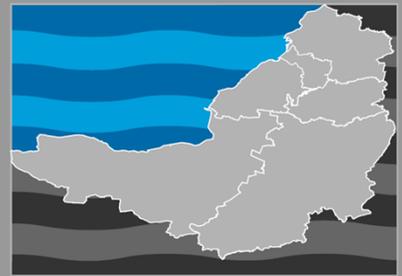


Avon and Somerset Police and Crime Panel



Hosted by Bristol City Council Democratic Services



Date: Tuesday, 27 June 2017
Time: 10.30 am
Venue: Town Hall, Walliscote Grove Road, Weston-super-Mare, BS23 1UJ

Agenda published:

Bristol City Council, Democratic Services

City Hall, College Green,

Bristol BS1 5TR

Email: democratic.services@bristol.gov.uk



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

Cllr Cherry Beath (Bath and North East Somerset – New Panel Member) has sent apologies and Cllr Dine Romero is substituting.

2. Election of Chair

3. Election of Vice-Chair

4. Panel Membership

To note as follows:-

Bryony Ball – Independent Member;
Andy Sharman – Independent Member;
Joseph Mullis – Independent Member;
Councillor Roz Willis – North Somerset Council;
Councillor Nigel Ashton – North Somerset Council;
Councillor Neil Bloomfield – Somerset County Council (New Member);
Councillor Martin Wale – South Somerset District Council;
Councillor Heather Goddard – South Gloucestershire Council;
Councillor Mike Drew – South Gloucestershire Council;
Councillor Cherry Beath – Bath & North East Somerset Council (New Member);
Councillor Mark Shelford – Bath and North East Somerset Council;
Councillor Ann Bown – Sedgemoor District Council;
Councillor Stuart Dowding – West Somerset District Council;
Councillor John Parham – Mendip District Council;
Councillor Jane Warmington – Taunton Deane Borough Council;
Councillor Asher Craig – Bristol City Council;
Councillor Afzal Shah – Bristol City Council;
Councillor Mark Weston – Bristol City Council.

New membership is required for the Complaints Sub-Committee following a change in panel membership.

5. Public Forum

Statements or questions should be e-mailed to democratic.services@bristol.gov.uk, or sent to Bristol City Council, City Hall College Green, Bristol, BS1 5TR (for the attention of Andrea Dell). 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 Monday 26th June. Questions must be received no later than 5 clear working days before the meeting - 5pm on Tuesday 20th June.

No Public reform received

6. Declarations of Interest

7. Ratification of Independent Member appointments

This is an AGM standing item for noting. The three Independent Member's roles have four year terms. All Independent Members have expressed the wish to continue in the role.

8. Future meeting dates

To note as follows:

24th October 2017 - 10.30-2pm,

Venue: The Rickford Room, Town Hall, Walliscote Grove Road, Weston-super-Mare, BS23 1UJ.

Draft Police and Crime Needs assessment

15th November 2017 - 10.30-2pm,

Venue: Gordano Room, Avon and Somerset Police HQ, Valley Road, Portishead, Bristol, BS20 8QJ (For satellite navigation devices use: BS20 8JJ)

Budget preparation panel training

13th December 2017 - 10.30-2pm,

Venue: The Rickford Room, Town Hall, Walliscote Grove Road, Weston-super-Mare, BS23 1UJ.

Scrutiny of the draft budget/MTFP

1st February 2018 - 10.30-2pm,

Venue: The Rickford Room, Town Hall, Walliscote Grove Road, Weston-super-Mare, BS23 1UJ.

Policing Precept decision

15th March 2018 - 10.30-2pm

Venue: The Rickford Room, Town Hall, Walliscote Grove Road, Weston-super-Mare, BS23 1UJ.

Review of the Police and Crime Plan

9. Minutes of the previous meeting (Pages 9 - 13)

10. Chairman's Business

11. Commissioner's Update Report (Pages 14 - 21)

12. Commissioner's Annual Report (Pages 22 - 62)

13. Standing Complaints Report (Pages 63 - 65)

14. Work Programme Report (Pages 66 - 68)

15. Date of next meeting

Thursday 24th October 2017

Venue: The Rickford Room, Town Hall, Walliscote Grove Road, Weston-super-Mare, BS23 1UJ.

16. Exclusion of the Press and Public

Recommended - 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).

17. Complaint Update

The Openness of Local Government Bodies Regulations 2014

Any person attending a meeting must, so far as is practicable, be afforded reasonable facilities for reporting. This includes filming, photographing or making an audio recording of the proceedings.

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.

Public Information Sheet

Inspection of Papers - Local Government
(Access to Information) Act 1985

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

You can also inspect papers at either City Hall Reception (College Green, Bristol, BS1 5TR) or at our Record Office, "B" Bond Warehouse, Smeaton Road, Bristol, BS1 6XN; e-mail bro@bristol.gov.uk; telephone 0117 92 24236.

Other formats and languages and assistance
For those with hearing impairment

You can get committee papers in other formats (e.g. large print, audio tape, braille etc) or in community languages by contacting the Democratic Services Officer. Please give as much notice as possible. We cannot guarantee re-formatting or translation of papers before the date of a particular meeting.

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 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

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

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

Police & Crime Panel – Minutes 15th March 2017

1. Apologies for absence

- Councillor Richard Brown
- Bryony Ball
- Councillor Heather Goddard
- Councillor Roz Willis

2. Public Forum

Statement received from South West Transport Network on proposed closure of the British Transport Police station at Bath Spa to Police and Crime Panel 15th March 2017

3. Declarations of interest

None advised

4. Minutes of previous meeting

It was highlighted that Modern.Gov appears to be putting numbers on papers out of sync with the minutes and this is to be explored with Modern.Gov.

5. Chairman's Business

The Chair advised members that the clerking support will be moving to Somerset Council as soon as possible and this was welcomed by the committee.

6. Child Sexual Exploitation

Panel members received a briefing on the approach to tackling Child Sexual Exploitation in Avon and Somerset, progress of the West of England Child Sexual Exploitation Service and viewed a video; Kayleigh's love story; on Child Sexual Exploitation (CSE) which provided an introduction to the topic and also highlighted the impact upon victims.

Panel members raised the following:

- Panel Members were encouraged to contact their Local Safeguarding Children's Board to request sight of the CSE profile for their local area to aide a wider understanding of at-risk areas. Concern was expressed that profiles had not to date been disseminated or used to their full advantage.
- Panel Members questioned why videos similar to Kayleigh's story are not being shared more widely. The Commissioner advised that there has been an increase in awareness campaigns but that more needs to be done. It was suggested that training for other sectors (schools, councils etc.) should be supplemented by similar videos. It was advised that Bristol have been actively doing this and that Chelsea's choice is a drama being promoted: <https://www.youtube.com/watch?v=bAo8Yly8rFk>
- It was noted that Somerset have a guide for taxis on how to recognise CSE and this should be shared across the region. It was noted that taxi drivers may have visibility of CSE (e.g. picking up young adults at night) and there is a need to involve taxi drivers and the night-time economy businesses in the work to prevent and tackle CSE. The need to work with Uber and other transport providers was also highlighted. Panel members flagged concerns about the lack of a national database on taxi

drivers to track the allocation of licences with a view that licences are being awarded to individuals not from the local authority area who may pose a risk. The Commissioner confirmed that they will investigate further but could not commit to supporting a national database at this time but commented that it did seem on the surface a positive suggestion. It was questioned as to whether CSE is part of all schools' sexual education programmes. It was advised that sexual education (PSHE) is mandatory for children but that parents can withdraw their children from the programme. Panel members suggested that schools should also focus on staying safe online. It was noted that some schools are very pro-active in this area but this is not universal and could be improved.

- Panel members queried the level of support available for officers dealing with CSE cases and were advised that this is being monitored carefully.
- It was highlighted that if businesses etc. are empowered on issues like Anti-Social Behaviour then that will enable the police to focus upon issues like CSE.
- A Panel member raised the issue of CSE in wealthier areas and the risk of victims not being identified due to a lack of awareness in communities but also the targeting of limited resources into more deprived areas. Officers advised that children in care are approximately fifty times more likely to be targeted but that work is being done across the whole population but that this issue should be noted and considered further. It was advised that pilot Operation Topaz is due to run for a further six months and a decision about this continuing is required.
- Panel members queried the routes through which cases are being brought to light. Officers advised that there are increasing numbers being identified by public sector workers and other sectors but that there is still room for improvement for example building on practices such as talking to budget hotels.
- The issue of 'sexting' and the increased use of digital technology was highlighted and it was noted that many internet providers are very good at removing images/videos but that there is more that can be done and this is a priority for the government. It was again noted that this is a cross-sector/agency issue. Panel members also flagged the need to work across international boundaries.
- Panel members raised the idea of reaching out to social housing providers due to the regular contact housing officers often have with families and vulnerable young adults. It was noted that there is a risk of victims becoming perpetrators without support. Officers advised that housing is a key area and that the barriers of working across sectors have been raised by the Commissioner with MPs.

7. Cyber Crime

Panel members received an update on the work on cybercrime in the region. The following points were highlighted:

- The Commissioner paid tribute to the work of the panel who have been assisting with this agenda.
- The Commissioner to share the Digital Investigation and Prevention strategy and associated action plan to panel members.
- Work is ongoing with Get Safe Online who have a wide range of resources - <https://www.getsafeonline.org/> Examples of materials available, including leaflets and posters, were shared with Panel Members.

A link member verbal update was provided on cybercrime and the panel were advised that a formal link member report will be provided for the next meeting.

The following points were put forward by the panel:

- It was recommended that a summit for small business be held to help raise awareness and involve Business West and the Federation of Small Businesses. It was noted that a similar event had been held in Taunton last year, with input from Zephyr, the Regional Cyber Crime team.
- The Commissioner advised that banks are not always advising national agencies of cases of cyber fraud and this is potentially hiding the scale and preventing investigation.
- The panel recognised the importance of tackling social isolation via digital inclusion being balanced with exposing individuals to risk and that more needs be done across sectors, like social housing, to ensure safety online is promoted and help people to understand the importance of password protection for example. It was suggested that highlighting high profile cases could help raise awareness. The Commissioner highlighted that there is often a lack of caution due to the reliance on the internet in every day life.
- The panel members noted that councillors have a role to reinforce messages within local authorities and help gain increased access into schools.

8. Commissioners Update Report

The following points were highlighted by the Commissioner:

- The Commissioner is the deputy national lead on efficiency on the Association of Police and Crime Commissioners Criminal Justice Standing Group. The Commissioner outlined progress on the Criminal Justice Transformation Project, a review to transform the local criminal justice system, following a successful bid to the Home Office Police Transformation Fund.
- The Commissioner updated the Panel on a whole system review of s136 mental health provision in the Avon and Wiltshire area, facilitated by the Alexander Group. A meeting will be held on 30 May to agree next steps. The Commissioner thanked panel members for their link report on mental health and advised it was of value to the work underway on mental health.
- Advertising is underway to recruit representatives to the new the scrutiny of police powers panel, being established by the Commissioner.
- The panel were asked to promote that there is a shadowing scheme to increase greater diversity of PCC candidates.
- The current Chief Constable's contract has been extended for three years.

Panel Members raised the following points:

- The panel highlighted a number of incidents of drowning that have occurred in the region and that young male students seem at particular risk. The Commissioner praised the role of the fire service in aiding search and rescue in these cases and highlighted the need for multiple agencies to be involved in searching for missing persons. Panel members asked if the general public are used to assist and officers advised that social media is used in such cases, particularly amongst students. Promoting river safety and working with the universities was raised by the panel and the need for greater understanding of the causes of such cases. The Commissioner advised that there is work underway with the universities and student liaison. Until the inquest concludes the Commissioner advised it was not appropriate to speculate on the causes of individual cases.
- Panel members thanked the Commissioner for taking up the issue of the cost of GP letters to support legal aid applications in Domestic Abuse cases.

- Panel member raised the issue of officers being investigated in regards restraint and the use of this in another Force area. The Commissioner agreed to report back on this matter with regard to the position in Avon and Somerset.

9. Standing Complaints report

It was agreed that a sub-committee of the panel will undertake an audit of complaints after the June meeting.

