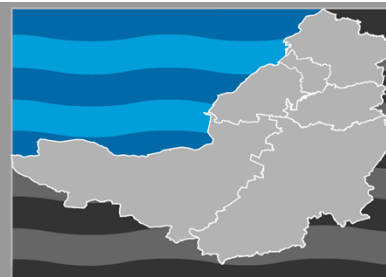


# Avon and Somerset Police and Crime Panel



Hosted by Bristol City Council Democratic Services



**Date:** Wednesday, 12 October 2016  
**Time:** 2.30 pm (pre-meeting 2.00pm)  
**Venue:** North Somerset Council, Rooms 8, 9, 10  
Castlewood Offices, Tickenham Road,  
Clevedon, BS21 6FW

## Membership:-

Bath & North East Somerset	Mark Shelford
Bath & North East Somerset	Lisa Brett
Bristol City Council	Asher Craig
Bristol City Council	Afzal Shah
Bristol City Council	Mark Weston
Mendip District Council	John Parham
North Somerset Council	Nigel Ashton
North Somerset Council	Roz Willis
Sedgemoor District Council	Ann Bown
Somerset County Council	Richard Brown
South Gloucestershire Council	Mike Drew
South Gloucestershire Council	Heather Goddard
South Somerset District Council	Martin Wale
Taunton Deane Borough Council	Jane Warmington
West Somerset District Council	Stuart Dowding

## Independent Members

Andrew Sharman, Bryony Ball, Joseph Mullis

## Shana Johnson

Lead Officer/Clerk

Tel:(0117) 92 22883

Email: [shana.johnson@bristol.gov.uk](mailto:shana.johnson@bristol.gov.uk)

## Agenda published:

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# Agenda



## Public Information Sheet

The attention of the public is drawn to the sheet at the back of the agenda giving information on attending meetings and inspecting reports and background papers.

### 1. Apologies for absence

### 2. Public Forum

Statements or questions should be e-mailed to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk), or sent to Bristol City Council, City Hall College Green, Bristol, BS1 5TR (for the attention of Patricia Jones). Statements must be received no later than 12.00 noon on the working day prior to the meeting. For the purposes of this meeting, your statement should be submitted by **noon on 11<sup>th</sup> October**. Questions must be received no later than 3 clear working days before the meeting - **5pm on 6<sup>th</sup> October**.

### 3. Declarations of Interest

### 4. Minutes of the previous meeting (Pages 7 - 17)

To agree the minutes of the meeting held on the 16<sup>th</sup> June 2016 as a correct record.

### 5. Chairman's Business

### 6. Panel Response to the Commissioner's Annual Report (Pages 18 - 22)

### 7. Scrutiny of the Police and Crime Plan (Pages 23 - 65)

### 8. Scrutiny of performance/delivery against the Police and Crime Plan - Burglary (Pages 66 - 73)

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**9. Commissioner's Update Report (Pages 74 - 78)**

**10. Tri-Force Collaboration Programme**

To receive a verbal update.

**11. Link Member Reports**

**12. Work Programme Report (Pages 79 - 81)**

**13. Standing Complaints Report (Pages 82 - 84)**

**14. Date of next meeting**

Thursday 15<sup>th</sup> December 2016 at 11.00am (Weston Town Hall, Walliscote Grove Road, BS23 1UJ.

(Training 21<sup>st</sup> October and 23<sup>rd</sup> November)

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*Members of the public should therefore be aware that they may be filmed by others attending the meeting and that this is not within the Panel's control. Oral commentary is not permitted during the meeting.*

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# Public Information Sheet

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## Public Forum

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

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

Statements should be e-mailed to [patricia.l.jones@bristol.gov.uk](mailto:patricia.l.jones@bristol.gov.uk) or [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk) or sent to Bristol City Council, Democratic Services Section, City Hall, College Green, Bristol BS1 5TR.

Any statement submitted should be no longer than one side of A4 paper. If the statement is longer than this, then for reasons of cost, only the first sheet will be copied to Members of Council and made available at the Meeting. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

**By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded in the papers circulated to**

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**the committee. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record.**

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

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

- Public Forum 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.
- There will be no debate on statements.
- 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.
- Your time allocation may have to be strictly limited if there are a lot of submissions before the meeting.
- You do not have to speak or even attend the meeting at which your public forum submission is being taken. However, if you do not present it, then it will not be read out. It will nevertheless be noted by Members.

#### Register of Interests

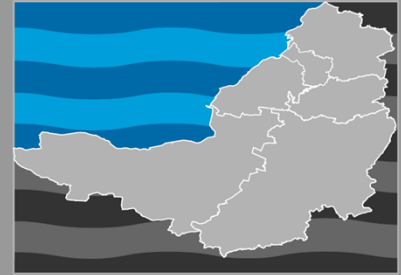
The Register of Interests for Bristol Panel Members is available on our website at [www.bristol.gov.uk](http://www.bristol.gov.uk)

The Register of Interests for other Panel Members will be available on their respective websites.

# Avon and Somerset Police and Crime Panel



Hosted by Bristol City Council Democratic Services



## Minutes of the Police and Crime Panel Thursday 16<sup>th</sup> June 2016 at 11.00am

Weston Town Hall, Walliscote Road, Weston-Super-Mare

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### Councillor Members Present:-

Nigel Ashton (Chairman), Ann Bown, Lisa Brett, Richard Brown, Asher Craig, Stuart Dowding, John Parham, Afzal Shah, Mark Shelford, Martin Wale, Jane Warmington, Roz Willis.

### Independent Members Present:-

Bryony Ball, Joseph Mullis, Andrew Sharman.

### Officers in attendance:-

Patricia Jones – Clerk/Complaints Officer

Joanna Coulon - Criminal Justice and Commissioning Support Officer (OPCC)

#### 1. Apologies for Absence

Apologies were received from Councillor Goddard, Councillor Weston and Councillor Drew.

#### 2. Election of Chair

It was moved by Councillor Willis, seconded by Councillor Dowding and on being put to the vote, unanimously:-

**RESOLVED - that Councillor Nigel Ashton be elected as Chairman of the Police and Crime Panel for the 2016/17 municipal year.**

#### 3. Election of Vice-Chair

It was moved by Andrew Sharman, seconded by Councillor Shah and on being put to the vote, unanimously:-



**RESOLVED - that Councillor Richard Brown be elected as Vice-Chair of the Police and Crime Panel for the 2016/17 municipal year.**

**4. Membership of the Committee**

Members of the Panel noted the guidance in the report relating to composition and the balanced appointments objective.

There was general agreement that the nominations provided by the component authorities remained within tolerable limits of the balanced appointments objective.

**RESOLVED - that the following membership of the Panel be agreed for 2016/20 subject to any significant change in the political balance on the councils in future elections:-**

**Conservative – 11**

**Liberal Democrat – 2**

**Labour – 1**

**Labour – 1 (Elected Mayor Representative)**

**5. Public Forum**

No Public Forum statements or questions were received.

**6. Declarations of Interest**

The following declarations were received:-

Councillors Bown – Member of the Devon and Cornwall Fire and Rescue Service

Councillor Shelford – Member of the Avon Fire and Rescue Service

**7. Ratification of Independent Member appointments**

Following preliminary discussion at the pre-meeting, the Panel:-

**Resolved – that the decision of the interview panel be endorsed and Bryony Ball and Joseph Mullis be appointed as Independent Members of the Avon and Somerset Police and Crime Panel for a 4 year term commencing 16<sup>th</sup> June 2016.**

**8. Future Meeting dates**

**Resolved – that the following meeting dates be agreed:-**

**20th September**

**21<sup>st</sup> October (training for new members)**

**23<sup>rd</sup> November (Budget training and PCNA session for all members at Police Headquarters)**

**15<sup>th</sup> December**

**8<sup>th</sup> February**

**15<sup>th</sup> March**



**(Panel meetings to take place at 11.00am Weston Town Hall. Time of pre-meeting subject to business)**

**9. Host Authority Arrangements 2016/2020**

The Chairman summarised the outcome of the Panel's discussions at the pre-meeting.

**Resolved - that the transfer of the Host Authority and officer support arrangements to North Somerset Council be finalised in line with the decisions reached by the Panel relating to:-**

- **additional officer support to the Panel; and**
- **the finalisation of an LA funding mechanism/indemnity agreement to facilitate a recharge of any costs associated with the running of the Panel over and above the current Home Office funding (£70,000).**

**10. Minutes of the meeting held on 8<sup>th</sup> February 2016**

**Resolved – that the Minutes of the meeting held on the 14<sup>th</sup> March 2016 be confirmed as a correct record and signed by the Chairman.**

**11. Chairman's Business**

It was agreed that Panel Member contact details would be circulated.

**12. Commissioner's Update Report**

The Commissioner summarised her report as follows:-

- Since the election, the Commissioners and Chief Constables of Avon and Somerset, Wiltshire and Gloucestershire had met to discuss collaborative opportunities in the areas of enabling services and existing specialist operations collaborations. A Tri-Force Collaboration Programme had subsequently replaced the former Strategic Alliance. Significant savings were needed to reinvest and strengthen local Policing teams.
- Efforts to improve workforce representation was now a key work area - less than 3% of the workforce are from BME backgrounds.
- Funding for the West of England child sexual exploitation victim identification and support service would end in March 2017. Additional resources would be needed to maintain a focus on this area of work and discussions to address this were already underway.
- Panel input would assist in the development of the Police and Crime Plan.
- From 1<sup>st</sup> June 2016 2016, people taken into Police custody under section 136 of the Mental

Health Act would not be detained in a Police cell unless the circumstances were exceptional. This milestone follows work with CCG colleagues and investment in a control room triage pilot which will assign mental health professionals to the Police control room to provide advice and support to police officers and partner agencies.

- The Panel was referred to the LA funding allocations for partnership work in community safety and youth justice set out in the report.
- Applications to the Commissioner's Community Action Fund were now invited –deadline 1<sup>st</sup> September.

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

- The Commissioner was asked if any practical steps were being taken in respect of collaboration/integration with Avon Fire Authority. The Commissioner reported that space had been made available at Police Headquarters for AFA staff and members to enable closer working. Co-location in itself would deliver greater collaboration but as yet AFA had not signed up to any specific forms of collaboration.

It was noted that the Commissioner also aimed to collaborate and share mutual interests with Devon and Somerset Fire Authority where appropriate. Both AFA and DSFA were engaged in discussion around the new emergency services mobile communications programme which would provide a new communication system for the 3 emergency services.

It was emphasised that the sharing of estates was the obvious place to realise improvements in service and resilience and to secure savings.

- The Panel welcomed the move to a triage approach in cases involving detainees with mental health issues. The move away from cell detention following arrest was unanimously supported.
- The Commissioner was invited to comment on the outcomes emerging from the Recruitment Advisory Group set up 3 years ago to look at workforce representation.

It was reported that recommendations emerging from the group had been implemented in the Constabulary's processes. Unfortunately, the position had deteriorated further and this work area was now a top tier priority with investment in an outreach group led by Norman Pascal, set up to mentor specific communities including Eason and Lawrence Hill. The aim was to increase the number of BME applications, provide assistance through the recruitment process and offset the advantage of applications from policing families. Tangible results were anticipated this time. It was acknowledged that PCSOs also struggled to get through the recruitment process.

Asked how performance in this area would be benchmarked, the Commissioner confirmed she was in discussion with Chief Constable Marsh around aspirations. It had been recognised that the Constabulary was behind the curve and the agreed strategy would be reported to the Panel in due course. It was emphasised that a fall-back position was not

part of the plan - this was an area the force was determined to make a difference in. The Commissioner would be meeting with Marvin Rees to discuss how contact with Black organisations could be improved.

- The Commissioner discussed her new priorities and plans for the future. The Panel heard that strengthening local policing teams was a key element of the approach. Teams were under-resourced and crimes affecting local residents (anti-social behaviour, burglary) required increase focus including and the Police more accessible.

As part of this, it was noted that a Communities Pledge would be introduced setting out what could be expected from the Constabulary – for example, attendance at PACT meetings was compulsory but not attendance at Parish Council meetings because of their frequency. The introduction of the Community Pledge was welcomed especially for those areas without PACT meetings.

The Commissioner stated that people, culture and the promotion of trust were key factors in a successful policing strategy. Body worn video to protect communities and assist with prosecutions, the expansion of the PCC role within the complaints system, the developing role of the PCC within the criminal justice system and increased collaboration with partners, would together deliver a better service. The Commissioner advised the Panel that she was mindful that training was a key part to success and that she had personal oversight of the training and development portfolio.

It was accepted that these assurances encompassed a broad range of activities and work would be carried out to condense where appropriate.

- Reference was made to the recent efforts of the Metropolitan Police to increase diversity amongst its ranks. The workforce was now reported to be 33% representative of its communities.
- The Panel emphasised the importance of a Police officer's core operational responsibilities. The point was made that uniformed policing of the force area was the main expectation of many constituents and therefore should be a priority. It was suggested that reference to this fundamental role should form an opening statement or introduction to the Police and Crime Plan.
- The Panel highlighted a lack of engagement with Neighbourhood Watch and volunteers in some areas. The Commissioner was also advised that relevant information was not being consistently disseminated. It was reported that information should be pushed to NW Co-ordinators on a monthly basis via a new website and Wendy Hull was leading on the introduction of a NW Association, working closely with ACC Sarah Crew to give the service a boost.
- 6 additional staff had been recruited to the 101 call system and the Commissioner understood the position to be much improved. She indicated that she was keen to hear about any delays currently being experienced.
- It was put to the Commissioner that rural policing was being neglected resource wise with competing demands taking priority.

- Attention was drawn to a project led by Geofutures, a Bath based firm specialising in spatial data analysis and mapping. The project aimed to develop an approach to assist in understanding local area vulnerability to gambling related harm - a number of at risk groups had been identified including children, adolescents, young adults and people with mental health issues. It was reported that a presentation from Geofutures would be beneficial as this approach would allow the Police and local authorities to use targeted intervention to prevent harm and provided an evidence base of risk when issuing licenses.
- The Commissioner was invited to consider how the Constabulary could benefit from forming a relationship Somerset Armed Forces Covenant Committee, an organisation in a position to assist with issues involving military PTSD. It was recognised that officers were often required to make immediate decisions when faced with a problem, but it was felt there was could be mutual benefit to signposting people to this organisation.
- Following on from the HMIC PEEL assessment, the Commissioner was asked how she intended to progress partnership work to improve outcomes for vulnerable people.

The Commissioner stated that this could involve a range of activities but most required buy-in from the LAs. She drew attention to the difficulty in securing the initial Home Office funding. It was confirmed that Interim Assistant Chief Constable Kay Wozniak was now leading on this work.

John Smith CEO added that the funding to support victims would continue and there were plans to reinvest in the Constabulary's investigative capacity and standards in response to the HMIC findings. The Chief Constable had already commenced work in this area. It was acknowledged that the quality of investigations was just as important as finding ways to deal with increased demand, and inevitably this would require training.

The Panel noted that only 1 in 8 children were reporting CSE offences.

- The Panel pointed out that LAs were still involved in preventative work around crime and community safety but no longer enjoyed the cost benefits of Community Safety Grant funding which was now allocated by PCCs. Whilst there were very good examples of information sharing, it was rare to see pooled budgets and joint working. The LGA was currently looking at the success of whole place community budgets which allowed a broad range of partners to agree common outcomes, pool resources and join up activities to achieve those outcomes. Essex Council had achieved considerable success in tackling domestic violence this way but it was only happening in limited areas.

It was suggested that PCCs and the LGA could usefully work together on innovative approaches to deliver savings and better services.

The Commissioner stated that the development of a joint LA/Police community plan would bring considerable gains.

- Whilst the work around BME representation was welcomed as a positive step, the Commissioner was advised that only gatekeepers of the BME community had been invited to a recent meeting to discuss this topic and specifically no females were present. It was

emphasised that work around inclusion and diversity in the service would require patience and encouragement. It was suggested that initiatives developed in other areas had made successful in-roads to BME progression in the workforce.

Referencing the Direct Entry Scheme which provided a fast track for development and progression through the ranks, the Commissioner agreed that role models were needed throughout the organisation. She felt that progress in this area would be an uphill task for the Constabulary and invited the Panel to provide assistance where possible.

- The Panel reported that small businesses were being detrimentally affected by a lack of visible policing. The Commissioner stated that this was one of the consequences of having 700 fewer Police officers in post and drew attention to the possibility of more cuts in the future. It was suggested helpful advice could be sought from the Business Crime Forum.
- A refreshed Estates Strategy would be communicated in the near future in an effort to reinforce the message behind the closure and rationalisation of Police stations and emphasise the benefits of shared facilities.
- The Panel heard that staff training and initiatives were in place around dementia awareness, and this was welcomed.
- It was reported that legal aid applications relating to domestic violence prosecutions required the victim to provide a certified GP note at a cost of £80 to the victim. There was general agreement that this was an unsurmountable hurdle for some women in a crisis situation with added potential to put the victim back in harm's way. The Commissioner agreed and committed to look at this.
- It was clarified that Police staff could access a programme of counselling without going through staff hierarchy.
- It was reported that multi-agency raids and welfare checks on premises involving potential victims of trafficking worked well in the Southwest. Unseen had attended a number of these raids and was encouraged by the effectiveness of a multi-agency approach. It was suggested that Sari/Victim Support could work with the Police in a similar way to offer feedback on the treatment and support of vulnerable victims from a victim's perspective. The Commissioner confirmed that the OPCC had an on-going valuable relationship with Sari.

**Resolved:-**

- (1) Strategy to improve workforce representation to be shared with the Panel when agreed.**
- (2) Councillor Parham to provide the Commissioner with details of the issues raised around Neighbourhood Watch/dissemination of information and the 101 call service.**
- (3) The Commissioner to report back on enquiries relating to the cost of a GP note for legal aid purposes in circumstances involving domestic violence.**

### 13. Annual Report

The Panel considered a report setting out details of the Commissioner's functions in each financial year and progress made in meeting the objectives set out in the Commissioner's Police and Crime Plan. The annual report (attached at Annex A) detailed progress made between April 2015 and March 2016.

It was recognised that the previous report/discussions had addressed a number of issues emerging from this report. Below is a summary of questions and issues raised by Panel Members:-

- There was a general acceptance that Performance required improvement. Burglary was considered a good example and would receive increased focus. The Constabulary was alert to the need to deliver on the Police and Crime Plan and time would be invested over the summer to develop the plan accordingly. Whilst some reporting had increased dramatically including third party reporting, the Commissioner stated poor performance would not be defended.
- It was noted that only 6 out of 100 burglary offences resulted in resolution. It was suggested that this would impact on public confidence in the service and deter people from reporting. The Commissioner stated that the Constabulary had over-promised in the past and was now working hard to manage expectation. Cases could not progress without forensic evidence and it was not always possible for the Police to attend the scene of a burglary working on the basis of threat, harm and risk. The point was made that unless the Police attended it was not possible to gather the evidence required.

The Commissioner maintained that the Police attended 90% of cases. Councillor Parham agreed to provide the Commissioner with specific details to the contrary.

The Panel drew attention to work by Kent Police in use of technology to tackle burglary. It was reported that in Avon and Somerset, similar work is in underway, including through predictive analytics.

It was noted that Early Intervention as part of the Troubled Families Programme had been extremely successful in reducing crime/incidents of anti-social behaviour. The successful approach to multi-agency information sharing in the Bristol Troubled Families programme was highlighted.

