed homicide problem profile, and homicide suppression plan, to better understand and minimise the risk of serious violence and homicide in Avon and Somerset.
3. Enhancement of stalking protection order (SPO) application processes and associated guidance; thereby enabling the greater use of SPOs to prevent serious harm and homicide.
4. Development of refreshed sudden death procedural guidance, ensuring the thorough completion of investigative actions at the scene of every sudden death, and the early identification of any associated criminality.



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 the most similar group (MSG) of forces.

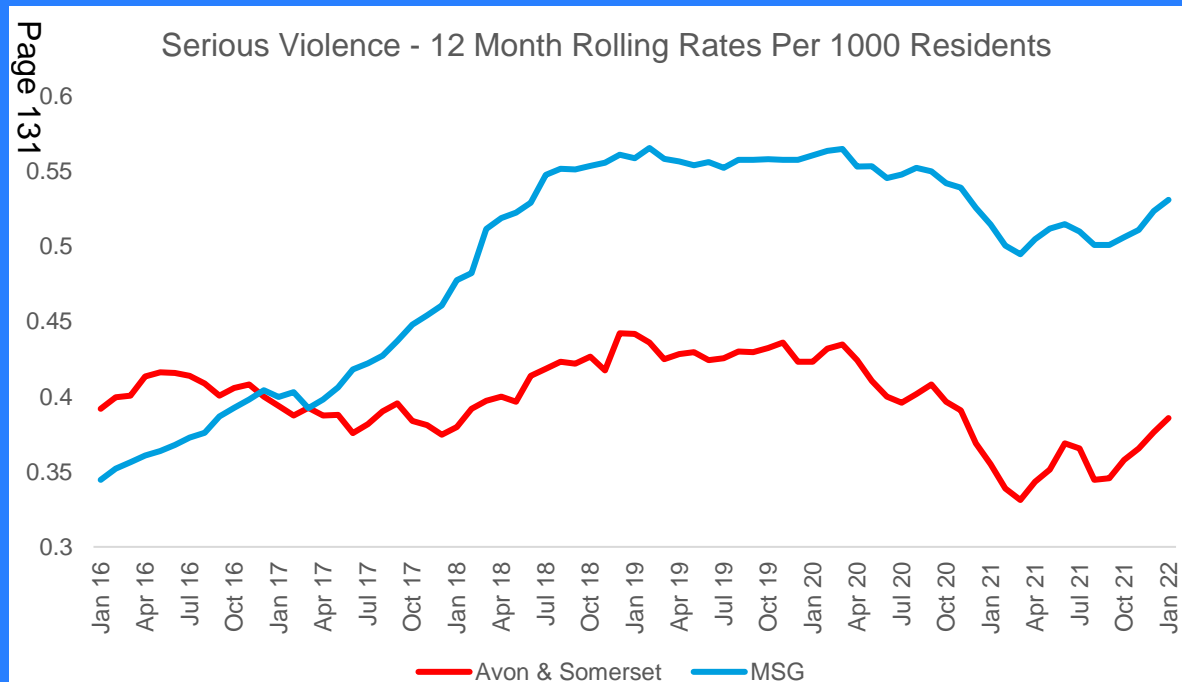
Reduce Serious Violence

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

- 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).
- Enhancements in intelligence and tasking capabilities, to improve the understanding of and operational response to intelligence surrounding serious and organised crime, and serious violence.
- Investigations Transformation Project, to ensure that serious violence demand is appropriately allocated to and managed by specialist investigators. The pursuit and prosecution of offenders will reduce the likelihood of repeat offending.
- Optimisation of the professional development of specialist investigators, to support improved investigative standards in cases of serious violence.
- Embedding of the refreshed response policing model, to ensure that Patrol resources are deployed more effectively across the ASP force area; thereby ensuring that incoming emergency demand, including serious violence, is appropriately serviced.



Comments

- The outlook for serious violence remains stable as we exit the COVID-19 pandemic and restrictions.
- ASP benchmark well against the MSG group of forces, based on rates of serious violence per 1000 residents.

Disrupt Drugs Supply and County Lines

Measures Summary

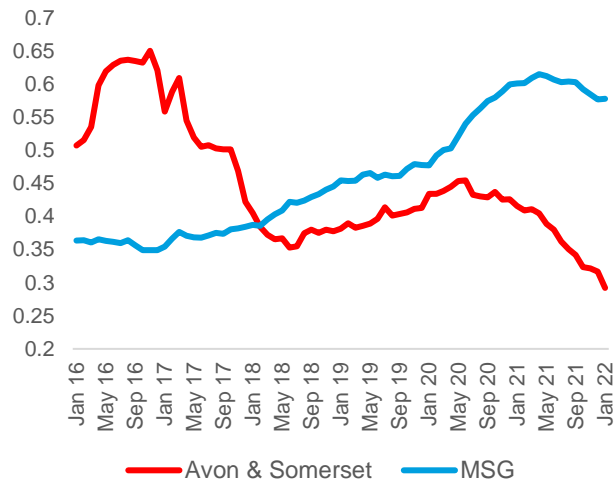
Local Measures	Trend / Outlook	Benchmark
Number of all drugs disruptions	Stable	Not available
Number of county lines disrupted	Reducing	Not available
Number of drug trafficking offences	Reducing	8th/8 MSG (below MSG average rates)

Planned Action to Drive Performance

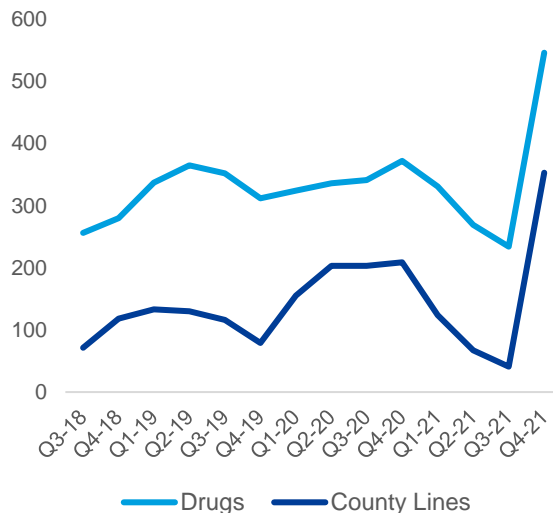
1. Enhancement of the existing proactive capability within Remedy, to ensure that drugs supply and county lines within ASP is effectively disrupted. This will include an increase in policing capacity through the police officer uplift investment.
2. Continued proactive policing activity in the way that adults, who are at risk of exploitation through county lines criminality, are identified and safeguarded.
3. Operation Scorpion: Co-ordinated regional disruption activity to proactively disrupt county lines criminality; protecting communities from criminals engaged in drugs activity and improving community confidence through multi-agency partnership work.
4. Enhancements in the collection and analysis of data to assess the impact of tactics and approaches adopted in Operation Scorpion. This will enable the evidence-based identification of successful policing approaches, in reducing reoffending and improving community confidence surrounding drugs crime.