10. Work Programme

The work programme to be agreed at the panel's AGM. The following items were put forward:

- The use of body cameras
- Follow up report on mental health – link member report
- Details on the scrutiny panel
- New funding model for policing
- Cyber Crime – link member report

11. Link Member Reports

Cyber Crime- verbal

Following today's briefing a follow-up report will be produced on cyber crime

Diverse recruitment - verbal

- It was highlighted that 2% of police officers are from the BME community and 5% of PSCOs and therefore more is needed to be done. The link member is involved in supporting work to map current police jobs, linking employment and vacancy opportunities, exploring use of other languages and rejuvenating the current schemes. It was noted that the Bristol Taser case may have had a detrimental impact and that a strong and strategic programme is needed to increase numbers. It was flagged that there is a perception of unconscious bias in some interviews. The Commissioner requested details of any cases for further investigation and advised that the application process is blind as a precaution against bias. It was also advised the current buddying and mentoring scheme runs through all levels of the force. A citizen academy programme is underway, with a new programme starting in May, to help create ambassadors for the police.
- A panel member flagged apparent differences in recruitment across forces. The Step Up programme was highlighted by a panel member as programme to help increase diversity across the public sector and details will be shared across the other authorities. It was noted that Bridgwater College is running a 999 course to help students gain an insight into the emergency services to help promote the emergency services as a career choice.
- The Commissioner advised that the Chief Constable is the diversity champion for the constabulary.

Mental Health - written report

- The report to be recirculated to members to provide updated funding details. The report provided an overview and insight into how police aim to support and deal with individual with mental health needs, specifically those brought into custody.

- Specific points raised included:
 - Officers had reported concerns with Section 136 cases and what restrictions applied.
 - It was noted that work in this area is ongoing and that provision of services is mixed across the region and there is potential for accessing sources of government funding.
 - It was agreed that there will be a follow up report.

12. Date of next meeting

27th June 2017, 10.00 pre meeting, 10.30-2pm.

Venue: The Rickford Room, Town Hall, Walliscote Grove Road, Weston-super-Mare, BS23 1UJ.

13. Exclusion of the Press and Public

Recommended - 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).

14. Complaint update

Resolved - no update required

AVON AND SOMERSET POLICE AND CRIME PANEL

COMMISSIONER'S UPDATE REPORT

27 JUNE 2017

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 15 March 2017.

Police and Crime Plan: Update on Local Plan development / sign off

All Local Authorities are committed to jointly developing a local Police and Crime Plan for their area that will combine with a relevant local strategy. Each Plan is at different stage of development.

Staff within the OPCC have worked closely with South Gloucestershire and Bristol partners. A local Plan for South Gloucestershire has been developed and adopted. A short summary of this has also been produced as a communication tool. A local Plan for Bristol has been developed and is in the process of finalisation. North Somerset has commenced locally-led development of their Plan.

Incidents in Manchester and London

In response to the terror attack in Manchester the Commissioner wrote a joint letter with the Chief Constable to reassure the communities of Avon and Somerset, and carried out extensive interviews with the media following the change in threat level. Key messages included: the Constabulary's response and explanation regarding military deployment (which was not relevant in Avon and Somerset); the obvious carrying of firearms by firearms officers; to reassure communities and to explain that there was at that time and remains no intelligence linking the terrorists to the South West. Along with the media key communication channels were utilised including Independent Advisory Groups, Neighbourhood Watch and social media to reach as many local people as possible.

On 25 May, the Commissioner held a walkabout in Bristol with the Mayor meeting community and faith leaders. A roundtable was held on 2 June with the Black South West Network, meeting young people, women and the Home Office Prevent Officer as part of engagement with communities following both incidents in Manchester and London.

In the aftermath of the Manchester attack there was a rise in hate crime which was specifically linked to the incident, as well as a slight above average rise following the London Bridge incident however hate crime is now nearly back to normal reported levels. The Commissioner continues to reinforce that there is a zero tolerance to hate crime in Avon and Somerset and we would urge members to share this message with their communities. Planned activities surrounding the 'Hate has no home' campaign and arrangements for the Big Walk and Big Lunch aimed at bringing communities together continue with even more significance. The Great Big Walk organised by the Eden Project in Cornwall in memory of Jo Cox MP, passed through Avon and Somerset on 10 June with the Commissioner joining walkers near the end of their journey in Taunton. The OPCC team also supported the Big

Lunch in Hartcliffe on June 17 which encouraged neighbours to come together, to eat, chat and celebrate connections and commonality.

The Commissioner and the Chief Constable have written to MPs to highlight the changes in threat and the funding challenges.

Commissioning and Partnership Working

A&S Criminal Justice Transformation Project

As Panel Members will recall, the Commissioner was awarded £190,000 from the Home Office Police Transformation Fund 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.

Scope

The review was delivered in three phases from January – April 2017, exploring local issues identified as priorities during the first phase:

<u>'Deep dive':</u>	<u>'Light touch':</u>
<ul style="list-style-type: none">• High use of remand in police custody• Incorrect anticipated pleas• Charging decisions / file quality• High levels of failure to appear	<ul style="list-style-type: none">• Low use of out of court disposals• Handling of specialist cases• Case listing• Special measures & victim entitlements• Proportionality (as a cross cutting issue)

Approach

The approach of the review has been on applying learning from behavioural science to put forward practical solutions to increase efficiency and effectiveness and transform a disjointed system into a streamlined criminal justice service. Against the backdrop of increasing financial pressure across the criminal justice service, recommendations sought to put forward low cost, tangible solutions for testing and evaluation, alongside behavioural interventions based on 'nudge' theory to engage service users and reduce attrition. The decision to appoint the Behavioural Insights team enabled the review to bring a fresh perspective to long-standing challenges in the local criminal justice system, by placing an emphasis on understanding the reasons behind the barriers that exist, exploring roles/responsibilities, decision making and working relationships especially at points that cross between criminal justice agencies. Taken together these small steps and minimal investment have the potential to maximise gains in efficiency and improve the experience of service users by transforming the disjointed system to a joined-up service.

Findings

The report has confirmed that the local criminal justice system is disjointed and not working effectively. The final project report presents key findings and a menu of practical solutions for local implementation across the themes explored during the deep dive, grouped around

three areas: better early decision making; effective case management; user experience in the CJS. The report presents a proposed model for transforming criminal justice in Avon & Somerset and beyond, setting out recommendations for trial based on four opportunities that cut across the criminal justice service:

- Embedding feedback to improve decision making;
- Improving the impact of communication channels;
- Creating a sense of collective purpose across the system;
- Developing tools to assist with decision making.

Alongside tangible proposals for local implementation, the report sets out national learning and recommendations to influence change at a national level, and develop the role of the PCC in driving an efficient and effective criminal justice service.

Next Steps

Additional work will be currently being carried out utilising project funding to support development of the new Integrated Offender Management strategy, and work of the new Avon and Somerset Reducing Reoffending Board. Funding is currently being sought from criminal justice partners, in particular the CPS and HMCTS, to implement recommendations as in the experience of the OPCC, a co-funded, collaborative approach is most successful in delivering service transformation.

Avon and Somerset Reducing Reoffending Board

Since the last meeting of the Board significant work has been undertaken on various strands of work. Firstly the Constabulary, National Probation Service (NPS) and Community Rehabilitation Company (CRC) have come together to review, refresh and reinvigorate the approach to Integrated Offender Management. A paper summarising this review and recommending the way forward will be brought to the next Board meeting on the 3rd July.

Secondly a working group comprising representatives from NPS, CRC, HMPs Bristol and Eastwood Park, the Constabulary, OPCC and the Golden Key Partnership have been meeting to look at developing a proposal for a pilot collaborative piece of work relating to offenders who are subject to recall from HMP Bristol or Eastwood Park. It has been agreed that this piece of work will be described as the Avon & Somerset Offender Recall Pilot Project. Behavioural Insights are supporting this process and are undertaking some initial work with HMP Bristol, Eastwood Park, NPS, CRC and Constabulary to develop a proposal for a cohort linked to both offenders subject to post sentence supervision and those subject to recall on licence. In addition, the Golden Key partnership have offered to support this work given their learning around multi agency working around individuals with complex needs and in addition Avon and Wiltshire Partnership have offered to contribute by cross reference of their data in relation to Mental Health issues. The intention is to provide an update on this work at the 3rd July Board meeting.

Finally the OPCC have agreed to prepare a draft Reducing Reoffending Strategy, draft Terms of Reference for the Reducing Reoffending Board and a draft over-arching Governance proposal for the Reducing Reoffending work linked to the Local Criminal Justice Board and the Community Safety Partnerships, which will also be tabled at the 3rd July meeting. ACC Sarah Crew has organised a facilitated Reducing Reoffending workshop on 19th June which will help to feed into this work.

Commissioning and Partnership Working

Restorative Justice Service

The new Avon and Somerset wide Restorative Justice Service, 'Restorative Approaches Avon and Somerset' went live on the 1st June. The aims of the new service are to

- Provide a holistic approach to Restorative Justice services centred around the victim
- A simplified process with a single point of contact in order to provide tailored and integrated support
- Develop the service so that it can be more targeted and increase capacity across the region
- Raise the profile of the service so that restorative approaches are used more widely in supporting community problem solving and out of court disposals
- Increase the availability for restorative workshops and pre and post sentence Restorative Justice

Referrals into the service, or questions about the service can be made via email cases@restorative-approaches.org or telephone 0117 9415879.

Joint Commissioning Work

SARC Services

NHS England is now engaging with providers, stakeholders and victims on a proposal for SARC services across the South West. New contracts are planned to be awarded in October 2018 following a formal procurement process and significant implementation period. Key stakeholders have been identified and their views on a proposal for the South West will be sought. Alongside this, there is a more general briefing for the public to provide their views - details are available on PCC websites.

The OPCC is keen to use the process to enhance service quality, address current and future demand, provide equitable services and improve accessibility of access. In particular, the OPCC would like to see improved distribution of NHS resources across the South West according to demand and better reflecting the relative level of investment provided in these services by (O)PCCs.

The OPCC welcomes members' views on this and encourages participation in the engagement. Following the engagement, the Procurement Steering Group (which includes Avon and Somerset Constabulary and OPCC representation) will work with NHS England on the procurement of the agreed services across the South West

Custody and Courts Referral Service Consultation

Consultation on a draft commissioning plan in relation to assessment and referral services within courts and police custody closed on 22 June. The plan was being developed in partnership between NHS England and the OPCC following a needs assessment looking at Liaison and Diversion and arrest referral services which took place towards the end of 2016.

The draft plan set out an approach which would see two existing services, Liaison and Diversion and the Arrest Intervention and Referral Services (AIRS), brought together to form a single referral service covering police custody, courts and voluntary attendances across Avon and Somerset. Currently these two services are commissioned independently by NHS England and OPCC respectively. It is intended to commence a competitive procurement exercise with a view to a new contract being awarded by January 2018 for mobilization by April 2018.

Mental Health

Members will recall that Partners across the Avon and Wiltshire area have recently been engaged in a system wide review of S136. The review was facilitated by the Alexander Group and involved partners and service users from across the system. The PCCs for Avon and Somerset and Swindon and Wiltshire Chaired a second governance group for the review on 30th May. At this meeting it was agreed to progress with Phase 4 of the Review which will work towards implementation. Work will be managed via 9 task and finish groups.

Child Sexual Exploitation

Members will recall that the OPCC are leading on the commissioning of a specialist support service for victims of child sexual exploitation in partnership with the five top tier Local Authorities across Avon and Somerset. The procurement process for the service is currently in its final stages, with the new service anticipated to be in place by October 2017. The successful provider will be announced once formal contract award has taken place.

