



Date: Thursday 8 December 2022

Time: 11.15 am

Venue: Council Chamber, Mendip District Council, Cannard’s Grave Road, Shepton Mallet, BA4 5BT

Membership:-

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

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Agenda published: 30th November 2022
 Somerset County Council
 Democratic Services Team
 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?



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Agenda

Public Information Sheet

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

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

1 **Apologies for Absence**

2 **Public Question Time**

Statements or questions should be e-mailed to PLJones@somerset.gov.uk, or sent to the Democratic Services Team, County Hall Taunton TA1 4DY (marked for the attention of Patricia Jones). Statements must be received no later than 12.00 noon on Wednesday 7th December 2022. Questions must be received no later than 3 clear working days before the meeting – 5pm on Friday 2nd December 2022.

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

3 **Declarations of Interest**

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

4 **Minutes from the meeting held on 28th September 2022** (Pages 7 - 20)

To confirm as a correct record.

5 **Matters Arising**

6 **Chairs Business**

7 **Commissioner's Update Report** (Pages 21 - 32)

To receive an update on the Commissioner's activities since the last meeting.

8 **Scrutiny of the Budget / Draft Medium Term Financial Plan** (Pages 33 - 50)

9 **OPCC Review Report** (Pages 51 - 68)

10 **Performance Report** (Pages 69 - 84)

11 **Standing Complaints Report** (Pages 85 - 88)

To provide the Panel with an overview of all complaints.

12 **Engagement Assurance Report (Information Only)** (Pages 89 - 100)

13 **Date of Next Meeting**

1st February 2023, 10.30am, Deane House, Taunton.

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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 Avon and Somerset Police & Crime Panel 28th September 2022 at 10.30am

The Deane House, Somerset West and Taunton Council

Present:

Local Authority and Independent Member Representatives:

Heather Shearer (Somerset County, Chair), Chris Booth (Somerset West and Taunton) Councillor Asher Craig (Bristol City Council), Councillor Peter Crew (North Somerset), Nicola Clark (South Somerset), Gary Davies (Independent Member), Councillor Janet Keen (Sedgemoor District Council), Julie Knight (Independent Member), Councillor Owusu-Antwi (South Gloucestershire), Alastair Singleton (Bath and North East Somerset), Councillor Lisa Stone (Bristol City Council), Pat Trull (South Gloucestershire), Andy Wait (Bath and North East Somerset).

Host Authority support staff:

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

Police and Crime Commissioner and Constabulary/Support Staff:

Mark Shelford – Police and Crime Commissioner
Alice Ripley – Chief of Staff
Ben Valentine – Strategic Planning and Performance Officer
Hannah Watts - Constabulary Lead Sustainability
Superintendent Dickon Turner – Constabulary Lead Rural Crime

1. Apologies for absence

Apologies were received from Councillor Richard Westwood and Richard Brown.

2. Public Question Time

None.

3. Declarations of interest

There were none.

4. Minutes of the meetings held on 28th June 2022 (AGM)

The minutes of these meetings were confirmed as a correct record subject to the inclusion of the Chair's statement at Item 2 of the minutes (Appendix A).

Matter Arising

It was agreed that the Panel would be resent the link and date of the next meeting of the Performance and Accountability Board.

The Panel referred to the issue of officer retention and number of officers leaving the force raised at the previous meeting. The Commissioner reported that the data on leaver numbers provided on 26th September was accurate and that fewer new recruits were leaving in comparison to the previous entry regime. He described this as encouraging but provided assurances that retention remained an on-going priority.

The Commissioner reported that new recruits will enter the Police service in one of three ways from April 2023 following a change in Police Regulations by the government. Recruits will now spend 75% of their time on the job. It was agreed the Commissioner would provide a report to a future meeting of the Panel on the outcome of his discussions with Andy Marsh, who is leading on this work area as CEO for the College of Policing.

The Panel noted that the Annual Report was expanded in order to address road safety in the context of cyclists, specifically data relating to casualties, fatalities and accidents involving cyclists that have resulted in a Police investigation. Attention was drawn to the Commissioner's response to the Panel's report on his Annual Report. Data relating to attribution of fault has been requested (if available).

Action - Commissioner to provide a report to a future meeting of the Panel on the outcome of his discussions with the College of Policing in relation to training and officer retention.

5. Chair's business

Budget Consultation/Complaints Briefing

The Chair drew attention to the above briefing scheduled for 12.30pm on 8th November at Police Headquarters (agreed by the Panel at its AGM on 28th June 2022).

Host Authority

The Chair advised the Panel that capacity issues will continue to prevent SCC acting as Host Authority for the Panel in the longer term. However, SCC no longer intended to enforce its resignation which comes into effect on 1st October 2022, and the intention to refer the impasse to the Home Office had also been set aside. Discussions with the Monitoring Officer would continue regarding SCC's ability to extend its Host Authority term and how this will impact the Panel and its Lead Officer.

Action - discussions with the Monitoring Officer to continue regarding SCC's ability to extend its Host Authority term and how this will impact the Panel and its Lead Officer.

6. Sustainability Update

The Commissioner gave a brief introduction to the report, making the point that PCCs and the Police service are at the heart of the decarbonisation agenda in mitigating the risks that it poses. He emphasised the need to balance his duty to secure operational effectiveness, with the challenge of reducing carbon emissions generated by organisational activities.

Attention was drawn to the green housing projects and work experience schemes for prisoners in progress in the South West, and the barriers that can be posed by local planning procedures. The assistance of Panel members was sought where possible.

Hannah Watts, lead officer on the Constabulary's Sustainability Strategy 2021-2026, was welcomed to the meeting. The Panel received a detailed and comprehensive report on progress, activity and performance achievements in the first half of 2022/23. This included:-

- the Constabulary's total carbon emissions fell by 5.1% to 11,308 tonnes with emissions from buildings falling the most
- reduction in emissions from buildings can be solely attributed to a 20% reduction in electricity use. Gas use saw a small increase over the same period
- emissions from fleet increased by 5.1% with a corresponding 27.1% increase in fuel consumption. The impact of this increase is mitigated through the continued

- transition to unleaded petrol and electric vehicles (EV) over time.
- total waste volumes continue to fall based on a rolling 12-month average.

Below is a summary of the questions and issues raised by the Panel:-

- the Panel welcomed the reduction in emissions from buildings.
- The Panel queried why the increase in fuel consumption of 27.1% had been only marginally mitigated by the purchase of 20 EVs. It was reported that the 27.1% increase was not a reflection of investment in the petrol/diesel fleet, but an indication of a significantly greater response rate. It was acknowledged that the force does not currently have an electric vehicle suitable for response that complies with the national purchasing framework or that provides the performance range of petrol and diesel cars. Data and analysis help ensure that the fleet is being utilised efficiently.

The Panel recognised the need for high performing fast vehicles, but the point was made that not all business activities required this. What is the proportion of electric vehicles in the fleet?

HW agreed to provide detail around leaded/unleaded/diesel vehicles. Assurances were provided that the coming years would see an investment in 100 EVs. Plans to develop a model were being considered which could see electrification reach 40%.

- The Panel asked for further information on the refurbishment of Broadbury Road Police Station in Bristol and why investment in an Air Source Heat Pump was not considered viable. The Panel was advised that a solar PV will provide a micro source of renewable energy and a more efficient boiler would be installed, but essentially the design of the building and finances posed constraints to a pump.
- The Panel noted that 4 'priority' UN Sustainable Development Goals have been identified as areas of focus to define the current Sustainability Plan - Climate Action, Responsible Consumption, Sustainable Communities and Partnerships for the Goals.

More information was requested on the consultation methods with local communities. The Panel was advised that an operational directorate had been established to support ambitions in this area and a PCSO had contributed at board level to the drafting of the Sustainability Strategy drawing on the community engagement work he undertakes. Work was also underway with a consultant to identify a decarbonisation programme.

The Commissioner added that he had discussed his long term aims with the portfolio lead and specifically how to change the emphasis in ASC to ensure that sustainability and environmental implications feature in everyday business.

- The Panel commented that E10 fuel was less efficient, approximately 10%-20% less to the gallon.
- Reference was made to Bristol's collaborative approach and the formation of an Environmental Board which saw all businesses and organisations signing up to net zero by 2030. An invitation was extended to Hannah Watts to join the collective efforts of the Environmental Board and discuss a solution for Broadbury Road.
- It was confirmed that ASC had invested substantially in electric bikes and agreed that the numbers would be confirmed.
- It was acknowledged that sharing the vision and engaging staff plays a key part in delivering objectives. The Commissioner emphasised there was a balance to be achieved – for example in holding physical and virtual meetings and requiring people to be on-site in Police stations.
- The Commissioner advised the Panel that cost of living and energy crisis had not reached critical status in terms of service delivery and budgets. A project around spend and save has been put in place in collaboration with the Chief Constable. More detail would follow in the Panel's private budget briefing on 8th November 2022.

Action:

(1) HW agreed to provide detail around leaded/unleaded/diesel vehicles in the context of business requirements.

(2) An invitation was extended to the Constabulary to join the collective efforts of the Bristol Environmental Board and discuss a solution for Broadbury Road.

(3) The investment in electric bikes/numbers purchased to be confirmed.

7. Rural Crime Assurance Report

This report was requested as an assurance piece by the Panel and introduced by Superintendent Dickon Turner, Constabulary Lead for Rural Crime.

The importance of understanding the difference between rural crime and crime that occurs in a rural area was emphasised when considering the data and content of the report. The point being that a burglary at home in contrast to a burglary at a farm are likely to have a considerably different impact on the livelihood of the victim. The definition of rural crime was noted as follows:-

"Any offence occurring in a rural area which directly or indirectly affects a farming or rural business or the rural communities, where 'rural' is given to mean 'a close association with or dependence upon the land' within that location."

DT reported that historically, rural communities were not the focus of criminals. However, these communities were now the subject of criminal gangs with access to a range of vehicles, looking for soft targets. The objective was to work with partners on prevention and make rural communities a safer and more crime free area in which to live and work.

It was noted that the service level agreement for rural and urban areas were the same.

A rural crime survey was undertaken in 2021 to ascertain what communities need, how well the Constabulary responds to reports and how the force can improve. Below is an overview of the data retrieved from 1300 respondents:-

21.91% of the respondents had been a victim of rural crime (282 individuals). Of these 282 individuals, 19.5% had been a victim of theft and 18.8% of hunting offences, the two highest scoring crime types. Arson, wildlife interference and dwelling burglary were the three lowest scorers. Of the 282 individuals who were a victim of crime, 61% reported the crime and 38.43% did not report the crime. The most common method of reporting was via 101. 175 participants answered the question of "How satisfied were you with the service from Avon and Somerset Police?" indicating that communities lacked confidence.

Attention was drawn to the Rural Affairs Delivery Plan attached as Appendix A to the report. The Panel noted that a new rural affairs plan and strategy had been developed aimed at training, awareness raising, investigations, remedy, intelligence, communications and response. A network of 80 champions was in place across the force.

A focus on DNA technology aimed to prevent and deter criminality. A bid for additional resources has resulted in investment in a drone and 2 additional PCs. A South West Regional Affairs Rural Group has been formed to share best practice/OCG intelligence.

Below are the principal points made by members in the discussion that followed:-

- The report was welcomed and provided a clear understanding of the concerns of members representing rural areas.
- The Panel was advised that a national rural affairs network did exist, however it was not as active as other areas of Policing business. Some thematic work was on-going around thefts, machinery, poaching, and hunting.
- The crime prevention strategy had not been evaluated using predictive analytics to establish who might be the next victim.
- Reference was made to a visit from the Environment Minister and discussions around the hardwiring of tractors with GPS equipment that cannot be easily removed.
- The Panel recommended following up on surveys one month later to establish how the messages landed and if there had been any material difference. This will demonstrate victim care and will establish if the advice/measures have been implemented to help prevent them being repeatedly targeted. It may also serve to encourage people to act on the advice given.
- The number of holdings signed up to the Farm Watch Scheme could not be provided, however farmers were routinely asked to join through social media outlets.
- The Panel suggested that letter-based engagement was generally more appropriate for rural communities. It was reported that the rural affairs page on ASC's Twitter page was the most popular. It was accepted that farmers were busy and therefore the team's attendance at shows and markets was regular.
- The Panel reported that Parish and Town Council Meetings had not been routinely attended by the Constabulary in the last 5 years. Members were advised that there were 140 staff to cover 300 parish councils, but the aspiration was to improve the level of service and communication. A new Local Community Network would facilitate this. The PCC added that he and the Chief Constable were in agreement that the expectation was that a Police report should go to every meeting followed up by attendance at intermittent meetings.
- The Panel drew attention to social deprivation in rural areas and the connection between this and crimes against the person. The increasing trend of not being able to fill places on parish councils in certain wards was also a concern. The Commissioner agreed that rural deprivation should be a focus for politicians and weight brought to bear on crimes that are hidden/unseen. The levels of domestic

abuse were extremely high in both urban and rural areas and needed to be addressed by enforcement, charities, and education.

- The Panel discussed the criminalisation of hunting and lack of Police enforcement. It was suggested the Police needed to do more given offences were being committed. The Commissioner explained that in accordance with a strategic policy decision, enforcement action will be taken against all illegal hunting if it is reported. The Local Neighbourhood Team should respond, and individual Police officers should deal with the practicalities.

Superintendent Turner added that prosecutions will result if the evidence is there. It remained legal to get on a horse with a group of dogs without the intention of actively pursuing wild animals. If, during a drag or trail hunt, a hound inadvertently picks up a fox's scent and it is killed, they are not breaking the law.

Action – Panel recommended following up on surveys one month later to demonstrate victim care and establish if the advice/measures to help prevent them being repeatedly targeted, have been implemented.

8. Urgent Business – Performance Summary, National Police and Crime Measures

With the consent of the Chair, this item was considered as Urgent Business under the provisions of Section 100(B) 4(b) of the Local Government Act 1972 due to the late circulation and publication of the report.

The Chair invited Ben Valentine, Strategic Planning and Performance Officer, to present the performance update. Below is a summary of the update:-

- It was acknowledged that there were some formatting issues which misconstrued the data unless the document was viewed in PDF format.
- In reducing serious violence, ASC was benchmarking well against its most similar group of forces (MSG)
- Disrupt Drugs Supply and County Lines - the force has a lower rate of drug trafficking offences per 1000 residents, compared to the MSG forces. This may indicate less proactive identification of the offending and has been flagged with the Constabulary. There was a significant increase in recorded disruptions in the latest quarter linking to intensification as part of Operation Scorpion.
- Reducing Neighbourhood Crime – recorded neighbourhood crimes were impacted significantly during the COVID lockdown periods, and as a result saw large reductions. Crimes are anticipated to return to normal levels and the outlook is based on this. Although Avon and Somerset has higher robbery rates, but this isn't a force-wide problem, it is a Bristol problem. Bristol specifically had experienced sudden movement in robbery offences.

- Improve Victim Satisfaction with a Focus on Victims of Domestic Abuse - Bluestone was highlighted as a strong positive project that is now being rolled out nationally. Overall victim satisfaction was reported as stable.
- You Said/We Did theory – the Panel emphasised the need to have two-way communication between the Constabulary and Councillors, so feedback can be provided to constituents who regularly raise policing issues. The Constabulary's Race and Legitimacy video was described as impressive and could be shared by councillors across social media platforms to reach more people. It was suggested that the public might not fully engage with the complexities of the report/jargon etc. but if they do want to know more, the OPCC would be happy to help out so Councillors can feed back the appropriate information to their communities.
- Police and Crime Plan Priority 2. Engaging, supporting and working with communities, victims and partner organisations – evidence of a slow but steady decline which has been highlighted with the Constabulary.
- Special Constables and Citizens in Policing – reported as a story of 2 halves. ASC is managing a reduction in the number of Specials and focusing on the development and contribution of those who have volunteered. The Panel enquired if the number of actual Special Constables would be increased at some point. It was confirmed that there were no plans to change the numbers at present.
- The Criminal Justice System – whilst the time taken to charge someone is longer for ASP compared to national, this has reduced from 2019 to 2021 and is just above MSG average. The time it takes to finalise Crown Court cases has increased although the growth is smaller than nationally.
- Reducing Reoffending – the proportion of offenders who reoffend has decreased nationally but the decrease in ASC has been even greater and the local levels have been lower than national for the last four years. However, the average number of reoffences had increased for several years until recently. This may indicate the difficulty in stopping the most prolific and entrenched offending behaviour.

The Panel made the following comments in the discussion that followed:-

- An excellent report/good work around Violence Against Women and Girls.
- The Panel sought clarification on “benchmark not available”. It was explained that some information was drawn from the local survey and surveys were undertaken differently in other areas. It was therefore necessary to draw comparisons, but a national comparison was not always possible.
- The point was made that anecdotally, much cybercrime goes undetected. The Commissioner was therefore asked how representative are the figures of the

true picture and how much confidence does he have in the information that is disseminated to forces by Action Fraud?

The Commissioner reported that there was a lack of transparency around evidence thresholds and constraints around the extent to which the victim can input and state their case. A mechanism to improve the victim's contribution needed to be hardwired into the processes. It was also evident that the public is not reporting all fraud, for a number of reasons including capacity and vulnerability. Imaginative and creative ways were needed to protect these people.

- The Commissioner discussed the work underway to reduce reoffending including a package of 48 days accommodation and opportunities for employment. He emphasised that education programmes and opportunities to learn new skills are vital. There were some workshops available to women prisoners prior to release.
- It was acknowledged that disproportionate numbers of women are incarcerated for a first offence. Work around this was important because of the impact this has on families. Reference was made to halfway house type prisons where female offenders are allowed to go home to their families at night.
- The Panel made the point that public confidence in the Police service has been on a downward trend in recent years. Has this been recognised by ASC and what actions are being taken to overcome this? The Commissioner provided assurances that this has been recognised and work had taken place to create capacity on the front line to focus on visible policing and support Neighbourhood Policing teams in engaging with the public.

The Panel sought further clarification – is data available to assess the public's perception of ASC? Is the lack of confidence specific to local issues that needed addressing? Is there an action plan? The Commissioner confirmed that data was available, analysis is taking place to identify whether concerns are local or national, and whilst there was currently no overarching action plan, a range of work is underway to address confidence levels.

- Special Constables - the Panel welcomed the focus on duty hours and not targets.
- Operation Scorpion – has there been any data analysis of the targeted disruption activities undertaken in March 2022 and do we understand its impact 6 months down the line? The Commissioner undertook to provide a response to the Panel.

- The Panel emphasised the importance of a good public engagement strategy in order to get messages out locally and to limit the negative messaging that can result when information is not forthcoming.

The Commissioner referenced his reliance on previous military information campaigns as opposed to reactive communications which did little for public confidence. The Panel was also advised that public engagement was a topic of conversation at the next Performance and Accountability Board meeting. Members were reminded that this was the Commissioners new on-line governance mechanism for holding the Chief Constable to account in public, and all members were welcome. The dates and links to future meetings would be circulated to the Panel.

Action – dates and links to future Performance and Accountability Board, meetings to be circulated to the Panel.

Action – The Commissioner undertook to provide a response to the Panel regarding outcomes from Operation Scorpion.

9. Commissioner’s Update Report

The Commissioner introduced the report, setting out key governance and scrutiny activities and OPCC/national business updates since the last meeting. The Commissioner drew specific attention to:-

OPCC Office Review – conducted by Chief of Staff Alice Ripley, a full presentation would be provided to the Panel when it meets on 8th December 2022.

Estates – the demolition of Trinity Road Police Station received planning approval on the 24th August, enabling the scheme for a social housing scheme/smaller Police station to now move ahead.

Tackling Disproportionality in the Criminal Justice System – to support this work, an independent transformational change consultant has been tasked to put in place the necessary structure, resources and governance required to successfully deliver the work and facilitate the early stages of delivery. A workshop to launch this work area was taking place on 7th October 2022.

Serious Violence – a Home Office Violence Reduction Unit bid was successful. £2m allocated to Avon and Somerset over 3 years would see important work continue with £1.17million devolved to the 5 local authorities.

The Panel was thanked for its report on Serious Violence/Rape and Serious Sexual Offences.

National Economic & Cyber Portfolio - the Commissioner provided an update on national and local activity including a fraud prevention awareness initiative and the National Fraud Safeguarding Conference in Bristol. This prevention piece would focus on initiatives to protect vulnerable adults and how the public, charities and businesses can be more resilient.

Below is a summary of the discussion that followed on the report as a whole:-

- The Panel welcomed the planning consent for Trinity Road and described it as an excellent initiative.
- Referencing the new HMICFRS publication, Finding Time for Crime, it was recognised that this was not ASC specific. The Panel asked the Commissioner how much of it was relevant to ASC and how he was going to respond.

The Commissioner committed to providing the Panel with a copy of the response which would focus on the principles of prevention, detection, and investigations.

- The Commissioner was asked for assurances that ASC was on course to meet its target recruitment numbers by March 2023. The Commissioner reported that he was as confident as he could be in the Constabulary achieving 60 officers over the establishment aim of 3,291 by March 2023.
- Independent Custody Visiting Scheme – the Panel noted the examples of good practice from other forces. Specifically, that warrant-related arrested people are now taken directly to Court, benefitting both the arrested person in bypassing custody and the Custody Unit too.

It was agreed that the Commissioner would confirm if this was now the practice in Avon and Somerset.

- Super Complaints - the Panel noted that Police use of Stop and Search had been identified as eligible for investigation. The Commissioner commented that the use of this power was an important tool but emphasised that it needs careful management in terms of its impact on communities.

The Panel drew attention to another complaint and the alleged reluctance of the Police/courts to impose bail conditions, leaving victims of domestic

abuse at further risk. There was a brief discussion in relation to the Victims Code of Practice (VCOP) and compliance.

It was agreed that a report on both matters would be provided to the Panel in the near future.

Action:

(1) HMICFRS Finding time for Crime publication – Commissioner to provide the Panel with a copy of the response which would focus on the principles of prevention, detection and investigations.

(2) Warrant related arrests – update on the practice adopted in Avon and Somerset to be provided.

(3) Super Complaints – updates on both matters to be provided to the Panel in the near future (bail conditions and VCOP).

10. Exclusion of the Press and Public

Resolved – that under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the consideration of Item 11 on the grounds that it involves the likely disclosure of Exempt information as defined in Part 1 of Schedule 12A to the Act.

Reason: Exempt Paragraph 1 Information relating to any individual.

11. Complaint Update

The Panel considered a new complaint matter.

12. Standing Complaint 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 2 complaints have been recorded against the Commissioner since the last Panel meeting.

The OPCC also continued to receive comparatively high volumes of complaint review requests, however turned these around efficiently and significantly quicker than the MSF and national average.

13. Work Programme

Panel Inquiry Day – OPCC role in Commissioning and Partnerships

It was agreed that this would take place on 20th April 2023 (half day).

14. Date of Next Meeting

8th December 2022 at 10.30am. It was noted that a venue was needed for this meeting. ***Post meeting update: The next meeting will start at 11.15am.***

(The meeting ended at 1:40pm.)

AVON AND SOMERSET POLICE AND CRIME PANEL COMMISSIONER'S UPDATE REPORT 8 DECEMBER 2022

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 28 September 2022. A summary of key highlights for consideration by Panel Members is set out below:

EXECUTIVE SUMMARY

Governance and Scrutiny:

- **OPCC Office Review:** new structure in place from 1 November, presentation at this meeting.
- **New Scrutiny Arrangements:** Panel Members encouraged to join live Performance and Accountability Board and feed into review of new arrangements.
- **Local Police & Crime Plans:** progress in development of local plans.
- **Public Confidence:** overview of local survey data, following discussion at last meeting.
- **Inspections Update:** links to PCC responses to recent inspections. Debrief from PEEL assessment fieldwork due to take place on 6 December.
- **Standing issues for Panel oversight:**
 - a) **Recruitment and Retention:** analysis and actions to support retention, on track to exceed recruitment target by March 2023.
 - b) **Estates:** alternative options sought for Bathwick colocation, Trinity Road work to commence in 2023, South Somerset Phase 1 business case to be considered in Spring 2023; refurbishment of Broadbury Road to start in 2023/24.