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Drug Trafficking Crime -
12 Month Rolling Rates Per 1000
Residents



Drugs and County Lines Disruptions -
12 Month Rolling Rates



Comments

1. The force has a lower rate of drug trafficking offences per 1000 residents, compared to the MSG forces and this gap has been growing since mid 2020. This may indicate less proactive identification of the offending.
2. There was a significant increase in recorded disruptions in the latest quarter linking to intensification as part of Op Scorpion in March 2022

Reduce Neighbourhood Crime

Measures Summary

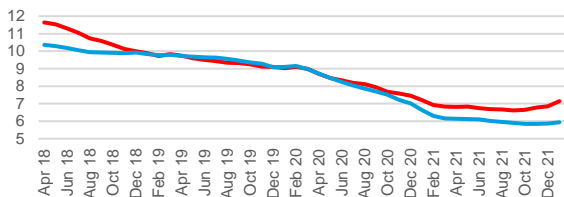
Local Measures	Trend / Outlook	Benchmark
Police recorded residential burglary offences	Stable	7th/8 MSG (higher than MSG average rates)
Police recorded vehicle crime offences	Stable	5th/8 MSG (similar to MSG average rates)
Police recorded personal robbery offences	Stable	8th/8 MSG (higher than MSG average rates)
Police recorded theft from the person offences	Stable	5th/8 MSG (similar to MSG average rates)

Planned Action to Drive Performance

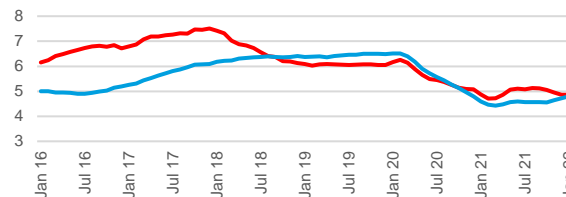
1. Development and enhancement of problem-solving data analytics, methodologies and approaches to identify and target neighbourhood crime issues.
2. Embedding of improvements in the intelligence and tasking functions and processes, to better identify and respond to emerging trends associated with neighbourhood crime.
3. Enhancement of the existing proactive and reactive capabilities within Remedy, through structural and process improvements, to reduce neighbourhood crime in local communities across Avon and Somerset.
4. Development of a rural affairs delivery plan, to improve the recording of and operational response to neighbourhood crime; specifically in rural communities. The delivery plan will also focus on crime prevention activities, in conjunction with partners, to target-harden rural communities.
5. Enhancement of the Integrated Offender Management capabilities, through process improvements and police officer uplift investment; thereby better managing neighbourhood crime offenders, and reducing reoffending.

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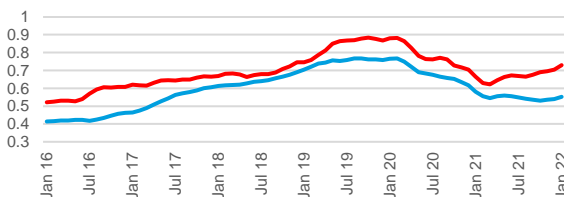
Residential Burglary - 12 Month Rolling Rates per 1000 Household



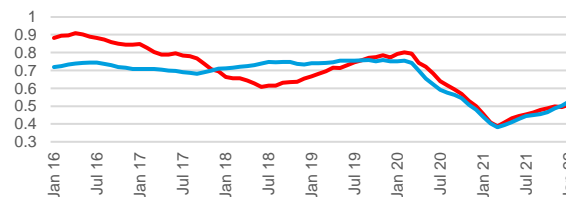
Vehicle Offences - 12 Month Rolling Rates per 1000 Population



Personal Robbery - 12 Month Rolling Rates per 1000 Population



Theft from the person - 12 Month Rolling Rates per 1000 Population



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.

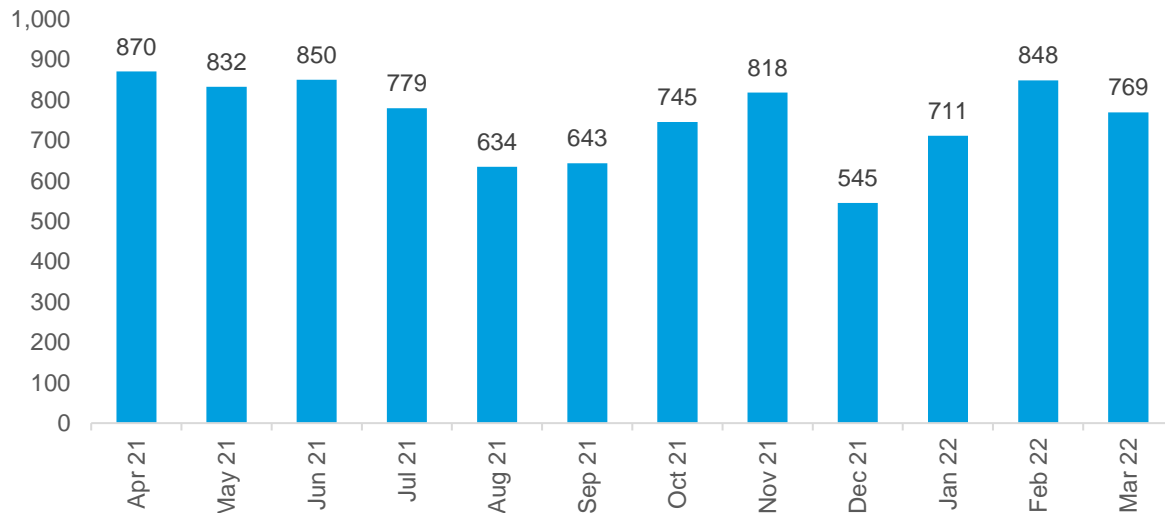
Tackle Cybercrime

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

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Number of Action Fraud offences



Planned Action to Drive Performance

1. Delivery of cybercrime prevention advice and specialist victim support, through the cybercrime protect officer capability.
2. Promotion of fraud-awareness, linking to national campaigns, to increase public understanding of offending methods and to deliver appropriate crime prevention advice.
3. Embedding crypto-currency training within financial investigation, fraud and cyber teams; equipping staff with enhanced skills and capabilities for the seizure and investigation of offences associated with crypto-currencies.

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.

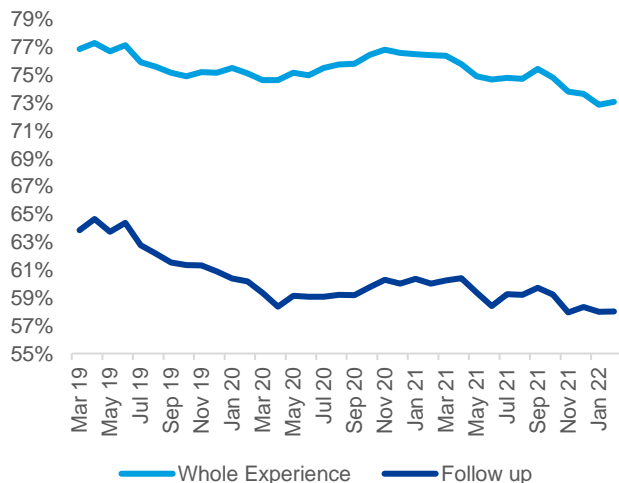
Improve Victim Satisfaction, with a Focus on Victims of Domestic Abuse

Measures Summary

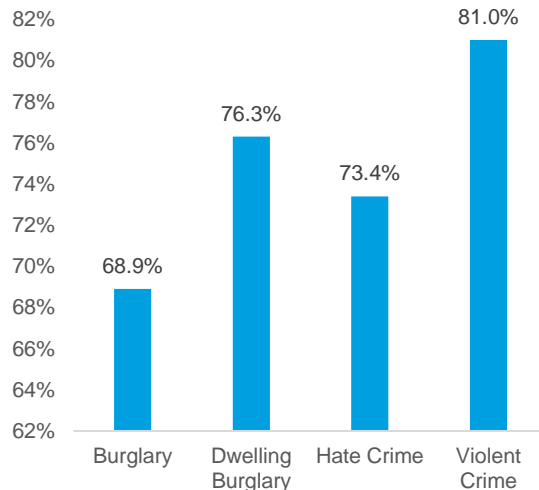
Local Measures	Trend / Outlook	Benchmark
Overall victim satisfaction rate	Stable	Not available
Hate crime victim satisfaction rate	Stable	Not available
Violent crime victim satisfaction	Stable	Not available
Burglary victim satisfaction	Stable	Not available

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Victim Satisfaction Rates - Whole Experience and Follow Up



Overall Victim Satisfaction Rate (12 months to February 2022)



Planned Action to Drive Performance

1. Project Bluestone (see below slide). This will support victims of domestic abuse-related RASSO.
2. Creation of an enhanced capability within the Integrated Offender Management unit, utilising the police officer uplift investment, to identify and manage higher risk domestic abuse perpetrators.
3. Planning and delivery of comprehensive domestic abuse training ('DA Matters') for all staff who deliver front-line policing services.
4. Focused improvements on the consistent delivery of investigative updates for all victims of crime.
5. Creation of new victim information packs to ensure that victims of crime are provided with relevant information, guidance and support.
6. Enhancement of the victim survey provision, to ensure that victim experiences are better captured and responded to.
7. Establishment of an improved way of working within the Incident Assessment Unit to ensure that, whenever additional victim-based crimes are identified, they are correctly recorded at the earliest opportunity.