Commissioner’s Community Action Fund (CCAF)

The Police Community Trust met at the end of April to allocate grants for Quarter 1 of 2017/18. A total of **£41,957** was awarded to 16 of the 26 applicants to the Commissioner’s Community Action Fund (CCAF). The timetable for the coming year is set out below:

Application Deadline	Decision Date
1 June ‘17	End of July ‘17
1 September ‘17	End of October ‘17
1 December ‘17	End of January ‘18

Governance, Scrutiny and Inspections

HMIC Inspections

The 2017 PEEL inspections commenced with the Efficiency, Legitimacy and Leadership inspections. The ‘hot debrief’ took place at the end of May. The inspection was positive (please note this feedback reflected early impressions as analysis of fieldwork was incomplete, and therefore no definitive conclusions can be drawn) with positive comments outweighing identified areas for improvement. Leadership, collaboration and use of body worn video cameras were noted as particular strengths. Areas for improvement were within the remit of HR and Corporate Learning and Development functions. The newly appointed Director of People and Organisational Development will be appraised of findings.

The completion of all recommendations made within inspection reports is monitored within the Police and Crime App and the Constabulary have a well-established working group, overseen by the Deputy Chief Constable to ensure actions are progressed.

Communications Department / 101 Service Delivery Assurance

A service delivery assurance exercise was carried out during May on the Constabulary's Communication Centre. This was designed to test delivery against a number of key objectives within the Plan:

- Deliver high quality effective public sector services that are well-informed, victim-centred where appropriate, with a focus on early intervention
- The Police are accessible and responsive when needed
- Victims are satisfied with the service they have received
- Diverse communities will be engaged, well-understood and represented in the workforce
- All victims, witnesses, suspects and detainees will be treated fairly and respectfully
- The Constabulary will consistently and accurately record crime, believing victims when they report crimes
- Technology will support officers and staff in their roles
- 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 and
- Encourage and support emergency service collaboration

The exercise consisted of an interview of senior staff within the centre, an independent panel's evaluation of 90 randomly sampled calls made between January and March 2017 and the panel's observations of the centre in operation during what is typically a period of high call volume. Analysis of the findings, alongside quantitative performance information is underway to produce a report which will be discussed at a future Police and Crime Board before being published on the OPCC website.

Scrutiny of Police Powers Panel

As Members will recall, the Commissioner has established a new Scrutiny of Police Powers Panel. The support of Panel Members in promoting the panel through local networks, and in particular to Cllr Asher Craig and Cllr Afzal Shah in the recruitment process, has been greatly appreciated. The Panel will scrutinise use of Stop and Search, Taser, Body Worn Video, and the use of force by the police. The aim of the Panel is to provide feedback on the use of police powers to inform organisational learning and to increase transparency, confidence and public understanding about the safeguards and complexity in relation to the use of police powers. The Panel is being established following consultation with Staff Associations, community groups and the Independent Advisory Groups. The Panel met for the first time on 13 June. Further information can be found at the following link:

<http://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny/Scrutiny-of-the-use-of-Police-Powers.aspx>

Out of Court Disposals Scrutiny Panel

The Out of Court Disposals Scrutiny Panel met on 14 June to scrutinise cases dealt with by Simple Caution. New processes have been put in place to enable the Panel to review files in electronic format rather than paper copy. The Panel reviewed three Community Resolutions in relation to a Serious Sexual Offence or Serious Violence Against the Person (in accordance with the Panel Terms of Reference), all found to be appropriate with observations. The

Panel reviewed 15 cases dealt with by Simple Caution. Three were found to be appropriate, five appropriate with observations, and four cases inappropriate. In two cases, the Panel could not reach a consensus. In one case, the Panel wished to defer a decision to the next meeting in one case after requesting further information. The Panel report, together with the Constabulary response to recommendations, will be published at the following link: <http://www.avonandsomerset-pcc.gov.uk/Take-Part/Out-of-Court-Disposal-Scrutiny-Panel.aspx> The Panel will review cases in relation to vehicle crime at their next meeting on 11 October.

PCC Shadowing Scheme Launch

The Commissioner has appointed six candidates to the scheme to shadow her to giving an insight into the role of a Police and Crime Commissioner, a directly elected role. A programme is being developed with the candidates to shadow the PCC at a series of meetings and events to reflect the wide nature of the role. The programme will run for the course of this financial year.

Independent Residents' Panel

The Independent Residents' Panel (IRP) of 12 members, representative of the local population demographics, continue to scrutinise electronic files of completed complaints against the Police by members of the public. The Panel have met on a quarterly basis since June 2013 and will next meet on 15 June 2017 to review complaints within the IPCC complaint allegation categories of: Incivility, impoliteness and incivility; assault (use of force); and cases where body worn video camera has been used during the complaint investigation. Also, as standard practice, a selection of complaints will be reviewed that have been resolved by the 'informal/early resolution' method, which aims to resolve a complaint to the complainant's satisfaction within a timely 72 hours, to immediately apologise if the police have got something wrong and to cascade organisational learning and/or encourage individual learning (not blame) in order to improve the quality of policing service going forward. This aims to encourage openness, trust and confidence in the Police for members of the public and to maintain a high level of service satisfaction.

Further qualitative satisfaction surveys are being considered by the PCC's office. This is part of the Constabulary's Professional Standards Department (PSD) response within the Panel's March 2017 quarterly report of the selected and reviewed complaint records, which is sent to the PCC to review as standard practice 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/Openness/Scrutiny/Independent-Residents-Panel.aspx>

National Volunteers Week (1-7 June 2017)

The Commissioner celebrated Volunteers' Week by thanking volunteers who serve on the Independent Residents Panel, Out of Court Disposals Scrutiny Panel, Scrutiny of Police Powers Panel and Independent Custody Visiting Scheme, making an invaluable contribution to the PCC's role in holding the Constabulary to account and promoting transparency and confidence in the police service. Together with the 1,430 police volunteers in roles from special constables and cadet leaders to community speed watch and police support volunteers, they have donated over 80,000 hours to help to keep communities safe.

Independent Custody Visiting Scheme Update

The Annual Conference of the Commissioner's Custody Visiting Scheme was held on Saturday 3 June, to coincide with National Volunteers Week. Volunteers from the Scheme heard from speakers from the Somerset Youth Offending Team about how they work to keep children out of custody, the National body for ICVs the Independent Custody Visiting Association and the Independent Police Complaints Commission. Workshops discussed recent changes to the scheme, including self-introduction and moving to online reporting forms. There was also a Q&A with a panel of custody staff as well as an update from the Head of Custody, Mark Runacres and the conference was closed by T/DCC Sarah Crew.

National Update

- Avon and Somerset is hosting a Home Office Complaints Roadshow on Friday 16 June with regard to changes in the complaints process.
- The Commissioner continues to serve on a number of national APCC Standing Groups, notably the Criminal Justice Efficiency Standing Group. Learning and recommendations of the Avon and Somerset Criminal Justice Transformation Project have been received with interest, providing an opportunity to take forward national recommendations.
- The APCC and National Police Chiefs Council has issued a joint letter to all PCCs and Chief Constables requesting submissions to support a Joint Spending Review to reflect current funding challenges, in particular with respect to counter-terror capability. The Avon and Somerset response is currently in preparation and the support of the Panel would be welcome in making the case for additional funding.

Contact Officer

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AVON AND SOMERSET POLICE AND CRIME PANEL

27 JUNE 2017

REPORT OF THE POLICE AND CRIME COMMISSIONER

POLICE AND CRIME ANNUAL REPORT 2016-17

- 1.1 The Police and Crime Commissioner has a duty under section 12 of the Police Reform and Social Responsibility Act 2011 to produce an annual report after the close of each financial year. This report should provide details of the exercise of the Commissioner's functions in each financial year and progress that has been made in meeting the objectives set out in the Commissioner's police and crime plan.
- 1.2 The annual report (attached at Annex A) details progress made between April 2016 and March 2017. While there has only been five months' of activity since the Plan's launch, significant progress has been made in delivering the ambitions of the Police and Crime Plan. A contributory factor to this may well have been that the Plan was jointly developed with the Constabulary and therefore work to align activity to the priorities commenced far earlier. It should also be noted that this Plan has been embraced fully by the Constabulary. The Police and Crime Panel link member was also involved in the planning process and provided constructive and helpful input throughout its development.
- 1.3 The core PEEL HMIC inspection ratings have formed the foundations of the performance framework for evaluating the success of the Plan. There is a clear ambition to achieve 'outstanding' gradings over the PCC's term of office, and there has already been progress seen in the improvement from 'requires improvement' to 'good' in the most recent effectiveness inspection. The Plan was developed with key areas of improvement in mind: to better protect the vulnerable by consistently identifying and risk assessing vulnerability, and to improve the quality of investigations. This has been achieved and recognised in HMIC inspections.
- 1.4 The Commissioner presents the Annual Report to the Police and Crime Panel in compliance with the requirements of the Police Reform and Social Responsibility Act 2011 and will provide responses to any report or recommendations made by the panel.

Contact Officer:

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Tel: 01275 816067

Attachments

Annex A – Annual Report of the Avon and Somerset Police and Crime Commissioner 2016/17

**ANNUAL REPORT
OF THE AVON AND SOMERSET
POLICE AND CRIME COMMISSIONER**

2016 / 17

CONTENTS:

- 1. Foreword and Introduction**
- 2. Overview over the year**
- 3. Statutory Duties**
- 4. Assurance**
- 5. Performance against the Police and Crime Plan**
- 6. Annexes**

Published June 2017

FOREWORD AND INTRODUCTION



Strong communities support one another, and stand together. There is no home for hate here.

In the past year (2016-17¹), there has been a significant improvement in the effectiveness of the Constabulary; this has been achieved in spite of financial difficulties and an ever-increasing and changing demand for policing services. I am pleased with the progress the organisation is making and confident that it will continue even though the challenges will persist.

Following my re-election as Police and Crime Commissioner (PCC) in May 2016 I have published a Police and Crime Plan for my second term that sets the strategic direction for policing. This Plan reflects my commitment to ensuring there is greater focus on 'our most vulnerable, strengthening and improving our local police services, making the Constabulary more representative of the communities it serves; and working better together with our partners'.

Financially we need to save just under £9 million in 2017/18 as a result of austerity, and a total of £20.6 million over the next five years. We also need to identify additional savings in order to invest in a change programme that will enable continued improvements in effectiveness and efficiency.

To address the financial challenges, meet demand and deliver the Plan, I have approved a Constabulary proposal to refine its operational structures. Within this report I will signpost some of the benefits of this re-organisation. The most important priority in my plan is to protect the most vulnerable from harm. 84% of respondents to the public consultation that was carried out in summer 2016 supported the setting of this priority, demonstrating a strong spirit of community and caring that is heartening. I feel the Constabulary and partners have fully embraced this priority and there has been much activity in support of this.

This annual report reviews the progress I have made between 1 April 2016 and 31 March 2017 in carrying out my responsibilities as PCC and overseeing delivery against the Police and Crime Plan 2016-21.

I am satisfied with the progress noted by inspectors from Her Majesty's Inspectorate of Constabulary (HMIC), resulting in an improved grading for the Constabulary in their '*Effectiveness*' inspection. I am delighted with the improvements brought about through partnership working to provide better support to people experiencing a mental health crisis and to stop inappropriately detaining people in custody under section 136 of the Mental Health Act. There is always more that can be done, but I feel that the Constabulary and partner organisations are increasingly seeing better outcomes for local people as they work together on shared objectives.

I'm committed to continually considering what local communities want from their police service and ensuring that your views and voices are reflected in my decision making. I want to listen to all voices, particularly the quiet voices. The plan is regularly reviewed and refreshed and I welcome your thoughts.

People involved in policing are often interacting with people experiencing the worst moments of their life. They may consider themselves ordinary people getting on with 'the job'. In my view, they are extraordinary people, working hard day-in and day-out to keep our communities safe. I am always thankful for all that they do to protect us from harm and support those most in need.

Many people, including myself, were shocked by the recent violent attacks in London and Manchester. Please be reassured that the police are well-prepared for these types of events, and there is considerable police activity undertaken to prevent these types of incidents every day. However when terrorism does strike it reveals the selfless courage from individuals whether that is the emergency services, visitors or people caught up in events which exemplifies the very best of humanity and strikes at the heart of terrorism. We are all united in our efforts to stamp out extremism and to counter terrorists to ensure we are all safe. We cannot accept hatred and it will not be tolerated on the streets of Avon and Somerset.