- The Commissioner was asked to reassure the Panel on the Constabulary's approach to Leadership going forward and how it would become the active issue it needed based on the HMIC findings. The Commissioner reported that the Chief Constable had already made a difference with roadshows, talks and investment in training. It had been recognised that leadership needed to be embedded from the top - training the hierarchy was key to changing culture. Treating staff fairly, improving morale, and celebrating achievements were also important factors but the Chief Constable needed time to effect the change needed.

Asked about specific plans to improve morale and instil confidence in the force (thereby retaining talent and experience), the Commissioner stated that cuts at senior officer level and reduced opportunities for promotion were sometimes the reasons for officer migration into other professions. The point was made that a lack of career development would therefore continue to work against efforts to retain staff.

- The Panel noted the reduction in the number of Special Constables. The employee supported policing scheme provided a mechanism for volunteers but it was evident from the numbers that the role needed to be made more attractive.
- The clerk agreed to circulate details of the new powers available to PCSOs. It was noted that the Panel's concern emerged from the impact on the wider public and confidence in the service if certain duties were no longer being carried out.
- It was confirmed that the process delays associated with new Community Behaviour Orders had been resolved.
- The Commissioner was commended on her approach to Personal, Social, Health and Economic education (PSHE) and continuing efforts to make this a statutory part of the curriculum.
- Based on the summary of current performance at page 59 of the report, the Commissioner was asked how the ambition for top 10 status could be realistically achieved for offences involving domestic violence and sexual abuse.

The Panel discussed performance against the SSO Fully Resolved rate. The strong focus on taking victims seriously and increasing confidence to report has seen an increase in reporting of historic cases and 3rd party reporting which are less likely to be fully resolved. Avon and Somerset has one of the highest levels of prosecutions for SSO cases. Whilst significant progress has been made in victim focus amongst police and CJ agencies, work is ongoing to raise awareness among the judiciary and people undertaking jury service to challenge 'myths' and 'victim blaming' that have a detrimental impact on outcomes in court.

- It was noted that Amy Hurst was the OPCC Lead Officer for youth engagement. Work included focus groups and a Youth Independent Advisory Group. There were now 230 Police cadets and the Commissioner stated that she was working closely with schools to increase BME representation. The aim was to recruit in those areas with a large BME community and a new unit about to open at the City Academy in Bristol.
- The Commissioner informed the Panel that Honour Based Violence falls under the umbrella of vulnerability. Whilst there was no dedicated team, significant work was underway in this area as a result of the HMIC inspection.

**Resolved:-**

- (1) Councillor Parham to provide the Commissioner with details relating to incidences of non-attendance of the Police following reports of burglary.**

**(2) New PCSO powers to be circulated to the Panel.**

**14. Police and Crime Plan**

The Panel considered a report setting out the Commissioner's statutory requirements in relation to the production of a Police and Crime Plan and the requirement to develop a strategic plan for the second term of office which would replace the current plan. It was noted that this would be formally presented to its next meeting on 20<sup>th</sup> September 2016.

In advance of this, attention was drawn to the high level priorities set out in the report for initial consideration.

**Resolved:- that Link Member roles be agreed to assist with the development of the plan in the following priority areas:-**

**Initial development of the Police and Crime Panel – Councillor Craig  
BME representation – Councillor Craig and Councillor Shah  
Mental Health – Councillor Willis and Joseph Mullis  
Cyber Crime – Councillor Parham and Councillor Shah  
Vulnerability – Councillor Brett  
Tri Force Collaboration Project – Councillor Weston**

**15. Tri Force Collaboration Task Group**

The Panel noted that Councillor Weston and the clerk attended a briefing at County Hall Trowbridge on 7<sup>th</sup> June 2016. The Panel's attention was drawn to the report circulated subsequently to members setting out the potential scope of a Tri-Force Collaboration Programme (now including Gloucestershire Constabulary).

The Panel noted next steps would include:-

- An initial meeting of the Chairs of the Avon and Somerset, Wiltshire and Gloucestershire Police and Crime Panels, to discuss the objectives and terms of reference of a Joint Scrutiny Task Group.
- Joint Task Group (all task group members) to meet mid-July to discuss the final list of options emerging from a meeting of the 3 PCCs and Chief Constables on 11<sup>th</sup> July 2016.

In conclusion, the Panel,

**Resolved:-**

- (1) That the Avon and Somerset Police and Crime Panel appoints a Scrutiny Task Group to align with the Wiltshire and Gloucestershire Police and Crime Panels in scrutinising the Tri-Force Collaboration Programme**
- (2) That the following membership be agreed - Councillor Ashton, Councillor Brown, Councillor Wale, Councillor Weston and Independent Member Andy Sharman.**
- (3) That the next steps be noted.**

**16. Work Programme**



Members noted the Panel Work Programme for 2016/17 in line with its core statutory responsibilities.

The Panel noted that the burglary scrutiny session deferred from the previous year would take place at its next meeting on 20<sup>th</sup> September 2016.

It was noted that a briefing from the Chief Constable would be deferred until the 15<sup>th</sup> December 2016.

**Resolved – that the report be noted.**

**17. Standing complaints Report**

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

It was noted that one complaint since the last report, had been escalated, handled and finalised by a Sub-Group of the Panel on 28<sup>th</sup> April 2016.

**Resolved – that the report be noted.**

**18. Exclusion of the Press and Public**

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

**19. Complaint Update**

*(Exempt paragraph 1 – information relating to an individual)*

The Panel was briefed on a complaint which was upheld by the Independent Police Complaints Commission following an appeal by the complainant.

**20. Date of next Meeting**

20<sup>th</sup> September 2016 at 11.00am (Weston Town Hall).

(The meeting ended at 1.40pm)

## AVON AND SOMERSET POLICE AND CRIME PANEL

20<sup>th</sup> September 2016

**Title:** Review of the Police and Crime Commissioner's Annual Report 2015/16

**RECOMMENDATION** – the Commissioner is invited to respond to the Panel's report and recommendations submitted following consideration of 2015-2016 Annual Report and in accordance with Section 28(4) of the Police Reform and Social Responsibility Act 2011.

### 1. Purpose

This report summarises the views and recommendations of the Panel following consideration of the Commissioner's Annual Report on the 16<sup>th</sup> June 2016.

### 2. Background

The Commissioner has a duty under the Police Reform and Social Responsibility Act 2011 to produce an annual report after the close of each financial year and present it to the Panel. The annual report was presented at the Panel's AGM on 16<sup>th</sup> June 2016. The purpose of this report is to respond to the annual report in accordance with Part 1 Section 28(4) of the Act which states that the Panel must:-

- arrange for a public meeting of the Panel to be held as soon as practicable after the Panel is sent an annual report under section 12;
- ask the Commissioner at that meeting, such questions about the report as the members of the Panel think appropriate;
- review the annual report;
- make a report or recommendations on the annual report to the Commissioner; and
- publish any reports or recommendations made to the Commissioner.

### 3. Response of the Panel

- There was a mutual recognition that performance in general required improvement. The Panel was grateful for assurances that this was receiving increased focus, assisted by the development of the Police and Crime Plan over the summer.
- Burglary remains a primary concern for the Panel.

In 2013, it was reported to the Panel that a wholesale review and reconfiguration of the way in which burglary offences are managed had taken place. The way in which performance is monitored had also been adjusted. The Panel heard that these changes would reverse the downward detection trend, along with purposeful police officers, forensic recovery and the

integrated offender management at point of arrest.

In the short term, it was accepted that the figures were disappointing and the Panel was asked to take into account the unique challenges faced by the Constabulary. The Constabulary was confident in the arrangements put in place but regrettably the position has not improved.

The Panel is specifically concerned that low detection rates will impact on public confidence and act as a deterrent to reporting. The Panel notes the development of an improvement plan to improve the management and detection of burglary offences, and welcomes the opportunity for detailed scrutiny of this area on 20<sup>th</sup> September 2016.

- The Panel wishes to emphasise the established links between strong leadership practices and the effectiveness of a modern organisation. Improvements in performance, standards of behaviour and morale invariably emerge from strong supportive leadership and assist in shaping a positive organisational culture. In the light of the recent HMIC inspection, the Panel wishes to seek assurance from the Commissioner that leadership will continue be an active issue for the Constabulary as it moves forward.
- The Panel welcomes the Commissioner's proposals to reinvest in the Constabulary's investigative capacity to address increased demand and improve outcomes for vulnerable people. The Panel notes that the Commissioner is alert to the needs of staff and the importance of role specific training that will ensure that the quality of investigations is also of a high standard.

The Panel recognises that effective multi-agency working and information sharing is also a key element in securing improved safeguarding outcomes and notes the appointment of a Constabulary lead to explore this further. The Panel feels that the critical test of commitment to partnership working is pooled budgeting. This is only happening in limited areas but has been successful in enabling a broad range of partners to agree common outcomes and pool resources to achieve a better service.

Whilst there have been significant improvements to the experience of vulnerable and serious crime victims within the Criminal Justice System, the victims satisfaction survey again highlights the lack of quality support available to mainstream crime victims. The Panel has previously highlighted serious capacity issues in the support available for mainstream victims of crime, and it is therefore disappointing that this problem continues.

- In recognising all forms of violence against women and girls, it is important the OPCC does not neglect abuse perpetrated by women and directed against men. It is essential that male victims are aware they will receive the same access to protection and legal redress, and that the gender of the perpetrator does not make any difference when offenders are brought to justice.

Research demonstrates that significant numbers of male victims under-report and "suffer in silence" due to the fear of their claims not being taken seriously by the Police and other agencies. The Police must therefore endeavour to ensure men who experience violence within relationships feel secure in coming forward and know that support is also available to them.

The Panel acknowledges the commissioning of gender specific victim services is often appropriate, but seeks reassurance that appropriate support is available to male victims and asks that more be done to encourage male victims to report. The current EU directive on support for victims of crime, and the Government Violence against Women and Girls Strategy, are both clear that in targeting violence against women and girls, the rights of male victims to receive victim support should not be overlooked.

- The Panel notes that the total numbers of reported hate crimes have soared over the past year with the majority of forces recording a rise in offences. A recent report suggested that Avon and Somerset Police resolved 241 fewer hate crimes in 2015/16 than the previous year – a drop of 41% - despite reported hate crime rising over the same period. Hate crime affects some of the most vulnerable victims in our communities. The Panel seeks clarification of the action being taken to make positive changes and how this will be monitored.

A recent move by Nottinghamshire Police to record misogyny and incidents of harassment against women as hate crimes is regarded as an important step for victims. The Panel recommends that the Constabulary's categories are expanded to include misogynistic incidents in its definition of hate crime.

- The Panel acknowledges the need to narrow the budget gap, and therefore understands the rationale for making visible organisational change at senior officer level. However the side effects of this include reduced promotion opportunities that work against staff retention. This is evidenced by a migration of staff to other professions. The Panel considers that retaining staff with the best skill sets and attributes should be a long term focus for the Constabulary and a key consideration in developing a business model that not only meets its overall strategic aims, but continues to develop and retain talent.
- The Panel shares the Commissioner's concern that less than 3% of staff are from BME backgrounds and welcomes plans to focus on a representative workforce as a top tier priority. The Constabulary serves a very diverse community and therefore needs to ensure that protected groups are adequately represented throughout the organisation.

Previous efforts to bring about change in this area have been unsuccessful - the Panel notes that the position deteriorated further following the implementation of recommendations made by the advisory group set up in 2013. This highlights the need for an alternative strategy which must include a pipeline for talent and talent development in order to have a marked impact on the recruitment and future prospects for BME officers across the workforce.

The Metropolitan Police has fully exploited positive action throughout its employment processes to support the recruitment of under-represented groups. A number of key initiatives have notably increased diversity including the introduction of a new London residency criteria for Police constable applicants which helped increase BME recruitment to 27%.

A second-language recruitment campaign in 2015 requiring applicants to be proficient in one of the 14 most spoken languages in London has increased BME applicants by 50%. It is anticipated that around 110 officers from BME backgrounds will be recruited from a further second-language campaign launched earlier this year which increased the number of

languages to 25.

The Panel looks for specific reassurance on a new methodology and is confident that operational advantages as well as everyday improvements in relations with the public can emerge from a realistic bench-marked approach.

- The Panel notes the move away from cell detention following a Section 136 arrest. This is a significant step and the Panel commends the Commissioner and partner agencies for their sustained efforts in bringing this about.
- The Panel welcomes plans to increase and support the work of Special Constables and cadets. The Panel recommends that these volunteers receive the required training and are properly integrated and utilised within the organisation. The Panel recommends that both qualitative and quantitative performance data should be provided annually on the use of these volunteers.
- The Panel feels rural policing and the human toll of criminal activity in rural areas is being neglected. There is evidence to suggest that offenders in rural areas are gaining confidence because of a lack of Police visibility. The theft of high value machinery and livestock has a profound effect on farming in certain areas - impacting on both business decisions and the ability of farmers to remain in the industry.

Shop crime, cyber-crime and alcohol/drug related crime are continuing matters of concern for rural communities. Specific to West Somerset, anti-nuclear and badger cull protests are proving challenging issues for communities who have experienced both violence and intimidation. Victims are being placed in a no win situation as a direct result of the tactics employed by protesters. In the absence of any tangible evidence that an offence has taken place, victims have to place reliance on their verbal accounts which typically do not meet the evidential standards required by the Police. The Panel considers the Police presence in West Somerset to be visible and satisfactory, but there is perhaps a lack of understanding of the covert intimidation that is taking place.

Although the rights of protesters are legitimate, many of the tactics employed are not. The wearing of face masks is evident in campaign scenarios across a number of force areas and the Panel welcomes the ministerial push for amendments to the Policing and Crime Bill to make it easier for the police to unmask potentially violent protestors in the countryside. This will dispense with the need for a senior officer's written consent to remove a mask. The Panel feel that if Police officers are sufficiently trained, they should be trusted to make decisions in individual situations. In the meantime, the residents of West Somerset are keen to see Police officers use the powers available to them now to tackle this problem— powers which a number of Police and Crime Commissioners and Chief Constables have publically deemed as sufficient but are evidently not being used.

- The introduction of the Community Pledge was welcomed especially for those areas without PACT meetings.
- The Panel notes the number of recorded offences of cybercrime has increased by 91%.

In an earlier presentation to the Panel, it was reported that the Constabulary does not have

a dedicated cyber-crime unit but a wide ranging capacity to deal with different elements of cyber related criminality within various different units. The Panel understands the high level challenges this crime presents for the Constabulary, particularly in terms of child protection and economic crime which often requiring the pursuit of offenders outside of the UK.

However the Panel seeks assurance that the investigation of the high volume lower level frauds also form part of everyday policing and that front line officers, PCSO's and police staff are trained to deliver the appropriate level of services to the public when reports are made.

The internal reporting boundaries between the Constabulary and Action Fraud are meaningless to the average person and do not take into consideration the economic and personal loss to victims who are frequently elderly and vulnerable. Anecdotal evidence suggests that complaints to Action Fraud are not routinely followed up and victims are not receiving feedback. Again, the Panel welcomes the opportunity to contribute to this work area but wishes to emphasise the need for greater steps to both combat and detect cyber-crime locally. Work around education and prevention is key to protecting our communities and it is felt that a central unit does not provide the local accountability that is needed. The Panel recommends that consideration be given to a publicity campaign and hopes that reporting can be made easier.

In conclusion, the Panel acknowledges that Police resources are valuable, finite and declining. This serves to emphasise the importance of ensuring that decisions about where to allocate them are made on the basis of a rational and transparent assessment. A highly skilled, well informed and motivated work force is a key factor to the success of any organisation. The key to delivering such a work force is through strong and empowering leadership and ensuring that the organisation learns from its mistakes. The end result and focus of all policing activities must be to deliver the highest quality services at the point of contact with the public.

#### **Avon and Somerset Police and Crime Panel**

**Patricia Jones (Lead Officer)**

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**Response of the Avon and Somerset Police and Crime Commissioner to the PCP Response  
to the Commissioner's Annual Report  
September 2016**

Thank you for your report, received on 2 September 2016, outlining the response of the Avon and Somerset Police and Crime Panel, following consideration of my Annual Report at your meeting on 16 June 2016. I am pleased to set out my response to observations made by Panel Members below, and explain how these issues informed the development of the new Police and Crime Plan and will be taken forward in the coming term.

Performance Overview

I welcome the recognition of the Panel at the challenging context in which the previous plan was delivered with changes to senior leadership, significant organisational change, the introduction of new systems and the changing nature of crime, with an increase in complex, 'high harm' cases, focus on supporting vulnerable people and an increase in cyber-enabled crime. The contribution made by the Panel in scrutinising and supporting progress against the priorities has played a valuable role in understanding the impact on performance, identifying opportunities to strengthen local partnership working and informed the development of the new Police and Crime Plan and assurance framework moving forward. With respect to performance against the burglary priority, I share the Panel's concern and welcome the opportunity for detailed scrutiny of this area by the Panel on 20 September.

I concur with the Panel's observation that improvements in performance, standards of behaviour and morale emerge from strong supportive leadership, in shaping a positive organisational culture. The Panel can take confidence from their role in the appointment of Chief Constable Andy Marsh that strong leadership, recognition and high standards of behaviour lie at the heart of the Chief Constable's approach to building a strong and empowered workforce, and delivering a high quality policing service to the communities of Avon and Somerset. The Panel will have an opportunity to hear about the broad range of work underway in this crucial area when the Chief Constable attends the Panel in December.

Changing nature of crime

As set out above, the police service nationally has seen a significant shift in demand towards complex, high harm cases, support for vulnerable people and an increase in cyber-enabled crime. This presents a challenge not only to the police, but for all public services. I agree with the Panels' assessment of the importance of effective multi-agency working and information sharing in rising to this challenge: at a time of ever increasing financial constraints, now is not a time to be retreating into silos. Strong and effective multi agency working is a key thread throughout the new Police and Crime Plan, in particular through the *Protecting the most vulnerable from harm* priority. As the Panel will be aware, positive progress has been made in a number of key areas, including securing partner funding for services for victims of Child Sexual Exploitation, and for the Mental Health Triage Control Centre model. Panel members will continue to have a valuable role to play in supporting

efforts to build strong and effective multi-agency partnership working, through their respective roles on the Panel, as Local Authority Councillors, locally engaged independent members and in the breadth of partnership roles that Panel Members hold.

As Panel Members will recall following scrutiny sessions held during the last year, the issue of victim satisfaction has been subject to a range of assurance activity to understand and seek to improve the current position. It is important to clarify that for those victims whose case is going to court, the Lighthouse Victim Care service provides post-charge support for all victims, not only those who fall within the 'enhanced' category under the Victims Code of Practice. Being kept informed of progress in their case has emerged as a key area which will assist in driving improvements in victim satisfaction. As such, training and assurance has focused on ensuring that officers maintain timely contact with the victim, as well as increasing use of technology, through Track My Crime, so that victims are able to access information at a time that is convenient to the victim. Improving the experience of victims remains an important focus within the new plan and assurance framework moving forward, including a significant piece of work to review the local criminal justice service to identify opportunities for greater efficiency and to improve the experience of victims.