OPCC Business Update:

- **Review of Disproportionality in the CJS in A&S:** Onboarding workshop held in October, workstreams set up and further workshops underway to commence delivery.
- **Consultation & Engagement:** PCC/Councillor Forum events underway (dates have been circulated to Panel Members). Precept consultation and PCC Volunteers Recruitment campaigns launched on 21 November – would welcome Panel support in disseminating.
- **Complaints & Contacts:** Key themes for this period (please note that data is unavailable this quarter due to technical issues).
- **Partnerships & Commissioning:** A&S Violence Reduction Unit team in place; future of Resolve Board and update on short-term funded projects; first round of Combatting Drugs Partnership meetings held; Criminal Justice Board business plan agreed; governance arrangements in place for Sexual Abuse support service pathways.
- **Scrutiny Panels:** summary of recent scrutiny panel meetings and work of OPCC panel members and Independent Custody Visitors.

National Updates:

- **PCC National Economic & Cyber Portfolio:** update following PCC participation in Justice Select Committee and National Fraud Safeguarding Conference; preventative activity including Operation Emma (tackling money mules) and Junior Protect Officer training for police cadets.

1. GOVERNANCE AND SCRUTINY

OPCC Office Review

There has been a phased transition to a new OPCC structure which is now in place from 1 November. The OPCC Chief of Staff will give a presentation to the Panel on the outcomes of the review in this December 2022 meeting.

New Scrutiny Arrangements

Performance and Accountability Board (PAB) – a quarterly meeting broadcast to the public live and recorded and accessible later online. The last meeting can be found at the following link:

https://www.youtube.com/watch?v=_SoFVIAFS4M&t=15s

The next public broadcast will take place on 7 February 2023.

Governance and Scrutiny Board (GSB) – a closed meeting held 8 times a year on the months where there is not a PAB. Additional GSB meetings are held as required for decisions and oversight of finance and budgets. Agendas and minutes from the GSBs can be found at the following link:

<https://www.avonandsomerset-pcc.gov.uk/reports-publications/oversight-boards/>

Review – the Director of Performance & Accountability is leading a review of the new arrangements during November and December 2022. Panel Members have been invited to contribute.

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/>

Local Police & Crime Plans

Progress in development of local plans is as follows:

- Bristol – plan is still being drafted; OPCC have been given early sight of progress and provided feedback.
 - All other areas have completed plans, however B&NES is awaiting final sign-off.
- OPCC will produce formatted versions of these plans suitable for publication.

Public Confidence

Public confidence used to be measured by both a national and local survey. The national Crime Survey for England and Wales (CSEW) was stopped after March 2020. Therefore, there is no longer any direct comparator to other forces.

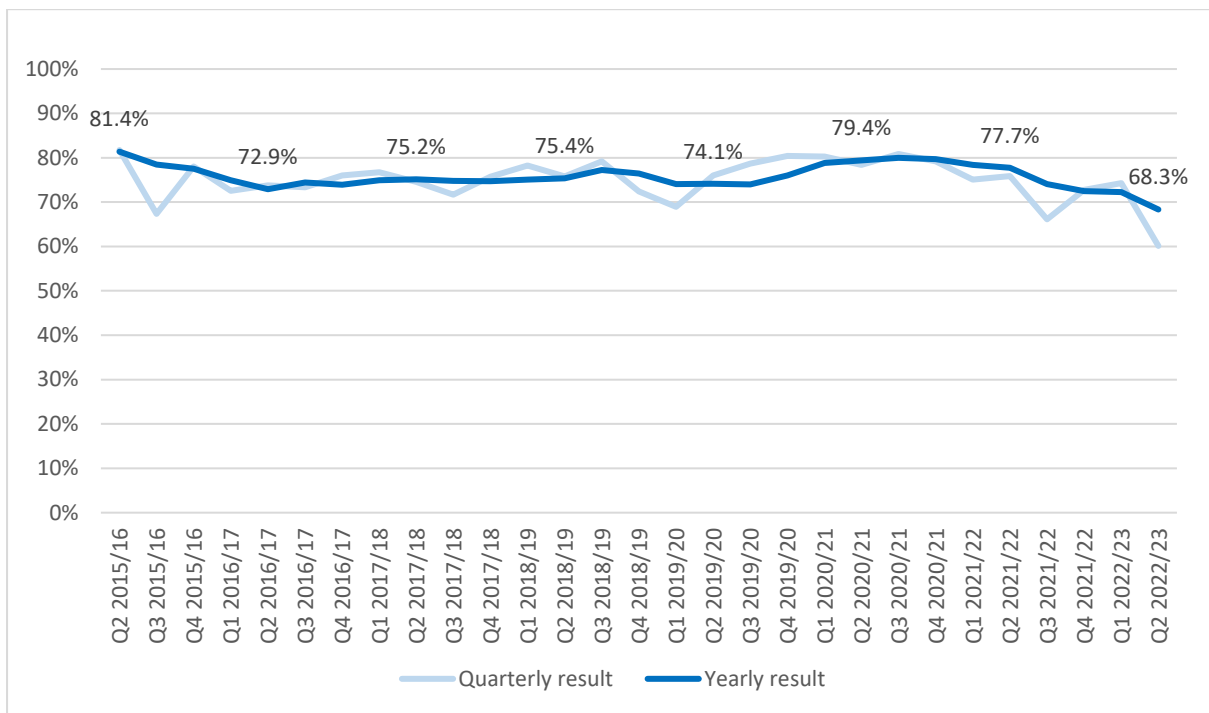
The local survey is a telephone interview of 750 residents, of Avon and Somerset, each quarter conducted by a third-party research company. The question is in the following format.

Please say how much you agree or disagree with the following statement about the police in your local area.

Taking everything into account I have confidence in the police in this area.

- *Strongly agree*
- *Tend to agree*
- *Neither agree nor disagree*
- *Tend to disagree*
- *Strongly disagree*
- *Don't know*

The performance measure is the proportion of people who agreed with the statement (the total of strongly agree and tend to agree).



The latest quarter's result is the lowest percentage agreement since the survey began, and this also makes the yearly total the lowest during that period.

This public confidence data will be a topic of discussion at the November 2022 Constabulary Management Board and the PCC will be scrutinising this at the Governance and Scrutiny Board on 7 December 2022. As part of this scrutiny the OPCC will analyse the reasons given, by those who disagreed, over the last year.

This same confidence question is also asked in the annual precept survey. This year a new question has been added (see below) to try and understand what may be causing this reduction in confidence.

What most influences your confidence in Avon and Somerset Police?

- Perceptions of local policing
- Perceptions of policing nationally
- Both, equally
- Don't know

Inspections Update

HMICFRS

During October 2022 HMICFRS inspected Avon and Somerset Police as part of the PEEL assessment. The debrief from this will take place on 6 December 2022.

Since last reported one new response has been published:

- [The police response to burglary, robbery and other acquisitive crime – Finding time for crime](#)

There is one new publication requiring a response:

- [An inspection of vetting, misconduct, and misogyny in the police service](#)

Police Super-Complaints

Since last reported there have been no additional responses submitted nor have there been any new reports published or super-complaints being investigated.

Standing issues for Panel oversight:

a) Recruitment and Retention:

The Constabulary continue to work on a predicted leaver average of 25 per month (as advised by the Home Office Uplift Team) and this remains beneficial with only 117 leavers in the last 6 months (Apr 22 – Sept 22) as opposed to the 150 forecasted. An improvement again on the previous data provided (Mar 22 – Aug 22) which saw 120 leavers. Leaver numbers are reviewed and monitored as part of retention work ongoing including using the “Career Aspiration Survey” (launched to student officers initially to identify any potential issues that could result in resignations). Increasing engagement rates are helping to achieve a significant reduction in PCDA resignations. This reflects the improved level of support, engagement, and collaboration to enable individuals to succeed through the programme. The Force continue to fill future PCDA and DHEP courses with a total of 422 new starters across both courses up to March 2023.

The transferee pipeline continues to thrive with 45 officers now requesting to join Avon and Somerset (a 7% increase on last year’s figures) plus the introduction of a new PSI – DC course has seen a 100% assessment centre pass rate resulting in 28 new officer starters.

If a leaver rate of 25 per month continues to be factored in, current projections will see the Force exceed their target against uplift establishment by 53. This will enable the Force to take advantage of the additional temporary funding for over-achieving at 31st March 2023. This position is a significant achievement and the result of considerable efforts across the organisation to enable the unprecedented numbers to successfully join the organisation at such pace.

b) Estates:

The possibility of a solution based on colocation with Avon Fire & Rescue and SWAST in Bathwick has been found to be not viable. Options are being assessed for alternative colocation with public sector partners and for other opportunities within the city.

Following receipt of planning approval for Trinity Road, contracts were exchanged with the preferred bidder in September. The proposed redevelopment, which involves a move to Bridewell and Fishponds, will commence in the next financial year.

The South Somerset review, covering Yeovil, Chard, Somerton, Crewkerne and Ilminster, remains on course to deliver an outline business case for phase one, Yeovil, for consideration in Spring 2023.

An outline business case for the refurbishment of Broadbury Road Police Station was approved in August, with works to commence in 2023/24.

2. OPCC BUSINESS UPDATE

Tackling Disproportionality in the Criminal Justice System in A&S

A further onboarding session was held on the 7th October which was attended by stakeholders. This was an opportunity to understanding what work was already under way across the agencies as a result of the “Identifying Disproportionality across the Avon & Somerset Criminal Justice System” report. The work continues to gain momentum under the stewardship of consultant, Jane Bates and we are making good progress in creating a disciplined portfolio approach that will help us achieve success, driving meaningful and sustainable change. The outputs gathered from the day have been combined and will be circulated shortly. The risks and issues identified on the day are already

informing the approach, refining activity and the way it is intended to work to mitigate as many as possible early on in the work. Focus is being given to the identification of delivery groups and the makeup of the Steerco. Further workshops will be held over the coming weeks to agree the Steerco, Independent Scrutiny Panel and the respective multi agency work streams.

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.

Recruitment is under way for an Engagement and Events Manager to oversee the PCC and DPCCs programme of engagement to ensure strategic, effective and efficient management of engagement going forward.

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. The team continue to work with the PCC to capitalise on the hybrid engagement opportunities available through a mix of virtual and in person engagement activity.

A series of PCC/Councillors forums in each local authority area are under way, the first three on October 27th, November 29th and December 6th in BANES, South Gloucestershire and Mendip respectively. The South Somerset Forum was planned in Yeovil on November 23rd but did not have sufficient take up so we have postponed and will reschedule in January. This is a key deliverable for 2022/23, as part of the PCC's programme of engagement. The aim is to help the PCC and local neighbourhood teams in Avon and Somerset Police to better understand the crime and anti-social behaviour issues that are being reported to local councillors. The PCC also wants to forge stronger relationships, and promote closer partnership working, to address some of the anti-social behaviour and crime issues faced by residents and businesses in Avon and Somerset. Dates for future Forum events have been circulated to Panel Members.

The external consultation on Knife Crime to support the work of our Violence Reduction Units closed on November 14th with more than 2,000 responses. Results are being analysed and will be used to conduct focus groups and follow-up engagement with young people and other stakeholders on our approach to knife crime intervention and prevention work under the VRU.

The launch of the annual statutory precept consultation was delayed until after the Autumn Budget Statement – week commencing November 21st. As in previous years, and in line with our business and Police & Crime Plan, communications objectives will set specific targets and use tactics to further improve our responses from under represented communities. The PCC Engagement and Consultation strategies are aligned to the OPCC objective of improving engagement, particularly within our under-represented and vulnerable communities, e.g. Black, Asian, mixed and minoritised communities, socio-economically deprived communities, women, young people, other groups with protected characteristics and those living in isolated rural areas.

On November 21, a 6 week volunteer recruitment campaign launched, called Empower Your Community, aimed at recruiting much needed volunteers for the PCC Appropriate Adult and Independent Custody Visitors Schemes as well as our independent scrutiny panels focused on police complaints, use of police powers and use of out of court disposals. One of the key objectives of the campaign is to attract a more diverse range of applicants so the messages encouraging people to #challenge policing #change policing, as well as the tactics and channels being used to promote the campaign have focused on supporting this objective. Further information can be found at the following link: www.avonandsomerset-pcc.gov.uk/get-involved/apply-to-be-a-volunteer/

Contacts/Complaints Oversight

Due to an IT issue we have been unable to run the reporting for this period. This issue to with IT Services and being worked on. This data will be rolled over to the next reporting period.

The PCC has received a diverse range of contact during this period which has helped to direct scrutiny activity. A recent complaint review identified issues with force turnaround on complaints handling and the release of the HMICFRS Report An inspection of vetting, misconduct, and misogyny in the police service were both subjects for discussion at the most recent Performance and Accountability Board.

The team have also received a number of contacts in relation to the PCC's support of the Road Safety Awareness Campaign during this period.

Monitoring of complaints is a statutory function for the PCC. Since Sept 2019 (when records started), the PCC has monitored the handling of 454 police complaints. The team continue to check complaints handling regularly to support timely resolution and are currently overseeing 32 live complaint cases sat with PSD on behalf of the PCC.

Commissioning & Partnerships

Serious Violence

Over the last reporting period the OPCC VRU Hub team has been working to grow and develop the central team; in September, 2 new members of staff joined the Hub, this includes;

- VRU Support Officer – who will help coordinate the central team, support the strategic project deliverables and assist in burdens with reporting and meeting support.
- Senior Evaluation and Impact lead – who will work closely with VRU spokes and their interventions to ensure theories of change are implemented and an ability to track outcomes is implemented. At a strategic level this role will shape and embed the ability to reflect on impact and demonstrate the 'so what' with regard to VRUs.

A VRU Communications Manager has also been recruited, based within the OPCC Communications team but will spend 50% of their time supporting VRU communications. This individual started in early November and will be working to develop both an internal and external communications strategy and set up a VRU Communications network across the 5 local authorities. There has been limited capacity until now to develop wide awareness and pro-active presence to the VRU partnership.

The VRU spokes are well embedded but continue to implement their plans for this year and seek new ways to respond to need. Key interventions taking place include work to reduce exclusions and a more inclusive education setting across the 5 areas. Detached youth work, which seeks to engage and divert young people away from risk. Targeted group work, including partners, girls and groups known to be in conflict. Mentoring and 1:1 bespoke support is key to the VRU support offer and is being delivered by a number of specialist providers across A&S. Below is a summary of the Q2 reach.

22/23 Q2 VRU spoke delivery snapshot;

- This year to date (Q1 & 2) the VRUs have reached a total of 3,837 individuals (3,718 under 24 and 119 over 25).
- Predominant risk factor identified (reason for intervention): 74% At risk from exclusion (FTE or PEX) – this is high due to the focused work on inclusion across all VRUs. Alcohol and/or substance misuse is the second most common risk factor, followed by Involvement in criminality.
- Most young people worked with were aged 14 or 15 and majority male.

The Strategic VRU Board have agreed to invest in the Data Accelerator Programme through the VRU grant, this will enable the programme to extend into next financial year and build on its progress as to sharing Police and Local Authority data in a regular and consistent way. A workshop is being planned for 21/11/22 with partners, VRU stakeholders and Police colleagues to consider the next iteration of the programme.

Finalised guidance on the Serious Violence Duty is anticipated to be launched in December. PCCs have been given notification that 'burden' funding will be made available through a light touch bidding process. Indicative funding amounts were provided; however the Home Office are reviewing these following delays to the Duty's arrival. Some local scoping as to possible approaches to the duty has taken place with duty holders and the Strategic VRU Board, this will be re-visited once a clearer picture is obtained as to what is expected.

Reducing Reoffending

The Ready for Release project at HMP Bristol comes to an end on 31st November 2022. Most elements of the scheme will be fulfilled by the new Probation resettlement model and some elements are being embedded as business as usual through Prison staff.

Court Up service at Bristol Magistrates Court is due to come to an end on 30th April 2023. The current provider is being supported to bid for MOJ funding to continue this work with expansion to Bath and North Somerset Courts in line with the [Female Offender Strategy](#) and the [Womens Concordat](#).

Drive in South Gloucestershire comes to an end in 31st July 2023. The OPCC is supporting South Gloucestershire with a bid for Home Office funding to allow this service to continue with expansion into Bristol and North Somerset. The funding window is expected to open in December 2022 and will require match funding. Conversations continue with the Local Authorities and the Probation Service with regard to this.

The Resolve Board met on 8th November 2022, chaired by the Head of Bristol/South Gloucestershire Probation Delivery Unit to discuss the future of the board, its value and purpose going forward. No final decisions were made, and further discussion will continue at the next date in February 2023 when partners have considered their options.

Combating Drugs Partnerships

All 5 partnerships have had their first meeting and have completed the first requirement to sign off Terms of Reference, assigning roles and governance structures. Needs assessments are under way in all areas and the second meetings have been organised.

All Senior Responsible Officers were brought together to share learning across the force area and to avoid duplication of tasks where possible.

The OPCC will be able to view all the needs assessments to ensure proportionality, escalate any barriers and be a critical friend. The existing regional OPCC forum will be used to identify themes, trends, barriers and concerns from across the South West region and escalate accordingly.

Criminal Justice

ASCJB

The A&S LCJB (Local Criminal Justice Board), chaired by the PCC, met on 15 September. The Board focussed on the areas of the agreed LCJB Business plan which included Performance, Violence Against Women and Girls, Victims and Witnesses, Reducing Reoffending, Tackling Disproportionality

within the Criminal Justice System. The Strategic Goal for the business plan for Economic & Cyber Crime was also agreed. Information on the Criminal Bar strike and its impact was provided and the proposal for the Out of Court Disposals Scrutiny Panel to take forward recommendations of the Identifying Disproportionality report were included with the reports. The next LCJB is on 6 December.

Victims Code of Practice (VCOP) Compliance

The Victims Governance Group met on 12 October to review VCOP compliance dip sampling, with a focus on assault against emergency worker cases. Observations and actions identified from the dip sample include:

- Compliance was achieved in providing written acknowledgement, victim updates within the appropriate timescales, quality of communication and being informed of the outcome of the case;
- Learning was identified in ensuring parity of service for police officer victims – the opportunity to make a Victim Personal Statement was not consistently being offered, and there was a lack of formal referral into the Lighthouse Safeguarding Unit to enable access to support services where needed;
- Processes need to be developed to capture whether or not the Victim Personal Statement was read out in court and by whom.

The January meeting will focus on dwelling burglary cases.

Restorative Justice Action Plan

Work continues to deliver the RJ Action Plan. A workshop took place on 11 November with the key aims of building partnerships, increasing referrals and successful outcomes. It was agreed to establish a working group which will meet in January 2023, to drive the vision and action plan delivery. Work is also being undertaken to embed responsibilities and accountability across the partnership.

Victim Services

Sexual Violence Therapies – Contract Award

Further to the update provided in the last Commissioner's update the OPCC is pleased to share that the contract for the Avon & Somerset Sexual Assault and Abuse Therapies Services has been awarded to SARSAS (Somerset & Avon Rape and Sexual Abuse Support) working with an Alliance of specialist providers. The contract commences on 1 April 2023 and ends 31 March 2029. Members will recall that NHSE is the Lead commissioner with funding contributions also coming from the OPCC, Bristol City Council and BNSSG Integrated Care Board (ICB).

Victims Observing Parole Hearings – South West Pilot

The OPCC is engaging with the Ministry of Justice to support their South West pilot whereby victims of crime are offered the ability to observe Parole Hearings in full for the first time. The OPCC has advised the MOJ on the best contacts to arrange for the necessary support for victims whose applications are granted and advocated for the provision of information to services to allow them to provide the relevant support from local victim services in addition to well-established provisions for victims by *Victim Liaison Officer* and *Victim Representative* roles, both employed by Her Majesty's Prison and Probation Service (HMPPS). In the longer term, the experience of the testing exercise will inform the plans for a full national roll-out and allow government to model the impact of this extra demand on support services. This pilot is part of a wider package of [reforms](#) to the Parole process.

Governance of the Sexual Assault Pathway

In September 2022 the Deputy PCC wrote to senior stakeholders in NHSE, ICBs, Public Health and the Constabulary to convene a meeting on sexual violence and to explore the benefits of working more

closely together at a senior level. In previous years there was an oversight Board for this pathway but it has not met for a significant period of time.

It is known that new duties are on the horizon, namely the Serious Violence Duty, provisions in the draft Victims Bill which when enacted will require collaborative commissioning of services, and the Health and Care Act's focus on the needs of victims of abuse. An innovative therapeutic services Pathfinder project funded by NHS England is also under way and requires multi-agency oversight and several commissioners are working on an Avon and Somerset-wide therapeutic service. All of this is on top of the significant aspirations and developments within the Constabulary's Bluestone Project meaning there is a great deal of activity in this area.

A meeting has been scheduled for the 22 November with stakeholders from most of the area represented.

Scrutiny Panels

Independent Scrutiny of Police Complaints Panel (ISPCP)

The last panel meeting in September focused on complaints made against Avon and Somerset Constabulary's Communications Staff. The panel welcomed a highly informative presentation from the Constabulary Communications Centre Manager. There was an excellent round table feedback discussion with the panel asking some very pertinent questions.

In December the Panel have chosen to look at complaint cases received from younger complainants, i.e. those between the ages of 16-19 years. They will be scrutinising a selection of recently closed complaint cases within this category.

The ISPCP'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 October panel scrutinised 60 cases and the following themes were identified for Constabulary response:

- The smell of cannabis was the only grounds recorded for stop and search for several cases
- Inadequate or no BWV could be viewed (of a total of 44 cases only 23 had adequate BWV)
- Suspects were handcuffed at a stop and search for 13 cases
- Officers showed particularly good attitude and communication to establish a professional rapport in 11 cases
- An offer to provide a receipt of a stop search was not made in 3 cases
- The GOWISELY procedure was incomplete for 3 of the cases
- There were questionable grounds for a stop and search for 7 cases
- A good use of Taser to gain control and preserve safety of all in 5 cases
- All cases reviewed had audio on during a strip search.

The Panel's suggested 'Police Organisational Learning' points are 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) have continued to conduct weekly, unannounced paired visits at each of the 3 Custody Units continue to check on detainees' rights, entitlements and wellbeing.

Arrangements have been put in place to mitigate the impact of current staff absence, and the OPCC team are working closely with ICVA who are providing a high level of support and advice.

Causes for ICV Concern

- Two recent ICV visits at Bridgwater were declined by custody staff due to low staffing numbers on duty. This issue has been escalated to the PCC for awareness and raised with custody management.
- Concerns have been raised by the Bridgwater ICV team that anti-rip blankets are in short supply. This has been raised with custody management.

Additional information about the Scheme can be found at the following link:

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

Out of Court Disposals Panel

The September meeting focused on cases involving assault on emergency workers. The theme was selected to ensure that powers are being used to send a clear message that emergency workers should not tolerate abuse in the line of duty. The Panel compared powers available at court (following legislation to protect emergency workers in 2018 and increased sentencing powers in 2022) with the approach out of court, including the specialist intervention introduced in November 2021 covering assault against emergency workers and anger management. 13 adult and 7 youth cases were scrutinised on the selected theme, and 7 serious violence / sexual offences cases resolved by Community Resolution.

6 cases were found to be appropriate, 15 appropriate with observations, and 5 inappropriate. The Panel was unable to reach a consensus in one case. The Panel identified a number of cases which were felt to be too serious to have been dealt with out of court, however it was acknowledged that some incidents occurred before the new intervention was available, or involved offenders with mental health needs. The Panel will meet on 14 December to scrutinise cases involving domestic abuse. Reports are published at the following link: <https://www.avonandsomerset-pcc.gov.uk/reports-publications/out-court-disposals-reports/>

3. National Updates

Economic & Cyber Crime

Following the Justice Committee's inquiry into Fraud and the Justice System, a [report](#) was published detailing findings and recommendations. The inquiry sought to examine the ability of the criminal justice system to effectively prosecute fraud cases, as well as understand plans the Government and related bodies have in place to tackle rising instances of fraud. The PCC's evidence has been used to inform the report detailing how further training and resource is required to improve pursue and protect activity within local forces.

The PCC continues to use his influence on the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) Board to ensure the works being proposed are efficient and effective. In October, the PCC also used his influence to raise awareness of the work of our regional Cyber Resilience Centre (SWCRC) and has written to all PCCs in the SW region to support the CRC's mission for growth. The letter outlined how PCCs should continue to support the growth of SWCRC to extend cyber support within the business community, and as such the PCC encouraged colleagues to share the work of SWCRC and make introductions with business contacts within their networks.