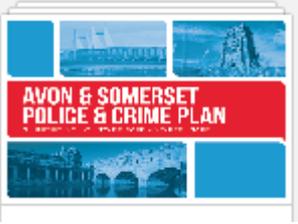
Sue Mountstevens
Avon and Somerset Police and Crime Commissioner

¹ References to the past year throughout the document relate to the period 1 April 2016 – 31 March 2017.

1. Overview of the year

Over the year I made 80 visits to voluntary and community organisations, held 4 Pride Awards recognising 48 winners, held 4 Facebook Live videos with the Chief Constable, attended 157 public events and funded 16 community projects.

April 2016	May 2016	June 2016
<p>Pre- election period</p>	<p>PCC Elections Held</p> <p>Swearing In Ceremony at Trinity Community Centre</p>  <p>PCC invests £1m in mobile technology for the implementation of a new 4G mobile radio-service between all three emergency services</p> <p>PCC welcomes new legislation on psychoactive substances ending so called 'legal highs'</p> <p>PCC supports female genital mutilation (FGM) summer campaign</p> <p>Independent Custody Visiting Conference</p> 	<p>First community day following re-election</p>  <p>Police custody cells no longer used to detain people experiencing a mental health crisis</p> <p>PCC celebrates and thanks police volunteers as part of National Volunteers Week</p> <p>PCC joins the Rural Crime Team to launch signs reminding owners to keep their dogs under control around livestock</p> <p>Launch of "See Me" road safety campaign</p>  <p>PCC supports 'say no to adult abuse' campaign</p> <p>Policing priorities consultation launched</p> <p>Let's end hate crime campaign launched</p>
July 2016	August 2016	September 2016
<p>Open letter to communities by the PCC and Chief following Brexit</p> <p>Announcement of body worn video cameras being rolled out to all police officers and PCSOs</p>  <p>Recruitment opens for a new police cadet unit in Bristol</p> <p>New panel of local people launched to</p>	<p>KnowleFest Bristol - Community event to stand up to hate crime</p> <p>Avon Fire approves move to Police HQ</p> <p>Police launch new 'Citizen's Academy' an innovative way to experience first-hand the day-to-day working of the police</p> <p>PCC supports national calls to make PSHE statutory</p> <p>PCC questions the Chief in her first Facebook Live video</p> <p>Rural Crime Forum</p>	<p>Police officer recruitment opens</p>  <p>Launch of Mental Health Triage Service within the police Communications centre</p>

<p>scrutinise the use of Taser</p>		 <p>Child Sexual Exploitation (CSE) campaign launch across Avon and Somerset to raise awareness of the abuse affecting children and young people</p>  <p>Child Sexual Exploitation <i>is</i> happening Exploited children are led to believe they are in a loving relationship, or feel too scared to tell anyone about the abuse they are suffering. Ask me. Ask me again. Keep asking. www.avonandsomerset.police.uk/cse</p> <p>PCC joins calls for all victims to have access to restorative justice</p> <p>1st Police and Crime Board</p>
<p>October 2016</p>	<p>November 2016</p>	<p>December 2016</p>
<p>New public services hub planned for Williton, West Somerset</p> <p>Police and Church work together in the Cinnamon Network to connect and support local people</p> <p>PCC extends funding for specialist support service of modern slavery victims</p>	<p>Launch of the Police and Crime Plan</p>  <p>HMIC Efficiency Report published – ASC is 'good'</p> <p>New campaign launched to target dangerous drivers who use mobile phones</p> <p>Young people take over the PCC's office as part of the Children's Commissioner Takeover challenge</p>  <p>PCC raises awareness of restorative justice as part of RJ week</p> <p>PCC announces £3m budget on support services and grants</p> <p>Police and fire to be located together in Yeovil and Nailsea</p> <p>New multi-agency domestic abuse campaign launched for one month</p> <p>PCC's office recognised with Transparency Quality Mark by CoPaCC</p> <p>1st Reducing Reoffending Board</p>	<p>Awarded Police Transformation Funding for a Criminal Justice Service review</p> <p>HMIC Legitimacy Report published – ASC is 'good'</p> <p>A new public sector hub for Taunton is announced with the police moving to Taunton Deane Council.</p> <p>PCC raises awareness of first anniversary of new domestic abuse law</p>  <p>She's hot... </p> <p>New rape and serious sexual offences awareness campaign launched</p> <p>1st anniversary of new Domestic Abuse law.</p>  <p>A new baby on the way! Mum to be is being showered with Love Hurt Abuse Shame</p> <p>Be Proud Awards launched recognising officer and staff within Avon and Somerset who go above and beyond</p>

January 2017

Commissioner's Community Action Fund re-opened supporting the priorities of the new Police and Crime Plan



New Crime Prevention website launched



New text number to combat rural crime launched

PCC backs national campaign to help protect older people from financial abuse



February 2017

Public forum held in Yeovil. Topics raised included the police station re-location, hate crime and anti-social behaviour.

PCC supports Time to Talk Day which encourages more people to talk about mental health

#Justtellsomeone PCC encourages people to talk about sexual abuse and sexual violence

Police and PCC highlight use of FGM protection orders

Police and Crime Panel approve PCC budget and policing part of the council tax increase of 1p a day for the average household

PCC supports 'Don't bare and share' advice issued to young people as part of Safer Internet Day

PCC launches shadowing scheme for local people to shadow her in her elected role

March 2017

HMIC Effectiveness Report published – ASC is 'good'

Contract for Chief Constable renewed.



Recruitment for local people to join a panel to scrutinise the use of police powers begins

'Hate has no home' is launched to provide victims and bystanders with the confidence to spot and report hate crime

Pop-up shop launched by the cyber crime team to give people tips on protecting themselves from cyber criminals

Governance meeting to review progress around dealing with people experiencing a mental health crisis



2. Statutory Duties

Key aspects of my role are to set the strategic direction for the Constabulary and wider partnership working, documenting this within a Police and Crime Plan, to set the policing part of the council tax precept, appoint or renew a contract of the Chief Constable; and to commission local victim services.

Setting the Precept

I increased the policing part of the council tax by 1.99% for 2017/18. This decision was based on the provisional settlement for Police grant funding, the cost pressures on the Constabulary, the need to fund capital programmes, the context of this within the Medium Term Financial Plan (MTFP) and the views of local people in relation to the policing part of the council tax.

3000 people are surveyed each year and respond to a range of questions about residents' experiences of crime and policing, their feelings of safety, their priorities and the level of council tax precept used to fund police services. 70% of the people surveyed between October 2015 and September 2016 supported an increase. The increase received strong support from the Police and Crime Panel in February 2017. This added £3.55 to an annual Band D council tax bill, with the average householder (Band D) paying £181.81 per year for policing. The police budget is coming under increasing pressure at a time of severe threat and increased demand.

Setting Strategic Direction



I produced a new Police and Crime Plan for 2016-21 and this was published in November 2016. The Strategic Priorities are:

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

Analysing feedback from local people and partners was really important in developing the Plan. The priorities were consulted on from the end of June until the end of August. In that time, the OPCC heard from a wide range of respondents including victims and witnesses, health partners, volunteers, local authorities and the Constabulary.

1915 people responded in total, with the majority supporting the vision and priorities (support for each priority was measured, but averaged overall at 89%).

The new Plan no longer has priorities that look at specific crimes such as burglary, domestic abuse or road safety. This does not mean that I believe these things are any less important. I have intentionally broadened priorities because I believe we need to take a more holistic approach as a strategy for preventing crime, supporting victims and enforcing the law.

The priorities within the 2015-17 Plan can be translated into the new Plan (see figure 1 below) and so this report publishes the performance measures included within the current Plan as this does not preclude assessment of achievements, performance and issues encountered in relation to the legacy priority descriptions.

Priorities 2016-21 → 2015-17 ↓	Protect the most vulnerable from harm	Strengthen and improve your local policing teams	...Right People, right equipment and right culture	Work together effectively...
ASB	✓	✓		✓
DA and sexual abuse	✓			✓
Burglary	✓	✓		✓
Road Safety		✓		✓
Putting victims first	✓	✓	✓	✓

Fig 1

Partnership Working

I have a statutory duty to work with partners, but I am personally committed to doing this irrespective of legal obligations: it is only through working together that we can resolve problems, reduce vulnerability and risk, to support victims to cope and recover and keep neighbourhoods safe.

The fourth priority of my Plan is to work effectively with other police forces and key partners to provide better services to local people.

Examples of strong partnership working this year include:

- Establishment of a new board to focus on reducing reoffending
- Embedding and developing the Mental Health Crisis Care Concordat to ensure that individuals experiencing a mental health crisis are properly supported
- Working with the Safer Bristol partnership and with the South Gloucestershire Community Safety Partnership to develop joint local plans

Grants and Commissioning

I was responsible for the allocation of around £4 million to support a range of community safety projects and services in 2016-17 which supported the delivery of the Police and Crime Plan. These included grants to support the mental health control room triage project, youth crime and substance misuse services, a wide range of victim support services including restorative justice services, a drug and alcohol arrest referral service and local community safety initiatives. I am particularly proud of the achievements of the West of England CSE Project which has demonstrated the value of and need for the recommissioning of CSE support services.

In addition, the Commissioner's Community Action Fund, administered by the Police Community Trust, supported voluntary and community sector projects by awarding 16 grants, allocating a total of over £62,000 of funding. This year, the fund opened for applications from January 2017 owing to development of the new Plan. A normal year would allocate £150k of funding. These projects contribute to the delivery of the Police and Crime Plan. It is important they are community-led as it is the understanding of community needs that makes these projects so successful.

My office continued to work collaboratively with other commissioners in 2016/17. NHS England, for example, are a key partner in terms of funding the Sexual Assault Referral Centre (SARC). Establishing the mental health triage, operating from the Constabulary's Communications Centre since 5 September 2016, has alleviated pressure on both the Constabulary and the NHS as people have received better care following a professional assessment of need. This reduced an estimated 533 police deployments (between 1 October 2016 and 31 March 2017) and more importantly, has meant that early advice has been offered, which can prevent escalation of issues and therefore may have improved the health and wellbeing of the individuals concerned.

Please see Annex One for an overview of grants awarded and services commissioned.

Connecting people with police

I have spent nine days in the community, visiting 80 community projects and organisations and listening to local concerns. I have responded to 3233 contacts, and held a public forum in Yeovil.

I have met with 80 community groups including U3A's, civic societies, Probus, Soroptimists and many others. All of these events give me a great insight into local issues while also being a good opportunity to meet many residents at once. .

I have attended neighbourhood forums, partner and communities together (PACT) meetings and community groups.

In September 2016, I started holding Facebook Live chats with the Chief Constable, publicly holding the Chief to account for delivering policing. These are now held every two months.

I also publish electronic newsletters on a monthly basis to update local people on policing issues (to sign up for the newsletter and local news bulletins for your area register via www.avonandsomerset-pcc.gov.uk You could also follow us on Twitter @AandSPCC @SuMountstevens).

Looking forward, I want to do more to improve opportunities for engaging young people and minority communities in delivering the aspirations of my plan – including increasing the number of people making up the Special Constabulary, and to continue to increase awareness of opportunities to influence policing and community safety services. Avon and Somerset Police has opened its doors to local people via the Citizens' Academy, a new and innovative way to experience first-hand the day to day workings of the police. Residents undertake a 10 week programme offering an exceptional insight into policing from understanding different police roles such as forensic investigation and the use of firearms and internet safety - to getting a glimpse into the challenges the police face from different crimes, including domestic abuse and hate crime.

I wish to increase the involvement of local people in scrutinising police services and would invite anyone with an interest in scrutinising police powers (such as use of Tasers or Stop and Search') to visit the OPCC website for information on how to become a member of the panel that will do this.

Resources

Within the Police and Crime Plan, I set out three key objectives in relation to resources:

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

Plans have been agreed with the Chief Constable to close the budget deficit. They are reliant on realising projected benefits from the Constabulary's change programmes and on government funding contributions remaining stable, or increasing. The Home Office and Treasury have been preparing changes to the policing funding formula and at the point of consultation commencing, I will continue to argue for a fairer funding formula for local people. Avon and Somerset is under-funded by the government for the amount of people who live in the area and I feel population should have more consideration within the formula's construction.