Comments

1. Overall victim satisfaction is stable in ASP.
2. There is no domestic abuse victim satisfaction survey currently in place in Avon and Somerset. A new survey is in the design phase and will be piloted later in the year.

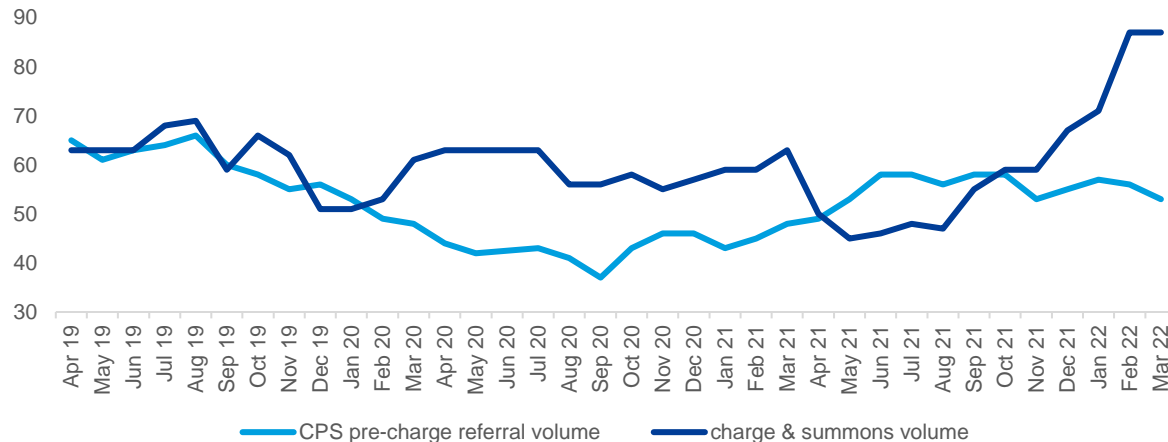
Better Criminal Justice Outcomes for Rape Cases

Measures Summary

Local Measures	Trend / Outlook	Benchmark
Volume of rape referrals to CPS	Increasing	Not available
Charge volumes for rape offences	Increasing	Not available
Charge rate for rape offences	Stable	6th/8 MSG (below MSG average rates)

Rape - 12 Month rolling
CPS pre-charge referral volume and
charge & summons volume

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Planned Action to Drive Performance

1. Delivery of Project Bluestone, and the recruitment and 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. Focused improvements for case file quality and the increased use of early advice from the Crown Prosecution Service, in order to improve criminal justice outcomes for RASSO.
3. Recruitment of a 'Special Measures Advisor' to support officers and staff in the application and use of special measures in RASSO cases; thereby improving criminal justice outcomes.
4. Development of an improved way of working within the Incident Assessment Unit to ensure that, whenever additional victim-based crimes (including RASSO) are identified, they are correctly recorded at the earliest opportunity.

Comments

1. There has been a recent increase in both CPS pre-charge rape-referrals and police charges.
2. The current 12 month charge rate is 4.4% compared to 3.4% in the previous year.

Avon and Somerset Police and Crime Plan 2021-2025

Contribution of Avon and Somerset Police* Priority 1 – Preventing and fighting crime

*The national measures in the previous section also align with the local plan as shown below.

National measures	Local areas of focus
Reduce Murder and Other Homicide	Drug crime and serious violence
Reduce Serious Violence	
Disrupt Drugs Supply and County Lines	
Reduce Neighbourhood Crime	Neighbourhood crime and anti-social behaviour
Tackle Cybercrime	Fraud and cybercrime
Improve Victim Satisfaction, with a Focus on Victims of Domestic Abuse	Supporting victims of crime and anti-social behaviour
Better Criminal Justice Outcomes for Rape Cases	Male violence against women and girls

Vulnerable children and adults

Impact						
	Not currently undertaking any work	Started work but requires considerable development and/ or improvement	At this current time, it is not possible to make a judgement about performance	Performing well but there are still areas which require development and/or improvement	Performance is advanced, all outcomes are being met and the areas for development are nil or negligible	
Implementation	Action is a one-off, with the action perceived as not being helpful, not having worked or that it wouldn't work in practice					
	Action is tended to be thought about in response to a crisis or external stimulus		<ul style="list-style-type: none"> Evidence-Led Prosecutions Officer Norms Recruitment 	<ul style="list-style-type: none"> Working with Communities 		
	Delivery of the action is low cost or process focused rather than quality-focused (i.e. how many or how much, rather than how well)		<ul style="list-style-type: none"> Voice of the Victim 			
	Action is actively invested in and areas of improvement are always being sought		<ul style="list-style-type: none"> Data Collection 	<ul style="list-style-type: none"> Governance 	<ul style="list-style-type: none"> Recognition and Response Mental Health Access to Services Appropriate Action Tasking and Review Process Analytical Capability Evidence and Investigation Resilient Staff Multi-Agency Hubs 	
	Action is a way of life and embedded in everything staff do, from the frontline to senior managers					

Planned Action to Drive Performance

1. Avon and Somerset Police have conducted a self-assessment (left) against the National Vulnerability Action Plan. A number of priority areas have been identified which continue to be the focus for improvement activity (highlighted).
2. Increases in the proportion of staff who have received training in the 'Specialist Child Abuse Investigator Development Programme;' thereby improving the investigative and safeguarding response to cases involving vulnerable children.
3. Embedding of the enhanced mental health triage capability; providing professional advice and support to officers and staff responding to incidents involving people suffering with mental illness.

Comments

1. This topic is too broad for performance to be captured in a small number of statistical measures. The self-assessment provides a better insight and vulnerability reports are scrutinised by the PCC on a quarterly basis.
2. Some of the most prolific types of vulnerability are covered separately in this report e.g. domestic abuse and RASSO.

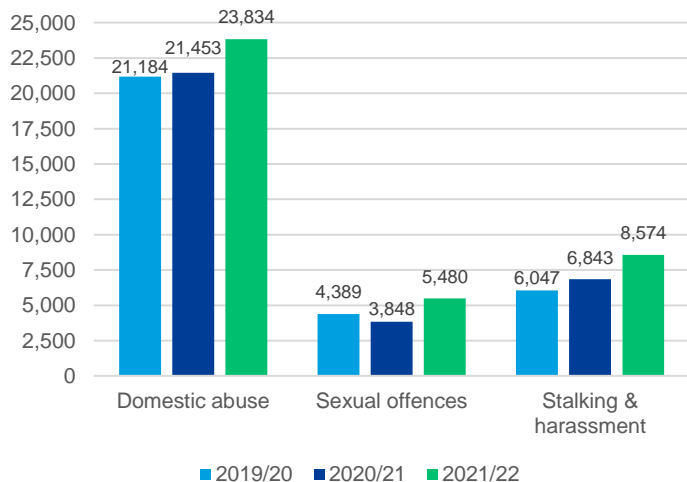
Male violence against women and girls

Measures Summary

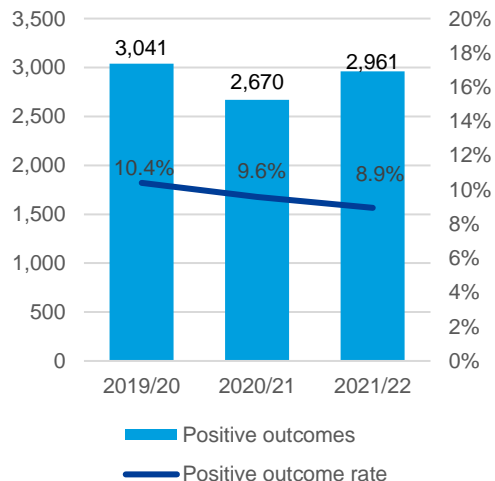
Local Measures	Trend / Outlook	Benchmark
Domestic abuse recorded crime	Increasing	Not available
Sexual offences recorded crime	Increasing	4th/8 MSG (below MSG average rates)
Stalking & harassment recorded crime	Increasing	3rd/8 MSG (below MSG average rates)
Positive outcome rate	Decreasing	Not available

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Recorded Crime



Positive Outcomes



Planned Action to Drive Performance

1. [Local Delivery Framework](#) which reflects the [national framework](#). The plan has 34 actions against three pillars: build trust and confidence; relentless perpetrator pursuit and safer spaces.
2. Supporting victims, tackling perpetrators and prevention all form part of the plan. It also seeks to address the internal culture of policing to ensure there is no place for misogyny within the force and robustly addressing police perpetrated violence against women and girls.
3. Training – nationally recognised and comprehensive package called DA Matters being delivered to all front line personnel. Supported by monthly learning packages on domestic abuse, stalking and harassment.
4. Project Bluestone (see previous slide) will improve the response to RASSO.
5. Additional officers in Integrated Offender Management to manage higher risk domestic abuse perpetrators.