The PCC is supporting Operation Emma which has a local focus on money muleing as recent national trends show a sharp increase in the numbers of individuals channelling fraudulent funds through

their bank accounts (known as money muleing). Lloyds TSB along with other high street banks and building societies have reported that [money mules are getting older](#), with more and more people in their 40's now transferring illegal funds through their accounts, a crime that previously impacted only the young. Op Emma is a NECC coordinated operation in conjunction with the NCA, ROCUs and local police forces. The operation focuses on Protect & Pursue on 'money mules' and a month intensification pilot will be taking place in the SW region in the month of November. Further to this, the PCC is supporting Black Friday and Cyber Monday online shopping fraud campaign led by the National Cyber Security Centre.

The PCC has participated in the Junior Protect Officer workshop both by funding pin badges for all cadets who undergo the training and being a signatory on their certificates. In October A&S Cyber Protect Officers kick started their programme to upskill police cadets with fraud and cyber protection advice. Cyber and fraud prevention knowledge is then delivered within the Cadets communities during their hours. The first trial ran on Monday 4th October, during the workshop, the cadets heard a talk about the role of a Cyber and Fraud Protect Officer, they were then given a scenario in which they had to create a protect initiative and present back to the group. There was positive feedback from the training.

The Constabulary recently hosted the National Fraud Safeguarding Conference in Bristol. The conference brought together key speakers and stakeholders from policing, academia, finance, public and private sector. The conference was a success and generated knowledge sharing between partner agencies on ways of collaborative working and best practice of fraud prevention initiatives. The PCC delivered a speech to raise awareness amongst practitioners around the role of the PCC and his national portfolio objectives. Positive engagement has been received from partners since the conference, many of whom were keen to share their thoughts and experience of the action fraud service with the PCC, which have been collated and used to influence strategic conversations on the redesign and re-procurement of the new system.

Contact Officer – Alice Ripley, Chief of Staff

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AVON AND SOMERSET POLICE AND CRIME PANEL

8th DECEMBER 2022

REPORT OF THE POLICE AND CRIME COMMISSIONER

2023/24 FINANCIAL PLANNING - BUDGET PROCESS UPDATE

1. EXECUTIVE SUMMARY

This report provides an update on the ongoing process that will lead to the setting of the 2023/24 revenue budget, council tax precept and capital programme in February 2023. It sets out our current planning assumptions and areas of continued uncertainty at time of writing. At this stage of the process, the Panel are not being asked to consider a draft budget or financial plan, only to note the current assumptions and illustrative examples of their implications.

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

- The detail of the police funding settlement, in context of the tightened fiscal situation highlighted in the budget announcements on 17th November. The funding settlement is expected later in December.
- The final projections and forecasts of our local collection authorities for both council tax base and any share of deficit or surplus resulting from collection fund performance.

Our key planning assumption at this stage in relation to the policing precept is that this will increase by an average of £10 p.a. in each of the next 2 years (in line with the maximum permitted of PCC's) and thereafter will increase by 2.0% p.a.

	<i>Current</i>	MTFP Period				
	<i>22/23</i>	23/24	24/25	25/26	26/27	27/28
	<i>£p</i>	£p	£p	£p	£p	£p
Av. Band D Precept	<i>£251.20p</i>	£261.20p	£271.20p	£276.62p	£282.16p	£287.80p
<i>Annual increase</i>	<i>+\$10.00p</i>	+\$10.00p	+\$10.00p	+\$5.42p	+\$5.54p	+\$5.64p
<i>Annual increase (%)</i>	<i>+4.1%</i>	+4.0%	+3.8%	+2.0%	+2.0%	+2.0%

The final decision on proposed precept will be made on consideration of the panel's feedback, on conclusion of our public consultation and in the context of the increased certainty post funding settlement.

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

Revenue Plan	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
Budget requirement	377,153	392,637	404,461	414,576	424,207
Less; Identified Savings	-2,537	-3,017	-4,258	-4,264	-4,242
Less; General funding	-369,817	-379,424	-386,481	-393,715	-401,131
Deficit (before use of reserves)	4,799	10,196	13,722	16,597	18,834
Planned use of reserves	-	-	-	-	-
Deficit (after use of reserves)	4,799	10,196	13,722	16,597	18,834

There is a forecasted deficit of £4.8m in the revenue plan from 2023/24, which rises to £18.8m by 2027/28. Currently inflation is at a record high which is creating significant budgetary pressure in the medium term. The deficit is compounded by pressures to support future pay inflation; increases to pension costs; investment and inflation in IT services; specific non-pay inflation, and with acute challenges around inflationary increases in utilities and fuel costs.

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

Capital Plan	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
Capital Plan Expenditure	24,923	28,986	22,020	11,694	10,901
Less, Capital Plan Funding	-24,923	-28,986	-15,285	-7,021	-6,840
Deficit	-	-	6,735	4,672	4,061

There remains a deficit in our capital plans, reflecting cuts to capital grant funding, ERP project costs, IT programmes and Estates projects. We will continue to refine our forecasts for both capital expenditure and funding further by the time our final MTFP is presented and approved.

2. BACKGROUND

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

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

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

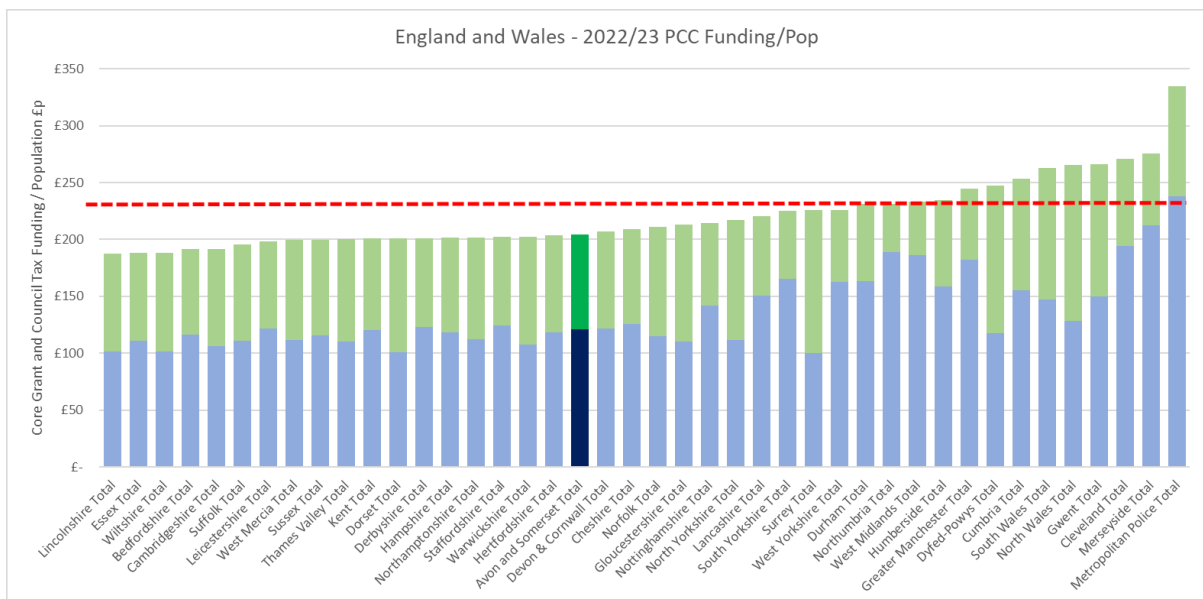
The PCC has published his draft [Police and Crime Plan](#) which includes these four overarching priorities:-

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

The MTFP provides the financial outlook, context and resourcing principles for the annual budget setting process. It outlines, in broad terms, the specific service and funding issues over the 5-year period and how the PCC will, within these financial constraints, fund our priorities and ensure financial sustainability and resilience can be achieved. The MTFP needs to be responsive to changing national and local conditions and risks and is therefore a living document subject to annual review, with the next period covering 2023/24 – 2027/28.

In February 2022 the PCC approved the 22/23 revenue budget and capital plan, confirming an average band D precept of £251.20, an increase of £10.00/4.1% on the previous year. The increase in local precept in 22/23 allowed us to continue with our recruitment plans to realise the planned growth in officer numbers.

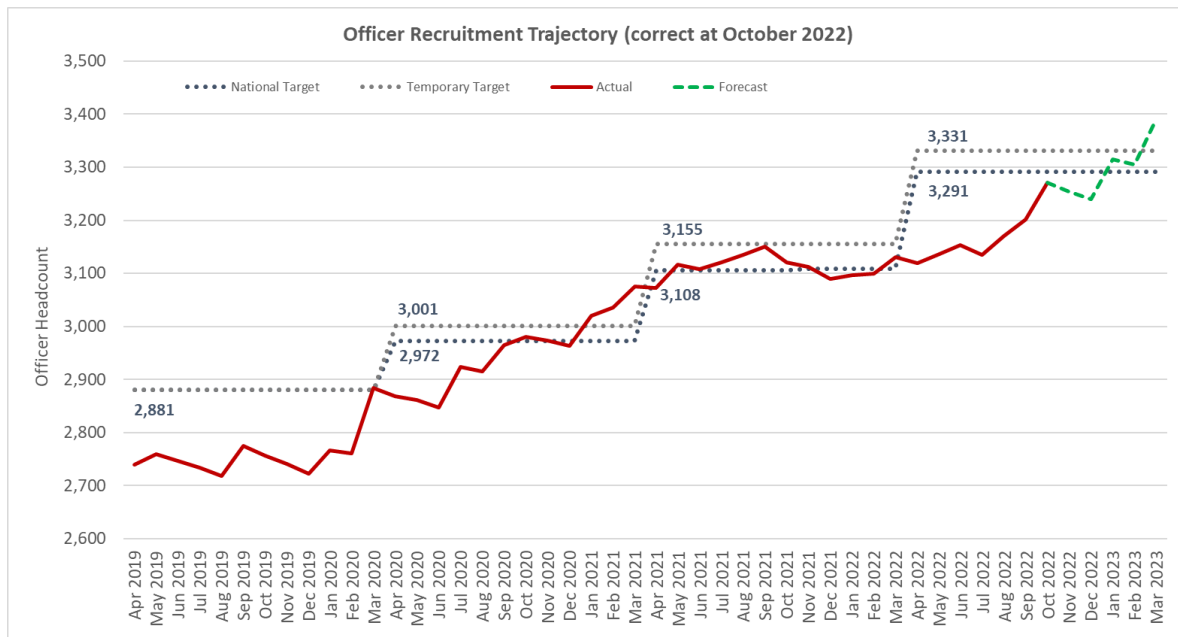
When combined with main government grant funding, the total revenue funding received by the PCC in 22/23 equates to £204.21 per head of population, £30.42 below the national average (£13.11 below if London removed) for PCC’s across England and Wales.



During the summer of 2019, the Government announced its intention to increase the number of police officers in England and Wales by 20,000. The target date for the achievement of this objective is by the end of March 2023, with incremental targets every year to ensure that this can be achieved.

Avon and Somerset’s share of this target is an additional 456 officers, which when added to our baseline, results in an uplift target headcount of 3,291 officers to be reached by the end of the current financial year.

As at October 2022, with five months left to go, the Constabulary is on track to not only achieve this target, but to exceed this with the agreement of the national uplift programme, as is shown in the graph below.



In the Autumn of 2021, the Government set out its expected three year Spending Review (SR). The police service in England and Wales worked closely with the Home Office in its submission as part of this SR. In doing so the case was successfully made for the funding needed to assure the delivery of the uplift in officers as well as to help manage ongoing inflationary pressures arising from future pay awards, pension increases and other factors as forecast at that time.

The indicative headline settlement for policing, and the detail of what this meant in Avon and Somerset, combined with our local efficiency and savings plans, meant that we were able to present an MTFP which was substantially balanced for the first three years up to 2024/25.

Since these announcements and the publication of our MTFP, the economic outlook has significantly worsened. Our costs, like those of other organisations and households across the country, have been impacted by inflationary pressures. These pressures are impacting both non-pay costs (i.e. heating and lighting our buildings, fuelling our police cars) and on pay costs where our officers and staff are understandably expectant of pay awards which acknowledge the financial pressures they and their families are experiencing.

The outlook for funding for police services remains uncertain. It is clear from the announcements made by the Chancellor on 17th November, that there will be a need for further cuts to public services to help in closing the hole in the public finances over the next few years. At this stage we cannot say with accuracy what this might mean in Avon and Somerset, and therefore our forecasts reflect our best estimate of the likely position.

4. REVENUE FUNDING

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

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

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

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

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

Council tax funding – The previous MTFP, approved in February 2022, assumed future growth in council tax revenue. We have received draft estimates of tax base values and collection fund performance and we expect to receive firmer confirmation of both of these amounts in time to finalise our budget proposal for presentation to panel in February 2023.

The current average band D council tax bill is £251.20p towards local policing costs in 2022/23. This remains the median council tax of all forces in England and Wales, as well within the southwest: -

	22/23 Precept £p	Difference £p	Difference %	Value £m
Gloucestershire PCC	£280.08p	+£28.88p	+11.5%	+£16.7m
Dorset PCC	£265.58p	+£14.38p	+5.7%	+£8.3m
Avon and Somerset PCC	£251.20p			
Devon and Cornwall PCC	£246.56p	-£4.64p	-1.8%	-£2.7m
Wiltshire PCC	£241.27p	-£9.93p	-4.0%	-£5.7m

Our working assumption at present is that the precept will be increased by £10.00 for each of the next 2 years and thereafter at 2.0% over the remaining period covered by the MTFP. This level has been assumed at this stage in our planning: -

	<i>Current</i>	MTFP Period				
	<i>22/23</i>	23/24	24/25	25/26	26/27	27/28
	<i>£p</i>	£p	£p	£p	£p	£p
Av. Band D Precept	<i>£251.20p</i>	£261.20p	£271.20p	£276.62p	£282.16p	£287.80p
<i>Annual increase</i>	<i>+</i> £10.00p	+£10.00p	+£10.00p	+£5.42p	+£5.54p	+£5.64p
<i>Annual increase (%)</i>	<i>+4.1%</i>	+4.0%	+3.8%	+2.0%	+2.0%	+2.0%

The PCC is undertaking a public consultation to seek views on precept levels and the attitude to any potential increase. The consultation will be online, by telephone and by mailshot to elicit the widest possible response. Once the results have been received, they will be shared as part of the 23/24 budget and precept proposal.

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

- **Tax Base** - The MTFP approved in February saw the aggregate tax base increase of 1.0% p.a. across our eight local collecting authorities. At time of writing this report we have received early estimates from each of our local authorities, **suggesting an increase of 1.64% in the tax base for 2023/24**. Thereafter we are forecasting +1.1% growth in 24/25 and 25/26, and +1.0% in 26/27 and 27/28. We will review our assumptions here in light of final confirmed tax base estimates once received.
- **Collection Fund** – This represents our share of any surplus or deficit on the collection fund as calculated by our eight collecting authorities. As a result of the economic effect of the Covid-19 pandemic and as a result the non-recovery of council tax, deficits were forecasted by the authorities. The MTFP approved in February assumed our aggregate share of collection fund deficits would be £0.1m in 2022/23, after adjusting for the recovery of any deficits over three years as granted by the government under new rules.

Early indications from our local authorities suggests that we will receive a **share of an aggregate surplus across local collection funds, estimated to be £1.2m in 2023/24**. In recognition of the continued uncertainty we have thereafter assumed a zero surplus/deficit for the remaining period of the MTFP. We will review our assumptions here in light of the final confirmed collection fund deficit or surplus once received in January.

Core grant Funding – The final values of our grant funding for 2023/24 will not be known until the announcement of the police settlement, which is not expected until mid-December. In the Chancellor’s 2021 SR announcements we were provided with high level funding allocations for policing over the three-year spending review. We already know that these have changed, as outlined in the table below:-

	2022/23 £m	2023/24 £m	2024/25 £m
SR 21 - Cumulative increase to Police Grant	+£550m	+£650m	+£800m
Less; Reversal of NI Social Care Levy		-£70m	-£70m
Add; New grant for 2022 Pay Award		+£140m	+£140m
Revised Cumulative increase to Police Grant	+£550m	+£720m	+£870m

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

- PCC's and CC's will deliver and sustain officer uplift;
- PCC's and CC's would absorb the costs of national insurance resulting from the social care levy – which has now been reversed in both cost and funding (see above table);
- The service will implement a reasonable pay award for officers and staff (following consideration and recommendation by the respective pay bodies) – which has been agreed at £1,900 increase to every spinal point for officers and for staff, thereby generating introduction of a new grant in recognition of the additional cost pressures this created; and
- The service will transition special branch policing under the oversight and funding of Counter Terrorism policing with effect from 1st April 2022 (with corresponding transfer of grant funding and costs).

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

	<i>Current</i>	MTFP Period				
	<i>22/23 £'000</i>	<i>23/24 £'000</i>	<i>24/25 £'000</i>	<i>25/26 £'000</i>	<i>26/27 £'000</i>	<i>27/28 £'000</i>
Core Grant	196,702	200,595	204,030	206,070	208,131	210,212
Legacy Council Tax	14,709	14,709	14,709	14,709	14,709	14,709
Total Core Grant Funding	211,411	215,304	218,739	220,779	222,840	224,921
<i>Annual Movement</i>		+3,893 +1.8%	+3,435 +1.6%	+2,040 +0.9%	+2,061 +0.9%	+2,081 +0.9%

5. REVENUE EXPENDITURE

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

Expenditure net of planned savings	Current	MTFP				
	22/23 £'000	23/24 £'000	22/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
Constabulary	348,293	370,015	384,933	395,467	405,536	415,148
<i>Movement</i>		+21,722	+36,639	+47,174	+57,243	+66,855
OPCC	5,413	4,601	4,689	4,736	4,776	4,817
<i>Movement</i>		-812	-724	-677	-637	-596
TOTAL Expenditure	353,706	374,617	389,620	400,203	410,312	419,965
<i>Movement</i>		+20,910	+35,914	+46,497	+56,606	+66,259

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

	23/24	24/25	25/26	26/27	27/28
Officer Pay Award	+3.0%	+3.0%	+2.0%	+2.0%	+2.0%
<i>Impact (£m)</i>	+£3.1m	+£8.4m	+£12.8m	+£16.5m	+£20.3m
Staff Pay Award	+3.0%	+3.0%	+2.0%	+2.0%	+2.0%
<i>Impact (£m)</i>	+£2.2m	+£6.3m	+£9.4m	+£12.1m	+£14.8m
General Inflation	+4.0%	+2.0%	+2.0%	+2.0%	+2.0%
<i>Impact (£m)</i>	+£1.5m	+2.3m	+£3.1m	+£3.9m	+£4.8m
Electricity Inflation	+50.6%	+18.0%	+2.5%	+2.5%	+2.5%
<i>Impact (£m)</i>	+£1.3m	+£2.0m	+£2.1m	+£2.2m	+£2.3m
Gas Inflation	+62.5%	+27.0%	+2.5%	+2.5%	+2.5%
<i>Impact (£m)</i>	+£0.3m	+£0.5m	+£0.6m	+£0.6m	+£0.6m
Fuel Inflation	+19.2%	+2.5%	+2.5%	+2.5%	+2.5%
<i>Impact (£m)</i>	+£0.4m	+£0.5m	+£0.5m	+£0.6m	+£0.7m
Officer Pension	31.0%	31.0% ¹	31.0% ¹	31.0% ¹	31.0% ¹
<i>Impact (£m)</i>	Nil	+3.5m	+£3.5m	+£3.5m	+£3.5m
Staff Pension	18.6% ²	18.6% ²	18.6% ²	18.6% ²	18.6% ²
<i>Impact (£m)</i>	+2.1m	+2.1m	+2.1m	+2.1m	+2.1m

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

² Staff pensions will also be subject to actuarial valuation that will confirm the employer contribution rates with effect from April 2023. It has been confirmed that this will increase from 16.3% to 18.6% as of April 2023.

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

- **Police Officer Uplift** – As outlined above we are working towards a targeted increase of 456 extra officers by March 2023 compared to baseline as of April 2019. While some of the cost of these extra officers has already been included within our previous base budgets, budgeting for the full year effect for the remaining extra officers will cost **£5.4m in officer costs by 27/28.**

In addition to the above, the MTFP sets aside short-term temporary budgets for Targeted Variable Payments (TVP) and an uplift of £2k to PCDA spinal point 0. Both are in recognition of challenges around attraction, detective accreditation and retention of police officers. The budget sets aside **£1.1m of temporary growth for TVP by 25/26** and thereafter no further requirement in the MTFP as detective accreditation targets are achieved. For PCDA spinal point 0 uplift the budget allocates **£2.1m of temporary growth** across the MTFP. It is assumed that these temporary pressures will be funded using reserves in the short-term.

- **Police Staff** – As a result of approved business case growth, we are planning to make further investment into key capabilities, including Corporate Communications, Workforce Planning and the Legal Directorate. In addition, because of focussed retention issues, we have approved growth to provide targeted market supplement payments to ensure that we offer competitive market benefits. These additional targeted payments are specifically within the IT Directorate and the Criminal Intel Analyst roles across the force. In total our growth in police staff costs will be **£2.7m by 27/28;**
- **National Insurance** – The government’s announcement to reverse the national insurance increase in support of the social care levy impacts both employee and employer contributions. The reversal will reduce the contribution rates by 1.25% and is effective from the 6th of November 2022. Across the MTFP this will reduce costs by **£2.0m by 27/28;**
- **Injury Pensions** – Our forecast includes significant increase to our budget due to CPI inflation rates which is currently tracking above +10%. Further work is required to refine the modelling around demographics and mortality rates on injury pensions. In total our commitment on injury pensions increases to **£2.0m by 27/28;**
- **General Inflation** – UK inflation has hit a 41-year high of 11.1% in November 2022, as significant energy and food prices intensified the cost-of-living crisis. Our assumption around general inflation is based on an estimated quarterly average for 2023/24 from the Office for Budget Responsibility (OBR). Therefore, our modelling assumes +4.0% increase on general inflation and subsequent years at +2.0% to match the Bank of England inflationary targets. In total we have added a further **£4.6m by 27/28;**
- **Specific Inflation** – There are some acute pressures as the UK energy sector goes through a turbulent period due to increasing wholesale costs and the impact of the Ukraine War. We have based our assumptions on the latest Crown Commercial Services forecasts at October 2022. For 23/24 we are assuming an increase of +51% in relation to electricity and +63% in relation to gas. In addition, we continue to see high fuel prices – our assumptions for 23/24 is an increase of +19%. We are also seeing

higher inflationary increases in cleaning costs in line with the National Living Wage, which sees our costs increase by +9%. There are further inflationary increases in repairs and maintenance costs in Estates & Facilities, rising to +8%. In total we have added a further **£5.3m by 27/28**;

- **IT costs** – Our IT costs continue to grow, reflecting contractual inflationary increases, growth in the number of licences to support officer uplift and a move towards Enterprise 5 Microsoft licencing model. Further investments in new capabilities and the costs of gradually adopting more and more cloud services (Transformation Project) in line with both national and local digital strategies. As of 22/23 we have started our transition to a new ERP system. Although we are expecting upfront investment into the ERP, once implemented we are forecasting to achieve non pay savings in 25/26 onwards. This is forecast to add a further **£2.2m in costs by 27/28**;
- **Degree Holder Entry Programme (DHEP)** – Since 2019 we have increased our budget to support the delivery of DHEP courses allowing us to accelerate our recruitment plans in line with national uplift. As of 24/25 we will have achieved training the majority of DHEP cohorts, and thereafter we are planning to enrol students on one course per annum in line with normal levels of recruitment. We have forecasted that the costs of DHEP will **reduce to £0.2m per annum as of 25/26**. In year 1 of the MTFP, we still anticipate high DHEP costs that will be a temporary pressure and funded from reserves. Thereafter we are looking at releasing a permanent saving from the DHEP budget of **£0.6m by 27/28**;
- **Regional Collaborations** - We have budgeted for inflationary increases to our share of regional collaborations, including the Southwest Regional Organised Crime Unit (SWROCU), Southwest Forensics, Counter Terrorism Support Unit (CTSFO), Tri-Force Firearms Training, Tri-Force Major Crime Investigations Team, and Southwest Police Procurement Services (SWPPS). The key assumption driving these cost increases is the annual pay award assumed at +3.0% and non-pay inflation assumed at +4.0% for 23/24. The cost of this is forecast to be **£3.6m by 27/28**;
- **Capital Financing** – In line with the current plans for borrowing (see section on capital below) we are forecasting an increase of **£1.7m in capital financing costs by 27/28**, driven by increases to interest payable and our provision for the repayment of new loans. We are also forecasting an increase in our interest receivable by 3.0% which is in line with the current Bank of England’s interest rates. This is forecast to increase by **£0.8m by 27/28**;
- **OPCC Budgets** – The PCC has approved growth in the OPCC budget to reflect the approved pay award and the increased demands on the OPCC Office and commissioning activity. In the MTFP we are changing the way we account for the MOJ grant which supports victims commissioning services. The entirety of the MOJ grant will now be budgeted in the OPCC commissioning budget and a contribution towards Lighthouse will be recorded in the Constabulary budget.