With the organisational restructure planned, no reduction in funding and benefit realisation anticipated from change programmes, it will be possible to make reinvestments in areas of growing pressure and complexity. Some reinvestment has already been possible resulting in increased capacity and capability to deal with child abuse investigations (including exploitation), improving the call handling service and investments to strengthen our response to growing levels of cyber-crime.

The Constabulary already has created efficiencies by collaborating with regional police forces in the areas of forensics, major crime, organised crime, cyber and specialist police operations.

During the year further collaboration has developed with local Fire Authorities to generate savings by sharing estates and by Fire attending certain incidents as first responder when appropriate.

In addition, collaboration on new technology and enabling services solutions continues that will generate savings in future years, especially in areas of mobilisation, enterprise resource planning and digital evidence management. A number of collaborative transformation fund bids have been submitted to the Home Office for consideration after the General Election.

The HMIC inspection on efficiency rated the Constabulary as 'good' for the second year in a row.

Looking forward, I want to see the Constabulary achieving 'outstanding', while maintaining its trajectory of improving effectiveness. However, the ongoing pressures on police funding combined with the severe threat level and increased demand are causing real concerns.

3. Assurance

Assurance has been carried out through the year at a number of different levels.

Her Majesty's Inspectorate of Constabularies (HMIC), 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. This is a form of external assurance. The HMIC core inspection programme is called PEEL and looks at the Constabulary's effectiveness, efficiency and legitimacy. Essentially this means **HMIC evaluated how well the Constabulary operates, how well it manages its finances and how fairly it operates.**

The inspection results were positive and reflect positive trends of improvement. The results are published below. Full details of the inspection reports are available on the HMIC website. My responses to the inspections are published on the OPCC website.

Inspection	Question	Grading
Efficiency – overall rating	How efficient is the force at keeping people safe and reducing crime?	Good
Efficiency	How well does the force understand the current and likely future demand?	Outstanding
	How well does the force use its resources to manage current demand?	Good
	How well is the force planning for demand in the future?	Good
Effectiveness – overall rating	How effective is the force at keeping people safe and reducing crime?	Good
Effectiveness	How effective is the force at preventing crime and anti-social behaviour, and keeping people safe?	Good
	How effective is the force at investigating crime and reducing re-offending?	Good
	How effective is the force at protecting those who are vulnerable from harm and supporting victims?	Good
	How effective is the force at tackling serious and organised crime?	Requires improvement
	How effective are the force's specialist capabilities?	Ungraded ²
Legitimacy – overall rating	How legitimate is the force at keeping people safe and reducing crime?	Good
Legitimacy	To what extent does the force treat all of the people it serves with fairness and respect?	Good
	How well does the force ensure that its workforce behaves ethically and lawfully?	Good
	To what extent does the force treat its workforce with fairness and respect?	Good

Independent internal assurance jointly commissioned with the Constabulary to provide a risk-led audit programme that focusses on areas of agreed risk in terms of governance and delivery.

I made scheduled visits to Constabulary departments over the summer to get a sense of workload and morale of officers and staff.

² HMIC explored this as part of the inspection but the design of the inspection did not include a rating for this assessment i.e. no force has been graded against this question.

I, or representatives from my office, have attended partnership meetings as necessary to tackle issues of shared concern and challenge where appropriate.

The Constabulary also has a rolling programme of internal assurance activity as part of its Continuous Improvement Framework and this work is reflected in reports that are reviewed at the Police and Crime Board. The Board focuses on key decisions, assurance and accountability in relation to delivery of the Police and Crime Plan as well as associated risks and issues.

My office administers an independent custody visitors scheme which seeks to ensure detainees in custody are held in safe and appropriate conditions in accordance with their rights. A separate annual report is produced covering the work of this panel.

I have also commissioned a criminal justice review, with funding from the Home Office, to identify opportunities to transform the local criminal justice service.

Finally, my office co-ordinate a number of panels to review and scrutinise elements of the policing service. This year this has included out of court disposals, complaints against the police and use of Tasers.

Looking forward, I will establish a panel that will look more broadly at use of police powers. This will then encompass scrutiny of use of Tasers, powers to Stop and Search and use of force. Work has already begun and the first panel will be convened in June 2017.

I want to ensure that opportunities identified through the criminal justice transformation review are taken and improvement is driven.

I want to see the Constabulary continue its positive improvement trend and achieve more HMIC gradings of 'outstanding'. By 2020, I hope the Constabulary will have overall inspection ratings of 'outstanding' for all aspects of the core inspection programme.

Improving Legitimacy through Openness, Transparency and Accountability

I remain committed to ensuring that my office and the Constabulary exercise their duties in an open and transparent way and that I hold the Chief Constable to account for delivering the Police and Crime Plan. In turn, I should be accountable to local people and my work should be scrutinised by the Police and Crime Panel.

I am delighted that my office was awarded the COPACC Policing Insight Transparency Quality Mark last year for the second year running.

We have continued the work of the Independent Residents Panel scrutinising complaints, the Out of Court Disposals Panel and I will set up a Scrutiny of Police Powers Panel to start work shortly. The value of these groups in increasing scrutiny and public confidence in the Police's work is invaluable. Reports of their work can be found here. I continue to scrutinise the work of the Constabulary's Professional Standards Department in relation to complaints. They have continued their strong position in terms of timeliness of dealing with complaints and have improved the process for resolving them.

Looking forward, following national changes I will take over the handling of the majority of appeals into the handling of complaints and will work with the Constabulary to ensure that the public are engaged earlier and more dynamically in the handling of complaints.

4. Performance (against PCC Priorities)

General overview

The report on police effectiveness produced by HMIC clearly sets out what is required to successfully reduce crime and increase public confidence:

'In order to tackle crime and anti-social behaviour (ASB), police forces need to understand the threat and risk faced by communities. Forces must also operate a model of local policing in which police officers and police community support officers have sufficient time for community engagement, visible targeted foot patrols and working with other policing organisations and other interested parties to promote resolutions that protect communities and prevent crime'.

I am assured that Avon and Somerset Constabulary do have this understanding, and are implementing improvements to the policing model that already supports the above approach.

The total number of recorded crimes has increased by 17.5% in the last twelve months. The number of calls to the police (999 and 101) has fallen in the last year by around 6% (864,049 calls received in 2016-2017 and 917,709 for 2015-16).

Overall victim satisfaction rates fell to around 76% in 2016/2017 and this is an area both the PCC and Chief Constable acknowledge as a critical area in which to improve performance.

Recorded levels of 'hidden harm' crimes that are traditionally under-reported have continued to rise – which is interpreted as encouraging signs of both victims having the confidence to come forward and report and of improved recording standards (both being key objectives within the Plan).

The 'protect the most vulnerable from harm' priority specifies within the Plan a number of crimes where there was an aspiration to improve service for victims. These are:

- Child abuse including female genital mutilation
- Exploitation including modern slavery and child (sexual) exploitation (CSE)
- Domestic abuse, including so called 'honour' based abuse
- Sexual abuse
- Hate crime

Reporting levels for each of these crime types have increased, with the exception of reported crime figures for CSE.

The proportion of investigations for these crime types resulting in positive outcomes has marginally improved for all, with the exception of positive outcomes for modern slavery crimes which have fallen.

Levels of burglary have reduced over the year (12,049 recorded in 2015-16 with 11,528 recorded in 2016-17) and outcomes have improved (from an average of about 5% of positive outcomes in 2015-16, to an average of about 10% for 2016-17).

Recorded levels of ASB have fallen but this is largely attributable to improved recognition of ASB offences as crimes. Outcomes have remained stable, with victim satisfaction levels for this crime type showing improvement, bucking the general trend of decline.

Overall public confidence in policing of Avon and Somerset fell during the year, as measured via the Crime Survey for England and Wales, which is an independent survey managed by the Office for National Statistics. Public confidence is expected to improve over the long-term with improved visibility following improvements in technology that will be delivered, enabling officers to spend more time working remotely and less time inputting information into systems based in stations.

I believe the public should have confidence in Avon and Somerset Policing. In 2015-16, the investigative teams in the Constabulary were struggling to cope with workload and the quality of investigations were suffering as a result. The Constabulary has now increased its investigative capacity and capability and investigative standards have improved. Officers and staff have worked hard to deliver sustained improvement and I want to formally commend them for having achieved this. **Good efforts and results deserve recognition.** HMIC Wendy Williams said in the most recent assessment: "I am very pleased with the overall performance of Avon and Somerset Constabulary." However, there

remains much to do to achieve the ambition to be an outstanding force (see 'Areas Prioritised For Improvement section').

Part of my role is to be the bridge between the public and the police. This involves listening to what local people tell me and ensuring concerns are addressed where they are expressed, but also to speak honestly and openly about how the Police are doing – well, or otherwise. The general performance of the Constabulary in the last year has improved, borne out in results and in the HMIC inspection results. I expect, and would encourage, public confidence to improve in recognition of this.

My priorities, as set out in the Police and Crime Plan 2015-17, are:

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

The following sections of this report outline performance against the objectives set out under each priority within the Plan.

Protect the most vulnerable from harm

I want to ensure that the most vulnerable are protected and while the priority is broad, I have prioritised children as a focus for safeguarding, and particularly want to see improved services for 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 a mental health crisis who come into contact with the police
- Hate crime

1. Understand the pressure facing organisations, ensuring that they are able to use this information to effectively resource their work

The Constabulary has an excellent understanding of its current and likely future demand. The HMIC Efficiency inspection rated the Constabulary as “**outstanding**” in this respect, stating there was a comprehensive understanding of the full range of existing demand based on a wide range of management information. Developments in data visualisation (QlikSense) provide an appreciation of workload carried at individual level and capacity to complete work to required standards. The Force was recognised as able to identify and assess new and emerging demand and being adept at restricting and modernising its workforce.

Looking forward, the Constabulary has submitted a bid for Home Office transformation fund money in order to advance the data visualisation software further, to make links with partner data, and provide a multi-agency understanding of complex issues at both a strategic and individual level. Organisations need to be able to support people with multiple and complex needs. Qlik Sense offers potential to increase the insight into the impact of interventions and share data and analysis in a user-friendly way. It should improve the collective partnership response to individuals with complex needs who are identified as having a negative impact in their community.

From meeting with the five Local Authority Adult Safeguarding Boards (LSABs) chairs, it has become clear that the number and complexity of safeguarding adult reviews is increasing. Working closely with social care colleagues, the Constabulary will introduce a new risk assessment process for referring 'vulnerability' concerns to the Safeguarding Coordination Units (SCU) and then onwards to partner agencies. The reason for this change is to improve understanding of adults 'at risk', child protection, safeguarding and vulnerability in a wider context, and to help SCUs and partners manage demand.

The SCU's role is to make threat/risk/harm-based decisions on the best approach to the ongoing safeguarding and wellbeing of the individual/family subject of the concern. This includes whether further police involvement is required, and then tasking/referring this to the relevant internal department or external agency. It is hoped the change will improve the quality of information provided by officers to the SCU, informing the decision they will take around referrals.

2. Ensure the provision of services to enable victims to cope and recover

I have commissioned a number of services to support victims cope and recover. 'Lighthouse', an integrated victim care service, supports victims who are vulnerable, intimidated, persistently targeted or experience serious crime. They are offered practical support and guided through the criminal justice process by specially-trained staff. The service has teams made up of both police staff and independent support workers and volunteers.

I also fund support services that provide emotional support and advocacy to children, young people and vulnerable adults, support for victims of rape and sexual abuse, support for victims of modern slavery and support services that offer restorative justice services.

My Office have led on the commissioning of a specialist support service for victims of child sexual exploitation in partnership with the five top tier Local Authorities across Avon and Somerset. The procurement process for the service began on 20 March, with the new service anticipated to be in place by October 2017. This service is intended to form a legacy for the West of England project which

formally ended on 31 March 2017, following the end of the two year funding provided by the Home Office under its Police Innovation Fund.

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

Crimes involving abuse or exploitation are known as 'hidden crimes' because often the victims are reluctant to report. These types of crimes are still considered to be under-reported nationally and so it is seen as a sign of increased confidence to report (as well as improved recording standards) that the reported numbers of these types of crimes have increased in Avon and Somerset.