As the Panel will be aware, action to tackle domestic abuse and sexual violence has included a range of activity to ensure that male victims have confidence to report and have access to support. To give some examples: services commissioned by the OPCC, including the ISVA service and Victim Support service are open to both men and women. My office has provided funding for a new book, written by SARSAS, providing advice and support to male victims, to be launched at an event in October. I have supported work by the Constabulary to increase confidence of men to report rape, and have spoken at a conference on this subject. The new Plan places a focus on protecting the most vulnerable from harm, regardless of gender. Increasing confidence to report will remain a key focus moving forward. I would welcome the support of Panel Members in ensuring that men, as well as women have access to support in services which fall outside of OPCC commissioning, notably services for victims of domestic abuse.

Hate crime is an area of focus within the priority of *Protecting the most vulnerable from harm*, and will be a specific area of performance monitored by commissioned delivery assurance reports. Increasing confidence to report and improving the response to hate crime has been an area of focus in recent months, with a comprehensive programme of hate crime awareness training rolled out across the Constabulary, alongside a range of action in response to recommendations of the IPCC review into the death of Mr Ebrahimi. Events in the wake of the EU Referendum have reinforced the need to maintain a close watching brief, through daily tasking, by ensuring that learning is used to improve the response to victims and by engaging with communities to increase the confidence to report.

As Panel Members heard at their briefing last year the response to the growing area of cyber-crime requires activity by a range of agencies at a national, regional and local level. There is a valuable role for Panel Members to raise awareness in through their Local Authorities and in their local communities, particularly the most vulnerable, about how to report, and who to go to for support and advice. I share concerns expressed by the Panel in relation to Action Fraud, and continue to work with the Constabulary lead and PCC



colleagues to scrutinise performance, challenge poor service to victims, clarify reporting pathways and improve advice available on how to report. The Constabulary's capacity and capability to tackle cyber-crime will form part of the HMIC PEEL inspections. In addition, a specific assurance audit will be requested in recognition of the rapid growth of this area of business. I look forward to the continued support of Panel Link Members to drive forward work to scrutinise the response to cyber-crime and raise awareness among local communities.

#### Impact in shift in demand

I welcome acknowledgement by the Panel that Police resources are valuable, finite and declining and the challenge this presents as the police and other public services meet the shift in demand described above while maintaining a high quality of service to the communities of Avon and Somerset.

The priority to *Strengthen and improve your local policing teams* within the new Police and Crime Plan sets out the strategy for strengthening the police response to the crimes that matter to the local community. Investment in technology and community involvement through volunteering roles from the Special Constabulary to Neighbourhood Watch and Community Speed Watch are examples of the approach to strengthening the policing response in local communities. I will be working with partners in the coming months to develop local plans to reflect the issues that matter to the local community and focus partnership working on tackling these issues at a local level.

I accept the Panel's observations regarding the experience of rural communities, which reflect the concerns I have heard through the Rural Crime Forum. I continue to work through the Rural Crime Forum, Rural Crime Team and specific initiatives such as Farm Watch and Horse Watch to strengthen the response in rural communities. With regard to policing the badger cull, I would like to assure Panel Members that I receive regular briefings, including the impact of the operation on the local community. Building on lessons learnt and good practice from previous operations, dedicated Cull Liaison Officers have been appointed, to engage with cull directors, landowners and farmers in planning and during the operation itself. The police service to rural communities will be a focus for assurance activity, as an issue scheduled for scrutiny by my Service Delivery Assurance Panel. I would welcome the involvement of Panel members in this.

Confidence in the policing service is built by consent and by ensuring that the police service is representative of the communities served. I take on board the Panel's feedback in relation to the success of previous attempts to improve workforce representation. As Panel Members will be aware, I have identified this as key area of focus for the coming term. The role of Panel Link Members will be invaluable to supporting and scrutinising progress, and in finding new and innovative ways of reaching the under-represented communities and building the relationships needed to progress this crucial area of work.

Finally, and central to success of the delivery of the new plan, is the priority to *Ensure Avon and Somerset Constabulary has the right people, the right equipment and the right culture*. The Panel has rightly observed the strain placed upon the Constabulary's investigative capacity, in dealing with increased demand and improved outcomes for vulnerable people.

As well as the strong partnership approach described above, I will be seeking to refocus investment to increase capacity, invest in equipment and training and support the Chief Constable in driving a culture in which officers and staff feel valued, recognised and supported in work. As outlined at the start, building a strong and empowered workforce through strong leadership will be critical to the success of delivering against the priorities set out in the new Police and Crime Plan, and above all in delivering an effective policing service to the communities of Avon and Somerset.

## AVON AND SOMERSET POLICE AND CRIME PANEL

20 SEPTEMBER 2016

### POLICE AND CRIME PLAN 2016-21

#### 1. OVERVIEW

1.1 In June 2016, the Avon and Somerset Police and Crime Commissioner issued the Panel with a project plan for developing her statutory Police and Crime Plan for her second term in office, required under the Police Reform and Social Responsibility Act 2011.

1.2 The plan sets out the Commissioner's strategic priorities of:-

- Protect the most vulnerable from harm;
- Strengthen and improve your local policing teams;
- Ensure Avon and Somerset Constabulary has the right people, the right kit and the right culture; and
- Work together effectively with other police forces and key partner agencies to provide better services to local people.

1.3 The statutory Avon and Somerset plan covers the period 1 October 2016 to 31<sup>st</sup> March 2021. Progress in delivering the Police and Crime Plan is formally reported as part of the Commissioner's Annual Report in June each year and will be monitored on an ongoing basis, and evaluated at each Police and Crime Board (bi-monthly).

1.1 The Police and Crime Panel are presented with this paper to accompany the draft Plan for their statutory review.

#### 2. PROCESS

2.1 The Police Reform and Social Responsibility Act 2011 requires that the Police and Crime Plan, and any subsequent update of the plan, sets out for the Commissioner's remaining period in office<sup>1</sup> the:-

- policing of the police area which the chief officer of police is to provide;
- financial and other resources which the Commissioner is to provide to the chief officer of police;
- means by which the chief officer of police will report to the Commissioner on the chief officer's provision of policing;
- means by which the chief officer of police's performance in providing policing will be measured; and
- crime and disorder reduction grants which the Commissioner is to make and the conditions (if any) of those grants.

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<sup>1</sup> Up to the point at which the following statutory Police and Crime Plan must be issued by (in this case 31<sup>st</sup> March 2017).

- 2.2 The plan has been developed in consultation with the Chief Constable, as required by the Act, with the Strategic Plan Working Group (SPWG) and a sub-group to specifically consider the performance framework. Panel member Councillor Asher Craig is the nominated panel representative on the SPWG. The Strategic Planning and Performance Officer has also worked closely with staff within Strategic Services Improvement within the Constabulary to develop content, consulting as appropriate with OPCC and Constabulary leads for priority areas.
- 2.3 Key partner agencies and stakeholders (including Panel members) were issued with a copy of a draft Plan in early August and invited to comment. All comments have been reviewed and adjustments made accordingly. Feedback has largely been positive.
- 2.4 Development of the plan has been also been informed by public consultation on the priorities (this ran from 24 June to 30 August). There were 1915 responses to the public survey.
- 2.5 82% of respondents agreed with the vision. Support for the priorities averaged at 89% with most support for prioritising strengthening local policing teams: 94%. Prioritisation of protecting the most vulnerable from harm received support from 84% of respondents.
- 2.6 In relation to the proposed vision, the theme attracting the most comment from respondents is a requirement for greater visibility of policing (and other related themes of accessibility, retaining/closures of stations, numbers of officers and staff also were raised frequently).
- 2.7 Progress update reports regarding the development of the Plan have been submitted to the SPWG who have met formally twice to oversee development (in June and July) and the SPWG and Panel have been given opportunities to comment on the Panel at various stages.

### **3. EQUALITY AND DIVERSITY CONSIDERATIONS**

- 3.1 The statutory plan includes details of the PCC's commitment to equality and diversity, including the commitment to monitoring the Constabulary Equality and Diversity Objectives.
- 3.2 A draft equalities impact assessment has been carried out in relation to the process for developing the Police and Crime Plan and the anticipated impact of the Plan's delivery. This has been reviewed by the OPCC lead for Equalities and will be discussed with interested parties (Senior HR Business Partner within the Constabulary and Councillor Asher Craig as Link Panel member). A copy of the current assessment can be obtained on request.
- 3.3 Accessibility for all sectors of our communities is critical to the delivery of the Police and Crime Plan and consideration has been given to channels of communication which are tailored to different needs throughout the consultation and drafting process. The Plan

will be made available in 'easy read' format and could be made available on request in audio, Braille, large font formats or translated into other languages. Provision has been made to deal with such requests.

#### **4. NEXT STEPS**

- 4.1 Following the review of the draft Plan by the Panel, once the PCC and Chief Constable have considered comments from the Panel and have approved a finalised version of the Plan (reflecting changes as appropriate), the Plan will be issued to designers for publication. A microsite will be developed to host a web-enabled Plan (that can also incorporate performance updates at regular intervals). The easy read version of the Plan will be developed.
- 4.2 Work will then commence to develop a project plan for producing local plans with key partners, and to develop delivery plans (OPCC and Constabulary) for the central Plan. Options will need to be presented to stakeholders in order to balance OPCC resource with timeframe constraints.
- 4.3 Further activity will commence to develop in more detail the programme of assurance and align the activity related to the Constabulary's continuous improvement framework. This will be carried out by the Strategic Planning and Performance Officer, liaising closely with the Constabulary. A performance dashboard will be developed to support performance evaluation.

#### **5. RECOMMENDATIONS**

- 5.1 The Panel is asked to review the Police and Crime Plan for 2016-21.
- 5.2 The Panel is invited to make final recommendations regarding the draft Police and Crime Plan, and ratify the Plan subject to those recommendations.

**Contact Officer:**

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**Appendices**

**Appendix A:** Draft Avon and Somerset Police and Crime Plan 2016-21

**Appendix B:** Link Member Report on Development of the Police and Crime Plan

**Avon and Somerset  
Police and Crime Plan**

**2016-2021**

DRAFT

## Foreword

I promised to bring your voice to policing and I hope that you can see that your views are reflected in this Plan. Listening to you is vital to better understand your needs and to make sure that we are meeting them and improving your experience of policing. As your Police and Crime Commissioner (PCC) I want local people to have confidence in the police and for our communities to be safe and feel safe.

This Plan is my commitment to you. I will work hard to ensure that your police service is open, transparent, operating efficiently and effectively and delivering value for money. Over the next four years priority will be given to those who are most vulnerable to harm. Your police service will focus on crime prevention, victim support and enforcement of the law. And the Constabulary's workforce will treat people respectfully, fairly and be representative of the communities it serves.

There is no doubt that there are challenges ahead with an ever changing policing and crime landscape and reducing finances. I think most people are aware of the financial picture for public services, but perhaps less clearly sighted on the changing policing landscape. The crime types that most people are familiar with such as burglary or car crime could be conceived as the tip of an iceberg. This is because crimes that are less visible and take far more time to investigate and complete a prosecution process. Only 20% of police time is estimated to be spent dealing with crime. A lot of police time can involve no criminality whatsoever, for example looking for missing people, or working to protect people from victimisation. In such a climate, working with our local communities and partners has never been more important. Working together we can be more efficient, resolve problems, and reduce vulnerability and risk. This means that we keep your neighbourhoods safe and where there are victims, support them to cope and recover from their experience.

Strong communities are weakened by inequality but strengthened by tolerance and understanding. There can never be any excuse for hate crime in any shape or form and this criminality will not be tolerated. We need to be inclusive, accepting, welcoming and celebrate the difference that makes our communities so rich rather than letting it divide us.

Policing is too big a job for the police alone and your support will be vital in delivering this Plan. We all want to live in safer and stronger communities where we look out for one another and feel empowered to tackle the issues that matter most. There are many ways that you can be involved in keeping your community safe and I hope that this Plan inspires you to take up that challenge.

Together, we will continue to work hard to keep our communities safe and feeling safe.

Signature

Sue Mountstevens  
Avon and Somerset  
Police and Crime Commissioner

*I return as your PCC more determined than ever to listen to all voices; particularly the quiet voices. To listen to victims of crime; our children and young people; our elderly and those who are mentally ill and to protect those that cannot speak up. I will work hard to bring your voice to policing.*

## Commitment

My commitment to you:

I will:

- be open and transparent about plans and performance, how money is spent, and the basis for decisions
- drive collaboration and integrate services in the interests of local people
- speak out locally and nationally about the vulnerability of children to abuse, exploitation including Female Genital Mutilation (FGM)
- encourage innovation to address community problems and deliver the Police and Crime Plan objectives
- maintain independence and keep politics out of policing
- ensure the Plan will be a living document that is regularly reviewed
- continue to listen – to issues, concerns and accounts of what's working.

I will work together with the police, other local organisations, victims and local people to:

### **Protect the most vulnerable from harm**

I want to be a fierce advocate for victims and ensure the most vulnerable are protected.

### **Strengthen and improve your local policing teams**

I want to ensure the police are accessible and tackle the crimes that matter most to you.

### **Ensure that Avon and Somerset Constabulary has the right people, right equipment, right culture**

I intend to work with the Chief Constable, focusing on supporting the representative workforce programme, providing suitable equipment and technology, developing leadership capability to embed a positive culture and to reform how complaints are handled.

### **Work together effectively with other police forces and key partner agencies to provide better services to local people**

I plan to work with other Constabularies and other public sector partners to: share estates and enabling services and make savings for reinvestment in priority areas; transform the criminal justice system locally into a criminal justice service; and support delivery of this Plan.



## The Chief Constable



**As Chief Constable it is my job to ensure that the communities of Avon and Somerset are safe and feel safe and that they have the highest confidence in our policing.**

Although the principles of policing remain a constant, community demands and the context of policing continue to dramatically change.

**Rising expectations from the people we serve:** Our communities now expect 24/7 multi-faceted channels of communication to be open to them. This is meaning communities are shifting from being passive receivers of information to being actively engaged with, and having conversations about, anything from current operational activity to forming opinions about the culture and ethics of the service. Officers and staff need to be trained and appropriately equipped to ensure we meet these expectations.

- **Changes in the nature of crime:** Crime is changing and criminality is increasingly organised, globally focused and technologically enabled, often targeting the most vulnerable in society. These changes are making the traditional methods of crime prevention and investigation less effective and the force needs to become more agile and innovative in its ability to process and investigate crime within this more complex landscape.

Communities value and expect a visible street presence of their police, able to challenge behaviour in their local area, be that an urban or rural community of high or low crime.

- **Financial challenges:** The need to identify cost savings and be cost effective still remains. The changing crime profile means the service needs to fund more complicated and time intensive investigations. This must be achieved whilst maintaining our neighbourhood presence which is critical to increasing community empowerment, delivering local problem solving and intelligence gathering. Identified savings can then be reinvested back into the service to enable focus on other priorities.

**I welcome this Police and Crime Plan which articulates a vision for policing in Avon and Somerset that I share with the Police and Crime Commissioner. In working towards the Police and Crime Plan and delivering our Change Portfolio we aim to be an outstanding force that provides an effective, efficient and legitimate service that our staff, officers, volunteers and the people we serve can rely on and be proud of.**

Her Majesty's Inspectorate of Constabulary (HMIC) carries out annual core inspections of the Constabulary's effectiveness, efficiency and legitimacy. This means HMIC evaluates how well the Constabulary operates, how well it manages its finances and how fairly it operates.

Last year's results:

Efficiency – Overall rating: Good

Effectiveness – Overall rating: Requires Improvement

Legitimacy – Overall rating Good

Leadership – not given a grading in 2015-16 but will be graded in 2016-17.

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## **Our Priorities**

### **Priority 1 - Protect the most vulnerable from harm**

In my first term I prioritised tackling domestic and sexual abuse as I was very aware that these crimes were under-reported and that the service victims were receiving was not good enough. While awareness and reporting is improving, we still face challenges in effectively identifying, resourcing and delivering support to victims. Under this new priority I will continue to be a fierce advocate for victims and ensure the most vulnerable are protected.

I have extended this priority to recognise the range of needs that many vulnerable people who come into contact with the criminal justice service have, so that we create a more victim-centred approach to vulnerability and victimisation. As such, while I would like to see progress in a number of specific crime types, I am also looking to see improvements in outcomes for vulnerable victims of any crime type. In this approach, I am prioritising children as our focus for safeguarding and to create a society free from violence and abuse.

I want organisations within Avon and Somerset to take on the challenge set by government policies such as in the Home Office Violence Against Women and Girls Strategy, and the Mental Health Crisis Care Concordat, to work together and focus on early intervention. Under this Plan, I am looking for agencies to learn from models such as Think Family and Multi-Agency Safeguarding Hubs (MASH) to provide effective multi-agency responses to the most vulnerable in our communities.

This priority aims to improve services for victims of crime and vulnerable people in contact with the criminal justice service, including victims of:

- Child Abuse including Female Genital Mutilation;
- Exploitation including modern slavery and child (sexual) exploitation;
- Domestic abuse, including so called 'honour' based abuse;
- Sexual abuse;
- People experiencing mental health crisis who come into contact with the Police; and
- Hate crime.

It should be recognised that these issues do not always occur in isolation: organisations need to be able to support victims with multiple or complex needs.

### **What do we plan to achieve by 2020 – key objectives:**

- Understand the demand facing organisations, ensuring that they are able to use this information to effectively resource their work

- Organisations work together to provide integrated services and share information and intelligence to provide an effective victim-centred response
- Take a preventative approach and raise awareness of these crimes to challenge perpetrators and give victims confidence to report
- Ensure the provision of services to enable victims to cope and recover
- Deliver high quality effective public sector services that are well-informed, victim-centred where appropriate, with a focus on early intervention
- Tackle the dangerous offenders who perpetrate these crimes to reduce future harm

**Understand the demand facing organisations, ensuring that they are able to use this information to effectively resource their work**

Protecting the vulnerable is not the responsibility of a single organisation in isolation, and with increased pressure on all of our resources it is imperative that the Constabulary and our partners come together to understand the demands which we are all facing. We cannot provide effective support without first identifying victims. This is particularly relevant online with the increase in cyber-enabled exploitation and grooming. I would like to see further development of innovative approaches such as predictive analytics which will allow for a better understanding of demand

**SPOTLIGHT FEATURE: PREDICTIVE ANALYTICS**

Predictive analytics is a tool that enables actions to be taken in relation to a person or location. Unlike traditional data reporting practices, which typically report what has happened, predictive analytics uses an approach that focuses on generating intelligence to prompt an action based on the data. Predictive analytics can therefore be used to get an early insight into risk and behaviours at an early opportunity in order to minimise threat, harm, risk and to prevent future problems.

The Constabulary are actively utilising predictive analytics techniques to:

- Identify the risk of a victim being a repeat victim in the future
- Identify high risk offenders
- Identify vulnerable children at risk of child sexual exploitation (CSE)
- Identify high risk victims of anti-social behaviour
- Identify high risk victims of domestic abuse
- Forecast local demand to better manage resources.

**Organisations work together to provide integrated services and share information and intelligence to provide an effective victim-centred response**

Across Avon and Somerset there are some fantastic examples of organisations coming together and working to provide effective services to some of our most vulnerable. Effective information sharing and use of intelligence will allow the Constabulary and our partners to safeguard the vulnerable and disrupt those who target and exploit them.