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

6. BALANCING THE REVENUE BUDGET

As we have developed our plans, we have sought to continue to identify savings where possible. Much of this has been achieved through the ongoing challenge and scrutiny of budget holders in their own budgets. However, it has also been possible to release savings after our successful review of business rates on PFI sites and closure of co-located sites.

We have achieved savings within our supplies and services budgets, this includes procurement savings on Custody Healthcare contracts, reduction in costs in our Intel telephony service, procurement savings on printing and continued savings in our IT Infrastructure. Within pay we have assumed reductions on police officer allowances. Through these savings we have sought as much as possible to protect staff headcount at this stage. We have made assumptions around ERP savings both on Pay & Non-Pay costs, however once we have taken account of these savings there is still further work required to balance the budget.

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

Revenue Savings	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
Police Officer Pay and Allowances	-93	-114	-124	-129	-135
Police Staff Pay and Allowances	-	-	-757	-757	-757
Non-Pay Costs	-2,443	-2,903	-3,377	-3,378	-3,350
Income	-	-	-	-	-
TOTAL Savings	-2,536	-3,017	-4,258	-4,264	-4,242

In addition to these savings, we recognise at this stage in our planning that further savings will be required to balance our revenue budget over the medium term. We have already started to formulate these plans, but it is unrealistic to expect that this work will deliver a fully balanced budget for 2023/24 without some use of reserves.

7. CAPITAL PLANS

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

At time of writing our capital plans remain under review. The emerging picture suggests continued investments in support of both local and national change programmes. A number of assumptions have been needed to be made to inform this plan, which is reflected in the fact that at present we are showing as having a deficit in capital funding of £15.5m over the next 5 year plan. Refining the assumptions that drive cost here (where possible), as well as our funding considerations will be part of our work over the coming weeks and months.

	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
Asset replacement	11,828	11,151	5,795	7,074	6,233
Digital Projects	10,382	6,027	4,118	4,231	4,258
Estates Projects	1,510	11,440	11,759	67	270
Funded Projects	1,203	368	347	321	140
TOTAL Capital Plan	24,923	28,986	22,020	11,694	10,901
Capital Grants	-	-	-426	-	-
Partner Contributions	-1,203	-368	-347	-321	-140
Direct revenue funding	-6,500	-6,500	-6,500	-6,500	-6,500
Capital reserve funding	-15,744	-570	-	-	-
Capital receipts	-200	-11,006	-4,190	-200	-200
Borrowing	-1,276	-10,542	-3,822	-	-
TOTAL Capital Funding	-24,923	-28,986	-15,285	-7,021	-6,840
Deficit	-	-	6,735	4,672	4,061

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

	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
ICT	2,073	5,572	1,098	3,137	3,253
Estates	1,890	1,077	455	455	25
Fleet	4,970	4,222	3,962	3,202	2,675
Equipment	2,895	280	280	280	280
TOTAL Replacement	11,828	11,151	5,795	7,074	6,233

- **ICT replacement** – our plans predict we will need to spend £15.1m on the replacement of ICT infrastructure. This includes the replacement of laptops (£6.4m); the replacement of personal issue mobile smartphones (£3.2m); the replacement of body worn video cameras (£2.3m); and the replacement of monitors (£1.1m);
- **Estates replacement** – our plans predict we will need to spend £3.9m on the replacement and repair of our estate. This is informed through building condition surveying as well as the delivery of our wider plans, and includes the replacement of heating, ventilation, air conditioning, mechanical and electrical systems (£1.6m); and the repairs and maintenance of items within HQ buildings (£1.7m);
- **Fleet replacement** – our plans predict we will need to spend £19.0m on the replacement of our fleet over the next 5 years. This includes the replacement of

response and tactical support fleet (£6.6m); the replacement of Investigations and Ops support fleet (£4.9m); and the replacement of neighbourhood fleet (£3.5m).

- Equipment replacement – our plans predict a £4.0m spend on the replacement of current number of Tasers in 23/24, there is also £1.0m over the next 5 years to replace our Automatic Number Plate Recognition (ANPR) hardware.

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

	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
Infrastructure Projects	829	395	777	-	-
Revenue Projects	3,098	3,095	1,231	1,231	1,258
National Projects	-	-	1,110	-	-
Local Projects	6,455	2,537	1,000	3,000	3,000
TOTAL Digital Projects	10,382	6,027	4,118	4,231	4,258

- Infrastructure Projects – our plans predict that we will need to spend £2.0m enabling the implementation of improvements to our infrastructure through servers and cloud-based options.
- Revenue Projects – our plan predicts we will spend £9.9m on digital projects that has a non capitalised element, this is mainly the cloud part of the ERP project and Transformation professional services
- National Projects – Our plan predicts that we will spend £1.1m on the Emergency Services Network project, however due to national delays this has been pushed to 2025/2026
- Local Projects – our plans predict that we will spend £16.0m on the implementation of local projects over the next five years. This includes:-
 - ERP Replacement – we are currently developing our plans for the improvement of our corporate system capabilities, enabling continued improvements in many of our key corporate processes. Our capital plans include £5.7m in support of this over the next five years;
 - Data Platform – we are progressing a digital strategy over the next three years which will see predicted spend of £3.0m

Estates Projects – our estates projects largely fall into the following categories: -

	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
Somerset Projects	342	4,781	6,308	-	-
Bristol Projects	1,001	4,540	4,365	-	-
BANES Projects	-	1,734	577	-	-
Other Projects	167	385	509	67	270

TOTAL Estates Projects	1,510	11,440	11,759	67	270
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- Somerset Projects – our capital plan includes £11.4m over the next three years to progress estates projects in Somerset. This supports: -
 - South Somerset - £10.0m over the next three years is included within the plan to review properties requiring development within South Somerset; this includes the station at Yeovil, Chard, Crewkerne and Somerton.
 - Burnham police station - £1.4m is included within our plan for 25/26 to develop our police station in Burnham.
- Bristol Projects – our capital plan includes £9.9m over the next three years to progress estates projects in Bristol. This supports: -
 - Trinity Road police station (Old Market) – the work to progress the redevelopment of our current Trinity Road police station site has continued. We have now sold the site (subject to planning permission) to a social housing developer, with the intention of securing a neighbourhood base on the ground floor of the redeveloped site. £1.7m over the next three years has been included in the plan to support this.
 - Broadbury Road police station (Knowle West) – our plans include £4.7m over the next two years for the redevelopment of our existing police station site.
 - Almondsbury police station – our plans include £2.0m in 25/26 for the refurbishment of the station
- Bath and North East Somerset Projects – our capital plan includes £2.3m over the next three years in support of collaborative opportunities to provide for a new response base.
- Other Projects – Our plan includes £1.4m over the five years for projects such as Electric car charging and taser storage

8. NEXT STEPS AND TIMETABLE

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

- Confirmation of approved 2023/24 tax base across our local authorities – expected in December/early January.
- Confirmation of the government’s main police grant funding for 2023/24 – expected in mid-December.
- Confirmation of our share of any surplus or deficit on the collection fund across our local authorities – expected mid-January.

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

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

APPENDIX 1 - 2023/24 - 2027/28 Medium Term Financial Plan - Revenue

	Current Yr 2022/23 £'000	MTFP Period				
		2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Constabulary Budgets						
Police officer costs	177,223	186,863	193,225	197,610	201,597	206,285
Police community support officer costs	12,956	14,054	14,551	14,943	15,271	15,579
Police staff costs	97,715	108,199	111,600	113,695	116,077	118,275
Other current and former employee costs	9,649	9,212	9,543	9,877	10,203	10,538
Premises costs	15,140	17,074	18,179	18,840	19,111	19,744
Transport costs	5,415	5,604	5,717	5,825	5,952	6,073
Supplies and services costs	36,070	38,287	39,104	39,375	40,171	40,979
Partnership costs	17,542	19,165	19,857	20,342	20,837	21,341
<i>Plus</i>						
Contribution to/(from) reserve	179	- 2,337	- 1,821	- 2,051	- 765	- 592
Capital financing costs	16,448	14,397	15,617	16,972	17,849	17,734
Outstanding savings target	399	-	-	-	-	-
<i>Less</i>						
Income (inc Specific Grants)	- 32,526	- 33,680	- 33,818	- 33,138	- 33,945	- 33,986
Constabulary costs before specific grants	356,210	376,837	391,754	402,289	412,358	421,970
<i>Less</i>						
Home Office - Pensions grant	- 2,828	- 2,828	- 2,828	- 2,828	- 2,828	- 2,828
Home Office - Uplift grant	- 3,088	- 3,088	- 3,088	- 3,088	- 3,088	- 3,088
Ministry of Justice - Victims commissioning grant	- 2,001	- 906	- 906	- 906	- 906	- 906
TOTAL constabulary costs	348,293	370,015	384,933	395,467	405,536	415,148
OPCC Budgets						
PCC commissioning costs	3,507	2,393	2,393	2,393	2,393	2,393
Office of the PCC costs	1,906	2,208	2,296	2,343	2,383	2,424
TOTAL OPCC costs	5,413	4,601	4,689	4,736	4,776	4,817
Net Revenue Expenditure	353,706	374,617	389,620	400,203	410,312	419,965
<i>Funded by:</i>						
Home Office - Core police grant	- 196,701	- 200,595	- 204,030	- 206,070	- 208,131	- 210,212
Home Office - Legacy council tax grant	- 14,709	- 14,709	- 14,709	- 14,709	- 14,709	- 14,709
MHCLG - Council tax support grant	-	-	-	-	-	-
MHCLG - Council tax income guarantee grant	- 208	- 208	-	-	-	-
Council Tax - Precept	- 144,839	- 153,077	- 160,686	- 165,703	- 170,876	- 176,210
Council Tax - (Surplus)/Deficit	93	- 1,229	-	-	-	-
TOTAL Revenue Funding	- 356,364	- 369,817	- 379,424	- 386,481	- 393,715	- 401,131
Surplus (-) / Deficit (+) before use of reserves	- 2,658	4,799	10,196	13,722	16,597	18,834
Planned Contribution (from)/to reserves	657	-	-	-	-	-
Surplus (-) / Deficit (+) after use of reserves	- 2,001	4,799	10,196	13,722	16,597	18,834

Appendix B Capital Plan	Current Yr	MTFP Period					5 Yr Plan
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000

CAPITAL PLAN EXPENDITURE							
Information and Communication Technology	4,594	2,073	5,572	1,098	3,137	3,253	19,727
Estates	515	1,890	1,077	455	455	25	4,419
Fleet	4,500	4,970	4,222	3,962	3,202	2,675	23,532
Equipment	285	2,895	280	280	280	280	4,300
TOTAL Maintenance and Replacement	9,894	11,828	11,151	5,795	7,074	6,233	51,977
Transformation Project	150	829	395	777	-	-	2,151
Revenue Projects	378	3,098	3,095	1,231	1,231	1,258	10,290
National Projects	115	-	-	1,110	-	-	1,225
Local Projects	3,424	6,455	2,537	1,000	3,000	3,000	19,417
Digital Projects	4,067	10,382	6,027	4,118	4,231	4,258	33,083
Somerset Projects	34	342	4,781	6,308	-	-	11,466
Bristol Projects	255	1,001	4,540	4,365	-	-	10,161
BANES Projects	-	-	1,734	577	-	-	2,311
Other Projects	244	167	385	509	67	270	1,642
Estates Projects	533	1,510	11,440	11,759	67	270	25,580
Funded projects	687	1,203	368	347	321	140	3,066
TOTAL Capital Plan	15,182	24,923	28,986	22,020	11,694	10,901	113,706

CAPITAL PLAN FUNDING							
Partner contributions	- 686	- 1,203	- 368	- 347	- 321	- 140	- 3,065
General Capital Grant Funding	-	-	-	-	-	-	-
Specific Capital Grant Funding	- 472	-	-	426	-	-	- 898
Direct Revenue Funding	- 7,000	- 6,500	- 6,500	- 6,500	- 6,500	- 6,500	- 39,500
Capital Reserves	- 6,647	- 15,744	- 570	-	-	-	- 22,961
Capital Receipts	- 200	- 200	- 11,006	- 4,190	- 200	- 200	- 15,996
Borrowing	- 62	- 1,276	- 10,542	- 3,822	-	-	- 15,702
TOTAL Grant Funding	- 15,067	- 24,923	- 28,986	- 15,285	- 7,021	- 6,840	- 98,122

Deficit	115	0	0	6,736	4,672	4,061	15,469
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Capital Reserve						
B/Fwd	- 6,375	- 8,746	- 13,796	- 3,190	- 0	- 0
Additions	- 2,371	- 5,050	- 200	- 800	-	-
Use of	-	-	10,806	3,990	-	-
C/Fwd	- 8,746	- 13,796	- 3,190	- 0	- 0	- 0

Capital Receipts Reserve						
B/Fwd	- 22,961	- 16,314	- 570	- 217	- 217	- 217
Additions	-	-	-	-	-	-
Use of	6,647	15,744	353	-	-	-
C/Fwd	- 16,314	- 570	- 217	- 217	- 217	- 217

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AVON AND SOMERSET POLICE AND CRIME PANEL
OFFICE OF THE POLICE AND CRIME COMMISSIONER: STRATEGIC REVIEW
8 DECEMBER 2022

EXECUTIVE SUMMARY

- In 2022 the first review of the OPCC was carried out since it was established ten years ago. It was found to be overall functioning well, with a good team in place, bringing rich and varied experience and expertise to the task of supporting the PCC.
- However the review found that the OPCC did require realignment in two senses: first with the priorities and ways of working of the current PCC; and secondly, with the requirements of an expanded team and responsibilities.
- OPCC structure, decision-making arrangements, internal processes and capacity had not kept pace with expansion of responsibilities, and this had been exposed by the change in PCC and statutory officers. People management and the use of technology were also found to be lagging behind good practice in several respects.
- The review was concluded at the end of May, setting out a series of proposals designed to achieve this realignment through focus, efficiency and building capability. They are summarised under each of the five elements of the review, but should be read as an integrated package of proposals.
- First, it was proposed that the OPCC adopt a Strategy and Business Plan which articulates overarching aims for the term of the Police and Crime Plan. This was intended to put the PCC's priorities in focus for the whole team, and provide a basis for senior leaders to allocate resources within their teams, as well as for re/deprioritisation of workstreams to respond to changing demands in a fast-moving environment.
- Secondly, a revised team structure was proposed, bringing staff into four functions that align more clearly with strategic aims, as well as providing a more balanced structure of activity across the office. In particular, a new performance and accountability team would bring together scrutiny functions that were fragmented across the OPCC. The new structure was also intended to support clearer ownership and effective decision-making.
- Thirdly, the review identified scope for greater efficiency in OPCC systems and processes through better use of digital tools. It was proposed that streamlined HR processes should be implemented as a priority as the existing processes were found to be absorbing significant capacity from a very small team.
- Fourthly, it was recognised that the proposals above would not fully address current capacity gaps. In order to maintain prudent use of public funds, it was proposed that these were filled with a mixture of permanent roles and fixed-term roles, the latter to provide capacity that may not be required in the longer term. Changes to existing roles would ensure capability was better aligned with priorities, provide greater resilience, and support skills development including in line management.
- Finally, it was proposed that an OPCC learning and development plan should identify how existing and new staff can develop in key areas, as part of a broader People Plan that also embeds values and behaviours into the HR approach.
- These proposals were accepted in full by the PCC, and have now been substantially implemented. In particular, a new staff structure is now in place as at Annex A.

Background

The Avon and Somerset (A&S) OPCC has developed and expanded over the decade since the introduction of PCCs across England and Wales, in order to deliver the increasing remit and responsibilities of PCCs, and reflecting the first A&S PCC's priorities. Most recently the second and current PCC, Mark Shelford, appointed a Deputy PCC in March 2022. Expansion over the decade has been largely ad hoc, and this was the first review of the OPCC to be carried out in A&S.

The PCC commissioned the review in order to assess the extent to which the Office was set up to deliver his priorities effectively and efficiently, and to make recommendations.

Purpose and scope

The review was aimed at ensuring the OPCC is set up to:

- support the PCC to deliver his statutory functions effectively and efficiently, with due regard to limited public resources;
- support the delivery of the PCC's Police and Crime Plan 2021-25; and
- respond to future changes to requirements in an agile way, including the outcomes of the government's PCC Review.

The scope of the review was agreed by the PCC and Senior Leadership Team (SLT), to encompass five elements which required varying degrees of focus:

1. Strategy and business plan. *What are the OPCC's strategic aims for 2022-25 and how will we work towards these in 2022-23?*
2. Structures and decision-making. *Is accountability clear and do we have efficient decision making arrangements?*
3. Systems and processes. *Will the current systems and processes that support the operation of the OPCC enable us to deliver our business plan effectively and efficiently?*
4. Skills, capability and capacity. *Do we have the right capabilities in the right places? Where do we need to strengthen? How do we meet new or changing needs?*
5. Culture and behaviours. *Does our organisational culture and behaviours enable the OPCC to best support the PCC? Are our values fully embedded in how we work day-to-day?*

Approach

The PCC asked the Chief of Staff to lead the review. This was done with the support of the SLT, and with independent advice from Policing Insight Advisory (part of CoPACC). A range of information was considered, including:

- OPCC team member views through structured discussions with senior leaders, as well as directly from the wider team, including through a pulse survey carried out in March 2022
- statutory requirements and published plans
- internal data including organisational structure, role profiles and financial data
- external data including on other OPCCs (in particular our most similar force colleagues) to see how they operate and what we could learn from them
- observations and issues arising from discussions with stakeholders
- specific circumstances and responsibilities including the complexity of local government within the force area, the PCC's national APCC portfolio lead, as well as ongoing changes to the PCC role and duties.

Steps were taken to engage the whole team from the outset, to explain the purpose, scope and approach, and encourage contribution and discussion of their views and experience.

Findings and conclusions were tested with the PCC and SLT as well as the Chief and Deputy Chief Constable through an interim report.

Summary of review findings and action taken

1. Strategy and business plan

The OPCC had already defined its overall purpose, vision and mission as below; these were articulated in 2020, and were endorsed by the current PCC after he took up post. However at the start of the review there was no existing business plan setting out how these were to be achieved. While the OPCC was smaller, with little change in individuals at the PCC/senior staff level, this may not have been a priority. However long-standing members of staff described the OPCC operating in silos, with only a small number of individuals having a good view of the whole business and how the collective efforts of teams were directed to overarching aims.

Setting out a strategy and business plan for the OPCC helps each team member to understand the role *they* play in achieving the PCC's priorities, the role that *others* in the OPCC play, and how they can work *together* to do so efficiently and effectively. It provides a basis for SLT to allocate resource, and to reprioritise in response to changes in demand and/or capacity.

The PCC's Police and Crime Plan ('the Plan'), which sets out what the PCC wants to achieve with Avon and Somerset Police (ASP) and partners during this term, was taken as the basis for developing OPCC objectives, setting out how the OPCC itself will support delivery of the Plan. The Plan was considered in conjunction with the full statutory functions of PCCs.

During the period of the review, in collaboration with the wider team, a business plan was developed that identifies five strategic aims for the term of the Plan; and the key projects and activity that will contribute to these over a three-year period. The aims are set out below, together with the OPCC purpose and values.

Our purpose

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

Our mission

- *We improve*
- *We listen*
- *We innovate*
- *We lead*
- *We challenge*

Our vision

Excellent victim support, accountable policing, and fairer criminal justice services for all.

Strategic aims for 2022-25

- *Engage with diverse communities and facilitate external scrutiny of police performance, supporting legitimacy and public confidence*
- *Support and challenge ASP to provide an efficient and effective service, focussed on preventing crime*
- *Work with partners to improve community safety, provide an effective criminal justice system, and support victims of crime*
- *Support delivery of OPCC aims in line with our values, including through improved digital tools and learning and development*
- *Lead the national PCC approach to economic and cyber crime, informing national strategy and supporting local response to fraud*

The business plan sets out how the OPCC will work towards these in 2022-23 and beyond.

Statutory functions

All OPCC activity has, and must have, a statutory basis in the list of PCC functions. These encompass a broad range of duties, some much more tightly prescribed than others, as well as a number of discretionary powers. The approach that was taken to these statutory functions in the business plan is summarised below.

a) Governance

The PCC's duties in respect of police governance are clearly prescribed, and include: setting an annual budget for the police, and council tax precept for the police force area; setting a five-year police and crime plan; and appointing a chief officer to lead the police. For the most part, the PCC has no significant discretion in how these duties are carried out, and there is limited variation in how (O)PCCs do so. A&S has an established joint governance framework, and compliance with this was largely satisfactory.

However it was proposed that a comprehensive review of the framework should be carried out in light of the change in both PCC and Chief Constable, to ensure it reflects best practice; minimises gaps and ambiguities; and to support effective oversight of budgetary control.

This was therefore reflected under aim 2 of the business plan.

b) Oversight and scrutiny – holding to account

In contrast, the PCC's duties to hold the Chief Constable to account do not prescribe *how* this is done, and there is wide variation in how OPCCs ensure these duties are met. The following strengths of the current A&S approach were identified:

- the open and constructive relationship with ASP, good access to their data and ability to analyse it
- robust and established oversight arrangements that are separate from the police's internal governance structures, including monthly oversight boards
- active scrutiny panels involving diverse A&S residents.

The OPCC and joint OPCC/ASP scrutiny panels have been established ad hoc, and vary significantly in their approach, as well as the support arrangements provided by the OPCC.

The business plan therefore aims to build on existing strengths, setting out a focus of scrutiny on the PCC's priority areas; to be informed by joined-up working across scrutiny panels, contacts and complaints to ensure insights are being fully utilised. In slower time, a review of the longer term provision for scrutiny panels should be considered, drawing on learning from other OPCCs to ensure a strategic approach that supports the PCC in his scrutiny of ASP. This should encompass how the PCC responds to requests for involvement in ASP and other panels; and must be carried out in a way that draws on any learning from the *Identifying Disproportionality* report.

c) Oversight and scrutiny - complaints

The PCC has specific duties to deal with complaints against the Chief Constable, and to handle the reviews (appeals) of less serious misconduct cases against other police officers. With regard to handling of original police complaints (i.e. not appeals), since the start of 2021 the PCC has been under a duty to operate one of three levels (models) of involvement. Currently in A&S along with most other OPCCs, the lowest level (model 1) is in operation, with the PCC having oversight of ASP handling. How this is done is not prescribed and OPCCs take a range of different approaches even within this model. In A&S it is done through both panel scrutiny and OPCC 'keeping in view' complaints that have been notified to the office.

The comparative strengths of the A&S approach were found to be:

- the level of OPCC access to the handling of police complaints, which is key to the PCC's oversight
- an outcomes-focused approach, and open and constructive relationship with PSD, which together support a better service to (potential) complainants

- the efficient and effective handling of a high volume of reviews, as confirmed by internal audit and comparison with other OPCCs.

However it was concluded that it would be appropriate to evaluate the operation of the overall complaints model during the course of this PCC term, taking into account learning in A&S and other OPCCs. Therefore a review is included in the business plan. Such a review should consider whether relevant learning is being effectively communicated and/or acted upon by PSD, as to date they continue to receive a comparatively high number of complaints.

d) Commissioning services and partnership working

The PCC has broad duties with regard to partnership working, including to cooperate with responsible authorities, and to make arrangements for an efficient and effective criminal justice system for the area. Alongside these, the PCC has broad powers to commission services for victims and to reduce crime. There is wide variation in how OPCCs fulfil the former and use the latter, reflecting factors including the diversity of local needs and different partner landscapes. However the conditions attached to the regular MoJ Victims Grant to each PCC prescribe that these funds must be used for victim support services, with specific ringfences for CSA, domestic abuse and sexual violence, and prescription of minimum types of support.

The PCC commissioned an internal review of OPCC commissioning and grant funding in 2021. This identified a series of recommendations to ensure activity is focused on PCC priorities, and that arrangements are in place to ensure and monitor effectiveness – including in respect of pilots and other one-off commissioned services, to inform decisions as to whether and how to seek continuation or roll-out. These have now been implemented, and the business plan includes a refresh of the commissioning strategy in line with the PCC’s focus on crime prevention including reducing reoffending.