As part of instilling confidence to report, significant efforts have been made to raise awareness of these crimes and take preventative measures. A couple of examples are detailed below.

Avon and Somerset Constabulary coordinates the south-west regional Communication Strategy raising awareness of CSE across our communities. The Corporate Communications department has designed and disseminated a range of posters, leaflets and other resources to raise awareness of CSE among all those who come into contact with vulnerable children.

Rising numbers of Female Genital Mutilation (FGM) referrals evidences the positive community work undertaken and the impact of engagement. FGM requires a full multi-agency response and it was agreed this year that Local Safeguarding Boards should focus on prevention and protection with the Police leading on pursuit of perpetrators.

A number of campaigns have also been run in response to an increase in the numbers of hate crimes. Levels of reported hate crimes increased following the Brexit decision, and in response to this the Chief Constable and I wrote in an open letter to Avon and Somerset communities that we will take a stand of zero tolerance towards hate crime. We both agree that we must act in ways that will develop cohesive communities that will not respond to anyone attempting to incite hatred. I am pleased that people have the confidence to come forward and report these crimes, and I encourage all those affected by hate crime to do so.

At the heart of this priority are children and I firmly believe in the importance of teaching children about healthy relationships. I have lobbied for some time, including jointly with Mayor Marvin Rees, to call for Personal, Social, Health and Economic (PSHE) education to become statutory. This has now been achieved and will be a significant driver to prevent future harm.

'Hidden' crimes are no longer matters that can be kept from view, they are everyone's business. As such, I was pleased to support training for businesses run by Women's Aid in 2016 to enable local employers to identify and support victims in the workplace.

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

Avon and Somerset Constabulary has fully committed to working with the top tier Local Authorities to establish five Multi-Agency Safeguarding Hubs (MASH). MASH brings safeguarding partners together, allowing them to actively discuss referrals relating to vulnerable children or adults and make effective decisions together about what action should be taken. There are currently three established MASH in Avon and Somerset, in B&NES, Somerset and South Gloucestershire, with Bristol and North Somerset due to go live over the coming months. Working together in this way saves time, stops duplication and allows all agencies to ensure they are clearly focused on the needs of the child or vulnerable adult.

5. Deliver high quality effective public sector services that are well-informed, victim-centred where appropriate, with a focus on early intervention

From June 2016, police custody has only been used to detain people experiencing mental health crisis in exceptional circumstances. Alongside this, we commissioned jointly with B&NES, Bristol, North Somerset and South Gloucestershire Clinical Commissioning Groups and Avon Fire Service a Control Room Triage where mental health nurses are based in the Constabulary's Communications Centre, advising officers and staff on supporting people experiencing a mental health crisis. To-date the nurses

have been able to offer advice on over 50 emergency calls a day where mental health advice can be provided, enabling access to support.

Capacity and capability in relation to investigations of child sexual abuse crimes has been enhanced as the Constabulary has delivered training to increase numbers of investigations with this specialised knowledge. Relationships at both strategic and tactical level have improved in order to respond better to safeguarding concerns.

Looking forward, Lighthouse and the Constabulary's safeguarding teams will be brought together under a single common structure and work together to streamline and further improve our response to vulnerable, intimidated and persistently targeted victims and witnesses and other members of the community who may be potentially vulnerable.

6. Tackle the dangerous offenders who perpetrate these crimes to reduce future harm

The Constabulary's 24 hour intelligence cells perform a daily scan for offenders who are wanted for failing to attend court or who have been identified as being involved in crime. These are then prioritised in terms of risk of harm they are likely to cause in communities and allocated to officers to make arrests.

An app has been developed by the Constabulary to support the management of offenders. It can identify 'high risk' offenders and track offending harm (harm associated with abuse, hate crime, drugs, firearms etc) over time as well as make information accessible to officers that would enable them to make suitable onward referrals for offender support and management.

A Reducing Reoffending board was established in early 2017 (see Strategic Priority Two in relation to the objective of improving crime prevention and reducing reoffending).

Looking forward, the function of Integrated Offender Management and Neighbourhood Policing will come under one directorate, and this will strengthen the Constabulary's one team approach to tackling offenders living in the community.

Case Study – Child Sexual Exploitation (CSE)

The West of England Child Sexual Exploitation (CSE) Victim Identification and Support Service was a two year initiative launched in May 2015 funded by the Offices of the Police and Crime Commissioners of Avon and Somerset and Wiltshire, the local authorities across those police force areas, Barnardo's and The Home Office Policing Innovation Fund. The Service aims to develop our collective ability to recognise children at increased risk of and suffering CSE and preventing exploitation where possible. When children have been exploited, the Service aims to support and protect them and disrupt and prosecute their abusers.

As a society, we are increasingly recognising how many children are being cynically targeted by those who exploit their vulnerability to sexually abuse them. Abusers give these children something: alcohol, drugs, attention, a roof over their heads or even just attention. But they expect sex in return, sometimes not just with them but with others. Victims are treated as objects, sometimes trafficked to other places and abused by many perpetrators. Sexual demands are often reinforced with violence, humiliation and intimidation and the abuse can last for months or years.

Any child can be targeted but we know that most who are victimised were already vulnerable because of previous abuse or neglect. These are children who crave interest and affection but instead suffer further abuse and deep psychological and emotional damage.

The damage caused to those being sexually exploited can be life-long as can the costs to society, both social and economic. Adults who were sexually exploited as children are disproportionately likely to suffer drug or alcohol addiction, mental health problems, self-harm or commit suicide. They are more likely to be unemployed, homeless and claiming benefits. They are likely to require long term health and social care involvement. They are more likely to require policing and criminal justice services and less likely to be paying taxes. That's why we need an approach that prevents CSE, stops it when it is happening, helps victims to recover and holds perpetrators to account.

Victims rarely report their abuse because of fear, dependency, misplaced loyalty or just because they feel that they have no-one who they can trust. It is easy to see CSE victims as 'streetwise', self-destructive and a 'problem'. Usually, they do come to the attention of the police and other agencies in circumstances that often demand urgent, intensive, repeated and costly response. They go missing from home; they drink heavily or take drugs. They become homeless and skip school. Sometimes, they commit crime and/or ASB.

But, with everyone working together, we can change all this. During the life of the project, 4,752 professionals received training on how to spot the signs and what to do if they are worried. We are using what we know about local children and families to identify those who are particularly vulnerable and use existing resources to help them to avoid victimisation. Through Barnardo's and the local authorities, specially trained workers supported 473 CSE victims to learn to trust again and to escape abuse. We are helping the police to develop their ability to aggressively disrupt and prosecute abusers. By doing all this, we are confident that we can tackle child sexual exploitation, safeguard our vulnerable children and allow them to live happy and productive lives.

Dedicated Home Office funding for the West of England Service ceased at the end of March 2017. However, the Avon and Somerset collaboration will continue and I and the local authorities have undertaken to increase our contributions to reduce the funding gap. A joint commissioning group, led by my office, has been established in order to take forward the learning from the West of England Service and look to commission ongoing specialist support for victims of CSE and the professionals who support them. Barnardo's will be grant funded to provide an interim service for the first half of the next financial year, with a new commissioned service taking over following a competitive tendering process on 1st October 2017. This service will be commissioned for a period finishing 31st March 2021.

Strengthen and improve your local policing teams

1. The police are accessible and responsive when needed

Last year I wrote that the service local people had received when calling the police for non-urgent matters was not as good as I would have liked and I would work with them to address this. The quality of response has consistently been good, but there have been issues around wait times on the non-urgent line, and the abandonment rate needed to be lowered. The Constabulary typically receive just under one million calls for service a year. This year, they have received 864,049 calls (223,289 999 calls and 640,760 101 calls), I am happy to report that the abandonment rate on 101 calls has lowered from an average of 7.6% (2015/16) to 4.9% (2016/17) and I am confident it will continue to lower. The 999 abandonment rate has also lowered from an average of 1.3% in 2015/16 to 0.3% in 2016/17.

Improvements to the online reporting system, and the introduction of a switchboard to support call handling has assisted the control room. **Looking forward**, the Constabulary will extend the switchboard hours of operation to better manage the 101 line demand and reduce the call abandonment rates further.

The Constabulary must take opportunities to rationalise its estate, but this need not be seen in negative terms. The focus of its strategy is to dispose of all old oversized, inefficient stations and provide local alternative accommodation solutions that are smaller and more efficient to run whilst at the same time ensuring neighbourhood policing teams always remain within neighbourhoods. Where appropriate, it aims to share space with partners as this makes best use of public money and can also facilitate joint working. When looking for new buildings to buy or lease, the Constabulary aims to select those which are open, welcoming and conveniently located for local people.

2. Increase community involvement to deliver the Police and Crime Plan

At the end of March 2017, the Constabulary had 311 Police Support Volunteers, around 750 volunteers engaged in 7 Community Speed Watch networks across the region, 334 Special Constables and 10 volunteer led Cadet Units and one 999 academy run by Bridgwater College but supported by Local Policing, engaging over 200 young people. They are collectively known as Citizens in Policing. Totalling the numbers involved in these groups alone mean there are over 1500 members of our communities directly contributing to delivery of the Police and Crime Plan.

Although the number of Special Constables has reduced when comparing it to numbers of the previous year (406), the average number of hours worked over the year has increased, demonstrating an increased value to the organisation that these individuals' time offers. However, it is still my ambition to see an increase in the number of Special Constable roles within the organisation over the course of my term as PCC.

The Constabulary's Citizens and Community Engagement Strategy provides strategic direction for engagement and aims to

- have more people actively participating and shaping policing services (this links to the objective around strengthening opportunities for residents to interact with the police within strategic priority four);
- increase legitimacy and public confidence in the Constabulary's ability to deliver policing;
- have more people actively involved in community safety; and
- have more citizens taking ownership and control of identifying, defining and solving problems in the community.

A Citizens Academy has been created to improve engagement with communities that are less likely to complain or to engage in traditional forms of engagement. These people act as ambassadors within their communities to develop community and citizen activity.

The first Citizens Academy 10 week programme concluded in November 2016. Feedback from attendees was positive, with participants eagerly putting themselves forward for numerous volunteering opportunities. The Constabulary then considered how the programme could move forward and developed a Citizen's Syllabus programme for 2017. Two academy programmes will be run during 2017, complimented by a series of tailored Masterclasses for example on preventing crime.

Volunteers, who make up the Link Power Project in Taunton, were awarded a PCC Pride Award for their contributions to the community in February, 2017.

A total of 18 volunteers were awarded for their combined dedication of 9,500 hours volunteering to address local community issues such as returning trollies to local supermarkets, dealing with fly-tipped rubbish and litter picking.

Sergeant Andy Murphy QPM, who nominated the volunteers said: "Link Power is just one of the projects the One Team has initiated, that gets the local community to take responsibility for themselves and its success is a real credit to all of them. The project also gives people from communities like Halcon another chance, which is really important.

"The volunteering, focus on increased qualifications and increased confidence is having a really positive impact not only on the community but also those involved in the project, addressing mental health problems, drugs and alcohol crime. All of the volunteers are quite humble people but I can see they're beaming with pride to be recognised for their efforts."

Taunton Deane Councillor Jane Warmington said: "For the volunteers to be recognised by someone like the Police and Crime Commissioner, who covers the whole of the Avon and Somerset force area is a really big accolade. I'm sure they are all absolutely delighted and it's particularly nice that they've been recognised individually because that's very important, they're part of the team but actually it is their individual contributions. I'm so proud of the volunteers they do so much good work, it's just wonderful."

To find out more about the PCC Pride Awards and how to nominate a silent star within your community visit www.avonandsomerset-pcc.gov.uk

To find out more about the Link Power Project visit www.linkpartnership.org

Looking forward, I would like to see a greater diversity of people engaged in actively supporting communities and policing-related activity.

3. Victims are satisfied with the service they have received

As part of agreeing the performance framework for assessing delivery of the Police and Crime Plan, the Constabulary developed a wider approach to measuring victim satisfaction and public confidence. This is in recognition of the need to assess performance across a range of activity where previously there had been a reliance on performance data from one survey (National User Satisfaction Survey, known as USS). The USS looks at overall satisfaction of victims but is limited by surveying victims of a limited number of crime types (burglary, ASB, vehicle crime, hate crime).