Comments

1. Improved crime recording processes, within Avon and Somerset Police, have driven the increases in 2021/22 recorded crime for domestic abuse and stalking and harassment.

Hate crime

Measures Summary

Local Measures	Trend / Outlook	Benchmark
Recorded crime	Increasing	Not available
Positive outcome rate	Stable	Not available

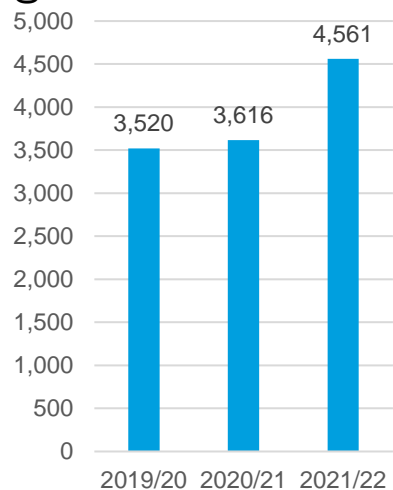
Planned Action to Drive Performance

1. Fully resume the delivery of hate crime sessions in secondary schools to help as early education children and young people is essential in reducing and preventing hate crime.
2. Increased community engagement on the topic in order to further increase reporting of hate crime.
3. Embedding of an internal hate crime assurance panel, with attendance by intelligence staff to identify opportunities to improve hate crime intelligence submissions.
4. Increased targeting of repeat offenders, particularly for disability hate crime, through neighbourhood policing.
5. Enhance the network of tactical, advocate champion officers/staff with specialist knowledge, to support colleagues in dealing effectively with hate crime.

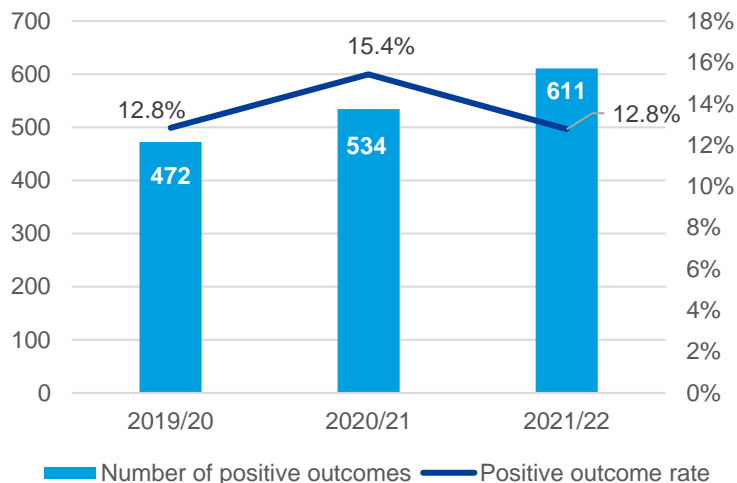
Comments

1. Unlike overall crime, recorded hate crime increased during the pandemic. Hate crime has continued to increase at a national level as well as locally.
2. The increases in crime are thought to be caused by a combination of more offending, more reporting to the police and better recording practices.
3. Although the positive outcome rate has decreased to pre-pandemic levels the number of positive outcomes has increased in line with the volume of crime.

Recorded Crime



Positive Outcomes



Measures Summary

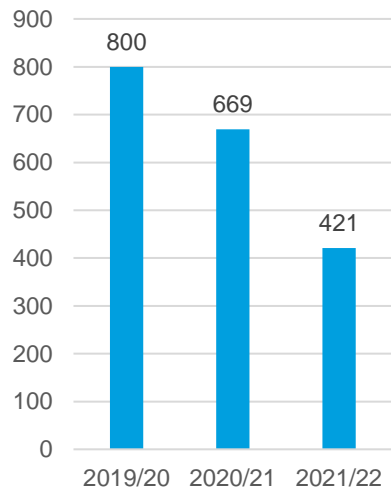
Local Measures	Trend / Outlook	Benchmark
Recorded crime	Decreasing	Not available
Positive outcome rate	Increasing	Not available

Planned Action to Drive Performance

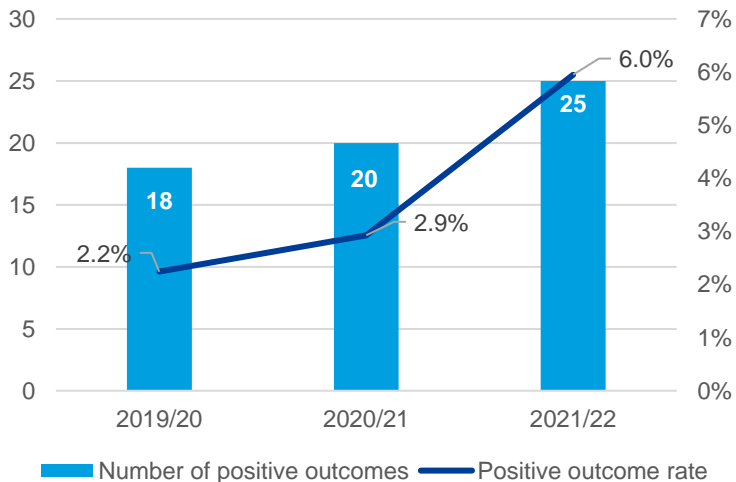
1. Expanding the Rural Affairs Team to provide this specialist resource across all rural areas of Avon and Somerset.
2. Avon and Somerset Police Rural Affairs Delivery Plan with key actions below.
3. Improve training and internal communications about rural affairs.
4. Improve collection and analysis of rural crime data.
5. Co-ordination of force resources to tackle rural crime.
6. Increased collaboration across the South West forces with a focus on disrupting Organised Crime Groups.
7. Better crime prevention by upskilling the workforce and working with partner organisations and community groups like Farm Watch.

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Recorded Crime



Positive Outcomes



Comments

1. About two thirds of rural crimes are acquisitive crimes. All acquisitive crimes reduced as a result of COVID lockdowns.
2. However the further significant reduction in rural crime in 2021-22 is not in keeping with other crime and needs to be explored.