The business plan also includes strengthening the effectiveness of the Local Criminal Justice Board (LCJB), ahead of LCJBs being put on a statutory footing as indicated by the government; supporting partners in implementation of their new ‘serious violence duty’; and developing the PCC’s overarching partner plan including review of how and why the PCC and DPCC engage with partners and how outcomes are tracked, to ensure strategic and efficient focus on his priorities.

The implications of the business plan for team structure and roles are set out in the sections below.

Progress against recommendations:

- *The OPCC Strategy and Business Plan has been adopted and is being taken forward by the team. It is a living document, with any changes to be agreed by the SLT and communicated to the whole team. Individual work objectives now link through to the Business Plan.*

2. Structure and decision-making

Internal governance and decision-making arrangements were found to be a mix of those previously in place and those which had developed since the election of the current PCC, and included a large range of meetings with overlapping attendance. The review identified scope for greater clarity and efficiency, to align more fully with the PCC’s ways of working, and also to reflect the appointment of a Deputy PCC. Development of the business plan and tracker would also support clearer ownership of workstreams.

The structure of the OPCC had developed and evolved over time, with change taking place on a largely ad hoc basis to address expanding PCC responsibilities, as well as the turnover in PCC/DPCC/Chief Executive/CFO over the last three years. The review was the first instance in a decade that the overall structure had been considered.

The review revealed that, while the overall structure largely met the PCC’s requirements, there were aspects that were less well aligned with these. The following issues were identified in respect of current

functions within the OPCC. These should be considered in conjunction with the issues identified in respect of capability and capacity below.

- In some areas, accountability and ownership were not clear. This can hinder efficient progress in designing improvements and owning execution.
- Scrutiny of ASP, a core statutory function of all PCCs and a particular priority of the current PCC as now reflected in the Business Plan, was spread across a number of teams. The different elements of this function - oversight board(s), scrutiny panels, complaints – were found to be strong. The location of public contacts/casework within the same team as complaints was also a strength. However, the overall fragmented approach did not support effective focus and risked adding up to less than the sum of its parts. It could also lead to either gaps or duplication; and is less resilient to change in personnel.
- The commissioning and partnerships team encompassed policy and scrutiny functions. Commissioning and grants activity was part of almost every role within the team, providing resilience in respect of this activity. In contrast to most OPCCs, the central lead for the Violence Reduction Unit was also embedded within the commissioning and partnerships team. This and other portfolio focus areas were well established, enabling the development of deep expertise within the team. However the combined impact of these factors meant the policy function could be side-lined, and in particular the ability to monitor wider policy developments and advise the PCC on these.
- Both the CoS and Head of C&P had a large span of control (number of direct reports). Given the complexity and range of the OPCC's work, this presented a challenge to providing effective and efficient oversight and support.
- The LCJB business manager/coordinator role sits outside of the organisation, an arrangement that predated the PCC taking on the chairing of the Board. The review concluded that this arrangement should be updated, in order to ensure efficient and effective support to the PCC. This was underlined by the priority of criminal justice in the Police and Crime Plan, current court backlogs, and the government's stated intention to put both LCJBs and the PCC's chairmanship on a statutory footing.
- The finance function was split across two teams, which resulted in some inefficiencies and lack of clarity on roles to those in other teams.

A new structure

A model was developed for a new OPCC structure to address the issues identified through the review. The capabilities required to deliver PCC statutory functions and operate the OPCC were identified, assessed and grouped into four functions, summarised below.

Performance and Accountability	Policy, Partnerships and Commissioning	Communications and Engagement	Finance and Business Support
<ul style="list-style-type: none"> • Deputy Monitoring Officer • Planning • Performance • Assurance • Scrutiny panels • Independent custody visiting/visitors • Complaint management/review • Fol response • Public contact • Secretariat • Executive support 	<ul style="list-style-type: none"> • Policy advice and development • Partnership working • ECC portfolio lead • LCJB management • CSP engagement • VRU leadership • Funding bid management • Service commissioning • Victims Code compliance 	<ul style="list-style-type: none"> • Media relations • Public relations • Public affairs • Community engagement • Public consultation • Internal communications 	<ul style="list-style-type: none"> • Section 151 Officer • Financial strategy and management • Funding and grant management • Corporate governance • Human resource management • Information management • <i>ICT management*</i> • <i>Legal services*</i>

* Indicates function provided by ASP

This model:

- aligns OPCC functions more clearly with the PCC's priorities, in particular bringing together scrutiny activity into one team;
- supports a greater focus on policy alongside partnership working;
- brings together finance and related functions;
- provides a more balanced structure of activity across the office; and
- addresses several other issues identified above.

The full proposed organisational structure is considered below under *Skills, capability and capacity*.

Progress against recommendations:

- *Implementation of the new structure was phased in from the start of September, grouped around four functions: performance and accountability; policy, partnerships and commissioning; communications and engagement; and finance and business support.*
- *Internal governance arrangements are under ongoing review and improvement, also taking into account developments within ASP.*

3. Systems and processes

At the scoping stage the SLT agreed that review of OPCC systems and processes was not overall as pressing a priority as structure and capability. However a number of issues were identified, with a recurring theme being the need to exploit technology and explore greater automation:

- Governance and scrutiny processes are currently subject to change, with the introduction of new oversight boards to hold ASP to account, and a review of the governance framework as covered above.
- Public contacts and complaints provide valuable insights for the OPCC that support scrutiny of ASP. There has been a significant increase in contacts since the arrival of the current PCC. There is scope for the processes used to manage these to be both more efficient, including through better use of technology, and more effective in feeding these insights into the wider team.
- HR systems and processes remain largely 'manual', due to a range of factors including that they do not all easily map onto ASP systems. This means they can be resource-intensive, involving duplication of effort across the Office & HR team and line managers, and are not fully in line with employee expectations of a modern workplace. As well as absorbing capacity, this risks making the OPCC a less attractive place to work.

- One particular area of HR processes which attracted a number of queries from staff was pay and banding. There were no arrangements for job evaluation in place, and a large number of overlapping pay scales of widely varying breadth, with some very narrow. While overall there were few significant concerns around pay levels, this approach lacked clarity and transparency and risked inconsistency. Further, very short pay ranges did not allow for progression within a role.
- Further areas with scope for greater use of digital tools or automation included communications and engagement, and potentially management of bidding processes.

Progress against recommendations

- *The operation of new PCC oversight boards has been refined on an ongoing basis, and a planned review for the six-month point is under way.*
- *The approach to managing public contacts is being developed to increase efficiency and support sharing of insights across the broader team, exploiting the potential of new software.*
- *The OPCC has adopted a fair and transparent approach to pay and banding, that allows for progression in all roles.*
- *Temporary additional resource has been recruited to implement recommendations around automation of HR processes and moving the OPCC application process online.*

4. Capability, skills and capacity

The review found there were broad skills and experience within the OPCC team, and deep expertise in a number of areas, which had developed over time to support the previous PCC. A key element of the review involved consideration of whether there was sufficient capability in the right areas in order to deliver on the priorities of the current PCC, and to be sustainable for the future.

While the OPCC has expanded over its first decade, like most OPCCs it remains a small team when considering the range of complex functions it carries out. Even minor changes in demand or gaps in capability can have a significant impact on performance. The demands on the team have significantly increased since the election of the current PCC, in the form of developing the Plan, consideration of initiatives to support its delivery, and increased engagements and public contacts. This comes on top of increasing government interest in policing and criminal justice, reflected in successive legislative and other policy initiatives as well as funding rounds.

A clear business plan, and efficiencies resulting from both clearer ownership of workstreams and better use of technology, will go some way to addressing these concerns. However the review identified a number of areas where capability and/or capacity was limiting the effectiveness of the OPCC, including: communications and engagement; direct support for the PCC (and now DPCC); and secretariat for key oversight meetings. There was also limited resilience in some areas including statutory functions, for example in the secretariat for scrutiny panels, complaints reviews, and Police and Crime Panel liaison.

There is more resilience in commissioning, partnership working and policy work, with a large number of staff involved in each of these, including in comparison to most other OPCCs as noted above. However what appears to be high capacity needs to be viewed in the context of particular factors including:

- the highly complex local government and partnership landscape within A&S
- the A&S approach to the Violence Reduction Unit, with the central lead embedded within the OPCC
- the PCC taking on the national APCC portfolio lead for the complex, high-volume area of economic and cyber crime (ECC); and
- increased government activity in policing and criminal justice in the shape of the PCC Review alongside other statutory and non-statutory initiatives, consultations, and funding opportunities.

Learning and development has taken place on a largely ad hoc basis. While L&D has been supported in a range of ways, there has not been an assessment of training needs across the OPCC. Leadership and line management skills were one of a number of areas identified as requiring development.

Proposed roles

The roles **summarised** at Annex B are intended to:

- provide the capacity and capability required to deliver the PCC's functions and priorities effectively and efficiently;
- do so through both focussing existing skills and expertise on the PCC's priorities, and increasing capacity where there are gaps, for example in public engagement and ECC;
- increase resilience across the OPCC, and agility to respond to changing requirements, including those developed internally in line with the Business Plan; and
- be supported by ongoing learning and development based on a strategic assessment of requirements across the OPCC and each team.

Progress against recommendations

- *New job descriptions were developed for all roles within the new structure at Annex A. Following consultation with all staff, roles have been filled through a combination of matching existing staff and recruitment to key new roles. Opportunities were opened to existing staff in the first instance. Staff were supported during a phased transition into new roles by end October, with almost all roles filled at that point.*
- *The arrangements for future VRU support will be reviewed ahead of the next financial year.*
- *Immediate individual training needs have been identified and prioritised. An exercise to analyse wider training needs is in the planning stage, and will inform the development of a learning and development plan that identifies appropriate formal and informal opportunities to develop the skills needed across the OPCC and within individual teams.*

5. Culture, values and behaviours

At the scoping stage, culture and behaviours were assessed by the SLT as a lower priority area for the review, on the understanding that the OPCC culture was largely healthy with no major concerns. The OPCC articulated a set of values in 2020 as part of the work to define mission and vision mentioned above: *openness, partnership, courage and compassion*. The review bore out initial indications that, for the most part, these are visibly demonstrated by the team on a day-to-day basis. Other behaviours identified as key for the whole office include collaborative working, flexibility, and delivering efficiently and effectively. The proposals in the sections above should support these behaviours.

There were indications of an 'always on' culture that has developed or been exacerbated in many workplaces since the COVID-19 pandemic. These issues were explored in a staff survey and subsequent all-team away-day in the spring, where actions to support wellbeing and connectivity were agreed. Progress against these is a standing agenda item at the monthly internal OPCC management board.

Progress against recommendations

- *The OPCC values have been embedded in relevant processes, including in a refreshed approach to objective-setting and appraisal that also reflects the wider key behaviours identified. All senior leader objectives include role modelling the values.*

Conclusion

The OPCC review identified strengths including rich and varied experience within the team, alongside the need for realignment in key respects. It put forward a broad set of recommendations designed to achieve this realignment and ensure the OPCC is fully set up to support the PCC in a fast-moving

environment. Key elements, including a new staff structure, have been implemented as a result. These are already bringing some of the intended benefits, and we will continue to monitor these closely over the coming months.

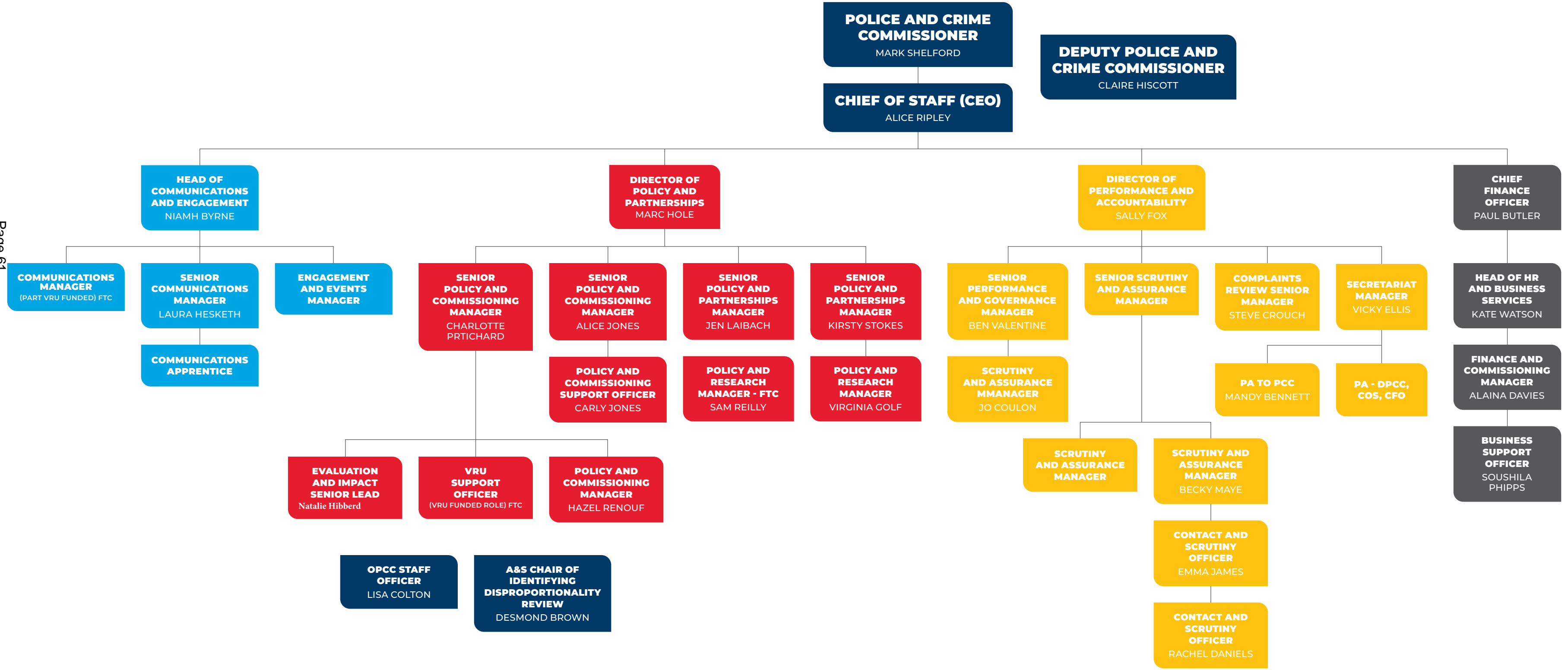
Annexes

Annex A: OPCC structure November 2022

Annex B: OPCC teams and roles

Annex C: Previous OPCC structure

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OUR VALUES



OPENNESS



PARTNERSHIP



COMPASSION



COURAGE

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Communications and Engagement

Head of Communications and Engagement

Provides direction and ensures the team can provide a full range of communication functions to a high level

- Media relations
- Public affairs
- Public relations
- Community engagement
- Public consultation
- Staff communications and engagement

Senior Communications Manager

Manages communication, engagement and consultation activity for the PCC and wider OPCC team; deputises for the Head of Communications and Engagement

Communications Assistant (Apprentice)

Supports delivery of digital content for OPCC social media platforms, with focus on improving engagement with youth audiences

Engagement and Events Manager

Develops and coordinates delivery of the PCC and DPCC'S programme of engagement and events, ensuring reach across diverse communities

Communications Manager

Delivers Violence Reduction Unit Hub comms and supports broader OPCC communications activity

Policy, Partnerships and Commissioning

Director of Policy, Partnerships and Commissioning
 Leads strategic approach to commissioning and partnerships in line with PCC's priorities, manages OPCC'S policy development and advice function, supporting delivery of the Police and Crime Plan and advising PCC and DPCC on crime and criminal justice matters

Senior Policy and Partnerships Manager
 Focus on the Criminal Justice System as well as supporting the PCC in his national lead portfolio of Economic and Cyber Crime. Leads on Restorative Justice.

Policy and Research Manager – ECC
 Supports PCC on national portfolio; manages contracts for three core victim services and supports domestic abuse victim support funding opportunities and commissioning

- Policy advice and development
- Partnership working
- Service commissioning
- Victims Code compliance
- ECC portfolio
- LCJB management
- CSP engagement
- VRU leadership
- Funding bid management

Senior Policy and Commissioning Manager
 Focus on victim support services to ensure provision of range of services to help victims cope and recover

Policy and Commissioning Support Officer
 Coordinates and supports contract management and reviews, MoJ reporting, partnership meetings, procurement cycles and in-year Victim Services grant rounds

VRU Support Officer
 Supports all activity of the VRU hub, undertakes monitoring required for Home Office reporting

Senior Policy and Partnerships Manager
 Focus on Serious Violence. Manages the Violence Reduction Unit Hub. Oversees the Appropriate Adult (for Adults) service and Advice Support Custody and Courts service contracts

VRU Evaluation Lead
 Responsible for assessing value, quality and impact of services and interventions intended to reduce Serious Violence

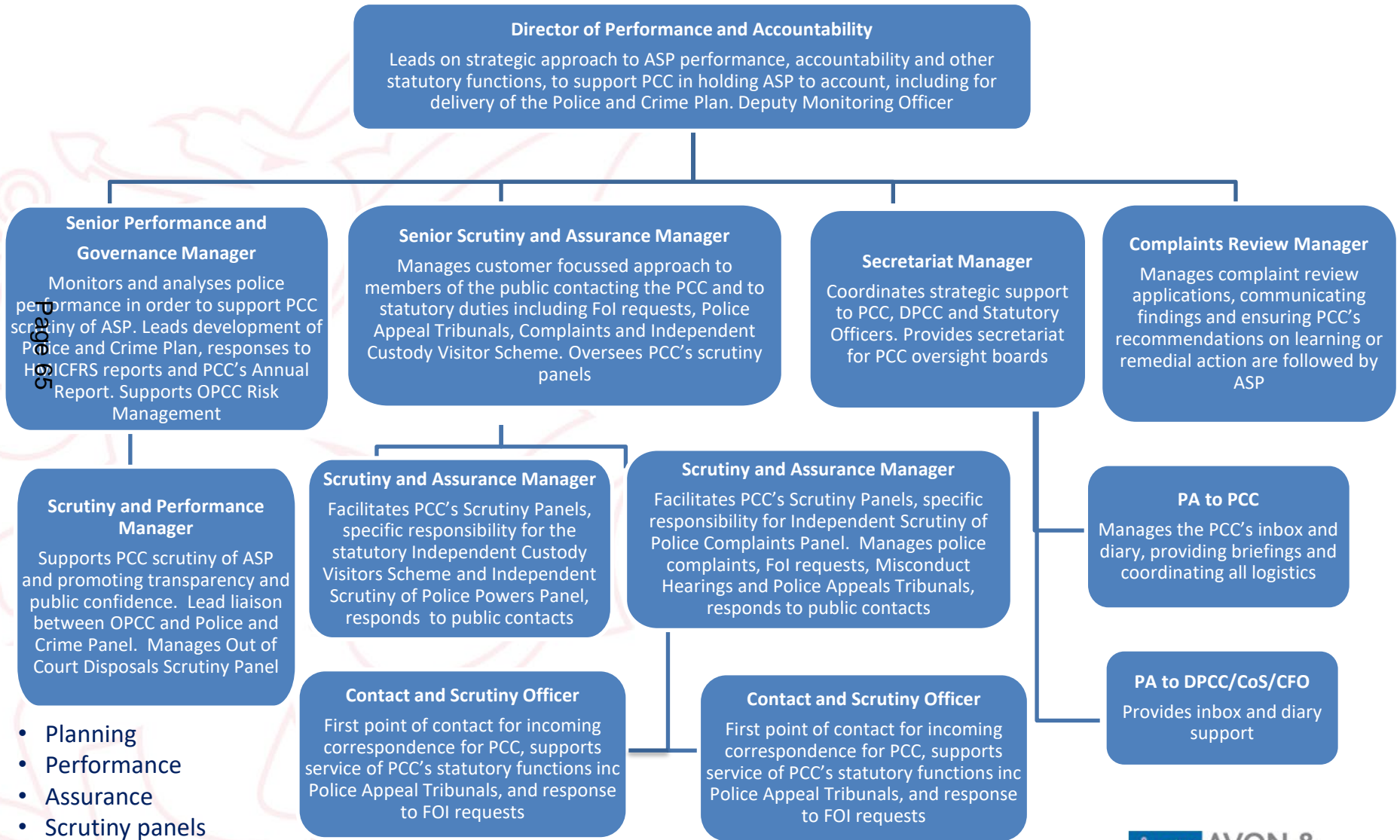
Policy and Commissioning Manager
 Focus on Serious Violence, coordinating delivery of Violence Reduction Unit Hub and spoke model. Ensures compliance with Home Office VRU grant

Senior Policy and Partnerships Manager
 Focus on reducing reoffending and crime prevention, overseeing aligned commissioned contracts

Policy and Research Manager
 Provides research and policy analysis to support delivery of the Police and Crime Plan. Supports monitoring of commissioned services



Performance and Accountability



Director of Performance and Accountability
 Leads on strategic approach to ASP performance, accountability and other statutory functions, to support PCC in holding ASP to account, including for delivery of the Police and Crime Plan. Deputy Monitoring Officer

Senior Performance and Governance Manager
 Monitors and analyses police performance in order to support PCC scrutiny of ASP. Leads development of Police and Crime Plan, responses to HMICFRS reports and PCC's Annual Report. Supports OPCC Risk Management

Senior Scrutiny and Assurance Manager
 Manages customer focussed approach to members of the public contacting the PCC and to statutory duties including FoI requests, Police Appeal Tribunals, Complaints and Independent Custody Visitor Scheme. Oversees PCC's scrutiny panels

Secretariat Manager
 Coordinates strategic support to PCC, DPCC and Statutory Officers. Provides secretariat for PCC oversight boards

Complaints Review Manager
 Manages complaint review applications, communicating findings and ensuring PCC's recommendations on learning or remedial action are followed by ASP

Scrutiny and Performance Manager
 Supports PCC scrutiny of ASP and promoting transparency and public confidence. Lead liaison between OPCC and Police and Crime Panel. Manages Out of Court Disposals Scrutiny Panel

Scrutiny and Assurance Manager
 Facilitates PCC's Scrutiny Panels, specific responsibility for the statutory Independent Custody Visitors Scheme and Independent Scrutiny of Police Powers Panel, responds to public contacts

Scrutiny and Assurance Manager
 Facilitates PCC's Scrutiny Panels, specific responsibility for Independent Scrutiny of Police Complaints Panel. Manages police complaints, FoI requests, Misconduct Hearings and Police Appeals Tribunals, responds to public contacts

PA to PCC
 Manages the PCC's inbox and diary, providing briefings and coordinating all logistics

Contact and Scrutiny Officer
 First point of contact for incoming correspondence for PCC, supports service of PCC's statutory functions inc Police Appeal Tribunals, and response to FoI requests

Contact and Scrutiny Officer
 First point of contact for incoming correspondence for PCC, supports service of PCC's statutory functions inc Police Appeal Tribunals, and response to FoI requests