## **Take a preventative approach and raise awareness of these crimes to challenge perpetrators and give victims confidence to report**

Many of the areas covered by this priority are still hidden and that is something I am committed to change. I want to raise awareness of crimes such as child sexual exploitation so that as a community we can all begin to recognise the signs that a child might be at risk. I want to ensure we highlight the many ways in which people can report their concerns and the routes victims can take if they wish to report. Alongside this agencies will need to increase engagement with vulnerable communities and those at risk from harm. I will continue to push, both locally and nationally, to make Personal, Social, Health and Economic education (PSHE) statutory so that our children are educated about healthy relationships and empowered to speak out. I will add my voice to campaigns such as #thisisnotanexcuse so that we can demonstrate that victims are never to blame.

## **Ensure the provision of services to enable victims to cope and recover**

Effective support services are central to enabling victims to cope and recover. I want to work with our partners to explore opportunities around the commissioning of services which meet the needs of our most vulnerable. I would also like to learn from innovative approaches, such as the Icelandic Barnahus model which provides a child-centred response to sexual abuse.

## **Deliver high quality effective public sector services that are well-informed, person/victim-centred, with a focus on early intervention**

At the heart of high quality effective services are staff and officers who are well trained and work within a culture which is continuously learning and evolving. I want to see the Constabulary learning from inspections and implementing recommendations for improvement, and to work with our partners to explore opportunities for joint training which will provide further understanding about the needs of our most vulnerable. In particular, I would like to see continued development of local responses to national strategies such as the Mental Health Crisis Care Concordat. Linked to this I want to see an end of the inappropriate use of police custody for those experiencing mental health crisis.

### **SPOTLIGHT FEATURE: SUPPORTING THOSE EXPERIENCING A MENTAL HEALTH CRISIS**

It is important that people in mental health crisis receive the right care and support and at the right time. I have always felt strongly that the use of police custody cells as a place of safety for people experiencing a mental health crisis is inappropriate. We are finding innovative ways to support vulnerable people.

Working with Avon and Wiltshire Mental Health Partnership NHS Trust (AWP), Somerset Partnership NHS Foundation Trust and Clinical Commissioning Groups (CCGs), the Constabulary have introduced a consistent application of the national policy (effective from June 2016) to limit cell use under the Mental Health Act to 'exceptional circumstances' only

– specifically where a person would present an unmanageable risk in a health setting.

The Constabulary have made other improvements in the way it works with partners to help people experiencing a mental health crisis. Assistant Chief Constable Nikki Watson says:

‘The introduction of street triage in Bristol and wider collaborative initiatives across the Avon and Somerset area has reduced the number of people being detained under the Mental Health Act by our officers’.

In addition to the street triage, there have been mental health nurses based in the police control room from September 2016, advising officers and staff on supporting people experiencing a mental health crisis.

### **Tackle the dangerous offenders who perpetrate these crimes to reduce future harm**

Working to support victims in isolation will not prevent further crimes from being committed. Disrupting offenders and bringing them to justice will also be key. Through the roll out of technology such as body worn videos to all officers and PCSOs I want to see a focus on evidence-led prosecutions, which should mean more offenders are convicted.

## Priority 2 - Strengthen and improve your local policing teams

I know how important your local police are to you. Since 2010, Avon & Somerset Constabulary has had to respond to significant financial cuts, requiring an organisational restructure. This was designed in a way that best matched resources to where and when they were most needed. It is a challenge to maintain visibility of policing of neighbourhoods where the pressure to respond and investigate crimes of a complex nature such as child abuse, sexual offences and domestic abuse is increasing. However, provided there is no further reduction in government funding, I am committed to protecting the number of frontline police officer posts in place as at 2015/16 to deliver an efficient and effective local policing service.

### **What do we plan to achieve by 2020 – key objectives:**

- The police are accessible and responsive when needed
- Local priorities are addressed
- Improve crime prevention and reduce reoffending
- Increase community involvement to deliver the Police and Crime Plan
- Victims are satisfied with the service they have received

#### **The police are accessible and responsive when needed**

The Constabulary typically handles just under one million calls for service in a year. Cuts in funding to other organisations have resulted in increased calls and pressure on the police. In the past year, the service local people have received when calling the police has not been as good as I would have liked, and I am working with the organisation to address this.

Investment in technology will support the management of police time and so increase the visibility of officers on patrols.

During my election campaign I received feedback regarding the closure of police stations. I have reflected on this and asked the Constabulary to re-evaluate their estates strategy. The Chief Constable and I are both clear on the Constabulary's commitment to serving our communities, while being aware of the need to be more efficient and cost-effective with our buildings. I will ensure that options around closures and alternative locations are clearly communicated and that the impact of any decision is carefully thought through.

#### **Local priorities are addressed**

I will ask the Constabulary to take a flexible approach to local policing, focusing on the priorities raised by you. Priorities vary across communities but the most typical are **road safety, anti-social behaviour, drug crime and burglary**.

Feedback from Partner and Community meetings and data from the call centre makes clear that anti-social behaviour is commonly an issue affecting local residents where police intervention is wanted. I recognise that anti-social behaviour can have a serious impact on daily life. The Constabulary's Local Policing teams have been found to be good at preventing crime and anti-social behaviour by Her Majesty's Inspectorate of Constabulary (HMIC). However, I want to see an improvement in the outcomes for victims.

I am concerned that the numbers of burglaries in the area has risen over the past year. This is an issue that is affecting the South West generally and I want to see the Constabulary do more, working with partners, to prevent burglaries, to prosecute more offenders and to recover more property and proceeds of crime. Investigative standards from the first opportunity to secure forensic evidence, through to the completion of investigation and preparation of cases need to be improved to achieve this.

Illegal drug use is a significant factor in acquisitive crime, ASB, offences of violence and even those offences involving extremism. The harm caused by illegal drugs are significant, wide-ranging and costly and they are a major issue of public concern. The impact of illegal drugs is at all levels of criminality so it is essential that the enforcement of drug offences is tackled in a joined up way by those teams dealing with "street level" drugs and those dealing with organised crime. All levels of illegal drug criminality have a negative impact on our communities and over recent years Avon and Somerset Constabulary have shown the success that can be achieved when allowing the community to take a full and active role in drug enforcement activity.

To continue to impact on these offences we will concentrate on those drugs that cause the most harm to our communities. Improved intelligence gathering and sharing between Neighbourhood Policing Teams and the Intelligence Directorate will ensure that all levels of drug criminality will be monitored and acted against. Working together with our partners and communities and combining education, enforcement and treatment will give us the best opportunity of diverting offenders away from problematic drug use.

I understand that road safety is a very important issue to local people. The risk of being killed or seriously injured on Avon and Somerset roads is lower than most other parts of the country. However, it continues to be a concern raised by residents. I will therefore ensure that I have clear oversight of the Constabulary's road safety strategy and ensure the Constabulary involves partners and communities in making our roads as safe as possible.

### **Improve crime prevention and reduce reoffending**

I want to improve crime prevention and reduce reoffending. Prolific offenders are identified and targeted by an innovative multi-agency approach which was pioneered in Avon and Somerset. The Constabulary looks for opportunities to continuously improve and is currently developing their model of offender management. They are also considering perpetrator programmes that support people to fundamentally change their behaviour.

*Cyber-enabled crime is increasing in line with technological advances and is used in several crime types such as fraud, drug*



*crime, domestic abuse and child sexual exploitation. The Constabulary will adopt a consistent and robust approach to offenders that will seek to identify them at the earliest opportunity and disrupt their criminal activity.*

### **Increase community involvement to deliver the Police and Crime Plan**

I want to ensure everyone has an opportunity to support our Plan. The Constabulary want to promote more productive relationships with the community. I want to see an increase in the number of people joining the Special Constabulary and volunteering to support the Constabulary through groups such as Neighbourhood Watch, Farm Watch and Community SpeedWatch. I will continue to support rural crime and business crime forums.

With a focus on independence and the building of a structure to support Neighbourhood Watch, the national body is supporting the formation of a Neighbourhood Watch Association in Avon and Somerset. The aim of this is to strengthen community safety, and improve accountability and communication between Neighbourhood Watch and the police. Neighbourhood Watch volunteers provide invaluable support to the police and local communities and ensuring they are effectively supported is vital.

Volunteering provides opportunities to gain valuable skills and experience, to meet new people and work as part of a team, while making a positive contribution to your local community. Find out more at the Avon and Somerset Constabulary's website.

These contributions, supported by the Local Policing teams, can make a real difference to communities.

#### **What's it like to be a Special Constable?**

Special Inspector, Kelly MacBryde says: **"It's not all about arresting people, there is so much more to it and sometimes helping someone can give you the biggest reward. Reuniting a parent with a missing child or working with other emergency services to help an injured person is just as rewarding as keeping the peace on a busy Friday night.**

"An incident which I was proud to be able to help in was when we, as a group of Specials, were able to secure the scene of a serious assault and administer first aid to the badly injured victim. Because of our fast response, we not only managed to contribute towards saving the victim's life but also allowed other officers to gather evidence and secure the conviction of the offender".

You can read more on the Constabulary website:

<https://www.avonandsomerset.police.uk/newsroom/features/day-in-the-life-of-a-special/>

To find out more about recruitment of Special Constables, please visit:

<https://www.avonandsomerset.police.uk/about-us/recruitment/special-constabulary/>

### **Victims are satisfied with the service they have received**

I want to improve victims' satisfaction with the services they receive. I will work closely with the police and partners to ensure that victims experience high quality, joined-up, support

that is tailored to their needs and that the voice of the victim continues to be heard in the criminal justice system.

Restorative justice – which brings together those harmed by crime or anti-social behaviour and those responsible for the harm – empowers the victim by providing an opportunity to explain the real impact of the crime. I am keen to see an increase in the offer and take up of restorative justice because government research shows that restorative justice has a positive impact on victim satisfaction and reducing reoffending.

I will ensure all the services I commission will support victims in a way that helps victims to cope and recover from their experience.

The police must consistently identify, protect and support victims and deliver the service promise.

### **SPOTLIGHT FEATURE: DELIVERING THE SERVICE PROMISE**

‘The Service Promise is the Constabulary’s pledge to the public’ explains Assistant Chief Constable Sarah Crew. ‘We asked local people what mattered to them, and subsequently defined what they can expect from the Constabulary.’

The Service Promise is what the Constabulary must do day-in and day-out to meet the expectations of the communities they serve:

- Respond to your requests for service in the appropriate way
- Provide an accessible police service 24 hours a day, 365 days a year
- Treat you professionally with fairness and respect
- Listen - so that they can tackle issues that matter most to you
- Endeavour to prevent crime and protect you from criminals
- Keep you informed and updated’

There are five core processes that need to be delivered in tandem to achieve the Service Promise:

1. Managing calls for service
2. Managing incidents
3. Managing intelligence
4. Managing people and places
5. Supporting victims.

Processes 1, 2, and 3 are ‘reactive’ and designed to deliver an excellent service to people who seek policing support directly. Processes 4 and 5 are ‘proactive’ processes that aim to prevent crime and disorder, reduce the risk of reoffending and of victimisation, and to address the needs of vulnerable people early and holistically.

Priority 3 - Ensure Avon and Somerset Constabulary has the right people, the right equipment and the right culture.

Good relationships between the police and local people are the key to making Avon and Somerset a safe place to live and work. Having the right people in the Constabulary, behaving in a way that aligns with the organisational values is vital to fostering those good relationships.

Since 2010, the Constabulary has faced notable challenges including restructuring in response to financial pressures and changes of leadership.

Led by Chief Constable Andy Marsh, the organisation now needs to ensure it embeds a positive culture and new technology to empower and support police officers, staff and volunteers, to deliver an excellent police service to our communities.

**What do we plan hope to achieve by 2020 – key objectives:**

- Diverse communities will be engaged, well-understood and represented in the workforce
- Technology will support officers and staff in their roles
- All victims, witnesses, suspects and detainees will be treated fairly and respectfully
- The working environment within the Constabulary will be fair, respectful, equitable and one where people flourish, allowing the best possible delivery of services to our communities
- The Constabulary will consistently accurately record crime, believing victims when they report crimes
- The complaint handling process will be reformed to be more customer-focussed

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

The Chief Constable and I share a joint ambition to achieve an inclusive working environment that recognises, respects and values diversity; and a diverse workforce that is representative of all our communities. This would enable it to meet the needs of all Avon and Somerset's communities.

**SPOTLIGHT FEATURE: ACHIEVING A REPRESENTATIVE WORKFORCE**

As part of implementing its Equality Action Plan, the Constabulary has developed a five-year strategy to improve recruitment, retention and progression of communities currently under-represented in its workforce. They recognise the need to give particular focus to ethnicity because this is an area where they are particularly under-represented, while not diminishing opportunities for other under-represented groups.

Chief Inspector Norman Pascal is leading the work on achieving a representative workforce. He says:

‘We will know we are successful when we see an increase in the number of successful applicants from diverse communities; our workforce reflects our diverse communities; and when our culture supports and encourages a more diverse and more highly engaged workforce’.

Avon and Somerset has a growing and diversifying population of over 1.6 million people. The area is very diverse. Bristol has a population of over 428,000 living in the city, with just under one million people living in the Bristol area as a whole. The other areas within Avon and Somerset are less densely populated by comparison. There are just under 110,000 people with a ‘black and minority’ ethnicity (BME) in Avon and Somerset, representing 6.8% of the population. In Bristol, the BME population is 16%.

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

The Constabulary currently has 4.8% BME\* Police Community Support Officers (PCSO’s), 2% BME\* Police Officers, and 2% of BME\* staff within Avon and Somerset.

\* including mixed ethnicity

### **Technology will support officers and staff in their roles**

The Constabulary needs to ensure its workforce has the right knowledge, skills and behaviours to prevent crime, support victims, and enforce the law. For example, it needs to expand its capabilities in relation to responding, investigating, and preventing cyber-crime. These capabilities relate both to knowledge/skills and to equipment.

In the latest Constabulary staff survey, over half the respondents indicated they felt they did not have the resources and tools that enabled them to perform their role well.

On joining Avon and Somerset Constabulary, the Chief Constable placed addressing this issue among his top priorities, indicating he was committed to equipping people to do their job by mobilising and digitalising the ways people work.

A new software tool has been developed to give a real time picture of pressures on requests for service. This is supporting the police to improve their responsiveness and to balance investigative workloads.

The Constabulary invested in a new IT system in 2015 that replaced two separate systems. This has offered opportunities to improve data management and analysis of information. This was delivered as part of a wider digital policing programme which will also equip officers with body worn video (BWV) cameras and officers and staff with mobile devices.

The BWVs will support enforcement activity through the capture of evidence in relation to the Police and Crime Plan priorities. By 2020, all frontline police officers and staff will be

equipped to carry BWVs. Footage will form part of the judicial process and should improve the service for vulnerable victims as they will capture evidence that can act as first-hand accounts of what has happened.

*Quote from Andy:*

*Chief Constable Andy Marsh said: "Body worn video cameras can have a powerful effect on attempts to bring offenders to justice. When an officer wears a camera, the evidence captured is often of higher quality – I've seen earlier admissions, quicker pleas and better-informed sentences and sanctions from courts."*

The mobile devices will reduce the pressure on the 101 service as officers can provide local people with their contact details where appropriate. In the longer-term, apps will be developed on devices to enable easy keying of information which will increase visibility of officers as it will extend patrol time, reducing reliance on returning to a station to work on a computer.

### **SPOTLIGHT FEATURE: MOBILISATION OF THE WORKFORCE**

Technology provides opportunities to reduce demand, support truly integrated working with partners, deliver swifter justice and improve the policing service.

A key aspect of mobile data technology is the impact it can have on increasing the visibility and accessibility of Police Officers and Police Community Support Officers. Enabling officers to access key systems wherever they are means that they can patrol for longer without having to return to a station. This will help to increase visibility by freeing up officer time and minimising bureaucracy.

In order to ensure the Constabulary make the most of mobile and digital technology opportunities, they will ensure

- People are trained and supported to use new devices
- Accurate information can be accessed by officers and staff when they are working away from police premises
- Web-services and technology solutions are built around user needs.

'The success of the mobilisation programme is key to increasing visibility of policing, which I know is so important to local people and provides reassurance as well as helps to prevent crime' – Sue Mountstevens.

**All victims, witnesses, suspects and detainees will be treated fairly and respectfully**

'**Legitimacy**' is a core part of the annual HMIC inspections of the Constabulary. **The inspection looks at whether the force consistently behaves in a way that is fair, reasonable, effective and lawful, and if they have the consent of the public.**

*Quote from Sue:*

*Policing must be done by consent and the Constabulary are more likely to have this when they treat people well. **Having the right culture is key.***

The Constabulary will recruit and train its staff and officers with the aim that all victims, witnesses, suspects and detainees will be treated fairly and respectfully. The Independent Custody Visitor scheme exists to ensure detainees in custody are held in safe and appropriate conditions in accordance with their rights.

**The working environment within the Constabulary will be fair, respectful, equitable and one where people flourish, allowing the best possible delivery of services to our communities**

The Chief Constable has set out his ambition to review and improve leadership within Avon and Somerset Police. Delivery of this ambition will result in:

- Recognition and development of leadership excellence
- Proactive identification and supported development of talented individuals
- Promotion of diversity and inclusivity in our current and future leaders
- Leaders effectively evaluating and taking risks appropriately
- An embedded culture of learning
- Delivery of the Constabulary's wellbeing strategy to develop resilient teams
- Recognition and reward of people's achievements
- Ethical leadership being at the core of all action
- Ability to measure the effectiveness of leadership across the organisation

**The Constabulary will consistently accurately record crime, believing victims when they report crimes**

The Constabulary will follow recommendations from HMIC inspections on crime data integrity in order to deliver continued improvements in compliance with the Home Office Counting Rules and National Crime Recording Standard. The Constabulary has made concerted efforts in improving its crime recording performance since 2014. This has led to improvements in recording accuracy and timeliness in all areas, but there is still work to be done.

**The complaint handling process will be reformed to be more customer-focused**

I will focus on improving how we coordinate and handle complaints and contacts from local residents. Proactive customer-focused handling of complaints is critical and the Chief Constable and I are committed to getting this right.

New processes will be implemented to deal with complaints in a more customer-focused and proactive way, while remaining legally and ethically compliant. An opportunity has been

identified to gain insight from introducing a systematic analysis of complaints and this will be explored.

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

Delivery of the priorities set out in this Plan cannot be achieved by our police service alone. Success will depend upon effective partnership working to deliver the best possible service and outcomes for the communities of Avon and Somerset. A core part of my role and responsibility as PCC is to bring partners together, provide strong local leadership and accountability to the communities we serve.

The draft National Policing Vision 2020 sets out the vision for the transformation of policing in the UK by 2020. Its ambition is to see forces collaborating, services that are aligned, and where appropriate, integrated with other local public services to improve outcomes for local people. Avon and Somerset Constabulary is committed to collaborating with police, blue light and other public sector partners.

Together we are facing a time of significant challenge. The police, in common with our partners, face a growing challenge of rising demand and increasingly complex need, set against reducing budgets. This is not a time to retreat into silos. I will strive to provide strong local leadership and forge effective partnerships to make best use of limited resources, and get upstream of demand to focus on intervening at an early stage.

I will seek to make the most of new opportunities for PCCs to work with local criminal justice agencies and emergency ('bluelight') services with the aim of driving efficiencies and improving services for local people.