Anti-social behaviour

Measures Summary

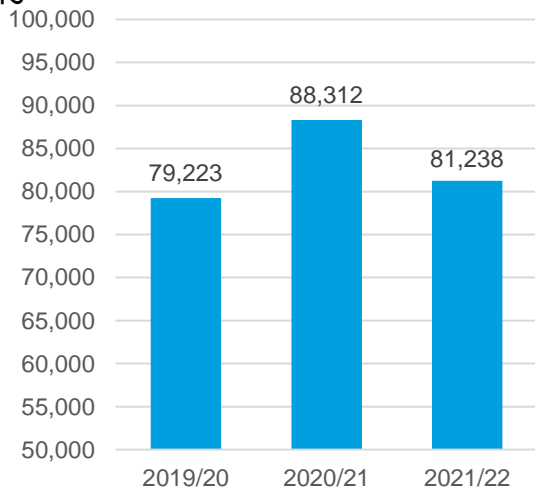
Local Measures	Trend / Outlook	Benchmark
ASB incidents	Stable	Not available
Victim satisfaction	Stable	Not available

Planned Action to Drive Performance

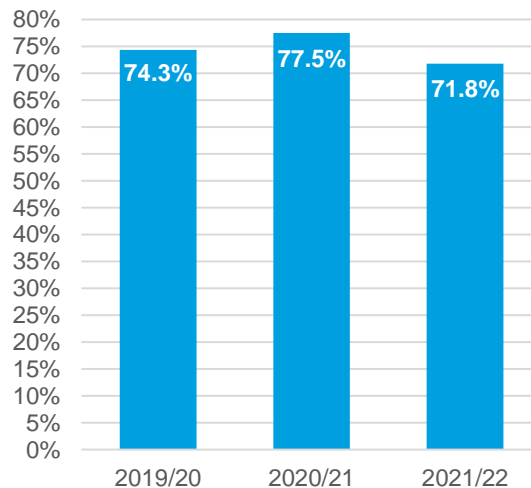
1. Enhancement of the Early Intervention capability to focus on, divert and support children and young people who are becoming involved in crime and anti-social behaviour.
2. Effective, and progressive, use of ASB preventative orders which can be used without needing a criminal justice outcome e.g. Community Protection Notices and Warnings.
3. Working with the PCC's office to promote the use of the Community Trigger and make the process more consistent across different local authority areas.

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ASB Incidents



Victim Satisfaction Rate



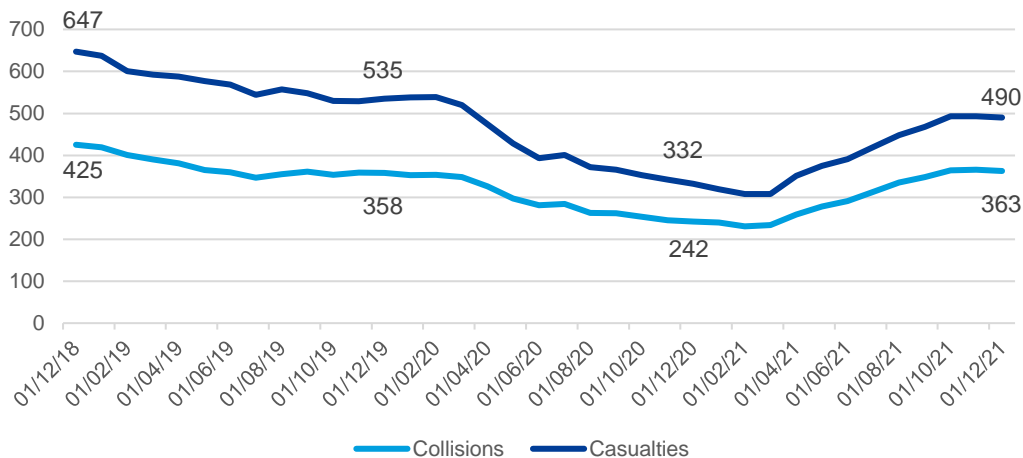
Comments

1. Unlike recorded crime, ASB incidents grew in 2020/21 by 11.5%. They have returned to lower levels in 2021/22 as pandemic restrictions were eased.

Measures Summary

Local Measures	Trend / Outlook	Benchmark
People killed and seriously injured	Decreasing	Not available
Collisions involving death or serious injury	Stable	Not available

People killed and seriously injured -
12 month rolling



Planned Action to Drive Performance

1. Enhancement of proactive road safety policing capability, through police officer uplift investment in the Tactical Support Team function.
2. Enhancements in intelligence and tasking capabilities, to improve intelligence-led policing approaches to issues impacting upon road safety.
3. Enhancement of Citizens in Policing programme, including Police Support Volunteers for Community Speed-watch, thereby improving road safety. (Community Speed-watch is particularly active in rural communities).
4. Achievement of Forensic Collision Investigation Network (FCIN) accreditation; thereby professionalising and improving the investigative response to serious collisions.

Comments

1. The significant reduction in 2020 from the previous year was as a result of the pandemic and lockdowns. The 2021 figures have returned to similar levels to pre-pandemic.

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Avon and Somerset Police and Crime Panel

28th June 2022

Panel Annual Report 2021/22

1. Summary

Attached as Appendix 1 to this report, is a draft of the Panel's Annual Report 2021/22.

An aim of the Annual Report is to raise the profile of the Panel's role and responsibilities with the general public. Members should therefore consider if the draft is fit for purpose in this respect.

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

2. Recommendation

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

Patricia Jones

Lead Officer
Avon and Somerset Police and Crime Panel

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Avon and Somerset Police and Crime Panel

Hosted by Somerset County Council Democratic Services



Annual Report

April 2021–
March 2022

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



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Members of the Panel

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

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

They are joined by three Independent Co-opted Members, recruited through a competitive selection process, who have the same voting rights as the Local Authority Panel Members. In total there were 17 Panel Members in 2021/22:-

Bath and North East Somerset	Cllrs Alastair Singleton and Andy Wait
Bristol City Council	Cllrs Asher Craig, Jonathan Hucker and Lisa Stone
Mendip District Council	Cllr Heather Shearer (Chair)
North Somerset Council	Cllrs Richard Westwood (Vice-Chair) and Peter Crew
Sedgemoor District Council	Cllr Janet Keen
Somerset County Council	Cllr Neil Bloomfield
Somerset West and Taunton	Cllr Chris Booth
South Gloucestershire Council	Cllrs Franlin Owusu-Antwi and Patricia Trull
South Somerset District	Cllr Nicola Clarke
Independent Member	Richard Brown
Independent Member	Julie Knight
Independent Member	Gary Davies

Contact the Avon and Somerset Police and Crime Panel:-

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Chair's Introduction

I am pleased to introduce the Avon and Somerset Police and Crime Panel's Annual Report for 2021/22 and reflect on the Panel's challenges and achievements over the last year. In the wake of Covid 19 and the biggest challenge this country has faced in decades, Policing remains in the spotlight. We have seen escalating concerns from communities about stop and search, the criminal justice system, management of protests and all types of serious violence. In response, the Government committed to expanding the role of Police and Crime Commissioners (PCCs), raising standards and improving accountability to ensure all members of the public are getting a good service. The second part of the review has focussed on longer-term reform, assessing what extra powers PCC's need to better fight crime in their areas. This review is likely to shape Police governance over the next ten years.



The Public must have confidence in the Police service and that is why the role of PCC and the scrutiny carried out by the Panel is so important. Outside of the four-yearly election cycle, the Panel continues to provide the key scrutiny and accountability mechanism for the decisions and activities undertaken by the Commissioner.

We have delivered a challenging work programme over the last year and incorporated our work into 12 public meetings. The Panel's review of the Commissioner's new Police and Crime Plan 2021-25 was very positive and the Commissioner and his officers were commended on its four key aims, long term perspective and an ambitious and consistent view of what the Commissioner wishes to achieve for the public. The areas of focus in the plan align well with the themes of the National Police and Crime Measures which all Police forces are expected to tackle as a priority. Implementation of the many objectives under each priority will require focus, careful monitoring and appropriate funding. The Panel also actively supported the development of local Crime Plans for each area.

The Panel conducted 5 confirmatory hearings for new staff appointments, including the new Chief Constable, which has enabled the Commissioner to secure the senior leadership required to deliver his new Police and Crime Plan. Time was also needed within and outside public meetings to fulfil the proactive and developmental elements of our role. Positive collaborative work emerged from this in the form of training for new members and proactive inquiries into offender management and serious violence which

we detail later in this report.

One of the Panel's core duties each year is to scrutinise the Commissioner's proposed Council Tax precept. The Panel represents the residents of Avon and Somerset and our focus at these annual meetings is to ensure that the Commissioner's Precept proposal will assist in delivering a low crime environment where people feel safe and secure, and where communities can flourish. Essentially, this requires the Panel to reconcile the effect of the increase upon some of the most vulnerable in our communities and balance that against the increasingly complex demands of modern policing and the funding needed to deliver this.