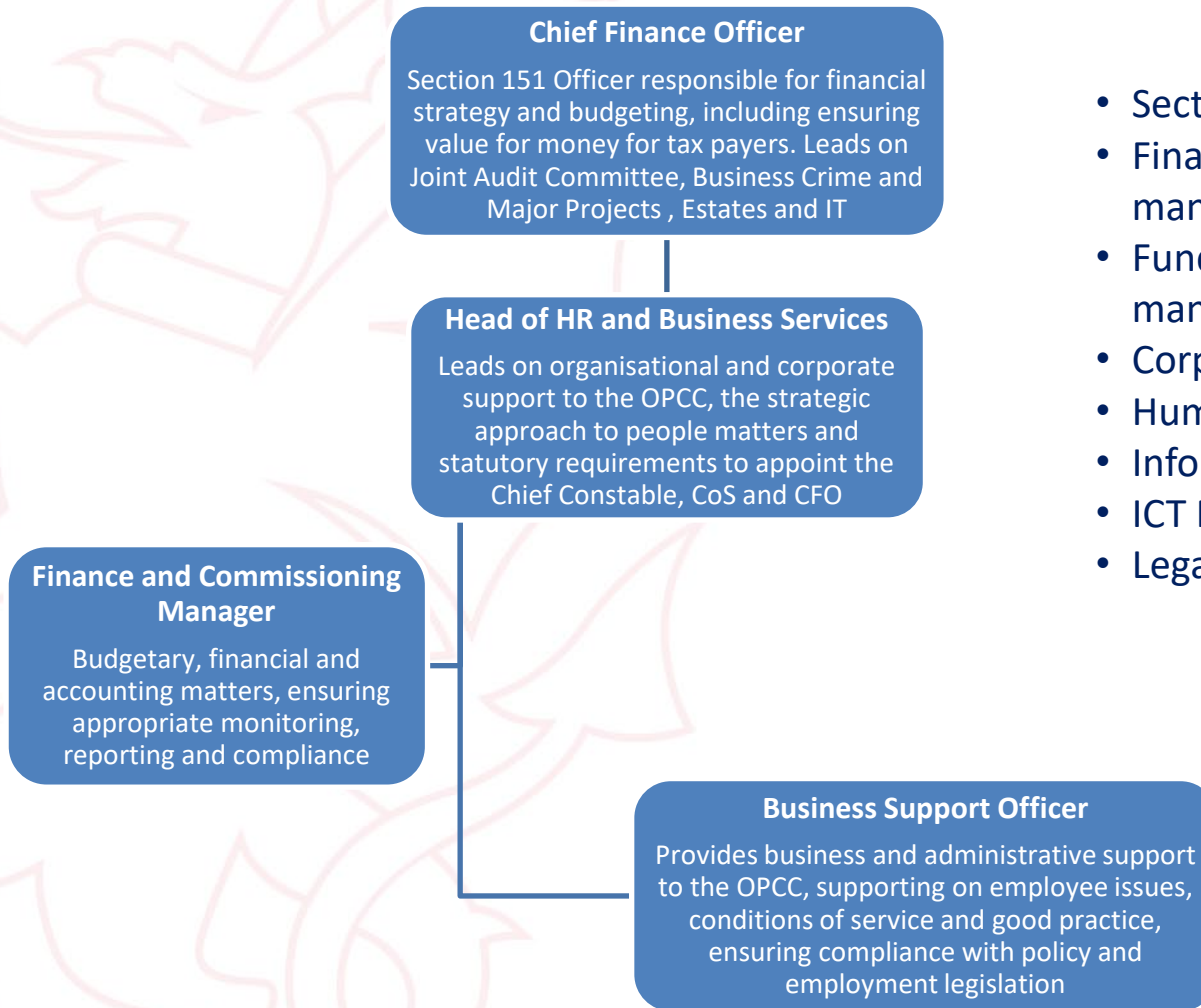
PA to DPCC/CoS/CFO
 Provides inbox and diary support

- Planning
- Performance
- Assurance
- Scrutiny panels
- Public contact
- Secretariat
- Executive support
- Deputy Monitoring Officer

- Independent custody visiting/visitors
- Complaint oversight/review
- FoI response
- Misconduct matters



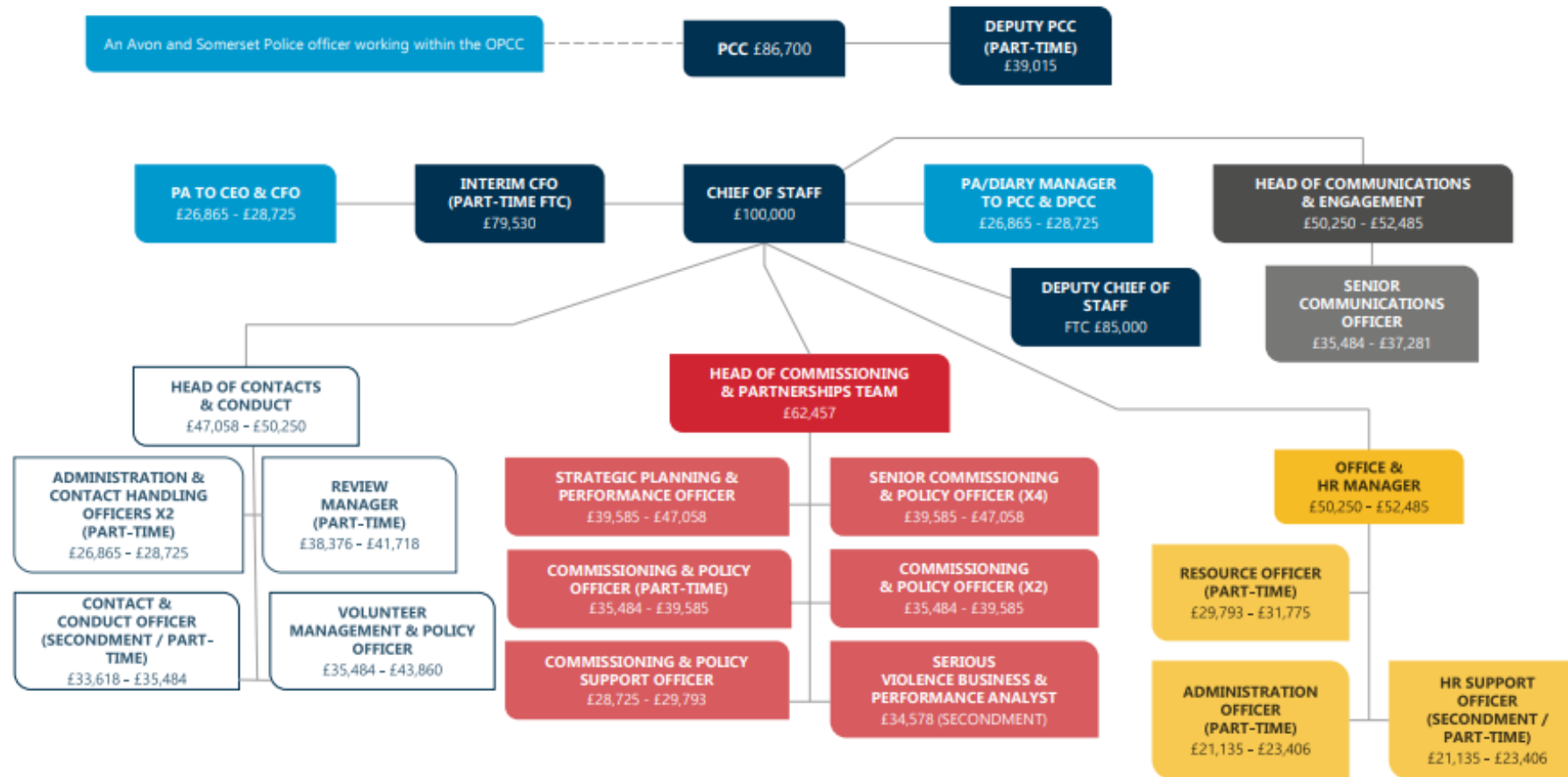
Finance and Business Services



- Section 151 Officer
- Financial strategy and management
- Funding and grant management
- Corporate governance
- Human resource management
- Information management
- ICT Management*
- Legal Services*

* provided by ASP

Previous OPCC structure



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OPENNESS



PARTNERSHIP



COMPASSION



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Performance Report

Quarter ending September 2022 (Q2 2022/23)

Abandonment rate – this is the proportion of 999 calls that were not answered by Avon and Somerset Police. However this does not mean the call was genuinely abandoned as in most cases the call will have been diverted to another police force to answer.

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

Charge – the formal accusation of an offence, put to a suspect after an initial investigation; this is the start of the prosecution and they will then have to appear at court. [The police can make the decision to charge in less serious offences where the case would be dealt with at Magistrates Court.](#)

Cyber dependent crime – these are offences that can only be committed using a computer, computer networks or other form of information communications technology.

CPS – [Crown Prosecution Service.](#)

Domestic abuse – [is where a person is abusive towards another, they are personally connected and are 16 years of age or older.](#)

MSG – [Most similar groups.](#) These are groups of police 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. They are the very front line policing and will be the department which are mostly likely to attend 999 calls.

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".

SLA – Service Level Agreement which means target response times as follows: Immediate is 15 minutes (urban) or 20 minutes (rural); Priority is 1 hour; Routine is 12 hours.

Visibility – is measured through the Avon and Somerset Police and Crime Survey. This is the proportion of respondents who said they had seen an officer or PCSO "Today / Yesterday", "In the last seven days" or "In the last month".

National Police and Crime Measures

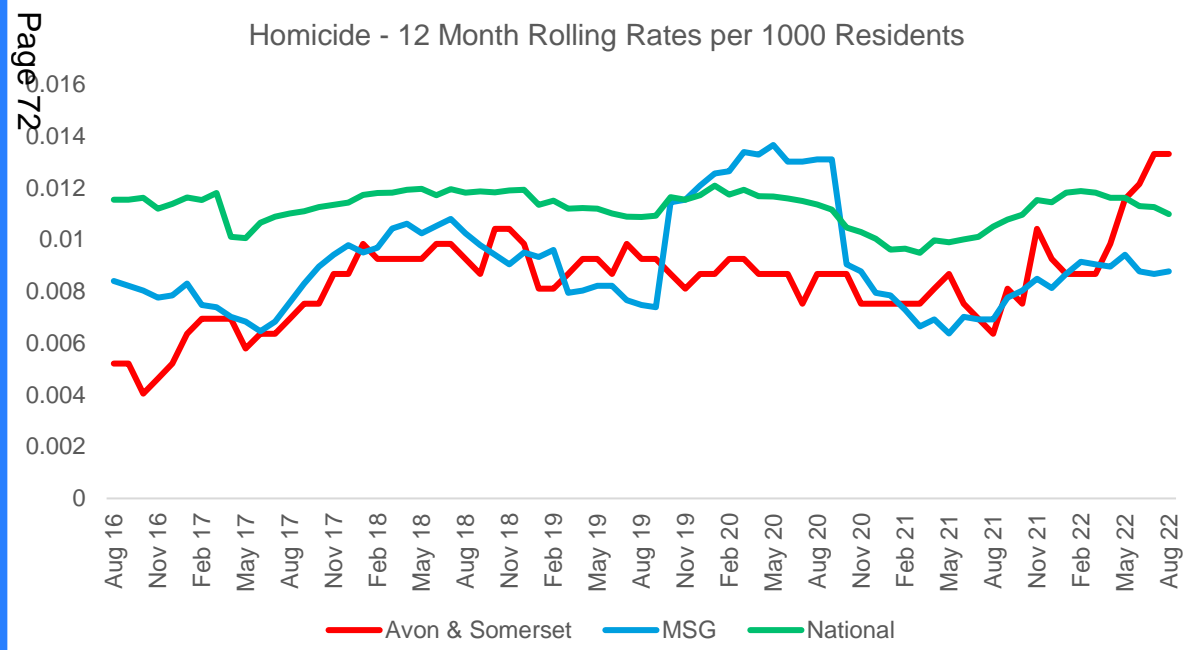
(Priorities for Policing)

Contribution of Avon and Somerset Police

Reduce Murder and Other Homicide

Measures Summary

Local Measures	Trend / Outlook	Benchmark
Police recorded homicide offences	Stable	8th/8 MSG (above MSG average rates)



Planned Action to Drive Performance

1. Co-ordinated high intensity policing activity in serious violence hotspots, across Avon and Somerset, utilising [Home Office Grip funding](#). This will be intelligence driven and combined with problem-solving approaches.
2. A local Homicide Suppression Strategy is in place and reviewed on a regular basis. In support of the National Strategy, all forces are required to have a homicide prevention problem profile. Requirements for this will be provided by the College of Policing and it is anticipated that it will be created in 2023.
3. Improve the stalking and harassment risk assessment process so officers and staff can better identify risk associated with reports of stalking and harassment, and to ensure compliance with the national stalking protocol.
4. Update 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.
5. Review of the force's Risk to Life or Threats of Serious Harm procedure to ensure the force responds adequately to protect those at risk of serious harm or death.

Comments

1. Between the period of April – August 2022, there were 10 recorded homicides across Avon and Somerset. This volume accounts for the recent noted increase in rate per 1000 residents.

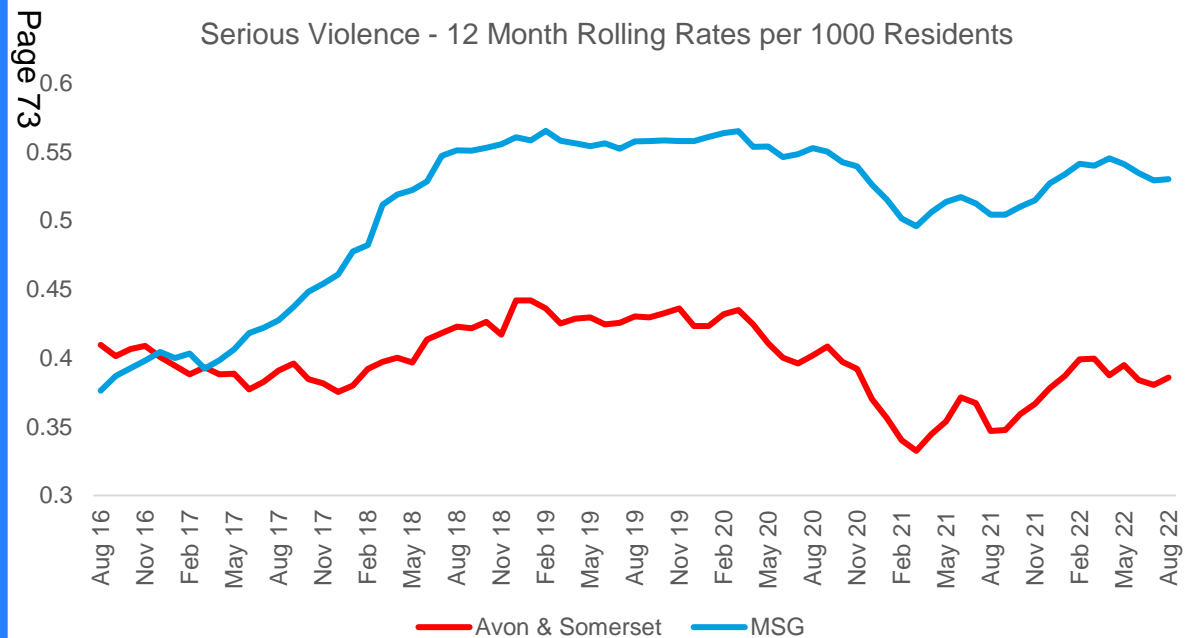
Reduce Serious Violence

Measures Summary

Local Measures	Trend / Outlook	Benchmark
Police recorded serious violence offences	Stable	3rd/8 MSG (below MSG average rates)

Planned Action to Drive Performance

1. Co-ordinated high intensity policing activity in serious violence hotspots, across Avon and Somerset, utilising [Home Office Grip funding](#).
2. Increase the capability in intelligence and tasking, to improve the understanding of and operational response to intelligence surrounding serious and organised crime, and serious violence.
3. Improve allocation guidance to ensure decision making for serious violence offences are made within CID and that serious violence cases are appropriately allocated to and managed by specialist investigators. This will be overseen by the Investigative Standards forum.
4. Multi-agency working between Violence Reduction Units and local partners to identify and review young people at risk of committing serious violence, making appropriate interventions utilising uplift staff to drive activity.
5. Roll-out of the 'Domestic Abuse Matters' training to improve the initial response, towards both the victim and for early investigative opportunities, to domestic abuse and serious sexual offences. This will support the safeguarding and early identification of victims to reduce serious violence.



Comments

1. 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

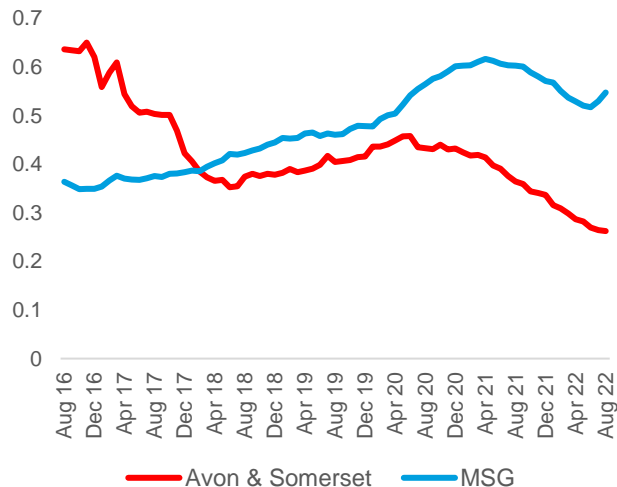
Local Measures	Trend / Outlook	Benchmark
Number of all drugs disruptions	Stable	Not available
Number of county lines disrupted	Stable	Not available
Number of drug trafficking offences	Reducing	8th/8 MSG (below MSG average rates)

Planned Action to Drive Performance

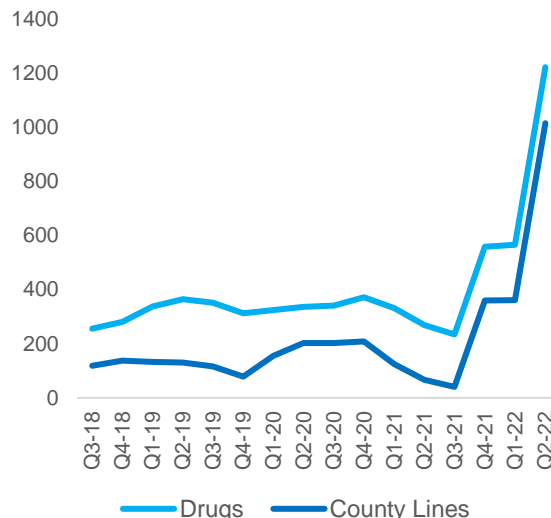
1. Grow and improve the proactive capability within Remedy, to ensure that drugs supply and county lines across Avon and Somerset are effectively disrupted.
2. Implementation of the 'Intel Portal' to improve intelligence and tasking functions and processes, to better identify and respond to emerging trends and inform daily proactive tasking in relation to drugs and County Lines offences.
3. Continued proactive policing activity in the way that adults, who are at risk of exploitation through county lines criminality, are identified and safeguarded.
4. 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.
5. Improvements in the collection and analysis of data to assess the impact of 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, compared to the MSG forces. This may indicate less proactive identification of the offending.
2. There was a significant increase in recorded disruptions in the last two quarters linking to intensification as part of [Op Scorpion in March and July 2022](#).

Reduce Neighbourhood Crime

Measures Summary

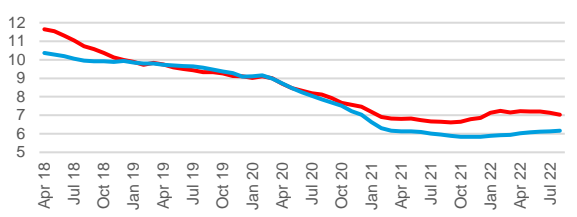
Local Measures	Trend / Outlook	Benchmark
Police recorded residential burglary offences	Stable	7th/8 MSG (higher than MSG average rates)
Police recorded vehicle crime offences	Stable	4th/8 MSG (similar to MSG average rates)
Police recorded personal robbery offences	Stable	8th/8 MSG (higher than MSG average rates)
Police recorded theft from the person offences	Stable	2nd/8 MSG (similar to MSG average rates)

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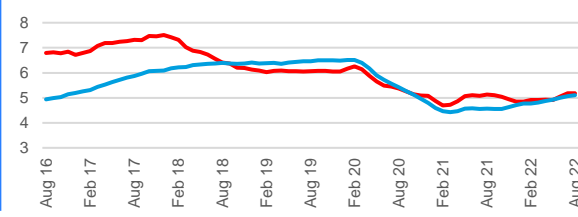
Planned Action to Drive Performance

1. Develop problem-solving data analytics, methods and guidance to enable the effective identification and target neighbourhood crime issues, and to risk assess possible perpetrators.
2. Audit of Problem Solving Plans to identify best practice and ensure consistency in the response to neighbourhood crime.
3. Improve the existing proactive and reactive capabilities within Remedy, through structural and process improvements, to reduce neighbourhood crime in local communities.
4. Development of rural affairs team as part of the delivery plan, to improve the recording of and operational response to neighbourhood crime; specifically in rural communities with a focus on target hardening and crime prevention activities.
5. Increased capability of Integrated Offender Management, through process improvements and police officer uplift investment; thereby better managing neighbourhood crime offenders, and reducing reoffending.

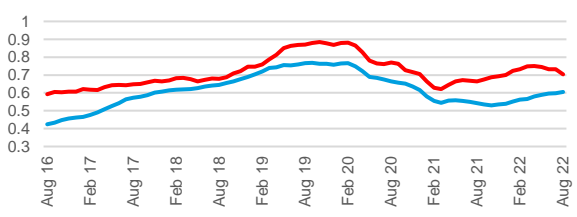
Residential Burglary - 12 Month Rolling Rates per 1000 Households



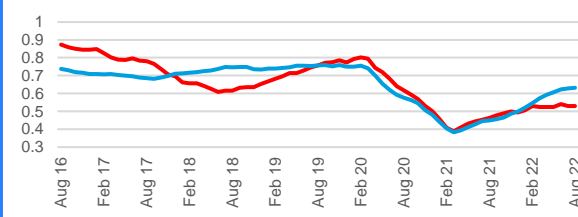
Vehicle Offences - 12 Month Rolling Rates per 1000 Residents



Personal Robbery - 12 Month Rolling Rates per 1000 Residents



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



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.

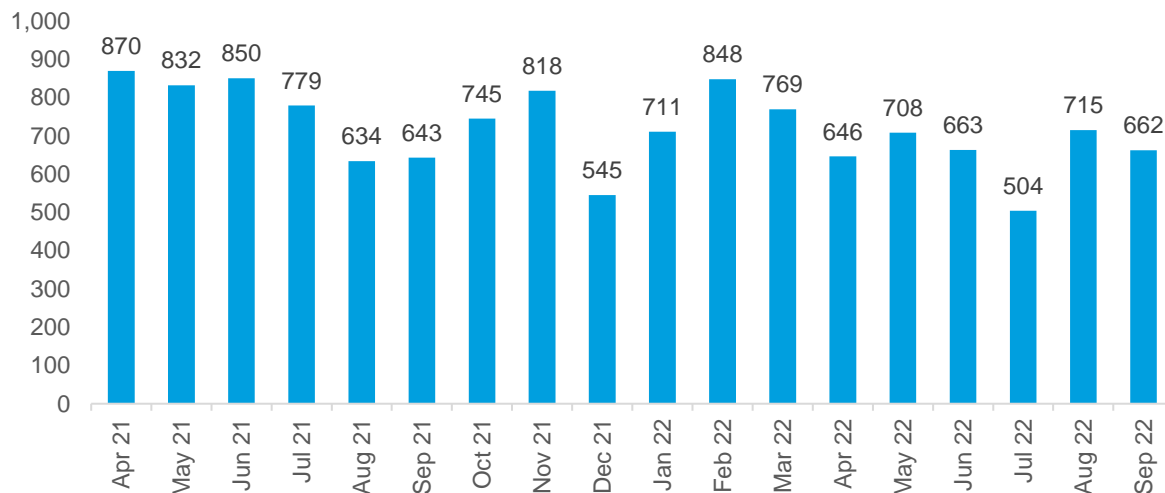
Tackle Cybercrime

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	Reducing	Not available

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Action Fraud offences disseminated to Avon and Somerset Police



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 better skills and capabilities for the seizure and investigation of offences associated with crypto-currencies.
4. Recruitment and establishment of additional investigation capacity to support asset and monetary seizures in financial investigations.

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.