Our ability to continue to deliver a high quality service to the communities we serve depends on protecting the frontline. Together with the PCCs in Wiltshire and Gloucestershire, we will drive forward an ambitious programme of collaboration to share resources, and deliver savings to reinvest in areas of growing demand.

### **What do we plan to achieve by 2020 – key objectives:**

- Work more closely with other police forces to drive efficiencies, enabling re-investment in areas of growing demand;
- Transform the local criminal justice service in order to make it speedy, effective and improve the experience of victims;
- Encourage and support emergency service collaboration
- Work with Local Authority Leaders, strengthening effective partnerships to intervene earlier and build safer, stronger and more cohesive communities
- Strengthen opportunities for residents to interact with the police and get further involved in supporting policing.

### **Work together to drive efficiencies, enabling reinvestment in areas of growing demand**

Jointly with Wiltshire and Gloucestershire Constabularies, Avon and Somerset Constabulary are undertaking a programme of work to share core enabling services such as ICT, HR and Finance.



The programme was initiated as a result of the collective ambition of all three Police and Crime Commissioners and Chief Constables to provide future generations with excellent policing and transform the way front line policing is supported.

The three Constabularies and Commissioners will work together to transform and integrate enabling services to be more efficient and more effective, which will provide opportunities to realise savings, release capacity and protect local frontline policing services.

We want to ensure that enabling services provide a seamless service for officers who are operating in our collaborations and support further moves towards interoperable practices that will help to enhance the service received by people across our boundaries. We will also ensure any solution is designed flexibly to allow for future regional convergence opportunities where these help improve public services.

Combined with other efficiency initiatives, Avon and Somerset has a savings target of £21m by March 2020 of which £5m would be made available for reinvestment into areas of growing demand. However further savings to balance the books beyond this will be required.

I will continue to support the Constabulary to engage in existing collaborations to tackle crime and deliver better value for money. These include:

- A Regional Organised Crime Unit which aims to identify, disrupt and dismantle organised crime groups impacting on the South West of England. A collaboration between Avon and Somerset, Devon and Cornwall, Dorset, Gloucestershire and Wiltshire
- A four force regional Special Branch collaboration that sits within the South West Counter Terrorism Intelligence Unit, which works to keep the public safe from terrorism and domestic extremism activity
- Tri Force Specialist Operations, a collaboration between Avon and Somerset, Gloucestershire and Wiltshire delivering a borderless specialist policing function with regards to firearms, roads policing (inclusive of collision investigation) and dogs capability
- South West Forensics, a regional collaboration that provides a streamlined state-of-the-art forensic services at a lower cost to the forces involved
- A Major Crime Investigation Team (Brunel MCIT). Avon and Somerset, Gloucestershire and Wiltshire work together to tackle major crime - responding to offences of murder, manslaughter, workplace deaths and suspicious deaths. When not committed, staff are deployed to support local crime initiatives in their home forces

- The Blackrock Specialist Training Centre, a collaboration between Avon and Somerset, Gloucestershire and Wiltshire. It provides the opportunity for specialist firearms training to be conducted under one training programme across the three forces, aligned to the national firearms training curriculum which in turn creates a seamless boundary for operational deployment.

### **Transform the local criminal justice service in order to make it speedy, effective and improve the experience of victims**

Close and effective partnership working by criminal justice agencies is essential in ensuring support for victims and witnesses, bringing offenders to justice and effective punishment and rehabilitation of offenders. However, the criminal justice system is complex, expensive, time-consuming and inefficient. Significant progress has been made in improving the experience of victims with the introduction of the Lighthouse Service, and in streamlining the criminal justice service through the Transforming Summary Justice and Better Case Management programmes, however there is a long way to go. I will support and challenge criminal justice partners to increase efficiency and improve the experience of victims by:

- Commissioning a criminal justice review to identify 'pinch points' to drive efficient and effective partnership working, improve victims' experience and transform the local criminal justice service;
- Making best use of technology by investing in Body Worn Videos, and supporting criminal justice partners in moving to a fully digitalised criminal justice system through the Common Platform Programme;
- Enabling use of 'soft suites' so that vulnerable victims are able to give their evidence in a safe and comfortable environment without having to face the trauma of going to court;
- Strengthen PCC engagement in the Avon and Somerset Criminal Justice Board and Reducing Reoffending Board – support and challenge effective partnership working to reduce reoffending;
- Further develop independent scrutiny involving residents and people with relevant expertise and experience.

### **Encourage and support emergency service collaboration**

The government is committed to ensuring that emergency services work more closely together to deliver more effective and efficient services for the public. They acknowledge that the three 'blue light' services play an essential role in serving their communities and keeping them safe. Whilst the police, fire and rescue and ambulance services all have distinct front line roles, the government firmly believes that much closer collaboration between the three services can provide real benefits for the public and help each service better meet the demands and challenges they face.

To facilitate broader collaborative working between the blue light services in the South West, the South West Emergency Services Forum (SWESF) has been established. It will review current working, seek opportunities to strengthen these for the future and explore

new ideas and options for more collaborative and innovative approaches to working together. It will focus on improving public safety and improving organisational efficiency and effectiveness through working collaboratively and working together to:

- Create efficiencies
- Improve services
- Reduce demand

**Work with Local Authority Leaders, strengthening effective partnerships to intervene earlier and build safer, stronger and more cohesive communities**

The task of supporting vulnerable people and helping the communities of Avon and Somerset to be safe and feel safe cannot be achieved alone. Working closely with Local Authority leaders, I will strive to provide strong local leadership and forge effective partnerships with Community Safety Partnerships (CSPs), Youth Offending Teams (YOTs), safeguarding and health partnerships to make best use of limited resources by:

- Strengthening our approach to sharing information, expertise and evidence-based practice to shift focus onto prevention and early intervention;
- Supporting the development of integrated services to break down silos, reduce costs, transforming services and improving outcomes;
- Maximising opportunities through a changing partnership landscape, such as the West of England and Devon and Somerset 'Devolution Deals', and changes to Youth Justice arising from the Taylor Review.

**SPOTLIGHT FEATURE: PARTNERSHIP WORKING TO ADDRESS CHILD SEXUAL EXPLOITATION**

Since the launch of the West of England Child Sexual Exploitation Victim Identification and Support Service last year, over 200 sexually exploited children are now receiving the support they need – an example of how partnership working can change the lives of abused children and young people who desperately need our help.

The service ensures the police, local authorities, health agencies and voluntary organisations work together to tackle CSE in a number of ways, including the introduction of specialist workers to work alongside professionals, share information and best practice, raise awareness of CSE and increase training for professionals.

But CSE is still happening. Using insights from children and young people who have been victims of these crimes, the Constabulary are working to better understand the interventions that could be made to help them escape sexual exploitation.

‘Neglect, abuse, and exploitation are all abhorrent crimes and some of the most emotionally challenging to deal with. We need to work together across all professions – with teachers, GPs, social workers, and youth workers – to spot the signs early and put a stop to child

abuse. It's a shared responsibility. We need to tackle it together' - Chief Constable Andy Marsh.

**Strengthen opportunities for residents to interact with the police and get further involved in supporting policing.**

The police service is here to serve local people. Policing by consent is the bedrock of our police service – building a relationship of trust and confidence between the police and the communities they serve is crucial to an effective policing service. The local community have an invaluable role to play in shaping and supporting their local police service. There are many ways in which local people can take part in improving the policing service for local people:

- Taking up a volunteering role such as the Neighbourhood Watch Scheme, Community Speedwatch Scheme, or becoming a Special Constable;
- Supporting the PCC in independent scrutiny – join the Independent Custody Visiting Scheme; become a member of the Independent Residents Panel (scrutinising police complaints), Taser Panel or Out of Court Disposals Scrutiny Panel;
- Have your say in issues affecting your local area – get involved in local partnership or community meetings or submit online comments via the Constabulary's website.

## Strategic Policing Requirement

Further to the work the Constabulary does at a local level, it has to be recognised that there are national threats. These threats are set out in the Home Secretary's Strategic Policing Requirement (SPR).

These threats are to national security, public safety, public order and public confidence and are of such gravity as to be of national importance or can only be countered effectively or efficiently by national policing capabilities. While treated separately, many of these threats overlap. They are:

- Terrorism threat to the UK from international terrorism has increased and is currently assessed as severe
- Serious and organised crime: Serious and organised crime also includes serious crimes which demand a national coordinated response, notably cyber-dependent crime and cyber-enabled crime and online CSE
- A national cyber security incident which may require an aggregated police response under the guidelines set out by the UK's Computer Emergency Response Team (CERT-UK) with appropriate links to the National Crime Agency (NCA), civil contingencies and public order policing as needed
- Threats to public order or public safety that cannot be managed by a single police force acting alone
- Civil emergencies that require an aggregated response across police force boundaries
- Child sexual abuse: whilst this is not a threat to national security, it is a threat of national importance. Its potential magnitude and impact necessitate a cohesive, consistent, national effort to ensure police and partners can safeguard children from harm. CSE offences that are attributed to serious and organised crime, including those which take place online, will continue to be captured under the existing serious and organised threat in the SPR.

I will ensure that the Constabulary has the capability and capacity to tackle these major challenges to public safety, and I will hold the Chief Constable to account for responding to these national threats. Greater capability and capacity is currently required to tackle child sexual abuse and cyber-crime and these are areas I have identified should receive further investment using money generated from efficiency savings.

## Resources

I will work with the government, Chief Constable and organisations across all sectors to secure efficient, effective and modern police and criminal justice services. I will ensure resources are organised in a way that enables delivery of the Police and Crime Plan. Value for money (effective and efficient services) will be evaluated through both internal (Office of Police and Crime Commissioner, OPCC evaluation) and external assurance processes (HMIC efficiency and effectiveness inspections).

### **What do we plan to achieve by 2020 – key objectives:**

- Close the future budget deficit (balanced budgets in long-term)
- Generate required savings, enabling reinvestment in areas of growth/need
- Improve efficiency in Avon and Somerset Constabulary

If the Home Office and Treasury consult on the policing funding formula during my second term in office, I intend to continue to argue for a fairer funding formula for local people. Avon and Somerset are currently under-funded by the government, and this would be addressed by reflecting the complexity of vulnerability and victimisation within the formula.

Her Majesty's Inspectorate of Constabulary reviews police efficiency on an annual basis as part of its core PEEL inspection. In their latest report, HMIC judged the force as being "good". I want to see the Constabulary achieving "outstanding", as only through maximising efficiency opportunities can we realise savings that are required for investment in areas of growth and need. The Constabulary also needs to ensure that it delivers efficiencies without compromising effectiveness.

Avon and Somerset Constabulary has already made savings in excess of £60 million since 2010, largely due to organisational restructures, and employees leaving or retiring which released savings in departmental budgets. A further £21 million of new savings have been identified from current forecasts as being required to generate funds for reinvestment and balance the budget between 2016/17 and March 2020.

The Chief Constable and I are committed to achieving these efficiencies in order to be able to make reinvestments in areas of growing pressure and complexity: for example, to address crimes such as child sexual abuse including exploitation and cyber-crime. The largest programme of savings is the collaboration with Gloucestershire and Wiltshire Police on enabling services.

### **Policing part of the council tax**

I took the decision to raise the policing part of the council tax by 1.99% in the 2016/17 year in light of the financial challenges that lie ahead. This equates to an additional £3.48 per year for the average (band D) household. Having consulted extensively over the last year, I am confident that the majority of residents across Avon and Somerset are in favour of an increase. While I will continue to gauge local opinion on the matter, we have based our medium term planning assumptions on an annual 1.99% increase in the policing part of the council tax over the next four years.

## Medium Term Financial Forecast (£'s millions)

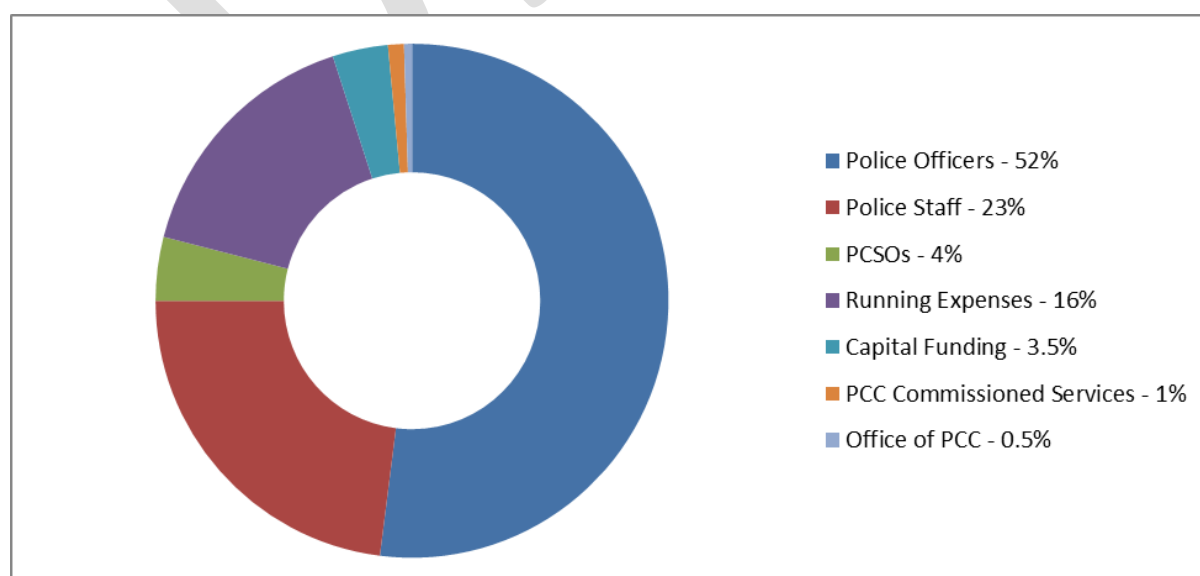
	2016/17	2017/18	2018/19	2019/20
Constabulary	271.3	276.2	280.4	285
Office of the PCC	1.4	1.4	1.5	1.5
Commissioning	3.4	3.4	3.4	3.4
<b>TOTAL Gross Budget Spend</b>	<b>276.1</b>	<b>281</b>	<b>285.3</b>	<b>289.9</b>
Main Grant	(161.5)	(159.9)	(158.3)	(156.8)
Council Tax	(97.9)	(99.7)	(103.2)	(106.9)
Other Grant	(16.7)	(16.7)	(16.7)	(16.7)
<b>TOTAL Funding and Income</b>	<b>(276.1)</b>	<b>(276.3)</b>	<b>(278.2)</b>	<b>(280.4)</b>
DEFICIT: Further savings required	0.0	4.7	7.1	9.5

**Note: New savings of just over £6.5 million have been achieved or are in progress for the next four years. As shown above, a further £9.5 million of savings will be required to balance the budget by March 2020.**

**In addition, new reinvestment funds of £5 million are being sought over this time frame, making a total new savings target of £21 million required by March 2020.**

We have set a net policing budget after planned and agreed savings of £275.7 million for 2016/17 which is funded by a combination of central government grants (64.6%) and council tax contributions (35.4%).

## Chart of revenue expenditure by main type of spend



## Grants and Commissioning

I have developed a Commissioning and Grants Strategy which sets out my approach to commissioning services and outcomes for the communities of Avon and Somerset. As part of my approach, I will:-

- Undertake effective planning so we have a clear rationale for commissioning activity with resources allocated according to need
- Work in partnership with other commissioners on shared outcomes and issues of joint priority
- Work with the market to enable optimum service delivery and put in place proportionate and transparent commissioning and outcomes monitoring
- Remain outcome focussed so I know the impact we are having on service users and communities while maximising the positive social and environmental impact we have in delivering services.

Supporting the delivery of this Plan will be approximately £3m of funding for community safety projects and services. This will include grants to support the victim and witness care unit 'Lighthouse,' youth crime and substance misuse services, a wide range of victim support services as well as the new Mental Health Control Room Triage arrangement. There will also be further joint funding with local partners to support victims of CSE. In addition, the Commissioner's Community Action Fund, administered by the Police Community Trust will continue to support voluntary and community sector projects.

For further details please visit the PCC website.



## Evaluation

Assurance or scrutiny on the delivery of this Plan and the impact it has will be carried out at a number of different levels:

- Her Majesty's Inspectorate of Constabulary, Her Majesty's Crown Prosecution Inspectorate, Her Majesty's Inspectorate of Prisons and Her Majesty's Inspectorate of Probation carry out inspections on the Constabulary and Criminal Justice partners;
- I, jointly with the Constabulary, commission an independent risk-led internal audit programme, focussing on areas of agreed risk in terms of governance and delivery;
- I, or representatives from my office, attend partnership meetings as necessary to tackle issues of shared concern and challenge where appropriate;
- My office co-ordinate panels to review elements of policing service including service delivery assurance audits (aligned to priorities), Out of Court Disposal Scrutiny Panel, review of complaints, use of taser, (and are establishing a panel to review use of stop and search powers);
- My office administers an Independent Custody Visiting Scheme (ensuring detainees in custody are held in safe and appropriate conditions in accordance with their rights);
- I chair monthly Police and Crime Board meetings to review delivery of the Plan\* and have weekly 1:1s with the Chief Constable;
- The Constabulary has a rolling programme of internal assurance activity as part of its Continuous Improvement Framework;
- My office will meet regularly with leads on priority areas and review relevant performance information;
- I will make scheduled and unscheduled visits to providers and Constabulary business areas;
- I will explore issues relating to general feedback I receive from the public; and
- I will commission reviews as appropriate (an example would be the criminal justice review to transform the local criminal justice service).

**Delivery plans underpin the strategic Police and Crime Plan and a range of management information is used to track progress against the delivery plans that will support analysis of the effectiveness of the Police and Crime Plan**

\* The PCC chairs a monthly Police and Crime Board with the Chief Constable and senior officers. It focuses on key decisions, assurance and accountability in relation to delivery of the Police and Crime Plan as well as associated risks and issues.