It remains a time of great uncertainty, but the Panel was satisfied that a Precept increase this year was justifiable and should be supported. Our expectation is that the strategies and vision outlined to the Panel by the Commissioner and the Chief Constable will deliver the step change required to transform the service within a reasonable timeframe.

Public confidence has been on a downward trend in recent years and this is pivotal to the Policing model in this country which relies on the public's consent and trust. This trust is not only based on the competence of the Police in tackling different crimes and maintaining order, but also on how the public perceive that they are treated by the Police. The Panel welcomes the Commissioner's recognition in his new Police and Crime Plan that there are people and communities in Avon and Somerset who have lost confidence in the Police service and that this needs to change.

The Panel continues to recognise the outstanding work that Police Officers, Special Constables and support staff carry out every day to support communities and it remains for me to express the Panel's thanks to all those that strive to make our communities safer.

Heather Shearer, Chair.

A handwritten signature in blue ink, appearing to read 'H Shearer', enclosed in a thin black rectangular border.

Roles and Responsibilities

In each Police force area, there is an elected Police and Crime Commissioner. The role of the Commissioner is to be the voice of the public and to hold the Chief Constable to account. The Commissioner is responsible for setting the strategic objectives of the Police force and deciding how funding for local policing and crime reduction activity is allocated. Mark Shelford was elected on 6th May 2021. It is worthy of note that this term of office will run for three years rather than the usual four year term due to the postponement of the election in May 2020.

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

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

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

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

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

Key Activities

Development and Review of the Police and Crime Plan 2021-25

The Panel was assisted in its review of the plan by the Commissioner's invitation for two Panel Members to be involved in its development. Focussing on consultation, content, performance and assurance, the Police and Crime Plan Programme Board provided meaningful and collaborative space for the OPCC, the Constabulary and the Panel representatives to develop the plan. From a governance perspective, the structure worked well, and the Panel was given the opportunity to offer advice and expertise in a number of areas including opportunities to engage more diverse communities.

The response to Public consultation launched in the form of 20,000 postal votes and a 12 week online survey saw a significant improvement on previous years. One of the most important parts of a survey process is the creation of questions that accurately measure the opinions of the public. This makes the design and wording of questions crucial. The Panel felt the validity of the survey was underserved by some of the questions posed and the Commissioner readily took this on board. The Panel also welcomed the Commissioner's commitment to establish how the mechanisms and reach of the survey could be extended in the future to better capture the views of young people and the diverse communities which make up the population of the force area.

In realising the objective "to reduce the negative environmental impact whilst maintaining operational efficiency", the Panel understood there is a balance to be achieved. The Panel took the view that Prevention is crucial to reducing negative environmental effects and recommended that the commentary in the plan should be expanded, using the abundance of qualitative data available, to include mitigation and actions in respect of the estate, operational activity and the fleet. The Panel also recommended that the feasibility of running a trial of electric cars for operational response should be considered using an environmentally focused company such as Tesla. Waiting for a cheaper solution and a decrease in price in the coming years would not, in our opinion, seem reflective of the size of the problem or the weight the public attaches to environmental risks and in particular carbon emissions.

The Panel shares the concerns of the Commissioner around the criminal justice system and the importance of people feeling safe in their local communities. The system is under tremendous pressure, and it is an unfortunate fact that its shortcomings are often wrongly attributed to the Police. We wish the Commissioner every success as Chair of

the Criminal Justice Board and believe that this role will require a realistic approach to the many failings which are outside of his control.

We were in agreement on the importance of the role played by the neighbourhood teams in the prevention of drug crime and the intention to add eight new local proactive teams to address this area of demand was therefore well received. The Panel also acknowledged the need to develop the detective branch, which in turn strengthens neighbourhood policing.

The Panel unreservedly welcomed the Commissioner's determined and ambitious approach and his clear intent to improve Policing in Avon and Somerset.

Recruitment and Retention

The Panel continues to retain oversight of Police officer and PCSO numbers by way of a timeline report to each Panel meeting on recruitment progress and levels achieved. The Panel also received a presentation from the Chief Constable which was helpful in clarifying "the journey" ahead, enabling members to consider what is required to achieve an outstanding force. This includes realising the officer uplift, rebuilding the Constabulary's investigations element, developing leaders and leading a cultural change that commands both the trust and confidence of all communities. The Panel was reassured that officer uplift would continue throughout 2022/23, with the Constabulary on course to achieve the target head count of 3,291 officers by March 2023. This represents an increase of 552 officers in comparison to the headcount in April 2019.

The Panel acknowledges that the full benefits from the uplift in staff will not be realised for some time given the need for training and development, and it will take some time for the detective vacancies and specialist capabilities to be filled.

Confirmatory Hearings

The appointment of senior staff in the Commissioner's Office requires the endorsement of the Panel in the form of a confirmatory hearing. Five hearings took place across 2021/22 as the Commissioner assembled his new administration, and the appointments of Temporary Chief Constable, Chief Constable, Deputy Commissioner, Chief of Staff and Chief Finance Officer were duly confirmed by the Panel. Fair proceedings are key to the ability of the Panel to uphold its confirmatory duties and the Panel is pleased to report that in all cases, the Commissioner undertook an open and transparent recruitment process in line with best practice and the recommendations of the Parliamentary Committee on Standards in Public Life. The Panel also welcomed the opportunity to

observe and report on the selection processes as an extra layer of assurance.

Complaints

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

This year the Panel has also taken steps to review its handling and communications processes with the OPCC. In practical terms, the Panel's objectives are clear and that is to ensure recording obligations are adhered to, delays avoided and appropriate resolutions to complaints reached as soon as possible. To strengthen the approach, the process has been mapped and strict response time scales have been agreed to ensure that all complainants receive a timely response.

The reform of the Police Complaints system has resulted in the Commissioner having an explicit statutory duty to hold the Chief Constable to account for the performance of the complaints system locally. The Commissioner is therefore responsible for handling appeals by members of the public which were previously dealt with by the Chief Constable. These are called complaint reviews and this reform introduced a duty for the Panel to retain oversight of how the Commissioner is delivering this function. Given the enhanced role of the Commissioner, the expectation was that the Panel would see a significant rise in the number of complaints it directly receives against the Commissioner from individuals who are not content with the outcome of their review through a genuine belief that it has been dealt with improperly.

However, this has not been the case and this is likely to be a reflection of the robust and fair handling practices adopted by the OPCC.

Performance Monitoring

National Crime and Policing Measures - Police forces are now ranked in league tables according to their success in cutting serious crime. Forces will be measured according to their effectiveness in combatting six types of crime including homicide, serious violence, the supply of drugs, Neighbourhood crime, cyber crime and improving

satisfaction for victims.

This links to the Specified Information Order which 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 now requires PCCs to provide a narrative on force performance against the Government's crime measures mentioned above, and full performance reports of Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services. The Panel was helpfully consulted by the OPCC on the format for the presentation of the performance data and has been receiving reports since December 2021.

New Governance Arrangements –from 5th May 2022, the Commissioner has introduced new governance arrangements which enables the Panel and the public to see him publicly holding the Chief Constable to account to increase public confidence and transparency. This takes place in the form of a Performance and Accountability Board, a public meeting held quarterly via Teams. The Panel welcomes this development, particularly the introduction of a public meeting <https://www.avonandsomerset-pcc.gov.uk/news/2022/05/watch-pccs-performance-and-accountability-board-live/>

The Panel will continue to monitor the assurance reports that emerge from the board meetings.

Proactive Scrutiny/Inquiry Day

This work tends to take place outside of the core meeting cycle and provides opportunity for greater insight and inform the broader role of a Panel Member. It can also enable Members to draw on their knowledge and expertise and contribute to the work of the Commissioner in key areas of business.