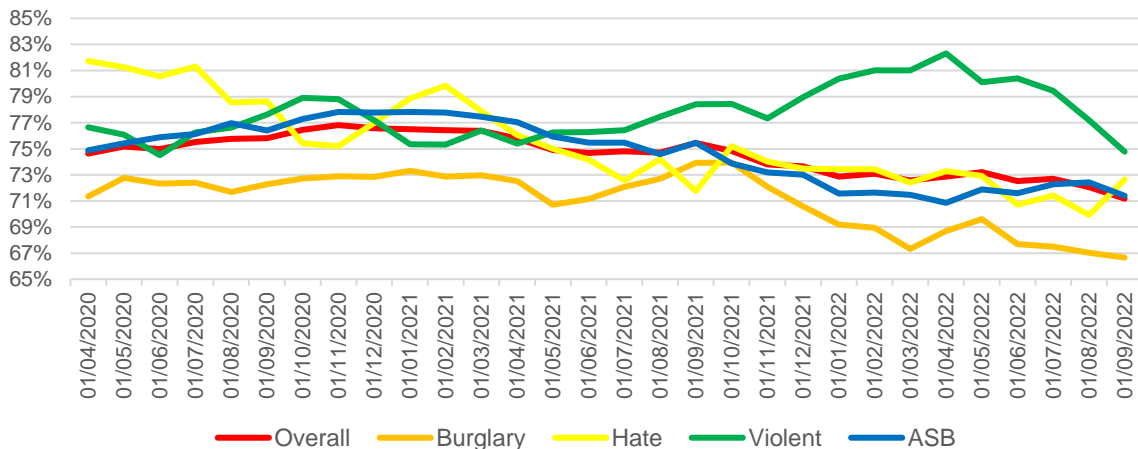
Improve Victim Satisfaction, with a Focus on Victims of Domestic Abuse

Measures Summary

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

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Victim Satisfaction -
12 Month Rolling Rate



Planned Action to Drive Performance

1. Implementation of the new local [violence against women and girls framework](#) (which includes domestic abuse).
2. Project Bluestone (see below slide). This will support victims of domestic abuse-related RASSO.
3. Implementation 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. Increase victim survey provision, to ensure that victim experiences are better captured and responded to, including work with universities to understand how to reach out to more victims .
7. Collation and analysis of feedback collected by Independent Sexual Violence Advisors (ISVAs) to identify best practice and improvements.
8. Improve the monitoring and management of protective orders, including Domestic Violence Protection Orders, to evaluate their effectiveness and ensure breaches are dealt with properly.

Comments

1. Victim satisfaction has been reducing in the last two years with the exception of violent crime offences.
2. There is no existing domestic abuse victim satisfaction survey currently in place in Avon and Somerset.

Better Criminal Justice Outcomes for Rape Cases

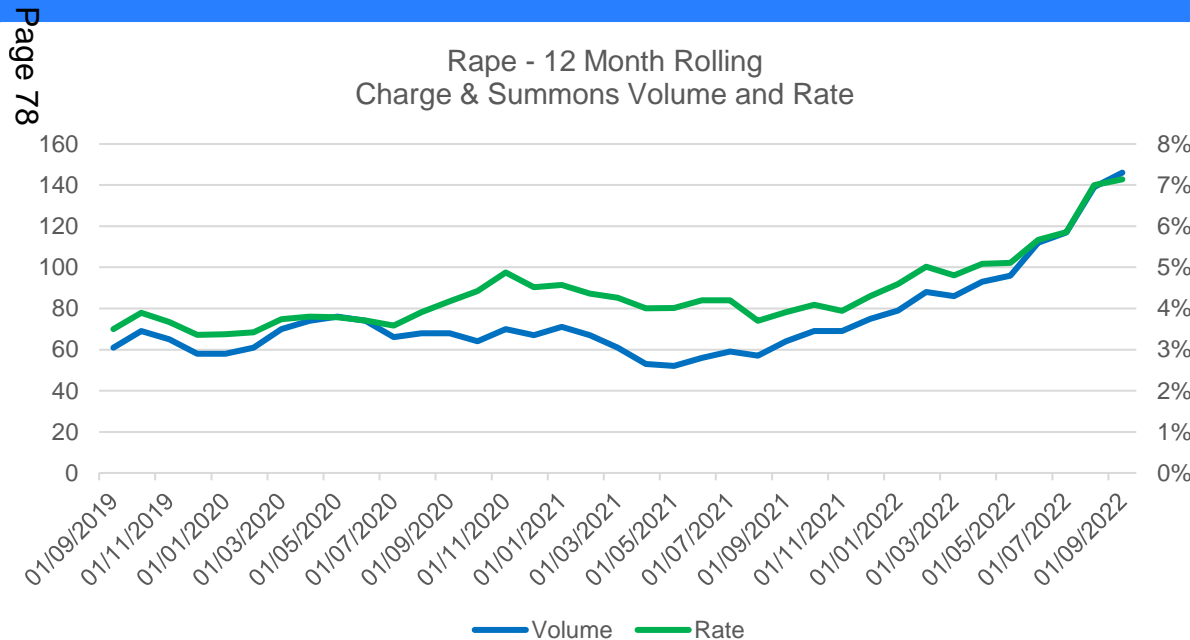
Measures Summary

Local Measures	Trend / Outlook	Benchmark
Charge volumes for rape offences	Increasing	Not available
Charge rate for rape offences	Stable	4th/8 MSG (below MSG average rates)

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 improve 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. Focused improvements in the accessibility and service provision of Independent Sexual Violence Advisors (ISVAs) to victims of sexual violence.
4. Assurance activity focussed on supervisor reviews to assess and monitor the quality of supervisory direction and investigative action-setting.
5. Continued joint training with CPS and ISVAs to improve partnership working for a better joined up approach to support victims through the criminal Justice System.

Rape - 12 Month Rolling
Charge & Summons Volume and Rate



Comments

1. There has been a recent strong increase in both the volume of police charges and the rate.

Avon and Somerset Police and Crime Plan 2021-2025

Contribution of Avon and Somerset Police Priority 3 – Leading the police to be efficient and effective*

*An area of focus in Priority 3 is the Strategic Policing Requirement (SPR). Oversight of this is achieved through a 6 monthly self-assessment. Information from that report is not suitable to be shared in the public domain. Therefore the SPR will not be covered in this performance report.

Recruiting officers and capability

Police officer uplift – headcount targets and progress

Current officers	3,255
Target officers	3,291
Temporary uplift target	3,331
Current officers as % of target	97.7%

Comments

1. All police forces were given a target number of officers to recruit as part of the national uplift of 20,000 officers.
2. In Avon and Somerset this equated 456 extra officers which meant a headcount of 3,291 by 31st March 2023.
3. However, as Avon and Somerset Police predicted they will surpass this original target they were able to secure extra funding for a temporary uplift of an additional 40 officers, meaning the new target is 3,331.
4. This considers the total number of officers, representative workforce will be discussed under Priority 4 in the Quarter 3 Performance Report.
5. In terms of capability, the workforce survey is an essential source of performance information. At the time of writing the 2022 data is unavailable so this will be also be covered in the Quarter 3 Performance Report.

Planned Action to Drive Performance

1. Workforce planning continue to actively map and allocate new recruits in line with uplift posts with a clear balance around reactive, proactive and prevention roles.
2. Review of vetting processes to identify opportunities to improve efficiency in support of the recruitment process.
3. Realisation of investigations transformation review recognising challenges around capability from “growing pains” of rapid growth. Ongoing work to ensure all vacancies are filled with appropriate accreditation levels; recruitment pathways are reviewed, refined and defined in order to optimise the pipelines into the directorate.
4. Workforce planning oversight and mapping of training requirements for new recruits along with abstractions to university to maintain resilience in key Patrol frontline operational roles.
5. Key skills and training with ongoing identification for priority roles such response driver courses for frontline officers, identifying skill gaps and ensuring appropriate balance across the force.
6. Increased focus on wellbeing, particularly around support to mental health for managers, reducing pressures in workload. All directorates to have wellbeing leads and progress will be overseen through the People Committee.
7. Ongoing development of the Leadership Academy to provide skills and crucial support for leaders in achieving performance priority areas and appropriate staff support.
8. Currently reviewing conditions of Police estate to ensure they are cost effective, energy efficient and fit for policing purposes.
9. Analysis of 2022 workforce survey to identify and respond to areas for improvement.

Demand management to increase visible policing and time to fight crime

Measures Summary

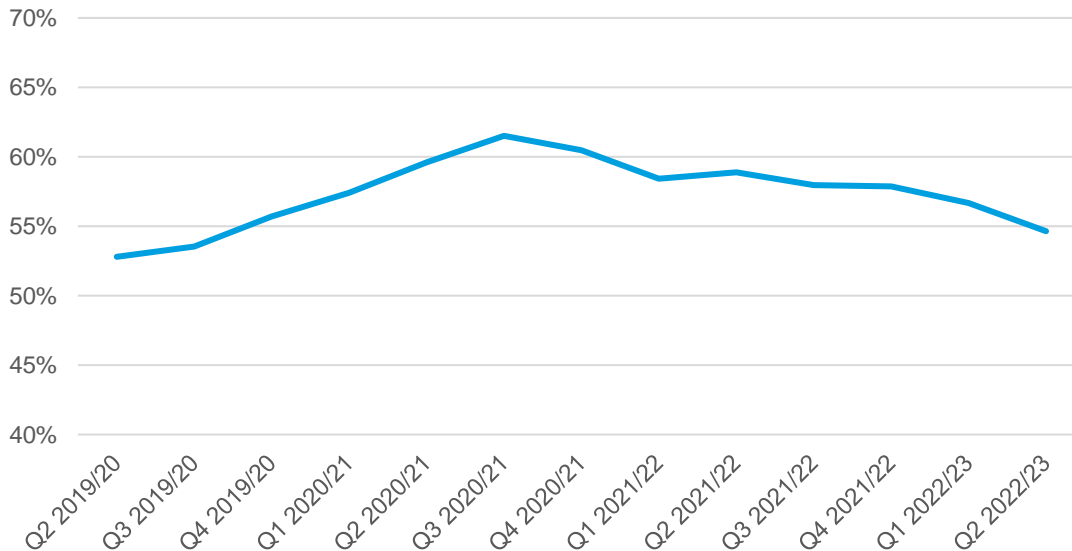
Local Measures	Trend / Outlook	Benchmark
Police visibility	Stable	Not available

Planned Action to Drive Performance

1. Recruiting, training and retaining additional police officers.
2. Build on 'creating capacity' work recently completed in Patrol encouraging employee ideas, and identifying improvement areas around areas such as equipment, systems and processes.
3. Ongoing assessment of our Deployment and Allocation guidance to ensure serious and complex crime is investigated by appropriate staff, releasing capacity for frontline staff.
4. Better understanding of our mental health demand to build on initiatives such as mental health triage and support officer roles, working with partners to ensure appropriate support for people in crisis and creating capacity for frontline officers.
5. Development of High Intensity User project to enable better oversight and visibility of these high intensity users that place significant demand on the organisation, ensuring appropriate agencies have plans in place.
6. Development of our existing internal governance framework to provide increased oversight of demand and capacity including lessons learned from this year's summer demand plans.

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Police Visibility - 12 Month Rolling Rate



Comments

1. Although there has been a decrease in visibility from the peak in Q3 2020/21, it is stable across a three year period.

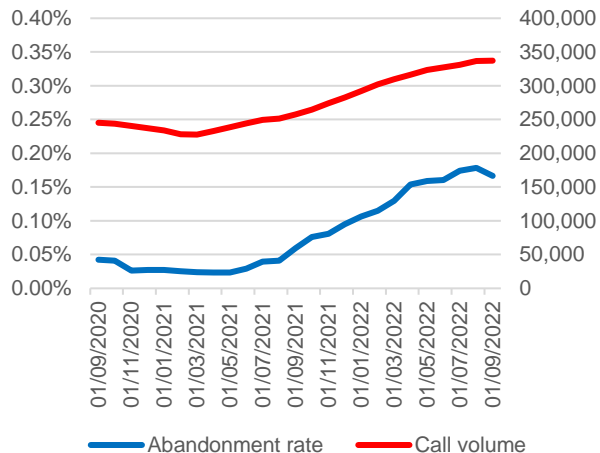
Crime recording and response to calls for service

Measures Summary

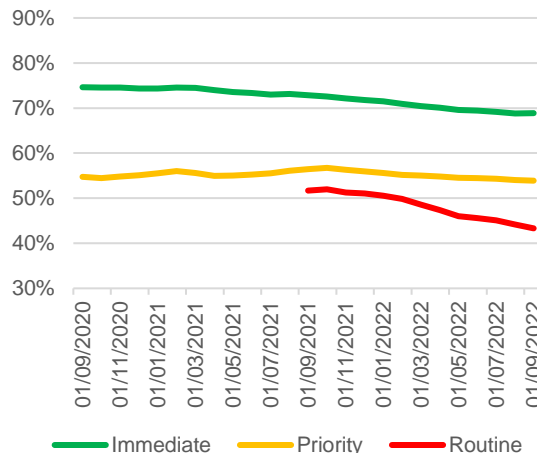
Local Measures	Trend / Outlook	Benchmark
999 abandonment rate	Increasing	Not available
SLA compliance – immediate calls	Reducing	Not available
SLA compliance – priority calls	Stable	Not available
SLA compliance – routine calls	Reducing	Not available

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999 abandonment rate and call volume - 12 month rolling



Response time SLA compliance - 12 month average



Planned Action to Drive Performance

1. Increased focus and scrutiny on the recording of outcome decisions to ensure compliance with National Crime Recording Standards.
2. Increased monthly assurance reporting on core crime data integrity themes to provide increased scrutiny and ensure appropriate recording.
3. Crime Data Integrity and response timeliness are both performance priorities ensuring ongoing focus and oversight.
4. Recruiting, training and retaining additional police officers.
5. Ongoing analysis and review of demand to ensure resources better match demand in terms of time and geography.

Comments

1. 999 abandonment rate has increased but is extremely low in volume; even at the peak this is fewer than 2 in 1000 calls. This increase is in line with increasing volumes of 999 calls
2. The routine grade was only introduced in October 2020 so the 12 month average only begins a year after this.
3. The decrease in response timeliness is in part due to the high volume of student officers that need to be tutored and they all spend time in Patrol which is the primary 'response' area of policing.

Measures Summary

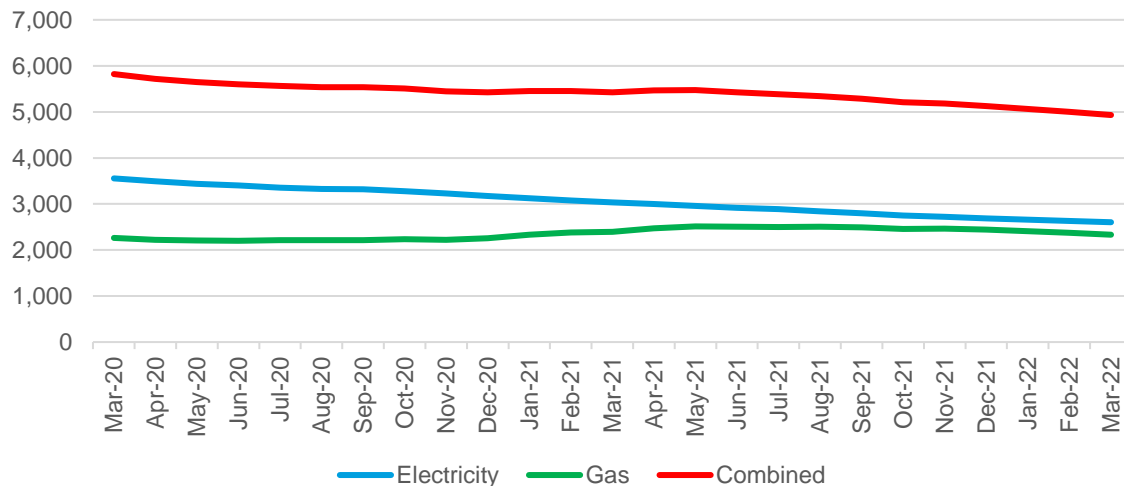
Local Measures	Trend / Outlook	Benchmark
Carbon emissions – electricity	Reducing	Not available
Carbon emissions – gas	Increasing	Not available
Carbon emissions – combined	Reducing	Not available

Planned Action to Drive Performance

1. Working with College of Policing to better integrate sustainability into the current PCDA curricula and any other training and leadership opportunities.
2. Commissioning of a comprehensive waste audit across our sites to better understand what contributes to our waste organisationally and how to reduce total tonnage.
3. Publication and governance of 2021-2026 Sustainability Plan (2022 update).
4. Collaborating regionally with other force to develop a sustainable procurement policy and sustainability data performance framework.
5. Exploring opportunities to raise awareness of our sustainability ambitions and environmental impact internally through training and engagement activity.
6. All estates works consider environmental impact and making buildings more energy efficient is considered as part of business cases for investment.

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Carbon Emissions (tonnes of CO2) from Electricity and Gas - 12 Month Rolling



Comments

1. Although there has been a small increase in carbon emissions from gas use that has been more than offset by the reduction in electricity.
2. It should be noted that it is difficult to attribute cause and effect between actions taken in Avon and Somerset and the impact on total carbon emissions.

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AVON AND SOMERSET POLICE AND CRIME PANEL

December 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 has been one new complaint recorded against PCC Mark Shelford since the last meeting of the Police and Crime Panel.

Complaint number 82 was received on 02/09/2022. The complaint relates to the failure of the PCC to respond to a web form that raised concerns around the 101 system.

The complaint was resolved through local resolution by means of an explanation and apology. It was clarified that the complaint was not relating to the personal conduct of the PCC but a decision made by a member of the OPCC Contact Team. Further reassurance around the substantial matter was provided by signposting to two recent Performance and Accountability Boards where the PCC had held the Chief Constable to account around the 101 system. The resolution letter has been sent to the Panel for transparency.

5. All complaints to date have had Panel oversight, including those solely handled by the PCC's Chief of Staff. 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

6. 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.
7. The complaint review manager has handled more than 500 reviews to date. The OPCC continue to receive comparatively high volumes of complaint review requests. IOPC Q4 Quarterly statistics have shown that the Complaints Review Manager has consistently turned around and responded to review requests in a timely manner compared to the MSF group.

EQUALITY IMPLICATIONS

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

RECORDED COMPLAINTS AGAINST THE CHIEF CONSTABLE

9. The OPCC have not recorded any new complaints against the Chief Constable since the last meeting of the Police and Crime Panel.

RECOMMENDATIONS

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

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: 8th December 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						
80.	19/07/22	Complaint relating to the outcome of a PCC complaint review decision	Yes	PCP	Initial resolution by means of explanation on 04/08/22. Further explanation provided by COS on 19/08/22. Escalated to Panel 19/08/22	Open
81.	23/08/22	The Avon and Somerset PCC failed to disclose his position as a director the Light Rail Association on the 'notification of disclosable interests document'	Yes	COS/PCP	PCP notified and managing	Closed
82.	02/09/2022	The PCC failed to respond to a web form that raised concerns around the 101 system.	Yes	COS	Local resolution by means of explanation.	Closed

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Engagement Assurance Report – September 2022

Indicate below which IPQR Key Performance Questions this assurance report covers:				
1. Are the public becoming more confident in the Constabulary?	✓	2. How well are we preventing crime, ASB and demand?		3. How well are we responding to the public when they need us?
4. How well are we supporting victims of crime?		5. How well are we protecting vulnerable people?		6. How well are we managing reoffending?
7. How well are we managing serious and organised crime?		8. How well are we meeting the requirements of the Strategic Policing Requirement?		9. How well are we engaging with the people we serve and treating them fairly, appropriately and respectfully?
10. How well are we engaging with the people we serve and treating them fairly, appropriately and respectfully?	✓	11. Are we becoming a more inclusive and diverse organisation?		12. Are we developing a more engaged and happy workforce?
13. Are we creating a more digital and data literate workforce?		14. How effective is workforce planning across the organisation?		15. How well are we managing data quality and information governance?
				16. Does our workforce have the right tools and working environment to do their best?

1. EXECUTIVE SUMMARY
<p>This report demonstrates the decline over time in the OPCC survey results of two questions which are used to measure engagement. Possible causes of this decline are a genuine drop in satisfaction levels amongst the public of how well-informed they feel about what the police are doing to tackle crime and ASB, and the impact of COVID-19.</p> <p>Key findings following internal research, conducted in Q1/Q2 2022, indicate that there does not appear to be a strategic organisational approach to engagement.</p> <p>There are measures in place that begin to address this issue, such as the Corporate Communications Business Case, the new ACC role and the Director of Communications and Engagement role, however these do not offer a comprehensive solution.</p> <p>The organisation demonstrates examples of excellent tactical engagement and best practice, but this appears to exist in individual areas of the business, such as Neighbourhood and Partnerships, Fraud and Cyber Protect and Corporate Communications and appears to not be aligned strategically.</p> <p>The report highlights the opportunity to unify engagement through organisation-wide strategic oversight. This would improve visibility and alignment across the entire organisation, including, but not limited to;</p> <ul style="list-style-type: none"> • Recruitment • Organisational Development, including Outreach • Staff associations • Staff office <p>Measures to check and test approaches to engagement exist in some areas of the organisation, for example in Neighbourhood and Partnerships through measures such as KPIs, the school engagement Qlik app, and through IPRs.</p> <p>Additionally, Corporate Communications has measures in place to check and test for social media engagement, however, there do not appear to be mechanisms in place for sharing insights across the entire organisation. This report demonstrates that the organisation appears to have limited ratified or centrally held insight on both formal and informal engagement activity.</p> <p>One centralised source collecting outcomes from engagement could not be identified through the research conducted for this report. A corporately held source of engagement information would reduce duplication, improve efficiencies and provide a source for enhanced measurements of engagement.</p> <p>Due to the organisation not appearing to have one strategic approach to engagement, it is not possible to identify a consistent and unified method of checking and testing engagement activity. Furthermore, the existing tools for measurement, planning and evaluation seem limited.</p>

Additional research to fully understand the efficiency and effectiveness of the measures used to check and test engagement activity would provide useful insights. Additionally, an improved understanding around the suitability of the two questions currently used to measure engagement within the OPCC survey would be beneficial.

Furthermore, as a result of the organisation not appearing to have an existing organisation-wide approach to engagement, **opportunities to identify how this translates to the frontline are limited.**

In order to provide greater assurance, **an agreed strategic, organisational approach to engagement is required to develop organisational engagement, which influences the public's confidence in the Constabulary.**

Subsequently, **improvements to the measures in place to check and test the approach would provide further assurance and greater confidence in how this translates to the frontline and more broadly across the entire organisation.**



2. PURPOSE OF REPORT

This paper seeks to inform and assure both the OPCC and the Constabulary Management Board of the organisational approach to engagement. The Police and Crime Plan Priority 2 is: *'Engaging, supporting and working with communities, victims and partner organisations.'* This priority outlines the importance of engagement in building legitimacy and the vital role it plays for communities to have trust and confidence in the police.

The OPCC have identified two questions within the OPCC survey currently used to measure public engagement:

- How well informed do you feel about what the police are doing to tackle crime and ASB?
- Are you aware of opportunities to have your say about policing issues in your local area?

Figures in relation to these two questions show a decline over time, since 2014 when the survey data started being collected in Qlik. This report will examine these trends, seeking to understand the possible causes and provide insights on how engagement could be measured more efficiently. The paper will therefore focus on the following:

- The organisational approach being taken by ASP to engagement (including the definition of engagement);
- The measures in place to check and test this approach; and
- How this translates to the frontline.

A brief update will be provided on the scope of engagement work to be covered within the approved Corporate Communications business case, along with an overview of any other organisational factors likely to influence engagement.

It has been agreed that the following areas are out of scope for this paper:

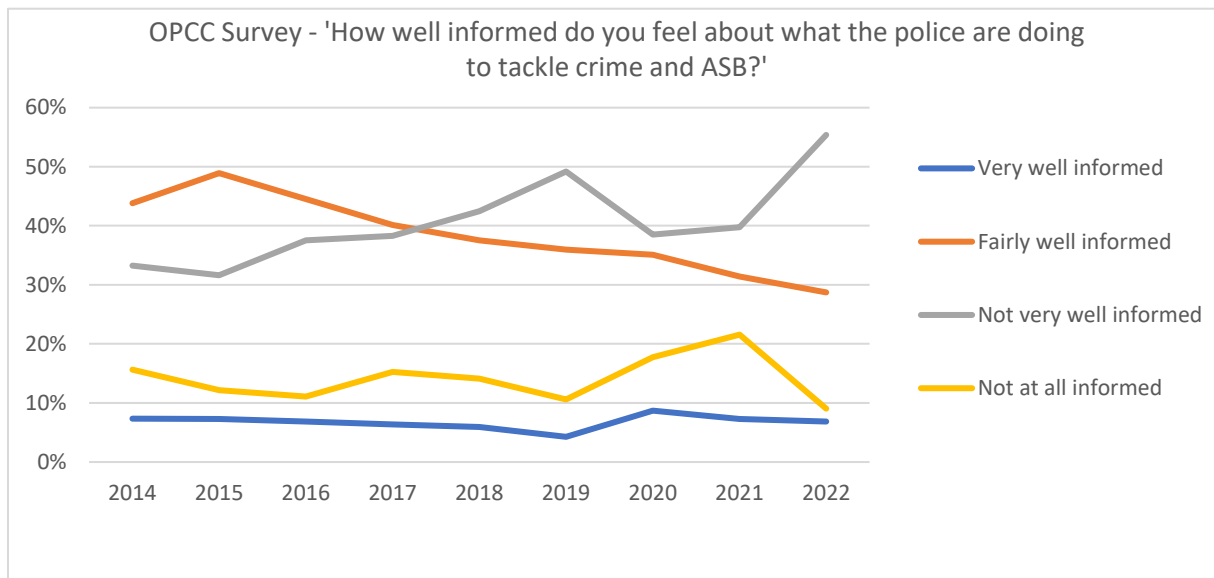
- Reporting on engagement with under-represented groups (this was covered in the Disproportionality Assurance Paper in June).
- Engagement through use of Police Powers (i.e. Stop Search).
- A detailed view of prevention work, although this may be touched upon when reviewing opportunities for engagement.
- Interaction between the police and communities when responding to calls for service.