## Performance Measures

Police and Crime Plan Priorities 2016 – 2021 – Performance Framework				
Assurance Mechanism ↓	1. Protect the most vulnerable from harm	2. Strengthen and improve your local policing teams	3. Ensure ... the right people, right kit, right culture	4. Work Together Effectively...
HMIC Inspection: Effectiveness	Q3 – How effective is the force at protecting from harm those who are vulnerable, and supporting victims?	Q1 - How effective is the force at preventing crime and anti-social behaviour, and keeping people safe? Q2 - How effective is the force at investigating crime and managing offenders?		Q4 - How effective is the force at tackling serious and organised crime, including its arrangement for fulfilling its national policing responsibilities?
HMIC Inspection: Efficiency		Q1 - How well does the force use its resources to meet its demand?	Q2 - How sustainable and affordable is the workforce model?	
HMIC Inspection: Legitimacy		Q3 -How well does the force understand, engage with and treat fairly the people it serves to maintain and improve its legitimacy? Q4 -To what extent are decisions taken on the use of stop and search and Taser fair and appropriate?	Q1 - To what extent does practice and behaviour reinforce the wellbeing of staff and an ethical culture? Q2 - To what extent are forces recording crimes in accordance with the Home Office Counting Rules?	
HMIC Inspection: Leadership			Q1 - How well does the force have a clear understanding of the current state of its leadership at every level? Q3 - How is the force developing leadership, motivating the workforce and encouraging staff engagement?	
PCC Audit / Service Delivery Assurance	Child Abuse including Female Genital Mutilation Exploitation including modern slavery and Child Sexual Exploitation Domestic Abuse Sexual Abuse People experiencing Mental Health crisis who come into contact with the police Hate crime Capability and capacity to tackle cyber crime Enhanced victim support effectiveness Service Promise Voice of the victim		Accessibility Officer mobility / visibility Custody Manage – Integrated Offender Management Manage – Safeguarding Manage – Integrated Victim Care Recruitment , selection and promotion process Complaints procedure Enabling Services Tri-Force Supporting victims through Criminal Justice system Emergency Services 'Bluelight' Collaboration Local Partnership working Volunteers (including Specials and Cadets)	
Quantitative Measures	Vulnerable victim surveys	Public Confidence Measure Tackling Community Priorities Active citizenship Victim satisfaction survey 999 Abandoned Rate 101 Abandoned Rate	Workforce Representativeness Employee Engagement Tools and resources to do job	Successful Criminal Justice Outcomes Tri-Force enabling services savings

## Openness and Transparency

I have adopted an ethical framework to operate within, recognising the standards of conduct expected of those in public service and aligning with the Policing Code of Ethics. I have therefore agreed to abide by nine principles in relation to selflessness, integrity, objectivity, accountability, openness, honesty, leadership, fairness and respect. Find out more on the PCC website

I am committed to pro-actively publishing important information that will enable good governance and judgements to be made as to whether the OPCC and the Constabulary are operating ethically and within the law. This will include information relating to decisions; quality, compliance and standards of service; registers of gifts and hospitality; policies and procedures; business interests and Senior Officer expense claims, and the outcomes of misconduct hearings. Find out more at [www.avonandsomerset-pcc.gov.uk/Openness](http://www.avonandsomerset-pcc.gov.uk/Openness)

### Progress against this Plan

I hold regular meetings with the Chief Constable to oversee and scrutinise progress against the Plan. A summary of our 1:1 conversations and the discussion and issues raised at the monthly Police and Crime Board meetings are published on the PCC website. If issues persist, I intend to host a web-stream with the Chief Constable to publicly hold the Chief to account.

Progress against the Police and Crime Plan is regularly reported to the Police and Crime Panel. The panel meeting is held as a public meeting. More information can be found at [www.bristol.gov.uk/policeandcrimepanel](http://www.bristol.gov.uk/policeandcrimepanel).

HMIC reports are published on the HMIC website:  
<http://www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2015/avon-and-somerset/>

The minutes of Joint Audit Committee meetings (where reports from the internal auditors are reviewed) and the reports from the OPCC Service Delivery Assurance audits are published on the PCC website.

### Engagement

I want to use my role to be the voice of the people; the bridge between residents and the police to ensure that policing and criminal justice services meets local people's needs. Especially important to me is listening to the 'quiet voices' and those who have been victims of crime.

Engaging with the community should be done in many different ways in order to gather community views that are representative and reflect a true picture of the kind of service people want to receive.

In 2016 a new engagement strategy will be developed to put effective and meaningful community engagement at the heart of my drive to secure better policing services, greater community participation and increased public confidence.

## **Sustainability**

As responsible organisations, my office, the Constabulary, and partner agencies must aim to minimise the impact on the environment in which we all live and work. The Constabulary will continue to set sustainability objectives which will include reducing the amount of energy and water used in its buildings and the fuel used by its fleet, reducing waste and recycling more, minimising business travel and making sustainability buying decisions. The Constabulary's sustainability performance is overseen by my Chief Financial Officer.

## **Equality and Diversity**

Part of my role is to ensure that the Chief Constable fulfils his duty relating to equality and diversity. In carrying out the Constabulary's Equality Action Plan, I consider the Chief will be fostering the right culture and complying with his public sector equality duty to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not;
- Foster good relations between people who share a protected characteristic and those who do not share it.

Objectives within the Equality Action Plan:

- Improve how our human resourcing processes and organisational culture impact on the diversity of our workforce;
- Develop a culture which enables the best possible service to be delivered to our diverse communities;
- Ensure that equality and diversity sit at the heart of our Continuous Improvement Framework so that we continue to improve in all we do;
- Ensure that our services and information are user-friendly and our engagement is tailored to meet the needs of all our communities;
- Develop an approach to improve stop search processes;
- Support our diverse communities who are more likely to be a victim of crime.

Both the OPCC and the Constabulary must publish information that demonstrates compliance with the Equality Duty. Equality objectives are set and published at least every four years.

## Roles



### Police and Crime Panel

Includes local councillors and residents  
Panel requires a political and geographical balance

The role of the Panel is to scrutinise, challenge and support the PCC in the effective exercise of her functions. The roles and responsibilities of the Police and Crime Panel are set out in the Police Reform and Social Responsibility Act 2011 (PRSR).

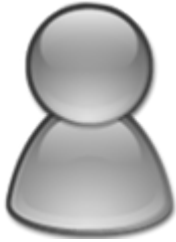
Scrutinises the work of the PCC by:

- ✓ Reviewing the Police and Crime Plan and Annual Report
- ✓ Scrutinising (and potentially vetoing) the proposed council tax precept for policing
  
- ✓ Holding confirmation hearings for the PCC's proposed appointments of a Chief Constable, Chief Executive and Chief Finance Officer (the panel may veto the Chief Constable appointment)
- ✓ Scrutinising the actions and decisions of the Commissioner (but not the performance of the police force)
- ✓ Considering complaints against the PCC of a non-criminal nature



### Police and Crime Commissioner

- ✓ Sets the strategic direction for policing in Avon and Somerset
- ✓ Publishes a Police and Crime Plan, in consultation with the Chief Constable and local people
- ✓ Sets the budget for the police
- ✓ Sets the policing part of the council tax
- ✓ Holds the Chief Constable to account for delivering policing
- ✓ Appoints, and if necessary, dismisses the Chief Constable
- ✓ Commissions services and awards grants
- ✓ Supports and challenges police performance
- ✓ Engages with communities



### **Chief Constable**

- ✓ Responsible for day-to-day operational policing
- ✓ Direction and control of the Constabulary's officers and staff
- ✓ Maintaining the Queen's Peace
- ✓ Personally set and promote high standards of professional conduct
- ✓ Lead by example to create and uphold a quality service to local people
- ✓ To keep the communities of Avon and Somerset safe
- ✓ Delivering the Police and Crime Plan

**Force Area (small map of A&S) - 1,844 square miles**

**Population - 1.65m people**

**Partner Organisations** - Four unitary authorities – Bristol, Bath and North East Somerset, North Somerset and South Gloucestershire

- A two tier authority area made up of Somerset County Council and the district councils of West Somerset, Taunton Deane, South Somerset, Sedgemoor and Mendip

**Criminal Justice** - 5 magistrates courts (in [Bath](#), [Bristol](#), [Weston Super Mare](#), [Yeovil](#) and [Taunton](#)); 2 crown courts (in Bristol and Taunton), and 4 prisons ([Ashfield](#), [Bristol](#), [Eastwood Park](#) and [Leyhill](#))



## Make a difference and get involved

If you care about making your community safer and stronger and you want to get involved, you could...

- Join **Neighbourhood Watch**. Find further details on the Constabulary's website

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

- Set up a **Community SpeedWatch scheme**. Community SpeedWatch is a partnership between the community, police, fire service, and local authority with an aim to tackle the problem of speeding motorists. Find further details on the Constabulary website.

### Community SpeedWatch

Over 130 active schemes

Approximately 700 volunteers

Volunteers monitor vehicle speed at approved locations, send the information to the police and then the police write a warning to the driver who was speeding.

Community SpeedWatch is a positive example of the use of the community itself to raise awareness and educate those who cause risk and harm in our community.

### Rural crimes can really be reduced by the use of Watch schemes.

By using your knowledge and awareness of what is happening on and around your land, you can help to reduce crime and deter criminals.

- To join a **Farm Watch or Horse Watch scheme** please email

[ruralcrimeteam@avonandsomerset.police.uk](mailto:ruralcrimeteam@avonandsomerset.police.uk)

Logos of Watches could be displayed here?

### Aged between 14 and 17?

- Become a **Police Cadet**. After initial training, Cadets get involved in a range of activities and have the chance to patrol with regular officers as well as going behind the scenes to learn about all aspects of policing.

Avon and Somerset Police Cadets have ten units based in Bath, Churchill, Downend, Hartcliffe, Henbury, Portishead, Speedwell, Street, Taunton, and a newly-established one in Easton. Visit the Constabulary's website for more details.

If you are interested in scrutinising police performance, you could...

- Join our **Independent Residents Panel** where members of the public review police complaints files and also scrutinise the use of Tasers.
- Become an **Independent Custody Visitor** and help us to ensure that detainees are being held in the safe and appropriate conditions to which they are entitled.
- Join our **Out of Court Disposal Panel** and help us to ensure that these disposals are being used in an appropriate and proportionate way.
- Join our new **Stop and Search scrutiny panel** which will scrutinise the use of stop and search by the police

**If you own a business** and are interested in protecting it from **cyber-crime**, you could join the CiSP (Cyber Information Sharing Partnership). This is a secure platform for UK-registered companies or other legal entities which operate networks and would like to share threats they have identified and benefit from the sharing of information and advice. For further details visit [www.cert.gov.uk/cisp/](http://www.cert.gov.uk/cisp/)

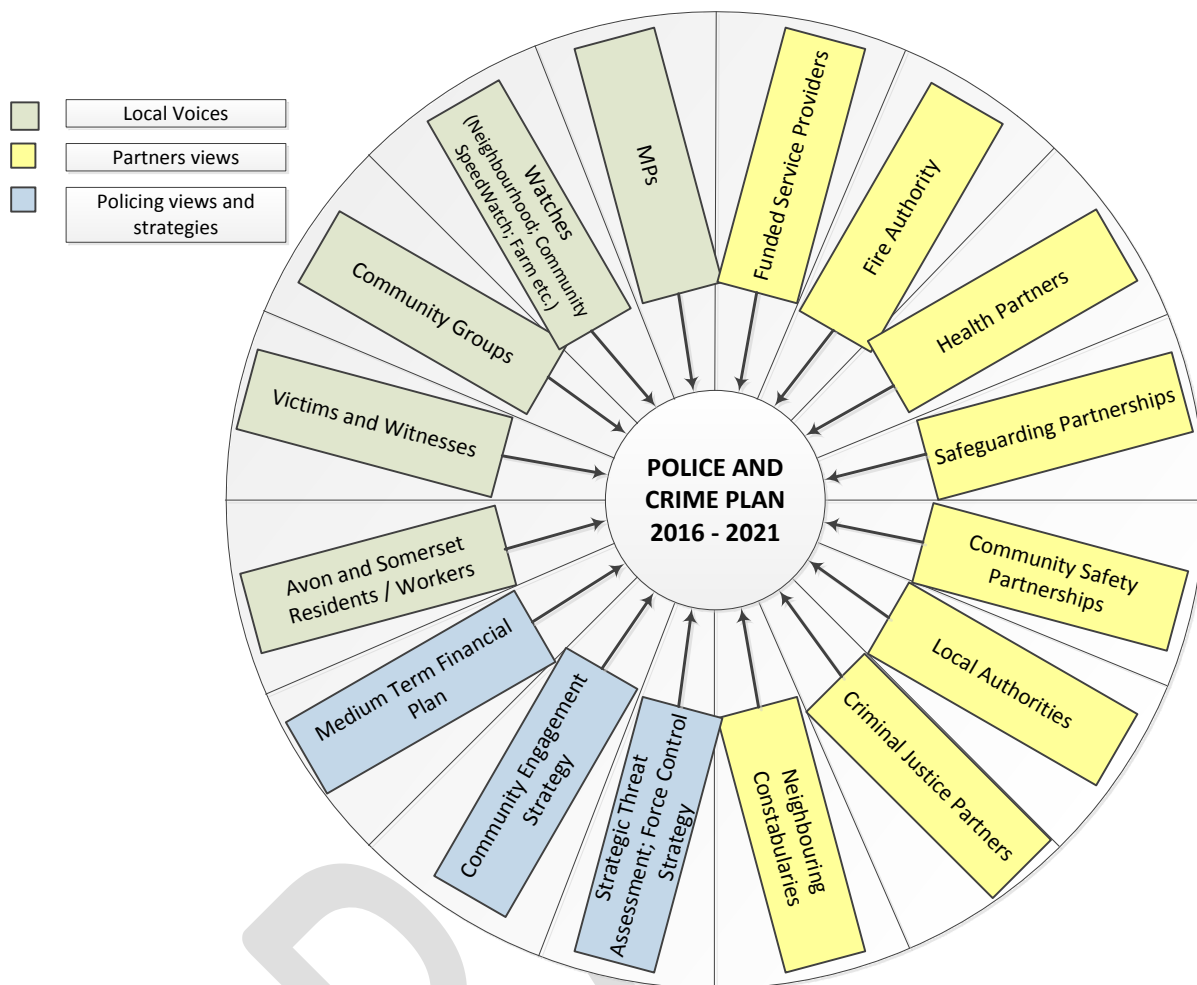
Also if you are interested in joining the Business Crime Forum contact the PCC's office.

If you want to be more generally informed about your area sign up for the Constabulary's new local newsletter by visiting their website.

DRAFT

**How was this Plan developed?**





<b>Results from public consultation held on Priorities for the Plan</b>	
<b>Number of responses</b>	<b>1915</b>
People who agreed with the vision	82%
People who felt vulnerability should be prioritised	84%
People who felt strengthening local policing teams should be prioritised	94%
People who felt ensuring the Constabulary has the right people, right equipment and right culture should be prioritised	87%
People who felt working together effectively should be prioritised	92%

## Useful Contact Information

**999 is an emergency number.**

An emergency would be:

- when the incident requires an immediate response
- when there is danger to life or risk of injury
- where a crime is in progress
- where an offender is still at the scene or has just left the scene.

Non-urgent crimes and incidents can be reported using an online form available on the Police webpage at: <https://www.avonandsomerset.police.uk/contact-us/report-a-crime-or-incident/>

Or alternatively you can call 101 – Minicom and Typetalk: 01275 816888

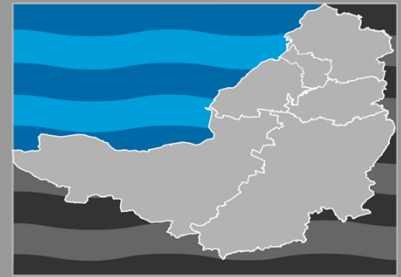
Service	Summary	Contact Information
Crimestoppers	Call the independent charity Crimestoppers in confidence and anonymously if you have information about crimes but would prefer not to speak directly to the Police.	<a href="http://www.crimestoppers-uk.org">www.crimestoppers-uk.org</a> Telephone: 0800 555 111
Lighthouse Integrated Victim Care	Victims who are vulnerable, persistently targeted or experience serious crime are offered practical and emotional support and guided through the criminal justice process by specially-trained staff.	<a href="http://www.lighthousevictimcare.org">www.lighthousevictimcare.org</a> Telephone: 101
Emotional Support Service for victims of crime and ASB	Emotional and practical support for victims of crime and ASB.	<a href="http://www.victimsupport.org.uk">www.victimsupport.org.uk</a> Telephone: 0300 3031972
Adult Advocacy Service – Avoice	AVoice is a specialist advocacy support service for victims of crime or ASB who require enhanced support relating to mental health, learning difficulties, physical disabilities, problems associated with isolation, race, religion, or sexuality.	<a href="http://www.thecareforum.org.uk">www.thecareforum.org.uk</a> Telephone: 0117 9654444
Children and Young People Advocacy Service – Young Victims' Service	Young Victims' Service is a specialist advocacy support service for young victims of crime or ASB up to the age of 18 and aged 18-25 where additional needs are identified.	<a href="http://www.youngvictims.wordpress.com">www.youngvictims.wordpress.com</a> Telephone: 01275 884488
Independent Sexual Violence Advisor (ISVA) Service	Specialist advocacy support for victims of rape and sexual assault.	<a href="http://www.safelinksupport.co.uk">www.safelinksupport.co.uk</a> Telephone: 0333 3231543
Sexual Assault Referral Centre (SARC)	Specialist medical and forensic services and support for anyone who has been raped or sexually assaulted.	<a href="http://www.turntothebridge.org">www.turntothebridge.org</a> Telephone: 0117 3426999
Modern Slavery Support Service	Specialist support service focusing on the needs of victims of modern slavery before engaging in nationally commissioned services as well as the period after that support ends.	<a href="http://www.unseen.uk.org">www.unseen.uk.org</a> Telephone: 0300 0200290
Support for victims of Child Sexual Abuse (including CSE)	Somerset & Avon Rape and Sexual Abuse Support (SARSAS)  The Green House	<a href="http://www.sarsas.org.uk">www.sarsas.org.uk</a> Women & Girls: 0808 8010456 Men & Boys: 0808 8014564  <a href="http://www.the-green-house.org.uk">www.the-green-house.org.uk</a> Telephone: 0117 9350033

	<p>Southmead Project</p> <p><a href="http://www.southmeadproject.org.uk">www.southmeadproject.org.uk</a> Telephone: 0117 9506022</p> <p>Barnardo's</p> <p><a href="http://www.barnardos.org.uk">www.barnardos.org.uk</a> Telephone: 0117 9375500</p>	
Restorative Justice	<p>The Neighbourhood Justice Team in Bristol offers restorative interventions to anyone that come into contact with the criminal justice service, or in conflict within the community.</p> <p>Bristol mediation offers a holistic approach that supports the victim, their family and communities enabling their voice to be heard and empowering them to move towards closure and for perpetrators to have greater insight into the impact of their behaviour.</p> <p>Somerset Community Justice Partnership offers multiple services including restorative justice conferences, offering victims and perpetrators a safe and controlled environment in which to come together. They also train and support people from the local communities who volunteer as restorative practitioners.</p>	<p><a href="http://www.restorativebristol.co.uk">www.restorativebristol.co.uk</a> Telephone: 0117 9529742</p> <p><a href="http://www.bristol-mediation.org">www.bristol-mediation.org</a> Telephone: 0117 9415379</p> <p><a href="http://www.scip.org.uk">www.scip.org.uk</a> Telephone: 01935 415732</p>
Lost Property	Report lost property online at <a href="http://www.reportmyloss.co.uk">www.reportmyloss.co.uk</a>	
E-safety and Cyber-security	<p>For general help and advice about e-safety, visit <a href="http://www.getsafeonline.org">www.getsafeonline.org</a>, which has lots of information for individuals and families, or read the '<a href="#">10 Steps to Cyber Security</a>', which contains advice for businesses.</p> <p>The Government also offers the Cyber Essentials Scheme, to help small businesses achieve a reasonable level of protection:<a href="https://www.gov.uk/government/publications/cyber-essentials-scheme-overview">https://www.gov.uk/government/publications/cyber-essentials-scheme-overview</a></p> <p>Report fraud and cybercrime to Action Fraud on 0300 123 2040 or visit <a href="http://www.actionfraud.police.uk">www.actionfraud.police.uk</a></p>	

# Avon and Somerset Police and Crime Panel



Hosted by Bristol City Council Democratic Services



## Report of Councillor Asher Craig Panel Link Member

### Development of the Police and Crime Plan

The Commissioner presented her first draft of the Police and Crime Plan at the PCP AGM on 16<sup>th</sup> June 2016. I agreed to be the Panel's Link Member to assist in its development. The consultation on the priorities ends 30<sup>th</sup> August 2016.