The performance framework considers satisfaction of victims of burglary, ASB, hate and violent crime, but also adds a range of measures to evaluate i) compliance with the Victims Code of Practice, ii) Lighthouse support, iii) victims of sexual violence experience of support from Police and other agencies, iv) Call Handling performance and Public Confidence. These measures are being tracked over time to identify statistically significant continuous improvement and their aggregation used to support an HMIC style overall assessment. The current overall assessment is that victim satisfaction is an area for improvement. This is because although there are more measures that have positive results than negative indicators, there are indicators with a sustained negative trend and as such, improvement is needed.

Looking forward, the challenge remains to deliver a consistently good service so that victims report satisfaction with contact, the way they were treated and the follow-up communication they have received. I will continue to challenge the Constabulary to improve in this area.

4. Local priorities are addressed

Priorities vary across communities but the most typical are road safety, ASB, drug crime and burglary, and so performance against these local priorities are the focus of this section of the report.

Road Safety

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 continues to be low and the number of people killed and seriously injured has continued to fall. It is important to recognise that these collisions have a life-long impact on the lives of the victims, and their friends and families.

We need to address what is known as the 'fatal four' offences: excessive speed, drink and drug-driving, not wearing a seatbelt and driving whilst distracted.

In June 2016, I joined the Constabulary in launching a new road safety campaign 'See Me' – an initiative encouraging drivers to see the person behind each vehicle in a bid to reduce collisions on the road. The campaign will be a phased approach, aligned to the 'fatal four' offences. For more information on this campaign visit www.seeme.org.uk.

To reduce excessive speed, the Constabulary and local authorities began the process of reactivating static speed cameras in operation across the force area in 2014. The location of these cameras were carefully selected, and there is a stringent process and evaluation of requests for the placement of new static speed cameras – they are only placed at locations where speed needs to be reduced for safety reasons.

The annual Christmas drink and drug driving campaign ran from 1 December 2016 to 1 January 2017. There was an overwhelming response from the public during the campaign with 634 calls being made to the Constabulary from people with concerns about drivers. 52 people were arrested as a direct result of these calls. The total number of offenders charged during the campaign was 117.

The issue of people driving whilst using a hand-held mobile device remains a frequent concern of many road users and is often a contributory factor in road collisions. Over the year, the Constabulary delivered 890 interventions against drivers committing this offence, ranging from prosecution, the issuing of fixed penalty notices, and sending offenders on safety retraining courses. Similarly, in relation to not wearing a seatbelt, the Constabulary delivered 287 interventions.

Looking forward, the Constabulary are creating a Road Safety department to dedicate resources to co-ordinate and manage its response to road safety concerns expressed by local communities.

Anti-social Behaviour (ASB)

The Constabulary has improved its crime recording practices in relation to ASB: much of what is considered under this term is criminal behaviour and the Constabulary have increasingly recognised this, recording the incidences as crimes. This means that reports of ASB have declined significantly in number with a recognition that crime of this nature has also reportedly increased. This makes it difficult to determine from recorded crime/asb figures whether the extent of ASB is increasing or reducing.

However, other data would suggest that ASB is reducing and being handled better where it occurs. Firstly, compared with the previous year, a lower percentage of residents surveyed perceived issues that could be considered as examples of ASB to be a problem in their local area. This included noisy neighbours, intimidating groups on streets, vandalism, drug dealing, and people being drunk and rowdy in public places.

Drug Crime

I understand how drug crime worries local communities. The Constabulary has both pioneered a new programme of drugs education within Bristol in order to reduce risks of harm, as well as carried out a number of complex operations to disrupt and arrest people who are part of organised crime groups who supply drugs.

The drugs education programme in Bristol was created and piloted to deal with people found in possession of drugs by educating them about the dangers and impacts of substance misuse rather than immediately criminalising them. It is intended to reduce the likelihood of the person committing further offences and to offer support and treatment. Evaluation of the programme has shown that it has been

effective in changing behaviours, reducing and/or stopping substance misuse. I will be working with the Constabulary and partners to consider the future of this programme.

The Constabulary are also actively pursuing organised crime groups. These groups pose significant threats through the supply of drugs and can also be involved in other offences such as theft, selling weapons, and human trafficking. Operations have been carried out throughout Avon and Somerset, for example in Bath, Bristol, Weston-Super-Mare, Taunton, Bridgwater and Yeovil. In the financial year, drug confiscation orders came to a value of £1,758 million which effectively gets returned to taxpayers. If there are victims, this money is used to award compensation. If there are no victims, 50% is returned to the Home Office with the remaining 50% split between the Police, Crown Prosecution Service and Enforcement Agency (HMCTS). This money is top sliced to fund projects including Asset Confiscation Enforcement Teams and so typically the Constabulary received about 17% of the total value of confiscation orders.

Burglary

In the Police and Crime Plan, I wrote about my concern in relation to a rise in the number of burglaries in the area, and indicated that the Constabulary needed to do more, with partners, to prevent burglaries, prosecute more offenders and recover more property.

I am pleased to report that numbers of burglaries have been falling over the last year. There have been a total number of 11,528 burglaries in the last twelve months (in line with the national average), compared to the figure of 12,049 for the 2015-16 year. There has also been a significant improvement in the percentage of positive outcomes for burglary offences, with these rising from 5.3% being positive in 2015/16 to 9.6%. Whilst this is a significant improvement, there remains much to do to improve these figures further. I am convinced the Constabulary can improve further in this area, but burglary as a crime type has relatively low solvability rates nationally. This is why prevention – both in terms of local people keeping their properties secure and looking out for each other, and by the Constabulary suitably managing and supporting offenders as appropriate to reduce the risk of them reoffending is crucial.

There has been a worrying increase in the accompanying levels of violence with some burglaries that have taken place while people have been in their homes, and I have been concerned about the impact on some communities who have been targeted for high value gold possessions. I have raised these concerns publicly with the Chief Constable who has assured me that the Constabulary are actively pursuing organised criminal groups suspected of carrying out these offences, and working with the community to encourage securely storing valuable items when not in use to reduce the risk of victimisation.

Looking forward, I expect numbers of burglary offences to continue to reduce over the coming year, and for positive outcomes to continue improving.

5. Improve crime prevention and reduce reoffending

The Constabulary invests considerable resources into work involving re-offending and has over 70 full-time officers and staff engaged in this activity. The Integrated Offender Management approach is well thought of and the 2016 HMIC effectiveness inspection found caseloads were managed well. The Constabulary has also been judged as innovative in evaluating outcomes and has developed Qlik Sense to monitor the risk of harm offenders present and to track this to reduce re-offending.

A Reducing Reoffending board was established in early 2017. The purpose of this board is to strengthen oversight and partnership working with regard to Reducing Reoffending, including the Transforming Rehabilitation agenda. The Board has representatives from the Constabulary, National Probation Service, Community Rehabilitation Company, Prison Service, National Offender Management Service, Community Safety Partnerships, Youth Offending Teams, Local Authorities and the Voluntary Sector. Although in its infancy we are committed to working together to reduce reoffending. An early focus of the work of the board will be to review the approach to Integrated Offender Management and progress a project for divert repeat offenders subject to post sentence supervision and those subject to recall on licence away from a life of crime.

Looking forward, the reorganisation of the Constabulary will bring together all frontline community problem solving and early intervention capability into one place, creating a one stop shop for partners to

work with the police more effectively to tackle challenges within the community. This will deliver some savings while protecting the numbers of frontline officers and PCSOs, as per my commitment within the Police and Crime Plan.

Case Study – Reducing Reoffending, a project funded from the Commissioner’s Community Action Fund (CCAF)

Key4Life, a Somerset-based charity works with young men (18 to 25 year-olds) in prison and those at risk of going to prison, helping them to find a new path through an innovative rehabilitation programme. With their £5,000 grant from the Commissioner’s Community Action Fund Key4Life delivered their ground-breaking ‘At Risk’ programme, to 14 young people from Somerset and the surrounding areas. All members of the programme were assessed to be, at least partially vulnerable. The programme focussed on building emotional resilience and employment skills.

At the end of the programme:

93% (13/14) of the cohort had not offended.

7% (1/14) was charged with a minor driving offence.

64% (9/14) were in full-time work compared to 0% at the start of the programme.

14% (2/14) were in meaningful employment

22% (3/14) were not yet employed (although all of these participants had successfully completed a work taster).

100% (14/14) had successfully completed at least 1 work taster.

“I have known Jay³ since 2012. During this time, he disengaged from all professionals and agencies, had no direction in his life at all, very little self-worth. Since joining Key4Life’s at risk programme I have seen his spirits lift. He is beginning to have self-belief. He loves his new suit and is looking forward to his first ever experience of the workplace. Jay does have a long way to go but this is the strongest I have seen him. I can’t thank everybody from Key4Life enough, especially Dave his Mentor, for giving him the encouragement, support and guidance he needed to be able to turn his life around.”

Participant’s Leaving Care Worker

Other CCAF projects:

Name and description	Area	Amount
Savanah Development Foundation		
Project working with young people from BME backgrounds to develop their skills and work in the community with the aim of reducing ASB.	Bristol	£4,750.00
Key4Life		
Funding used to commission a 6 month programme to support 15 young men at risk of re-offending.	Somerset	£5,000.00
Weston Super Mare Town Council		
Funding to support the re-development of a 14 year old skate park into a Multi Wheel Facility. The aim being to reduce anti-social behaviour in the area.	North Somerset	£2,500.00
Friends of Hannah More		
The money will be used to organise some new after-school activities for 7-11 year olds to help tackle ASB in the future.	Bristol	£3,000.00

³ not real name

CIP Streetspace Knowle	Bristol	£2,000.00
Funding used to open a shop/café to build relationships with young people in Knowle to tackle ASB.		
Bath and Wiltshire School Sports Trust	Bath and North East Somerset	£3,000.00
A project to provide opportunities for young people (aged 8-12) to access high quality football coaching at an affordable cost to reduce ASB in the area.		
VOICES	Bath and North East Somerset	£4,650.00
Wishes to set up a 'Recovery Toolkit' with the grant to help survivors of domestic abuse with recovery and awareness.		
Bristol Zero Tolerance	Bristol	£1,600.00
A small grant towards a conference (Behind Closed Doors) to highlight an employer's duty of care to their staff in relation to domestic abuse and stalking and their legal liabilities.		
Yate Town Council	South Gloucestershire	£5,000.00
Grant used to help fund the 'Urbie' (youth club vehicle) which helps engage with young people to stop them causing ASB on the streets.		
Buzz Lockleaze	Bristol	£5,000.00
Funding used to further develop a volunteer led 'Buzz garden' where informal learning and skill sharing can take place to reduce ASB.		
Street Young people's Centre YMCA	Somerset	£3,313.26
Grant used to deliver 5 x 6 week self-esteem programmes to young people to improve self-confidence in the hope this will prevent anti-social behaviour.		
Portishead Youth Centre	North Somerset	£1,000.00
Funding to provide drop in sessions from qualified and experienced youth workers at Portishead Youth Centre for 48 weeks. This is to enable young people to learn, reducing ASB.		
Mankind	Somerset	£3,700.00
Charity using funding for two accreditations to enhance the service they can give to victims of domestic abuse.		
Embrace CVOC	Avon and Somerset	£3,000.00
Money will be used to provide practical and emotional support to 65 young victims of crime and their families across Avon and Somerset.		
Unchosen	Bristol	£4,939.00
Grant used to fund a new 'Stay Safe from Slavery' pilot project preventing exploitation		

from those most vulnerable to Modern Slavery.

Crimestoppers

Money will be used to engage with and educate hard to reach children on crime to help Avon and Somerset reduce ASB. £10,000.00

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

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

The HMIC effectiveness report stated that the Constabulary has 'well-developed methods for engaging with the public and is working with its communities, in particular to improve its understanding of those communities who may have less trust and confidence in the police'.