3. OPCC LOCAL SURVEY RESULTS

1. Understanding the OPCC survey results

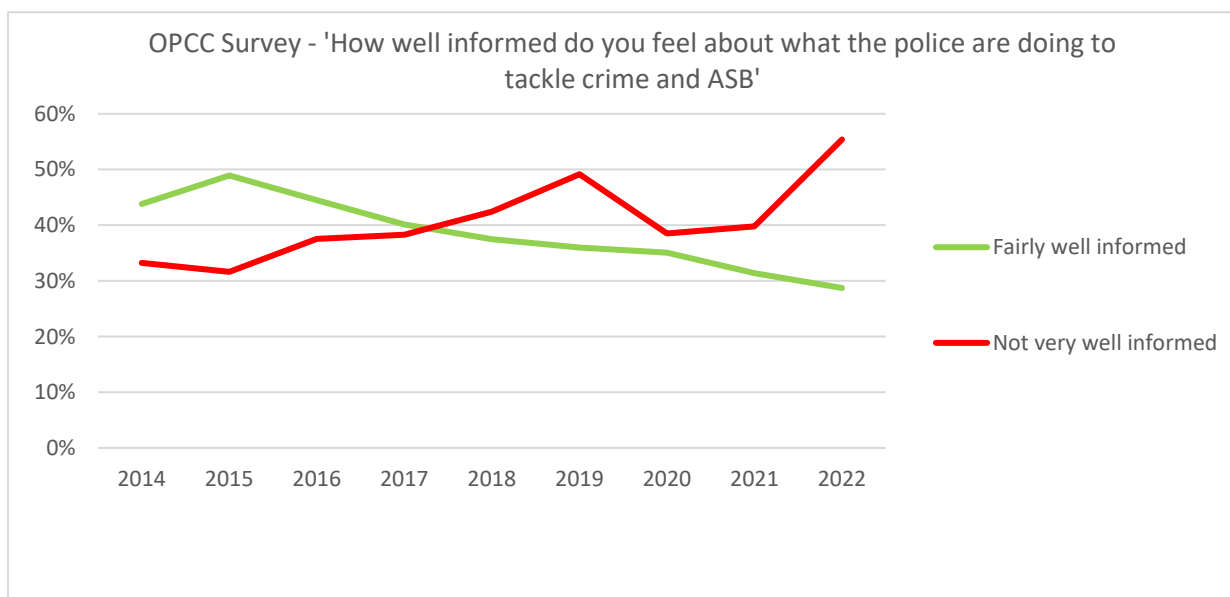
The data from the two OPCC questions used to measure engagement are shown below (data correct as 13th September). An analysis of the trends follows.

'How well informed do you feel about what the police are doing to tackle crime and ASB?'



Responses showing 'very well informed' have been steady since 2014. 'Not at all informed' saw a large increase between 2020-2021, though this can likely be attributed to the impact of the COVID-19 pandemic, as the figure regresses to the mean in early 2022.

'Fairly well informed' has decreased steadily and significantly since Q3 2016 and 'not very well informed' is slowly increasing. It is possible to draw a correlation between these two answer selections in the survey results, as shown in the graph below:



The decrease in those feeling 'fairly well informed', could be attributed to the increase in those feeling 'not very well informed', which would suggest a drop in satisfaction of how well-informed survey participants feel overall.

During 2014-16 the highest % value recorded by participants was 'fairly well informed', which levelled out between 2017-2018. From 2019 onwards there is an increased trend showing participants selecting 'not very well informed' and in 2022, the highest % value recorded by participants was in this category. The most recent survey results show the highest % value recorded since 2014, sitting at 56% as 'not very well informed'.

'Are you aware of opportunities to have your say about policing issues in your local area?'



As illustrated in the above graph, the % of participants aware of opportunities to have their say about policing issues in their local area has declined over time. Additionally, there was an acute decline in Q1/Q2 2020, followed by a steady increase since Q4 2021, which can likely be attributed to the impact of COVID-19.

4. OVERVIEW OF AVON AND SOMERSET POLICE'S APPROACH TO ENGAGEMENT

4.1 To what extent does ASP have a strategic organisational approach to engagement?

Throughout Q1/Q2 of 2022, a series of interviews were conducted with key internal stakeholders on the subject of engagement. Interviews were conducted with the thematic lead for engagement and other key stakeholders who were identified as undertaking engagement activity, or those who oversee engagement within their area of the business. This work was conducted following a request for service to the Directorate of the Chief of Staff, which was submitted by Zoe Hebden on behalf of the DCC, Nikki Watson. In total, ten interviews were conducted, nine individual and one group interview consisting of three participants, resulting in twelve participants in total.

Definitions of engagement

Following data analysis of these interviews, it is not possible to identify an organisation-wide definition of engagement. The thematic lead for engagement, Chief Inspector Deepak Kenth, uses the following definition: *"providing an ongoing two-way dialogue between the police and the public; for the police to develop a better understanding of their communities and their needs, risks and threats."*

Whilst this offers a stable and consistent approach to engagement within the Neighbourhood and Partnerships Directorate, this is not used elsewhere in the organisation.

Three participants noted that engagement is a highly used word, with a **lack of clarity on the definition, which can cause confusion.**

The most noticeable variance between definitions existed amongst non-operational interviewees, with the word open for multiple interpretations. For the purposes of aligning one organisational approach to engagement, clarity around what constitutes engagement versus interaction and communication is required.

Existing strategic documents

There does not appear to be a strategic, organisational approach to engagement laid out in one strategy. The following strategic and tactical documentation exists within the **Neighbourhood and Partnerships Directorate**:

- '2022-2024 Neighbourhood Community Engagement Strategy', which was refreshed in July 2022, built around the three pillars of informing, consulting and co-operating.
- A 'Local Engagement Plan', produced and implemented by each Neighbourhood Chief Inspector serves as a localised delivery plan for the wider 'Neighbourhood Community Engagement Strategy'.
- Additional portfolios within Neighbourhood and Partnerships, such as Citizens in Policing, include dedicated engagement segments within their strategies, often with tactical plans for implementation.

Four interviewees from directorates outside of Neighbourhood and Partnerships stated that there are multiple plans for workstreams that include engagement, though this is not aligned cross-directorate. Additionally, five interviewees commented that engagement activity was often sporadic or unplanned.

Without additional research, it is **challenging to understand the scope of existing documentation or identify where there is duplication of plans and activity, along with missed opportunities for collaborative working.**

One cohesive strategic, organisational engagement document would be beneficial, with localised plans to support and align the organisational approach, streamline activity and improve efficiency.

Governance and Resourcing

Governance around engagement is limited, with only a thematic lead dedicated to the subject matter, which sits organisationally in Tier 2 priority. Chief Inspector Deepak Kenth reports regularly into Directorate Leadership Meetings, as engagement is one of the six pillars of Neighbourhood and Partnerships.

Additionally, Chief Inspector Deepak Kenth chairs a quarterly Community Engagement Group, which is an opportunity to internally share information, best practice, and organisational learning. This group was paused due to summer demand but is due to be reinstated during Q3 2022.

Outside of this reporting framework within Neighbourhood and Partnerships, there **does not appear to be additional formalised governance on engagement.**

Regarding resourcing, all twelve interviewees commented that **resourcing is a barrier to improving engagement**, with limited internal resource and no dedicated engagement budget.

Furthermore, within Neighbourhood and Partnerships, the Directorate is losing PCSOs due to Uplift and progression onto the PCDA. The impact of the timeframe to backfill and recruit new PCSOs will be managed by the Directorate. The impact will be further mitigated by the opportunities presented by the influx of new PCDA colleagues who fully understand the expectations of engagement from their PCSO experience.

Managing and responding to National issues in the media

The Corporate Communications department is industry recognised as delivering a high-quality service to the force. The department includes a media relations function, and in addition to departmental business as usual across all teams including campaigns, graphic design, digital and internal communications, **managing and responding to National issues in the media is continuous across the department.**

With the introduction of 24/7 news, social media, and greater sharing of digital content, by means of mobile phones, domestic CCTV and dash cams, **the department prioritises resources to ensure the best possible service to protect and enhance the legitimacy of the organisation.**

Corporate Communications Business Case

At the Governance and Scrutiny Board in July 2022, the Corporate Communications department had a business case approved for creating a **Strategic Communications and Engagement department.** As referenced within the business

case, community engagement and communication are umbrella terms that cover active participation of concerned stakeholders, information sharing and consultation at all levels. Whilst the growth seeks to **bring strategic oversight of employee engagement**, with some integrated stakeholder and community engagement support available to the organisation, the **growth within corporate communications will not offer a solution for providing sole accountability of organisation-wide, strategic engagement.**

Additional planned resourcing

In addition to the business case, the organisation will recruit a **Director of Communications and Engagement**. This role will likely further bridge the gap of oversight of strategic engagement across the organisation, though this role profile is in the recruitment phase and awaits the appointment of a successful candidate.

Furthermore, a new **Assistant Chief Constable** position has been approved and recruitment has been postponed until the next round of ACC recruitment. It is expected that the new Director of Communications and Engagement will sit under the ACC, and **their portfolio will include engagement.**

These combined additional resources will **likely contribute to a more strategic organisational approach to engagement**, though workstreams across the organisation are not currently aligned, which hinders delivering a truly consistent organisational approach.

National research

Insights provided Nationally around what the public want from police engagement remains limited. Authorised Professional Practice ([APP](#)) guidance on engagement was published and last updated online in 2013. Organisational approaches will likely differ across the UK until National research provides further insights on what the public expect from police engagement, and what it means to them.

4.1 Key Findings: There does not appear to be a strategic organisational approach to engagement. There are measures in place that will likely improve strategic oversight, however they do not provide a comprehensive, organisation-wide resolution.

4.2 Effective measures are in place to check and test organisational approach to engagement.

As outlined above, there does not appear to be an organisation-wide approach to engagement, therefore the measures in place to check and test are limited within specific areas of the business.

Neighbourhood and Partnerships

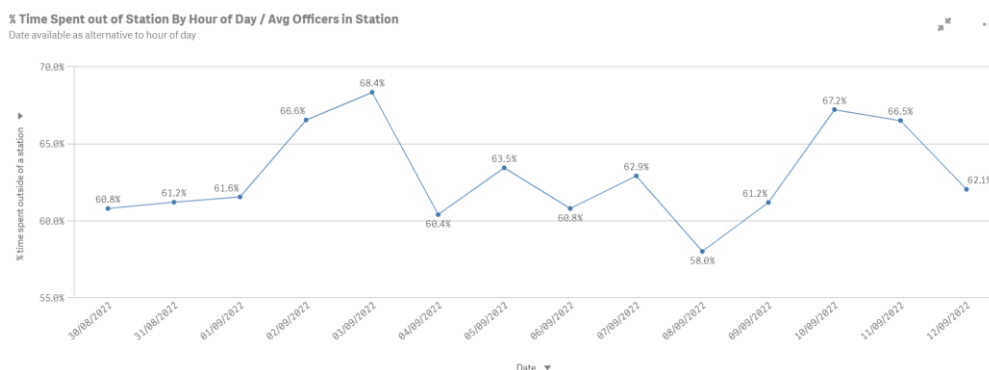
Engagement is one of the six pillars within this Directorate, and as such KPIs have been set for regular performance monitoring. Chief Superintendent Liz Hughes has visibility of these KPIs through monthly reporting at Directorate Leadership Meetings.

Neighbourhood and Partnerships Engagement Key Performance Indicators:

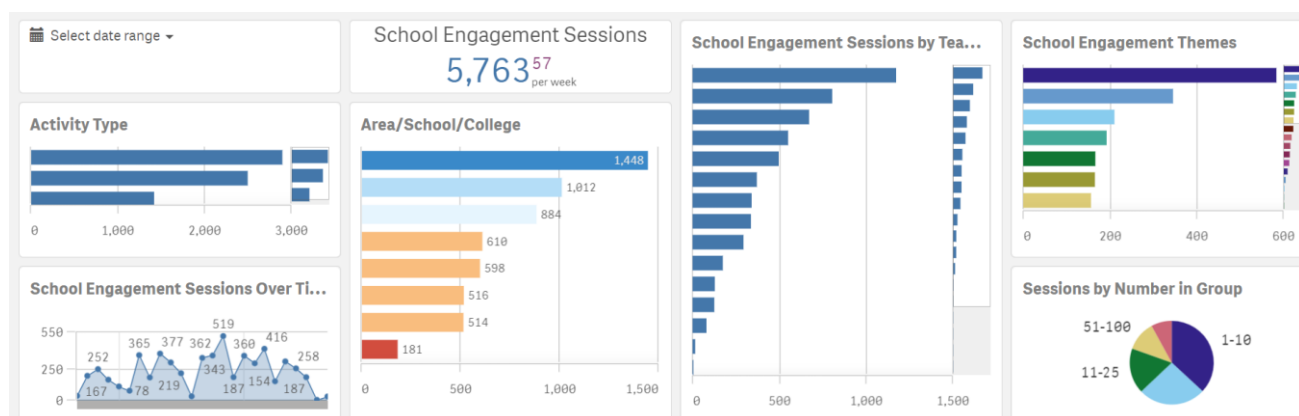
Pillar	Objective (What)	Output (How)	KPI (measurement) - Quantitative	Measurement - Qualitative
Engagement	Ensuring our communities are aware of their local neighbourhood teams and are able to contact them when needed.	To visibly police our communities on a daily/weekly/monthly basis	% visibility Seen a PC/PCSO in the last month/week	Verbatim feedback from public confidence survey
		Beat pages to include all contact details and photos	% beat profiles with photos	
	To have appropriate methods of engagement for all our communities based on their preferences. Making best use of digital opportunities.	Beat pages to be up to date with local priorities	Beat page usage (priorities up to date)	
		Attendance and delivery of engagement within schools	How many school engagements and type of engagement	Delivery against the schools charter
		Using social media groups to share information/good news	Number of hits/likes in response to social media posts 2 minute survey response rate	2 minute survey findings Peer Reviews
	To have a good understanding of our communities needs, risks and threats	Communities are mapped locally - where are our communities, how do we best engage with them	Public confidence rate	Peer review
		Attendance at local parish/PACT/council/IAG meetings	Count of engagements	Check & Test locally
		Local IAG's in place which are representative of local communities	Number of youth engagement panels/forums	Check & Test locally
	Work with our communities to encourage active participation in supporting local policing in their local areas	Make best use of Citizens in Policing: Specials, Mini Cops, cadets, volunteers	Number of hours provided by CIP volunteers	
			Active NHW schemes Active Community Speedwatch schemes	

For reference, the following images illustrate how a selection of the above KPIs are measured.

1. The below chart is NPT only: % time spent out of station by hour of day / average officers in station. [Data source: Qlik, 13th September. Data shows last 14 days]:



The below shows the schools engagement Qlik app dashboard, which provides insights on where engagements are taking place and the focus of the engagements (ASB, knife crime etc). [Data source: Qlik, 13th September]:



Furthermore, engagement is **monitored and performance managed** by the following means:

- IPRs (for Bristol NPT)
- Supervisors – through first and second line managers
- Peer reviews
- 2-minute online survey findings
- NPT pages on social media – Digital SPOCs
- Updated NPT local web page priorities
- OPCC survey results (observation that better understanding of who completes this survey is required to fully utilise the insights)
- Good performance through recognition awards, certificates, commendations. (Insights sourced from the control room and PSD, including positive feedback and comments)
- Quarterly Community Engagement Group
- Incivility complaints

Measures in place to check officers and PCSOs are **able to engage** include:

- Continuous Professional Development
- Training days
- PCSO and PCDA curriculum

There is scope to further improve the ways in which insights from the following sources can drive improvements in a more formalised way. At present this is largely conversational and anecdotal:

- Community feedback from external forums such as; Independent Advisory Groups, Scrutiny groups, community leaders, community groups.
- Likely an opportunity to maximise insights following the expansion of community engagement through new and different community groups as a result of the Disproportionality programme.
- Observation that existing community insights are often from communities where confidence and legitimacy are problematic – there are limited insights from wider communities.
- OPCC survey results: data led insights could be better utilised when planning engagement activity and developing the next Neighbourhood Community Engagement Strategy document.

Further insight opportunities:

- Intel reports: when submitting a report, the source of intelligence is categorised on Niche, however 'community engagement' is not an existing category. To align intelligence with community engagement, this information would be required to be added as free text in Source. The addition of 'community engagement' as a drop-down category could offer further insights on engagement activity, though an exploration of the effectiveness of this measure is required.

There is continuous learning about the **impact of COVID-19** by the organisation. Within Neighbourhood and Partnerships, **of particular concern is the impact on those young in service and who were recruited during the pandemic, specifically in relation to engagement skills and confidence.** This issue is explored further in 4.3 of the report.

Furthermore, resourcing essential services and responses to service are prioritised during **summer demand** and proactive engagement within the Directorate can **suffer from the consequences of reduced prioritisation.**

Fraud and Cyber Protect

Fraud and Cyber Protect officers are required to track some elements of their engagement work. Due to funding structures, Cyber Protect officers have additional KPIs for engagement and activity is logged through the Agency and Partner Management Information System (APMIS). As a result of this, **line managers can provide some assurance that their staff are able to engage, and are effectively engaging with the public.**

Wider organisation

Due to having engagement touchpoints with the public, additional areas of the business were included in the interview research conducted in Q1/Q2 of 2022, including:

- Recruitment
- Organisational Development
- Staff associations
- Staff office

Data analysis of the interviews found **limited existing measures in place to check and test local approaches to engagement more broadly across the organisation.** Measures to review engagement activity and its effectiveness appear to be often limited to event debriefs by line managers and sharing anecdotal verbal feedback within teams. There does not appear to be one organisational approach to check and test local engagement offers across the organisation.

Identified opportunities for engagement

Whilst tactical, operational community engagement activity appears to be predominantly undertaken within the Neighbourhood and Partnerships Directorate, the below illustrates further identified opportunities from Corporate Communications:

- Online webchats and forums
- Joint face-to-face community meetings with the PCC and Chief Constable
- Co-creation and collaboration with communities on strategic issues, such as the Race and Action Plan.

Social media opportunities:

- Corporate Facebook page:
 - An additional 14 dedicated NPT Facebook pages and a Rural Affairs Facebook page
 - The NPT Facebook pages have trialled innovative online engagement tactics, especially during the height of the pandemic, including Facebook live beat surgeries and 'you said we did' posts. Example: "you told us ASB was an issue in this park... Here's a video of us patrolling the park. Please come and say hello if you see us."
- Corporate Twitter account, supported by 22 specialist and local Twitter accounts
- Corporate Instagram account;
 - This account is mostly for 'behind the scenes' content. A #999Day on Instagram Stories was planned in response to a public survey which provided insights that audiences mostly wanted 'behind the scenes' content. Short-form videos highlighting the roles of staff, officers and volunteers across the force was planned. The day was cancelled due to the recent passing of the Queen but is being rescheduled.
- Corporate LinkedIn page - occasionally shares relevant and insightful posts from the profiles of members of our organisation
- Corporate YouTube account

Monitoring effectiveness

Quantitative opportunities for monitoring the effectiveness of face-to-face engagement appears to be fairly limited, however digital engagement offers more tangible and quantifiable metrics. The following monitoring opportunities have been identified:

- Use of Hootsuite (social media content management system), to monitor social media contact from MoP both in and out of office hours;
 - the latter is monitored by the contact centre on corporate social media accounts.
- Analytics reports from Hootsuite, alongside data directly from organic platforms provides insights into effective engagement rates.
- A monthly/quarterly report will be reintroduced for the use of Corporate Communications, which can also be shared with and utilised by NPT social media SPOCs.
- NPCC national social media survey was issued across all social channels at regular intervals;
 - Insights are drawn from survey participants which shape social media content and the strategic direction of social media channels. The NPCC survey was paused by the pandemic. The digital communications team hope to issue their own in the new year.
- An Employer Brand survey and a two-minute local policing social media survey are issued occasionally, on relevant channels (not the same channels to avoid survey fatigue), which provide useful insights.
- The increased growth in the digital communications team, (filling a vacancy and the uplift from the business case), will increase capacity for gathering and applying digital insights across social media channels.

4.2 Key Findings

It appears that measures to check and test organisational approaches to engagement are in place in areas of the business where engagement has KPIs, where there is an external requirement to report/performance manage, and where digital tools facilitate this.

It is challenging to demonstrate additional check and test measures which exist outside of these areas of the business.

Further research could be undertaken to better understand what measures are in place to assure that staff are able to engage with the public.

Likely limited share of voice in existing community feedback from the 'silent majority of the public'; a recommendation to better understand the demographics of who actively participates in engagement with the organisation, in order to improve our organisational engagement offer to all communities.

Measuring and monitoring engagement is challenging, particularly when trying to quantify successful engagement. This can put significant pressure on the ability to prioritise engagement activity and demonstrate efficiency, effectiveness and true value to the public.

4.3 To what extent is the approach to organisational engagement implemented on the frontline?

As previously illustrated, there does not currently appear to be an organisation-wide approach to engagement, therefore the extent to which the approach is implemented on the frontline is limited.

Neighbourhood and Partnerships

Within the Directorate, a strategic group was stood up in July 2022 to review development areas; from this, one sub-group is **reviewing training**. Areas for discussion and focus are:

- PCSO 8-week induction training / new supervisor roles
- Accreditation for PCSO in line with national developments
- Internal moves for PCs and PCDAs and induction/refresher training
- Local training and CPD (first line managers) capacity and capability
- Recommended training by role/rank
- Mandatory training
- Training for personal development

As a result of the development of this training, it is expected that some will be mandatory for all Neighbourhood and Partnerships staff. This will include 'active engagement' vs visibility and having difficult conversations.

In relation to **existing engagement training and upskilling**;

- PCSO training includes De-Escalation training, presenting and communication skills, and other crime types such as ASB, crime prevention and hate crime.
- Upskilling; the leadership academy offers courses such as personal effectiveness, introduction to emotional intelligence and inclusive policing with confidence.
- Through staff surveys and assurance activity, and particularly following the COVID-19 pandemic and the impact this will likely have had on engagement skills, a need to provide bespoke and induction training for operational neighbourhood staff has been recognised.
- This training and skills assessment/upskilling is in the Directorate SDP to ensure it is appropriately supporting the six pillars.

Activity to improve awareness of CPD within the Leadership Academy and the utilisation of IPRs is ongoing. There is recognition that **the culture around CPD requires improvement**, along with better utilisation of the four weekly training days that operational staff have rostered.

Assurance around understanding the confidence levels of engagement skills amongst frontline staff within the Directorate is limited to feedback from the annual staff survey.

4.3 Key Findings

Due to Neighbourhood and Partnerships having a 'Community Engagement Strategy' document, implementation of engagement on the frontline appears to be limited to this Directorate. Without further research, it is unclear whether this can be assessed in other operational areas, though for the purposes of this paper, responding to calls for service was excluded. It is recommended that implementation on the frontline of an organisational approach to engagement, once one has been established, does not fall solely to the Neighbourhood and Partnerships Directorate.

5. NEXT STEPS

Key findings have been drawn out throughout this report, however the following next steps are advised;

1. An organisational definition of engagement to be included in a new strategic, organisation-wide engagement strategy and plan, with clearly integrated RACI diagram outlining roles and responsibilities, ensuring there is appointed organisational accountability for engagement.

Following the development of a strategic, organisation-wide approach to engagement;

2. Additional review of the organisation-wide metrics in place to measure engagement activity, including a review of the OPCC survey questions as suitable measures for engagement.
3. Further analysis of available tools and data sets to monitor engagement, with suggestion to improve data collection and quality.
4. Corporately held and centralised source/hub for organisational learning from engagement activity, including but not limited to, stakeholder analysis and insights, community feedback and event de-brief information.

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