### Pre-Planning Meeting

On 14<sup>th</sup> July 2016, I met with Pat Jones and Karin Takel, the officer in the OPCC tasked with pulling the plan together, and set out my aspirations for the OPCC to engage more widely with communities, particularly those that the Constabulary has found hard to reach in the past. As my local authority's political lead on equalities and culture, I was happy to lend my experience to the process. I was also clear that the plan needs to be realistic as well as ambitious.

### Strategic Plan Working Group

On 26<sup>th</sup> July 2016, we attended a meeting of a Strategic Working Group set up to fine tune the plan over the summer. The Chief Constable also attended and there was an opportunity to contribute and support the development of the plan. The key principles proposed from general discussion were that:-

- the plan should be kept at a strategic level
- its purpose is to set the direction for the Constabulary
- the plan provides a communication opportunity to build and cement relationships with partners to agree common approaches
- the plan needs to be realistic. An example might be to set aspiration around improving on the previous vulnerability inspection, arriving at an 'outstanding' rating by the end of the term.
- don't over-promise – be explicit about savings required and what can be achieved. Be explicit about investment opportunities and need – IT (BWVC and mobile) and leadership must be invested in.
- it is important to agree how the plan will be communicated to people responsible for delivery.
- the Plan needs to be written in Plain English

The plan is likely to be refreshed annually, but more frequent reviews are being considered. Comments on the plan were invited by the Chair (John Smith, OPCC) and I fed in the following key points and suggestions:

- the Plan needs to be living document and responsive to change;



- The impact and planned response to Brexit should be referenced - given the sudden spike in race hate crime across Avon & Somerset
- I recommended that the plan needs to set clear expectations
- Community Cohesion and more effective partnership working should be included within the objectives
- I suggested the inclusion of 'courteously' as part of the service promise – potentially through building into training as to what it means to treat people professionally with fairness and respect – would align with Bristol Mayor's work around courteousness as part of planned cultural change.
- More could be made on talent management in relation to diversity.
- Around serving the community interests, I proposed that the plan notes the multi-cultural nature of the area – referencing there are 92 languages spoken in Bristol.
- Information on Local Partnership Working requires more coverage of Safeguarding work.
- There should be specific discussion and caution around approach to measures and use of targets

I also agreed to facilitate opportunities for the Commissioner to promote the plan through local forums and Neighbourhood Partnerships (the result of the consultation responses will be reported to the Panel).

### **Role of Link Members**

The role of link members needs to be clarified for each area of responsibility. PCP members would welcome a steer and development of terms of reference for each link member, accepting that these may vary subject to the nature of each of the link roles. For the purposes of this work, it was agreed that:

- As a member of SPWG - to oversee and facilitate the development of the plan, and to critique it in relation to quality as per the developed checklist
- As a Councillor - to use networks to promote the engagement with the consultation around priorities and to help shape it in future iterations. Also – to support wider engagement at the point of developing local plans
- As an individual – to use own personal strengths and interests where they would support the development of the plan and improve its strategy or resonance with readers

**Councillor Asher Craig**

29th August 2016

## AVON AND SOMERSET POLICE AND CRIME PANEL

20 SEPTEMBER 2016

### SCRUTINY OF DELIVERY AGAINST THE POLICE AND CRIME PLAN – BURGLARY

#### PURPOSE

This report sets out performance headlines and examples of initiatives under this priority to enable members of the Police and Crime Panel to scrutinise delivery against the Police and Crime Plan, focusing on the priority: *Preventing and reducing burglary and the fear of burglary.*

#### BACKGROUND

At their meeting in March 2015, the Police and Crime Panel agreed to dedicate agenda time during the 2015/16 meeting cycle to support and scrutinise delivery against the Police and Crime Plan during the Commissioner's first term of office. It was agreed to scrutinise the Police and Crime Plan priorities in turn with a focus on performance, success in delivery and remaining areas for improvement in each area. Panel Members identified key lines of enquiry for each priority during the PCP Training Day held on 2 September 2015. Scrutiny against delivery of the Burglary priority was carried over to the PCP Work Programme for 2016/17.

#### OVERVIEW

The Commissioner's Police and Crime Plan 2015-17 sets out that the PCC will hold the Chief Constable to account for delivering the following objectives, working alongside residents and local agencies:

- Prevent burglary by tackling long term priority locations and protecting vulnerable people and property from victimisation
- Improve investigation and criminal justice outcomes for burglary, particularly by improving the use of technology, community intelligence and analytical processes
- Improve the quality of service provided to burglary victims and those vulnerable to victimisation
- Deliver continued improvements in the 'IMPACT' Integrated Offender Management approach to tackling the complex needs of prolific offenders – particularly in managing changes to offender management and organisational processes.

The intended outcomes were:

- Reduce the level of burglary
- Improve the proportion of burglary investigations fully resolved, with suspects identified and dealt with effectively
- Improve the quality and consistency of service provided to burglary victims, particularly our most vulnerable victims supported by the Safer Homes scheme.

## NATIONAL CONTEXT

- National policy is set out in the Home Office Modern Crime Prevention Strategy published in March 2016.
- Changes in Crime Recording classification were introduced in April 2016.
- Significant changes in the approach to managing offenders through the government's Transforming Rehabilitation agenda took effect in February 2015, with transfer of ownership to new Community Rehabilitation Companies and implementation of the Offender Rehabilitation Act.

## LOCAL CONTEXT

**Implementation of new Operating Model CONVICT Units** – During the term of office of the PCC, a new Operating Model was implemented in response to financial challenges. The investigation of burglary offences became the responsibility of an integrated Investigation Unit, supported by a force-wide Intelligence hub. The Investigations Unit comprises of staff from:

- Protect – dangerous and sexual offenders
- Solve – serious and organised crime
- Convict – offences that IMPACT offenders or potential cohort members commit

The increase in demand following an increase in reporting of Serious Sexual Offences, Domestic Abuse and Child Sexual Exploitation work has necessitated the utilisation of investigators within 'Convict' for work falling into 'Protect', and this has contributed to burglary performance.

## PERFORMANCE

Nationally, the level of recorded burglary offences has fallen steadily over the last 12 years. The results of the Crime Survey for England and Wales (CSEW) for the year ending March 2016 (published in July 16) shows a reduction of 11% for dwelling Burglary (for the 12 month period to March 2016) across England and Wales.<sup>1</sup>

In Avon and Somerset, reduction in recorded burglary levelled off at the beginning of 2013, and since early 2015 the trend has reversed and reports of burglary have been increasing, notably in relation to dwelling burglary. This rise in reported burglary is also being seen across the South West region.

The end of financial year position was that there had been 11,826 burglaries. This equated to an increase of 18.9% for Dwelling burglary and an increase of 4.1% for non Dwelling burglary. At the end of August 2016, Avon and Somerset has recorded an increase of 28.7%

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<sup>1</sup> CSEW:

<http://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/datasets/crimeinenglandandwalesappendixtables/current>

for Dwelling Burglary, an increase of 2.9% for Non Dwelling burglary, giving an overall increase of 13.7% for Total Burglary (for a rolling 12 month period).

The percentage of burglary investigations fully resolved had fallen to 6% at the end of the financial year. At the end of August 2016, the national position has increased from 41/43 at the end of the financial year to 39/43.

Satisfaction amongst victims of burglary continued to be higher than satisfaction of victims of other crimes, standing at 88%. However, it was on a downward trajectory. At the end of August 2016 there has been a marginal increase in satisfaction rates and a noticeable improvement in terms of national comparisons (moving from 34/43 to 28/43).

## **COMMISSIONED SERVICES, INITIATIVES AND GRANTS IN SUPPORT OF THIS PRIORITY**

### **To support victims and/or reduce victimisation**

**Lighthouse** – supports all ‘enhanced’ victims eligible under the Victims Code of Practice and therefore all vulnerable victims of burglary.

**Bobby Van** - The Bobby Van service carries out repair work, fits safety chains and provides reassurance to victims of burglary. The OPCC conducted a review of the Constabulary Bobby Van scheme in considering development of its role in supporting vulnerable victims. Further work has been carried out by the Constabulary Local Policing Directorate to implement recommendations and evaluate the service.

The **rural crime team** have run initiatives such as promoting “Farm Watch”, giving crime prevention advice such as recommending installing alarms/CCTV etc and security marking of farm property.

### **To reduce reoffending**

**Drug and Alcohol Arrest Referral Scheme** – (part of the Community Safety Grant Allocation above) Reducing re-offending and breaking the cycle of addiction and crime is the aim of the drug and alcohol arrest referral service commissioned by **Avon and Somerset PCC**. At its launch in April 2014, this was the first single cross border arrest referral service in the country for drug and alcohol addicts. The aim of the single service is to have more drug and alcohol related offenders in treatment to reduce re-offending. Since April 2014, the service has made contact with over 25,000 detainees and completed full assessments with over 5,000 individuals with substance misuse problems. The service is provided by national alcohol and drug charity Swanswell, and ensures a more consistent approach to offenders being referred to treatment and has also made savings of 30% per year compared to the previous service.

**Transforming Rehabilitation** – The PCC has played a key role in oversight of partnership work to reduce reoffending and changes to the probation service under Transforming Rehabilitation, and introducing, from 2017, an Avon and Somerset Reducing Reoffending Board, to be chaired by the PCC.



**IMPACT** offender management is a nationally recognised scheme whereby a team of specially trained staff work with offenders to help reduce reoffending through regular contact and signposting offenders to specialist services (such as help with housing, training, employment etc). There is close collaboration between the A&S CONVICT teams and IMPACT in terms of referring offenders to the scheme and possible resumption/escalation of offending. Force governance arrangements are structured to ensure continued focus on a daily basis through the Pacesetter and in a more in depth tactical way at the fortnightly Mid Term Review.

## **Grants**

**Commissioner's Community Action Fund (CCAF)** – The PCC set up the Commissioners Community Action Fund (CCAF) in 2013 so that local groups and organisations could apply for grants to address priorities in the Police and Crime Plan. Community groups and voluntary organisations have the opportunity to apply for grants of up to £5,000 to help initiatives which support the PCC's priorities. The Fund is administered by the Police Community Trust who awards grants quarterly. The grant was re-opened in the PCC's second term on 1 June 2016.

Funded initiatives have included:

- Senior Citizens Liaison Team – funding to work with older adults regarding doorstep burglaries
- Provision of safety advice and education in Somerset
- Contributions to the “One Project” - aimed initially at the Bourneville/Oldmixon areas, which is a burglary hot-spot for the force.
- Girls and Young Women's Programme - Specific programme for girls and young women between the ages of ten and eighteen in order to reduce re-offending whilst increasing their self-esteem and confidence.

**Community Safety Grant Allocation** - The Commissioner issued grants to a range of projects and services in 2014/15 in support of the delivery of her Police and Crime Plan. This included a Community Safety Grant of £1,202,000 to support local initiatives.

Funded initiatives have included:

- Neighbourhood Delivery Team (NDT) Burglary Fund - Support for work of multi-agency Neighbourhood Delivery tasking teams for burglary work. (Funding of £25,000)
- Reducing Burglary / ASB by targeted technical solutions - Purchase of CCTV cameras and equipment for covert deployment in locations identified as potential for repeat victimisation for burglary, ASB etc. (Funding of £5,000)
- Five Alley gating schemes in Bristol benefitting an estimated 540 residents. The scheme involves the provision of match funding of £10,000 to encourage community led schemes where local groups arrange to gate off alleyways in crime hotspot areas where burglaries and ASB occurs.
- Integrated Offender Management:

- Somerset IMPACT Family project
- North Somerset Integrated Offender Management

## **PARTNERSHIP WORKING**

Regular **Rogue Trader events** are conducted throughout the year. The most recent one took place in April 2016 and was very successful (with six arrests made). This event saw officers, PCSOs, work with council Trading Standards teams and the community to spread doorstep crime prevention messages.

Across the force area officers:

- Carried out high visibility patrols in no cold calling zones
- Sent out Neighbourhood Watch messages
- Delivered crime prevention to vulnerable members of the community
- Visited banks, building societies and Post Offices to remind staff how they can help their customers stay safe from doorstep crime
- Worked with Trading Standards officers and other partners such as the Driver and Vehicle Standards Agency and council Waste Management officers, Environment Agency and Department of Work and Pensions to stop vans on main routes and speak to traders – most reputable traders support our action against unscrupulous rogues. More than 130 vehicles were stopped and 44 people known to police had their activity disrupted.

**University Criminology, Psychology and Statistical analysis capability** – The Constabulary is fostering links with a number of key universities to conduct joint research and analysis projects. Two examples include: Prison visits to interview convicted burglars regarding their offending behaviour and motivation. Predictive analytics project to classify offences recorded on Niche in terms of identified behaviour patterns.

**Think Family** (previously known as ‘Troubled Families’) – Working with families to provide early intervention in order to divert young people away from embarking on a life of crime, by providing access to training, mentoring and other diversionary activities.

## **STEPS TAKEN TO IMPROVE FUTURE PERFORMANCE**

A Burglary Plan Working Group, formed with key Constabulary stakeholders and OPCC representation, has met quarterly to review progress and agree key activities. This has included working to revise the Burglary strategy, aligning with the current Police and Crime Plan ambitions. The new strategy, approved in April 2016, sets out the Constabulary’s vision for tackling burglary under the themes of: Prepare, Prevent, Protect, Pursue and Persuade.

**PREPARE** – Effectively tackle burglary issues by building a solid foundation of knowledge, skills and collaborations. This will include: Internal processes, research into national best practice, collaboration/communication with external agencies and partners and knowledge & training.

**PREVENT** - Preventing burglary and identifying and protecting the vulnerable by engaging and empowering communities through: Target hardening, crime prevention,

developing local knowledge, improving agency information sharing and working with local, regional and national partners to tackle organised criminality

**PROTECT** – Professional, effective response when a burglary is committed, covering: first point of contact, initial response, scene instigation, crime and MO recording, victim focus, identifying vulnerability and immediate post-offence activity.

**PURSUE** – effective and efficient processes for identifying and hunting down offenders

**PERSUADE** - Post-arrest: Persuade offenders to provide closure for the victims: charges, TICs, and restorative justice. Persuade offender against reoffending through support and partnership working and continued delivery of IOM integrated offender management approach.

A Burglary delivery plan has subsequently been developed by the working group in support of the strategy. Monthly burglary performance and victim satisfaction reports are also available and monitored by the group.

Peer reviews conducted by three CONVICT DIs have been carried out to review the quality of initial attendance/investigation, recording of crime details and MO and subsequent investigative quality. The results of these reviews are being tracked and reported to the force Burglary CIB meetings.

A **Crime Prevention** Tool kit has been developed by the Local Policing Directorate (LPD), the crime prevention tool kit is integrated with the College of Policing “What Works – Crime Reduction Toolkit”. Examples of three burglary initiatives are currently available on the Force Intranet Knowledge Centre.

A Crime Calendar and External communications programme has been set up, to inform the public and provide tailored **crime prevention** advice relating to particular risks and periods of increased crime (for example, Asian gold burglary at Diwali and Chinese New Year).

A revised suite of literature for victims (and potential victims) has been produced. This includes a revised burglary pack, with relevant information to help **prevent repeat victimisation**.

The Investigative CONVICT Detective Inspectors are building a list of expectations to **upskill new staff** and ensure basic investigative standards are embedded in the CONVICT teams.

A series of 60-second **staff briefing** videos is being devised by the LPD which can also be used publically. One of these will specifically demonstrate what “good” crime prevention looks like in relation to officers’ interaction with a burglary victim in their home.

A “Burglary is everyone’s business” communications programme is being run both internally and externally with the aim of highlighting that all roles in the Constabulary can make a difference to burglary outcomes and have a **responsibility** to do so.

Call scripts have been revised to **maximise the securing of forensic evidence** at burglary (and other) crime scenes.

Investigations and Crime Scene Investigators are focussing on **effective analysis** and the scoping of all burglary offences and scenes, maximising resources and deployment to achieve outcomes in terms of footwear, DNA, fingerprint evidence and other evidence in order to increase opportunities to bring offenders to justice.

A CSI project has been rolled out Force wide to ensure **greater linkage between investigations and organisational learning**. This includes a focus on specific themes with plan owners including creeper type offences, gold product, blood / DNA at scene, preparation of CSI evidence to support opinion bases at court

## **SCRUTINY**

External scrutiny has been carried out by HMIC in its annual inspection of effectiveness. The inspection found the Constabulary to be good at preventing crime and anti-social behaviour, and keeping people safe. It found the Constabulary to require improvement in investigating crime and managing offenders.

OPCC scrutiny has been carried out in the form of Service Delivery Assurance exercises and through representation on the Constabulary's burglary working group.

Service Delivery Assurance Panels were carried out in summer 2015. The 'Burglary' Panel reviewed a representative sample of cases across all 3 LPAs. The sample was designed to include two cases in which the investigation was fully resolved and three cases in which the victim had been flagged as vulnerable. The Victims Panel looked at victims who were tagged as vulnerable /Persistently Targeted. The two Panels saw some excellent practice of victim-centred investigations, especially safeguarding of vulnerable victims. A strong response to dwelling burglary calls was noted, together with efficient well-co-ordinated investigations and good supervision. It was noted that there was evidence of capacity constraints around initial response and investigation as well as supervision being affected by high demand. In addition, around one of the ten cases was incorrectly classified or gave rise to file quality issues that resulted in them being excluded from the review. The Force Crime and Incident Registrar will be providing regular training to the Incident Assessment Unit as well as management support to address individual areas for development as required. The full report can be found online: <http://www.avonandsomerset-pcc.gov.uk/Openness/Service-Delivery-Assurance-Panel.aspx>

Internal assurance has been carried out as part of the Constabulary's Continuous Improvement Framework. Force Continuous Improvement Board (CIB) meetings are carried out monthly. These review progress against the Police and Crime Plan ambitions, and operate as a forum for constructive discussion to resolve issues and generate improvement. The CIB process has placed a renewed focus on performance against burglary, which is considered as a standing item.

## **CONCLUSION**

The PCC is disappointed with the Constabulary's performance in relation to burglary. The Constabulary needs to improve the outcomes of burglary investigations and improve the victims' satisfaction with the policing service. Investigative standards (from the first opportunity to secure forensic evidence, through to the completion of investigation and preparation of cases) need to be improved to achieve this.

The Chief Constable shares the view that performance in relation to burglary must be improved. He has issued a force-wide message: *'We can't allow this drift in our performance on a crime that touches the lives of so many people. We're better than that. I said in my roadshows that I wanted you to be proud of the force and what you stand for, and solving crime, particularly key crimes of concern, will always be an important part of what the police do. Sadly in my experience people who commit crime also tend to continue until something in their lives changes - and that includes being brought to justice'*.

The PCC and Chief Constable are both fully committed to protecting the most vulnerable from harm and catching offenders to stop them causing crime of significant public concern, such as burglary dwelling.

The proposed Police and Crime plan no longer has priorities that look at specific crimes. This does not mean that the PCC believes burglary is any less important. The new priorities have intentionally been broadened in order to take a more holistic approach as a strategy for preventing crime, supporting victims and enforcing the law.