Serious Violence Inquiry Day

This method of scrutiny strengthens accountability and transparency and enables the full Panel membership to report back to the Commissioner on a key strategic area of business. The purpose of the Inquiry Day on 30th March 2022 was to determine the Commissioner's strategic understanding of serious violence across Avon and Somerset in the context of Domestic Abuse (DA) and Rape and Serious Sexual Offences (RASSO). In doing so, the Panel sought to establish:-

- an understanding of the problem, including that of partner organisations and victims
- the plans to remedy the situation, including evidence of best practice
- current gaps in terms of delivery and identified outcomes

The session also sought to provide the Panel with an opportunity to improve their technical knowledge on DA and RASSO in order to articulate a response which relates to high level Priority 1- Preventing and Fighting Crime.

The Commissioner delivered a presentation, together with representatives from the Office of the Police and Crime Commissioner and Specialist Officers from the Avon and Somerset Constabulary. The Panel also arranged for the following contributors to attend and provide presentations:-

- Vicky Gleave, Head of the Crown Prosecution Service RASSO Unit
- Sarah O'Leary, CEO at Next Link, Safe Link and Missing Link
- Claire Bloor, CEO at Somerset and Avon Rape and Sexual abuse Support (SARSAS)

The Panel will be sharing its full report in the coming weeks and this will be made available along with its recommendations on the Panel's website.

Integrated Offender Management

The Panel received a detailed report and presentation on Integrated Offender Management (IOM), introduced in 2009 to bring a cross-agency response to crime and

reoffending threats faced by local communities. Its aim was for the most prolific and problematic offenders to be prioritised and jointly managed by Police and the Probation Service with the support of other partner agencies including Local Authorities through the commissioning of services.

Avon and Somerset conducted a Review of IOM in September 2020 followed by a series of recommendations to establish the most effective pathways and intervention, advocating a local approach to IOM at Local Authority level with the Reducing Reoffending Resolve Board (set up in 2018) sitting above for governance purposes.

The Panel was keen to see the variation across the patch and if Panel Members could assist in encouraging improvement.

The Panel was advised that the workforce is central to the successful delivery of probation reform as the service they provide changes the lives of those they support and keeps the public safe. We recommended that a transition to a new probation service presents an opportunity to invest in the workforce, recruit from the under-represented demographics and build a diverse well trained workforce representative of the communities served.

Evidence clearly shows that those who are homeless or reside in temporary accommodation are more likely to reoffend. Accommodation is therefore a cornerstone to reducing reoffending and essential in providing stability and security for individuals leaving prison.

We learnt that the Southwest Regional Homelessness Team currently funds 34 supported housing beds across Avon and Somerset at Julian House for higher complexity cases. Demand is such that the number of beds will increase from 34 to 57 from October 2022. A Bail Accommodation Support Service provides support in Bristol and Approved Premises in Bristol and Bridgwater.

Homelessness Prevention Taskforce Panels are also embedded in all Probation Delivery Units to develop a joint response for those pre-release prisoners identified as at risk of homelessness and to prevent rough sleeping.

As part of the Government's Rough Sleeping Strategy, £6.4m has been invested in a pilot scheme to support individuals released from three prisons (including Bristol) and the first individuals are now being supported into accommodation following release. This accommodation pilot is scheduled to conclude in Summer 2022 and, subject to evaluation, it is planned that through the future probation system, the final service specification will be available to the probation service to deliver future accommodation and wrap around support going forward.

It is clear to us that as much as possible should be done in this area and we are very supportive of the prisoner building homes initiative which equips prisoners with valuable skills pre-release and creates essential housing for those who are most in need.

The topic will be considered again in 12 months time to keep updated with progress and to pick up progress regarding pathways in terms of referring into IOM.

Reflections of Panel Members



Having been elected to Bristol City Council in May 2021, my first year as a representative on the Avon and Somerset Police and Crime Panel has been an interesting and enlightening experience.

The power of the Panel is limited to a few specific areas. We are invited to comment on the PCC's draft Police and Crime Plan and have an opportunity to provide input to it before it is finalised. We are also consulted on the annual police precept and have a right to veto the PCC's proposal. We confirm senior appointments within the OPCC and have a right of veto over the appointment of the Chief Constable.

Although the Panel's powers are limited and specific, the Panel does carry influence beyond those powers. In overseeing the work of the PCC, the collective opinion of the Panel does carry weight and is considered by the PCC. The PCC and the Panel have a constructive and mutually respectful relationship.

Panel membership consists of people from across Avon and Somerset (i.e. the historic County of Somerset, plus South Gloucestershire), which is a large and diverse area. Both urban and rural communities are represented. Panel membership consists of elected Councillors from each local authority, together with independent members. The composition of the Councillor membership is based on political proportionality and deliberations of the Panel are always non-partisan and mutually respectful.

Following the election of a new Police and Crime Commissioner in 2021, this Panel has had a very busy year. There have been many senior appointments within the OPCC to consider, as well as the review and approval of the new Police and Crime Plan. The Panel has also approved the appointment of the new Chief Constable.

Panel meetings often include briefings on a variety of relevant topics, including operational matters by senior officers. As an elected Councillor, I have found that these briefings have provided me with a valuable insight into how our communities are policed. This has strengthened the relationship I have with the neighbourhood police team in my ward. I am grateful to the PCC and the Chief Constable who have accepted invitations to visit my ward. Following these meetings I have communicated with my constituents, which has provided reassurance. I have also met the District Commander for South Bristol. I believe my membership of the Panel has helped me to serve my constituents more effectively.

Gary Davies (Independent Member)

I have responsibility on behalf of the Panel for leading on complaints against the Commissioner. A key element in managing complaints is to make the distinction between a legitimate complaint (one which directly relates to the Commissioner's conduct) and an expression of discontent with Police operational decision making. Sometimes this can be difficult for a complainant to understand and accept.

Complaints can be time-consuming and complex and as a Panel we have been required to make full use of our powers to resolve the complaints that have been brought to our attention. There have been fewer complaints since the Commissioner took office which has created some capacity to review our practice and procedures to ensure a balanced and proportionate response is given based on the nature of the complaint. A commitment has been made to focus on the timeliness of responses to complainants both in updating and concluding the issue raised.

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

The past year on the Police and Crime Panel has had something of the feel of a phoney war. We have gradually re-emerged from the restrictions of the Covid pandemic, making face-to-face meetings practical again, and this has affected both the feel and culture of the Panel, and the way we operate, and also the way the Police, and indeed the OPCC, have been able to go about their business.

In operating terms, it has felt like a period of great promise. Our new PCC, Mark Shelford, has quickly settled and begun to stamp his style and energy on the role. He has also built his team, and that has brought a lot of confirmatory meetings to our agenda. He calls them his 'A Team', and it is hard to disagree – they are impressive and motivated, and should serve our communities well.

In parallel came the confirmation of Sarah Crew as the new Chief Constable. She has impressed us all with her experience, her intellect and her focus. She is a breath of fresh air. Her vision for the future of the constabulary is exciting, and we keenly anticipate seeing her achieve some really good things for the area. The challenges facing the police are as multi-faceted and complex as ever, and the national picture – and particularly elements of it oozing out of London – don't make matters any easier.

Changes to local government have also impacted the context in which the Panel works. Elections have brought new faces, with the inevitable variation in levels of commitment, and we await news of where our longer term future hosting arrangements may settle.

The year to come looks full of interest. After the phoney war, we expect to see things get back rapidly into gear, with positive progress and fresh initiatives and energy brought to the tasks ahead.

Julie Knight (Independent Member)



I'm one of 3 Independent members on the Police and Crime Panel having been appointed for a 4-year term following application and interview in 2021. I agonised if it was right for a recently retired police officer to apply but truly felt that I had a lot of unique insights to offer given the breadth of my great many roles and responsibilities. These included strategic service improvement and citizen focus - sincerely seeking to place the voice of our communities at the heart of policing. I was also missing the privilege that comes with public service.

I knew the first year would be a busy one. With the new Police and Crime Commissioner comes the statutory duty to issue a Police and Crime Plan. With a number of interim post holders in senior positions in the Office of the PCC and the Chief Constables retirement, this necessitates a number of appointment processes requiring confirmation hearings before the Panel. I was only too happy to get involved in as much as I could to support the Panel in being as effective as possible.

I was overjoyed to be one of two Panel members involved in the Police and Crime Plan Programme Board that oversaw the creation of the Plan. Many of our suggestions were implemented such as a more jargon free Plan. Others were acknowledged like our concerns around the consultation feeling a bit too guided as it was built around the PCCs Manifesto.

I also volunteered to observe three of the five appointment processes and report back to the Panel (Chief Constable, Deputy Chief of Staff and Chief Finance Officer in the Office of the PCC). Again, I genuinely felt that my views were sought with many being implemented, for example, benchmarking clarification that candidates were expected to meet or exceed.

I was also part of a small sub-group that considered and devised the scope of the Panel's Violent Crime Scrutiny day. I've been involved in a number of scrutiny exercises over the years that deeply examined many aspects of policing and led to recommendations but this was very different. It was more of an informative session that probably offered a deeper understanding of its complexity that may have been welcomed by some of my colleagues on the Panel. I sincerely look forward to the follow up day being more about scrutiny. By then, the Police and Crime Plan will more established in policing and other bodies who also hold statutory responsibilities so it will be interesting to explore how the initiatives that were shared are helping to reduce violent crime.

My colleagues on the Panel have a wealth of different expertise and special interests.

I've been truly impressed by the genuine investment of many of our members. Having said that, I strongly believe that the Panel and its purpose would be even better served if every member was as engaged.

This has been an interesting role in a year where all of its functions have been used such as scrutinising the PCC's precepts, plan, conducting confirmation hearings and dealing with complaints. The fact that the Panel was clearly an afterthought in its initial development over a decade ago is evident. Being described as a 'vital role in challenging, scrutinising and supporting each PCC' though little was provided to enable a Panel to do this effectively – an opinion I also share as a resident in this Policing area. I look forward to seeing the outcomes of the current Home Office review in the hope that it will support Panels to add more value to their existing scope on behalf of the people and communities it represents.

Cllr Nicola Clark (South Somerset)



It has been an interesting year as a member on the Police and Crime Panel. As a new member (having joined in May 2021), I've experienced a mix of online, in person, and hybrid meetings. The Panel has met in a number of venues, and I'd like to thank all of the officers involved for their hard work and patience in the facilitation of these.

This year hasn't been without its challenges. A new Police and Crime commissioner was elected in May 2021, and with a new administration, there has come a change of senior leadership positions, many of which have needed confirmatory hearings. As a consequence, the timetable this year has been fairly intense!

I've been impressed with a number of things in my year on the Panel, including the collegiate and non-partisan nature of the members. With a Panel like this, it is important that party politics are left at the door, as we are working for the good of the residents who make up the Avon & Somerset force area.

I was also fortunate enough to be involved in the recruitment process for one of the senior positions (as an independent observer). One of the things that has greatly impressed me about the relationship between the Police and Crime Panel, the OPCC and the PCC, is its commitment to an open, well scrutinised, and transparent recruitment process – a fact that has been incredibly important throughout the year.

As well as this, the Panel have been fortunate enough to have had informative presentations from serving Police officers, and from OPCC members. As a layperson, these are incredibly useful in making sure that Panel members have sufficient contextual knowledge in order to properly scrutinise the work of the PCC, and I'd like to pass on my thanks to everyone who took their time to do this for the Panel.

I am grateful to be a part of the Panel, and to the other members of the Panel for making this year a valid and constructive one.

Challenges ahead and looking to the future

Work Programme

As the Commissioner's primary "checks and balance" in between elections, the Panel is aware of its important role in challenging and supporting the Commissioner on your behalf. Our shared objective for the future is to influence and impact positively on the decisions that matter.

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

Below are some of the work areas the Panel will be reviewing as part of our Work Programme for 2022/23:-

- Review of the Commissioner's Annual Report
- Scrutiny of meaningful performance reports and data
- Presentation on Identifying Disproportionality in the Avon and Somerset Criminal Justice System
- Monitoring of the strategy to recruit, retain and lead a workforce which reflects the communities it serves
- Consideration of formal reports on Rural Crime and the Green Strategy
- Scrutiny of the Commissioner's Precept proposal and oversight of the draft Policing budget and its proposed allocation
- Panel Inquiry Day on the OPCC role in commissioning and partnerships

Home Secretary Review

The first stage of the Home Secretary's review of Police and Crime Commissioners, looked specifically at raising standards and improving accountability to ensure all members of the public are getting a good service. The second part of the review focussed on longer-term reform, assessing what extra powers PCCs need to better tackle crime in their areas and how to increase the number of mayors with responsibility for Policing.

In March 2022, the Home Secretary announced a package of measures in support of the commitment to expand and strengthen the role of PCCs, including the findings from the second part of the review <https://questions-statements.parliament.uk/written-statements/detail/2022-03-07/hcws664>

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

Fire Governance

Some PCCs have taken on the governance of their local Fire and Rescue Service and as a result, the Panels in those areas have become Police Fire and Crime Panels.

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

The Home Secretary had intended to consult on making the transfer of fire and rescue functions to the “Police, Fire and Crime Commissioner model” obligatory where boundaries are coterminous, unless there is an option to transfer fire governance directly to an elected Mayor. It was understood that the review would also seek to address the specific coterminosity challenges in the South West referred to above.

However, the white paper has recently been published and the Government is no longer making mandatory changes to fire governance. This suggests a recognition that improvement within the sector and communities will be more successful if local councils and fire services are empowered to decide what their local governance structure will be.

Accordingly, consultation has started on proposals to introduce system-wide reform that will strengthen fire and rescue services in England involving a range of governance models. Plans to replace fire governance with a system of single executive leaders, Police

Fire and Crime Panels, Mayors and Local Authority Leaders have all been mooted as possibilities.

The Commissioner will be updating members at the Panel's AGM on 28th June 2022 and the Panel will also be responding to the consultation. Fire governance will remain a standing item at Panel meetings.

Draft:June 2022

AVON AND SOMERSET POLICE AND CRIME PANEL

28th June 2022

REPORT OF THE CHIEF OF STAFF

COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER AND COMPLAINT REVIEW UPDATE

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 of Staff 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 of Staff 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 two new complaints recorded against PCC Mark Shelford since the last meeting of the Police and Crime Panel.

Complaint number 78 was received by the OPCC on 17/04/22 and was resolved on 03/05/22 by means of explanation by the COS. The complaint was regarding lack of response to an online web form and investigations have shown that it was missed as a result of an administrative error.

Complaint number 79 was received by the OPCC on 25/04/22 and expressed dissatisfaction regarding the PCC's handling of a long standing and ongoing matter. It relates to a former complaint and was resolved by means of explanation and apology on 11/05/22 by the PCC when responding to the ongoing substantive matter.

5. There have 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 Interim Chief Executive/Chief of Staff.
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.

COMPLAINT REVIEW UPDATE

8. 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.
9. The complaint and review manager has handled 430 reviews to date. 20% of all reviews have been upheld and 68% not upheld. The remaining 12% were either void, ineligible or out of time. 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. High volumes of applications have resulted in difficulties for some forces, however our process remains efficient and cost effective with a turnaround of less than a month.

EQUALITY IMPLICATIONS

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

RECOMMENDATIONS

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

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: 28th June 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						
78.	17/04/22	The Avon and Somerset PCC failed to respond to written contact made in January 2022	Yes 32468	COS	Local resolution by means of explanation and apology on 03/05/22 by COS. PCC also responded to substantive matter on 16/05/22	Closed
79.	25/04/22	The Avon and Somerset PCC failed to respond to an ongoing contact in a timely manner.	Yes 32608	COS/Panel	Local resolution by means of explanation and apology on 11/05/22 by PCC when responding to ongoing substantive matter	Closed
COMPLAINTS and CONDUCT MATTERS AGAINST FORMER AVON AND SOMERSET POLICE AND CRIME COMMISSIONER SUE MOUNTSTEVENS						
77.	11.02.22	Op Meadow related. Allegations yet to be confirmed by complainant.	Yes	COS	TBC pending allegation confirmation	Live

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