**Burglary threads through all four priorities:**

- that activity in the prevent element of the burglary strategy should focus on protecting the most vulnerable from harm
- that burglary is a local priority
- that the Constabulary needs to have the capability and capacity to manage the demand, the right technology to support gathering of evidence for example, and the right culture to ensure that the Service Promise is delivered well, resulting in satisfied victims; and
- that successful partnership working will result in better outcomes (co-ordination of Rogue Trader events is a good example of this).

Therefore in order to successfully deliver the new proposed Police and Crime Plan, the Constabulary must improve its performance in relation to burglary. It will be subject to **continued scrutiny focus**: both externally by HMIC in their core PEEL inspections, and through internal assurance, reported to the Police and Crime Board.

**RECOMMENDATION**

That Panel Members consider and discuss progress against the Burglary priority as outlined in the report.

**CONTACT OFFICER**

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## **AVON AND SOMERSET POLICE AND CRIME PANEL**

### **COMMISSIONER'S UPDATE REPORT**

**20 SEPTEMBER 2016**

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 16 June 2016.

#### **Update on initial focus of work in new PCC term**

##### **PCC Governance Arrangements**

As part of the arrangements for the implementation of the new Police and Crime Plan the PCC and the Chief Constable have agreed to set up a Police and Crime Board which will oversee delivery of the Police and Crime Plan and other performance issues as well as being the forum for formal decision making by the PCC. The first meeting will take place later this month. The Chair of the Panel will be invited to attend an upcoming meeting to observe the means by which the PCC will be holding the Chief Constable to account.

##### **Representative Workforce**

The Commissioner continues to scrutinise the Constabulary's work in making the police service more representative of the communities it serves. The Constabulary would like to widen the talent pool of applicants, particularly people with disabilities, black and ethnic minority (BME) and lesbian, gay, bisexual and transgender (LGBT) people. Recruitment for 128 new police officers and 64 Police Community Support Officer's (PCSOs) opened on September 5. In the lead up to recruitment targeted advertising took place on Ujima, BCFM and Made in Bristol. The Police Representative Workforce team gave talks at schools, colleges, Universities as well as holding webchats in Polish, Somali and Arabic. A number of activities are being carried out by the team, this work is called 'positive action' which aims to help employers identify and remove barriers and issues to the recruitment, retention and progression of people from 'under-represented' groups, whilst still employing people on merit. Activities include awareness days, workshops, training and familiarisation events. Following the previous round of recruitment at the start of 2016, nine applicants from 'under-represented' groups have passed their interviews to become a police officer.

##### **Criminal Justice**

The Commissioner has submitted a bid to the Home Office Police Transformation Fund in partnership with the Avon and Somerset Criminal Justice Board to secure funding to deliver a whole system review of the local criminal justice service, with the aim to improve the experience of victims and drive locally-tailored service transformation. The proposed review is intended to accelerate and enhance local delivery of national criminal justice efficiency and reform programmes, and take forward new national developments giving PCCs a strengthened role in the governance and commissioning of criminal justice services. The review is intended to have national benefit in providing a model to drive service transformation in areas without the benefits of a coterminous HM Treasury Devolution Deal (as seen for example in Greater Manchester). The outcome of the bid is expected in early October.

## **Commissioning and Partnership Working**

### **Mental Health**

The control room triage service, funded by the PCC, Avon Fire and Rescue Service and Bristol, BANES, North Somerset and South Gloucestershire CCGs launched on 5 September. The service will see mental health professionals from AWP based within the police control room. With access to relevant health systems, they will be able to provide advice, support and guidance to officers across the force area that come into contact with those experiencing mental health crises ensuring that they are able to receive appropriate care and support.

### **Child Sexual Exploitation**

The West of England child sexual exploitation victim identification and support service which is jointly funded via the Home Office innovation fund, the Commissioner and local authorities is due to come to an end in March 2017. Work is currently underway with Avon and Somerset partners to look at sustainable approaches for continuing to support these victims beyond this date. A multi-agency joint commissioning group has been established in order to lead this work and the group will be presenting an initial commissioning intentions document to the Wes of England senior governance board on 16 September. It is hoped that an externally commissioned, specialist support service will be in place by October 2017, with interim arrangements being developed with the current service provider in order to ensure that those already receiving support continue to do so whilst the commissioning process takes place.

A powerful advertising campaign was launched in September to raise awareness of child sexual exploitation. Earlier this year, the Bristol Safeguarding Children's Board published the learning from the serious case review into Operation Brooke, a child sexual exploitation investigation in Bristol. Five of the children who were victims in Operation Brooke articulated important messages during the serious case review for professionals and other children at risk of sexual exploitation. Their message was clear professionals, parents and carers need to be aware of the signs and take action to help victims. They said: "Ask me. Ask me again. Keep asking..." and this is at the core of our public awareness campaign. The PCC has funded external advertising at transport hot spots such as Bristol Temple Meads, Bath Spa and local supermarkets across Somerset. While the Constabulary is working with local authority and health professionals to embed the key messages with staff across all partner agencies.

### **Community Safety & Commissioning Group**

The Community Safety and Commissioning Group meeting (chairs, managers, Commissioner and Assistant Chief Constable) took place in August. Key items discussed included devolution (scope and possibility for collaboration of areas not in scope); development of the Police and Crime Plan; Reducing Reoffending – where the decision was taken to establish one Reducing Reoffending Board to cover Avon and Somerset, chaired by the Commissioner for the first year and; a presentation and discussion on Body Worn Video Camera.

### **OPCC Commissioning Budget - 2017/18**

The policing budget continues to be under pressure with ongoing reductions in government funding and increases in demand in areas of complexity. In particular the increased reporting of child sexual exploitation (CSE) and abuse. In the new Police and Crime Plan the Commissioner sets out the intention to invest in areas of increasing demand with a primary focus on supporting vulnerable victims. The current CSE support service and mental health triage project are funded on a temporary basis and longer term, sustainable funding arrangements need to be put in place.

As such the OPCC have written to all externally commissioned services and organisations asking them to model the impact of potential reductions in their budget for 2017/18 onwards. Services and organisations have been encouraged to consider innovative approaches, collaborative working and efficiencies in enabling functions in undertaking this modelling. Responses have been requested by the 30<sup>th</sup> September in order to allow for review by the Commissioner and notification of final allocations for 2017/18 in as timely a manner as possible.

Alongside this, and in a similar vein, Avon and Somerset Constabulary are also undertaking an ambitious savings programme in order to deliver £5 million of additional savings in order to reinvest in areas of demand.

### **Independent Custody Visiting Scheme**

It has been a busy quarter for the Independent Custody Visiting Scheme. Quarter 2 saw the start of the quarter-long trial of the ICVs introducing themselves rather than the escorting officer. The reason for this trial was due to the fact Avon and Somerset's scheme is one of the only schemes in the country to not use self-introduction, and as such refusal rates are much higher (a refusal means the detainee chooses not to speak to the ICV.) It is felt that there is so much disparity in the words and tone used by escorting officers and this has a huge impact on how the detainee views the visit from the ICVs. At the end of Quarter 2, there will be an anonymous survey sent to ICVs which will ascertain what method of introduction will be taken forward. Quarter 2 also saw the introduction of the ICVs asking questions based around the 2012 HMIC custody inspection recommendations. The aim of this exercise was to support custody staff in preparation for the impending inspection, which actually took place at the beginning of August. As of Quarter 2, ICVs now also check the CCTV footage for those detainees on Level 2 'Rouse and Respond' observations (30 minute checks) at the PCC's and CC's request.

### **Commissioner's Community Action Fund (CCAF)**

The CCAF re-opened for applications on the 1 June, with the first deadline for applications on the 1 September for an end of October decision. The CCAF runs alongside existing PCT funds which runs on the following annual cycle:

<b>Application Deadline</b>	<b>Decision Date</b>
1 June (now closed)	End of July (no CCAF awards to be made)
1 September (now closed)	End of October



1 December (re-opening for applications on 1 <sup>st</sup> October – see below)	End of January
1 March	End of April

The OPCC is working with the Police Community Trust to manage the transition of PCC priorities from the old to the new Police and Crime Plan. As such, the application form will be suspended for the month of September before relaunching on the 1<sup>st</sup> October, giving applicants two months to apply ahead of the December deadline.

Details of all grants awarded are published on the Commissioner’s website.

### **Scrutiny and Inspections**

#### **PCC in Conversation**

This month we held our first live video event where the PCC put resident’s questions to the Chief Constable. The first event ‘PCC in conversation’ was held on ‘Facebook Live’ was themed around three topic areas including hate crime, recruitment and mental health and the additional topic of fire-arms capability was added from a member of the public. The live video was 20-minutes long and within the first 24-hours it was published it has been viewed 2,900 times. The video has also been published on the PCC website as well as across social media, and can be viewed at the following link:

[https://business.facebook.com/AandSPCC/?business\\_id=1031332530213433](https://business.facebook.com/AandSPCC/?business_id=1031332530213433)

The PCC plans to hold the ‘In conversation’ events with the Chief every other month after the Police and Crime Board.

#### **Scrutiny of Taser Use**

The first Public Scrutiny Panel meeting (two meetings per year) was on 28 June 2016. This was attended by the Constabulary’s Lead Officer for Custody and a Taser Trainer, to inform the four Panel members (two Independent Residents’ Panel members and two Independent Advisory Group members) about the use of Tasers by Police Officers by both non-authorized and Authorized Firearms Officers (AFOs). The Panel’s report of the selected and reviewed Taser records has been published on the PCC’s website at:

<http://www.avonandsomerset-pcc.gov.uk/Take-Part/Taser-Scrutiny-Panel.aspx>

The next Public Taser Scrutiny Panel meeting on 13 December 2016.

#### **Independent Residents’ Panel**

The Independent Residents’ Panel, that scrutinise completed complaints against the Police on a quarterly basis, are now in the Panel’s fourth year and the PCC is currently recruiting four more members to bring the Panel up to 12 members and also with the aim of returning to a more representative panel to include people with black and minority ethnicity. The Autumn meeting date was 9 September 2016 and as an audit each year, the most recently completed complaint cases were reviewed rather than a complaint theme, based on complaint categories set by the Independent Police Complaints Commission (IPCC), such as incivility or failure in duty. The 10 June 2016 meeting theme was complaints against Police honesty and integrity.

The Panel's quarterly report of the selected and reviewed complaint records, including a response from the Constabulary's Professional Standards Department, is sent to the PCC to review and assists the PCC in discharging her duty to have oversight of complaints against the Police. The reports are published on the PCC's website at:

<http://www.avonandsomerset-pcc.gov.uk/ARCHIVE-2012-April-2016/Openness-2012-April-2016/Scrutiny/Independent-Residents-Panel.aspx>

### **Out of Court Disposals Scrutiny Panel**

The June meeting of the Out of Court Disposals Scrutiny Panel scrutinised cases disposed by Community Resolution. Of the 28 cases drawn, 14 were considered appropriate, 8 appropriate with observations, and 6 inappropriate. The Panel report, together with the Constabulary response to recommendations, can be found at the following link:

<http://www.avonandsomerset-pcc.gov.uk/Take-Part/Out-of-Court-Disposal-Scrutiny-Panel.aspx>

The Panel will meet in September to scrutinise the use of out of court disposals in cases relating to malicious communications.

### **Regional Update**

The Tri Force Enabling Services Programme has now been initiated and the Strategic Outline Programme document has been agreed by the 3 PCCs and 3 Chief Constables – the core enabling services included are ICT, Finance and HR but other enabling services are included. A programme team has been appointed and are working on the development of a Strategic Outline Case document following the Treasury 5 case model methodology. An interim Chief Information Officer has been jointly appointed by the 6 organisations and the Programme has been successful in securing a Police Transformation Fund grant to fund the development of a joint ICT business case. An early part of this work is a review of the adoption of a joint Enterprise and Resource Planning system.

The various existing 4 and 5 force collaborations with other forces continue and regional board meetings are held every 2 months. In particular, the regional team continue to work on the joint Emergency Services Mobile Communication Platform work.

Regular updates on the Tri Force work will be provided to the panel.

### **Contact Officer**

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## AVON AND SOMERSET POLICE AND CRIME PANEL

20<sup>th</sup> September 2016

**Title:** Work Programme Report

**RECOMMENDATION** – the Panel is asked to note the updated Work Programme .

### 1. Summary

This Work Programme sets out the Panel's statutory responsibilities across the year and includes pieces of proactive scrutiny which the Panel has agreed to undertake. The Panel's Work Programme is of necessity, largely tied to the Commissioner's statutory duties. No dates have changed since the Panel agreed future dates at the AGM on 16<sup>th</sup> June 2016. .

2. At the AGM, the Panel agreed a number of link member roles which align to the Commissioner's priorities. The Work Programme has been updated to include a standard link member report item.
3. The fifth National Conference for Police and Crime Panels is taking place at Birmingham City Council on **20<sup>th</sup> October 2016**. The Chairman, the Vice-Chair and Andrew Sharman will attend.
4. Also included in the schedule is the training date agreed at the AGM – **21<sup>st</sup> October 2016 (Hutton Suite Weston Town Hall)**. This is a general induction session designed for new members and will include training around the precept, confirmatory hearings and the complaints process. Panel members who are not new but took up post mid-term may also wish to attend. The trainers are Frontline Consulting who recently conducted a first term review of Police and Crime Panels with Grant Thornton, specifically addressing the effectiveness and the strength of the relationships between Panels and Commissioners.
5. The OPCC will provide a briefing on the Budget on **23<sup>rd</sup> November 2016** at Police Headquarters. This provides an opportunity to take a preliminary look at the budget and key assumptions in advance of Chancellor's autumn statement. An update report to the 15<sup>th</sup> December meeting will set out the key challenges and work underway to balance the budget following the announcements from the Chancellor's statement. The report will include a table of key assumptions which will be updated in the new year if necessary, to reflect any material changes emerging from the Chancellor's statement and confirmation of the Grant Settlement and Precept capping level. Formal consideration of the Budget takes place on **8<sup>th</sup> February 2017**.

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## Work Programme – 2016/17

<p>16<sup>th</sup> June</p>	<ul style="list-style-type: none"> <li>• Review of Commissioner’s annual report</li> <li>• Police and Crime Plan – proposed development and opportunities for joint working</li> <li>• Tri-Force Collaboration Programme (new standing item)</li> </ul>
<p>20<sup>th</sup> September</p>	<p><b>Pre-Meeting 10.15am - Mark Healey, Chairman Devon and Somerset Fire Authority</b></p> <ul style="list-style-type: none"> <li>• Scrutiny of the Police and Crime Plan</li> <li>• Scrutiny of performance/delivery against the Police and Crime Plan – Burglary</li> <li>• Panel Response to the Commissioner’s Annual Report</li> </ul> <p>Standing Items:-</p> <ul style="list-style-type: none"> <li>• Commissioner’s Update</li> <li>• Tri-Force Collaboration Programme</li> <li>• Link Member reports</li> <li>• Complaints</li> </ul>
<p>21<sup>st</sup> October 9.30am – 1.00pm</p>	<p>Training Induction for new members (Frontline)</p>
<p>23<sup>rd</sup> November 10.30am (Police Headquarters)</p>	<p>Training</p> <ul style="list-style-type: none"> <li>• Budget training</li> <li>• Police and Crime Needs Assessment session</li> </ul>
<p>15<sup>th</sup> December</p>	<ul style="list-style-type: none"> <li>• Budget and precept scrutiny preparation/consultation</li> <li>• Chief Constable six monthly presentation (<i>deferred from September</i>)</li> <li>• Panel Protocols</li> </ul> <p>Standing Items:-</p> <ul style="list-style-type: none"> <li>• Commissioner’s Update</li> <li>• Tri-Force Collaboration Programme</li> <li>• Link Member reports</li> <li>• Complaints</li> </ul>

<p>8<sup>th</sup> February</p>	<ul style="list-style-type: none"> <li>• Formal scrutiny of Budget and Precept</li> <li>• Panel Costs report</li> </ul> <p>Standing Items:-</p> <ul style="list-style-type: none"> <li>• Commissioner's Update</li> <li>• Tri-Force Collaboration Programme</li> <li>• Link Member reports</li> <li>• Complaints</li> </ul>
<p>15<sup>th</sup> March</p>	<ul style="list-style-type: none"> <li>• Chief Constable six monthly presentation</li> <li>• Police and Crime Plan – review</li> <li>• Panel Annual Report</li> </ul> <p>Standing Items:-</p> <ul style="list-style-type: none"> <li>• Commissioner's Update</li> <li>• Tri-Force Collaboration Programme</li> <li>• Link Member reports</li> <li>• Complaints</li> </ul>

*\*Proactive work/investigation of strategic priorities :-  
Burglary - 20<sup>th</sup> September.*

## AVON AND SOMERSET POLICE AND CRIME PANEL

20 SEPTEMBER 2016

### REPORT OF THE CHIEF EXECUTIVE

### COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER

#### PURPOSE OF THE REPORT

1. To provide members of Avon and Somerset Police and Crime Panel with oversight of all complaints made against Avon and Somerset Police and Crime Commissioner, for scrutiny of the initial handling by the Chief Executive of Avon and Somerset Police and Crime Commissioner's Office.

#### BACKGROUND

2. Avon and Somerset Police and Crime Panel (the Panel) is the Appropriate Authority to handle complaints against the conduct of 'Relevant Office Holders', being Avon and Somerset Police and Crime Commissioner (PCC) and Deputy PCC if one is appointed, according to statutory regulations of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 and as referred to in the Police Reform and Social Responsibilities Act 2011, section 31 and schedule 7.
3. However, the initial handling, which includes categorisation, recording decision-making, referral of criminal allegations to the Independent Police Complaints Commission (IPCC), disapplication decision-making, and responding to the complainant in the first instance, has been delegated by the Panel to the Chief Executive in the Office of Avon and Somerset Police and Crime Commissioner, with scrutiny and oversight of all complaints and any escalation for informal resolution, remaining with the Panel.

#### SUMMARY OF COMPLAINTS RECEIVED

4. There has been one complaint since the last report against the *conduct* of the Police and Crime Commissioner ('conduct' including acts, omissions, statements and decisions (whether actual, alleged or inferred)). This relates to the PCC's invitation to speak at the St. George Partnership meeting in Bristol on 9 August 2016 and the subsequent complaint by one member of the public includes dissatisfaction with answers to this person's questions. All complaints to date have had Panel oversight, including those solely handled by the Panel.
5. All complaints to date have had Panel oversight, including those solely handled by the Panel.
6. Please refer to the summary table in Appendix 1.

7. All complaint files are available at the office of the Police and Crime Commissioner for viewing by the Panel, if requested. Live complaint files are available at the Police and Crime Panel meeting. The document retention period is in accordance with the published Record Retention Policy and this is currently eight years.

#### **EQUALITY IMPLICATIONS**

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

#### **RECOMMENDATIONS**

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

**JOHN SMITH**  
**CHIEF EXECUTIVE**

## Complaints against the Police and Crime Commissioner

No.	Date rcvd / log no.	Summary	Recorded?	Handled by	Outcome	Live or Closed
23.	31/08/16 / 16185	Complaints regarding the St. George Partnership meeting and the PCC not answering a question about the difference between 'legal' and 'lawful'; the lack of time for the public consultation on the priorities in the future Police and Crime Plan; the PCC's independence; lack of research of another PCC candidate regarding cannabis reform; and querying if the PCC is ignoring medical professionals talking about medicinal cannabis and the benefits.	Yes	OPCC Chief Executive	Informal resolution by way of an explanation and apology	Live