There are just under 110,000 people with a 'black and minority ethnicity (BME)' in Avon and Somerset, representing 7% of the population.

The workforce is not currently representative of the communities it serves. The Constabulary has developed a five-year strategy to improve recruitment, retention and progression of communities currently under-represented in its workforce. It recognises the need to give particular focus to ethnicity because this is an area that is particularly under-represented, while not diminishing opportunities for under-represented groups. At the end of March 2017 the Constabulary had 5% BME Police Community Support Officers, 2% BME Officers, 2% BME Police Staff and 3% BME Specials.

With regard to recruitment, the best opportunity to increase workforce representativeness is through the student officer intake as the Constabulary typically recruits 100 student officers each year. The Constabulary offers additional support during this recruitment process to applicants with disabilities or from BME or lesbian, gay bisexual and transgender (LGBT) communities. In the past six months, 14% of recruited student officers (currently completing their training) are from a BME background. This figure could potentially increase as more applicants complete their assessments and is a positive step in the right direction however we all know there is a lot more to do to engage our diverse communities in policing.

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

As part of the Legitimacy inspection, HMIC inspectors evaluated "To what extent does the Force treat all of the people it serves with fairness and respect?" and rated the Constabulary as "Good". In support of this finding, 90% of survey respondents to the User Satisfaction Survey in the last year felt satisfied with how they were treated by the police.

Information gained from complaint investigations is analysed to improve service to the public. All learning is captured and tracked within the Constabulary's Professional Standards Department (PSD) to ensure each lesson is acted upon. 'Landing the Lessons' is a quarterly internal document that communicates key learning from across the organisation to officers and staff. The PSD delivers training inputs to various courses and forums across the Constabulary including the leadership and development days, which reinforces the importance of maintaining and upholding standards of professional and ethical behaviour.

In the last year there were 56 complaints made about unfair treatment, 6 of which are still under investigation. Of the 50 that have known results, four complaints were withdrawn by complainants, and 11 were found as having no case to answer. The remaining (70%) were resolved with the complainants by the policing department the complaint related to or by the complaints department (PSD)

There was a joint HMI inspection of Custody in August 2016 (report published in December 2016) and I was pleased to see that the Inspectors found that custody staff generally dealt with detainees in a respectful, dignified and professional way. There have been no significant issues around treatment raised by any of the Independent Custody Visitors in the last year.

Procedural justice is the idea that when people are treated with fairness, feel that their voice is heard, and understand how decisions are made, they are more likely to engage with the criminal justice system. Principles associated with procedural justice include trust, neutrality, voice and respect or dignity. Research has demonstrated that when police communicate with people based on these principles, trust and confidence in the police can increase. One of the recommendations from the criminal justice review I commissioned is to ensure procedural justice is incorporated into communications with victims to improve their experience and confidence and reduce the risk of attrition. Examples include the opportunity for a Victim Personal Statement to be read out in court, tackling

practices such as double listing and long waiting times at court that can add to the distress victims may experience in their journey through the criminal justice system.

3. The Constabulary will consistently and accurately record crime, believing victims when they report crimes

The Constabulary received a rating of 'requires improvement' for its Crime Data Integrity inspection (report published in February 2017). The recording rate of 89.56 percent (based on the examination of a sample of crime reports for the period 1 October 2015 to 31 March 2016) represents a significant improvement over the last two years, but there is more work to do.

I was concerned by the finding that there were instances where officers and staff did not record reports of crime received from victims who they believe are suffering from mental health issues, and that there were instances of under-recording of rape offences. Though very few in number when contrasted against the numbers of reports where crimes have been reported, investigated and support was provided to the victim, each individual unrecorded report is unacceptable and victims were let down.

Actions are already underway to improve further and address the recommendations within the inspection. I was pleased the inspection rated the Constabulary as 'good' in relation to how well the force demonstrates the leadership and culture necessary to meet the national standards for crime recording, for I feel this is a good indicator that a future inspection will find the Constabulary has improved further.

4. Technology will support officers and staff in their roles

Last year, half the respondents in the Constabulary's staff survey indicated they felt they did not have the resources and tools that enabled them to perform their role well. Addressing this was a key priority for the Chief Constable on taking up his role in the organisation in February 2016.

Three technological improvements will be instrumental in changing organisational performance:

- Mobile devices that can access organisational systems and databases and increase visibility and accessibility of officers;
- Body worn video cameras to support enforcement activity through the capture of high quality evidence; and
- Qlik sense software that will facilitate analysis of information and enable better management of resources and support decisions around proactive policing activity.

The Constabulary is already feeling the benefit of two of these technological advances. The body worn video camera roll out completed in December 2016. It is too early to report on the impact of body worn video camera footage on prosecutions but the Constabulary are already seeing other positive effects such as the ability to evaluate conduct of both officers and members of the public in relation to complaints.

The new Qlik sense software was initially purchased in September 2016 and development of its capabilities is rapidly advancing with a range of apps currently in use to manage demand, support supervisors, manage offenders, improve road safety, improve data quality, analyse intelligence and evaluate performance information.

Looking forward, mobilisation of the workforce will be key. Enabling officers to access key systems wherever they are from a mobile device will mean they can patrol for longer without having to return to a station. This will help to increase visibility by freeing up officer time. I expect this technology to be available to officers in 2017-18.

5. 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

As part of its Legitimacy inspection, HMIC considered the Constabulary to be working hard to ensure that it treats its workforce fairly and with respect. Officers and staff feel they could raise problems or concerns in a number of different ways and felt that they would be listened to. A series of road shows

through the year have offered opportunities for staff and officers to raise concerns on any subject directly with the Chief Constable.

The Chief and I understand and value the importance of workforce wellbeing. We both aspire to improve it and technology developments have provided some opportunities to facilitate increased supervisory oversight. The introduction of Qlik Sense has enabled workload to be more easily assessed and redistributed if required; the implementation of a new performance review system has offered an opportunity to emphasise the importance of meaningful objective setting, appraisal and development discussions. Investment in training of all first and second line supervisors, which began in early 2016, and has continued throughout this reporting period and a coaching development programme that began in December 2016 is expected to see an increased capability in people-management skills.

Looking forward I expect to see improvements in how performance is managed, and in the delivery of a more preventative approach towards the mental health of the workforce, overseen by the Health and Wellbeing Board that was established in October 2016.

6. The complaint handling process will be reformed to be more customer-focussed

Sometimes, the most satisfactory way to deal with complaints, from the perspective of the complainant, is to respond quickly, put matters right and apologise. This approach is best suited to complaints where service has failed to meet expectations but would not be regarded as an example of misconduct necessitating a disciplinary procedure. Following a 'service recovery' pilot project in 2015, a full time Police Complaints officer was recruited to the Constabulary's Professional Standards Department in May 2016 to informally resolve complaints as soon as possible.

Looking forward, the new Policing and Crime Act strengthens PCCs' oversight over complaints by giving them responsibility for ensuring the effective and efficient delivery of the local police complaints system, and making PCCs the person who will hear appeals previously heard by Chief Constables. It also enables PCCs to opt to take on responsibility for handling complaints and I will explore an option appraisal for how I can work together with the Chief Constable and use the new structures to have the best possible complaints system in Avon and Somerset.

Case Study – Working hard to support tomorrow's police officers

Avon and Somerset Constabulary, Representative Workforce Lead, Esther Wride, is working to increase the diversity of the Constabulary and is supporting people from under-represented groups through the recruitment process. This can be people with disabilities, BME or lesbian, gay bisexual and transgender (LGBT) communities.

Esther said: "We want to be an attractive employer for everyone. People from diverse backgrounds who have cultural and language skills benefit us in every way to be more innovative, capable and inclusive and ultimately help us provide a better service to local people."

Sinead has Irlen Syndrome which is a perceptual processing disorder (also sometimes described as visual stress). It is not an optical problem but a problem with the brain's ability to process visual information. You can see in the picture below how Sinead perceives text.



Before being supported through the recruitment process Sinead had previously been unsuccessful in her application to join the Constabulary. Now, thanks to her perseverance and the support she has received, she is currently training as a Student Officer. This is her account of her experience of joining the Constabulary.

“I’m not personally comfortable thinking about my condition as a disability. It’s something I’ve lived with all my life and I’m used to it. It is what I would describe more as a difficulty. The light sensitivity I have makes it difficult to read information and I find it difficult to process it. It may take me many times of reading information to work out what a sentence means, or what question I’m being asked in training.

I attended two workshops run by the Constabulary where I got advice on writing an application and on how to interview well and what to expect at assessment centre. This was really useful and the people I met there were really enthusiastic and encouraging.

The Constabulary work with ‘Access to Work’, an organisation that has helped me during training. It was really good to speak with the trainers in advance and they have been really supportive. I had a needs assessment and measures to support me are in place. I struggle slightly with reading and writing: reading information printed in black and white is difficult, but can be made easier by printing onto pink paper. I always wanted to join the police but didn’t apply until I was in my late twenties. I think it is easier to apply now that applications can be done online and I like the fact that there are practical assessments.

Although I’m confident and relaxed with my friends, I would say I lack confidence in a work environment due to the difficulties I face from Irlen Syndrome and Dyslexia combined. I think it is because a lot of things are judged by written tests and I’m much better with tests of practical application of skills. My self-esteem and confidence is building through my police officer training and. I think it will grow even more. I’ve found the Constabulary to be very inclusive and supportive, and that’s really important.

I feel my skills are strongest in diffusing difficult situations. I want a job that I’m good at and where I want to come to work each day. I like the idea that I can make a difference within my community”.

The Constabulary values each person’s unique skills and experiences. Thanks to the support in place, Sinead will be serving the communities of Avon and Somerset this autumn.

Interview with Christopher James (newly qualified officer)



What has your experience of the recruitment process been like?

I was aware the process would be very competitive. I have worked as a volunteer and with the Black Police Association (BPA) for four and a half years before joining as a student officer. I did this to gain relevant training and experience and find out as much about the organisation as possible to maximise my chances of being successful in the recruitment process.

I have been fortunate enough to realise my aspirations and desire to become a police officer from an early age. This has allowed me to plan and prepare my education and gain experience working with the organisation of Avon and Somerset Constabulary and volunteering in the Community we serve.

Whilst in Primary school I recall an incident that took place when my family home was burgled. The offenders had broken into my home and whilst stealing a number

of personal items they also defaced family photos and wrote racist comments on our interior walls. I found inspiration from the police officers through the support they gave my family as victims. Not only were they equipped to deal with the collection of evidence and statements but also had excellent interpersonal skills and invested in my personal wellbeing. The officers showed me around the car and the equipment they use and addressed my curiosity to join the organisation.

My first exposure to policing was in July 2003 when I carried out work experience with Avon and Somerset Constabulary. I was given a tour of Head Quarters in Portishead and introduced to the diverse working roles that form the foundation of the organisation. I also had the opportunity to visit a station and take part in a ride along scheme. During this period, I followed the role of police officers and observed them performing their daily routine within the community.

After completion of my Higher education and study of A-Levels I attended The University of the West of England to study BA Hons in Criminology and Sociology. Criminology gave me an insight into the study of Crime, criminals and the Criminal Justice System. I developed a particular interest in the social psychology of violent crime and studied issues relating to social and racial inequalities.

I have recently resigned from my position of a Banking Consultant, working for Lloyds Banking Group. During my four years with the company I developed skills in customer service. Whilst working in a banking environment I focussed on volunteering for the Constabulary.

The Representative workforce team held seminars to support people through the recruitment process and I was able to be part of that support.

How have you found your training?

The training has been very enjoyable and exciting every day. It's also been very intense. It requires a lot of studying outside of the scheduled working classroom day. I've had support through the contacts and relationships I built up as a volunteer. People from the BPA and the Representative workforce team have stayed in touch with me, checking up on how I'm finding the training. I've been able to support other student officers from diverse backgrounds, connecting them with the BPA.

You said you wanted to be an officer from a young age, but what now attracts you about becoming an officer?

The challenges, responsibilities and diversity of police and social community work appeal to my character type. I would like to contribute in the efforts to make the community safer and tend to those

members of the public that rely on the police as a trusted service, this can be at a time of crisis or when help is needed urgently.

Thinking about the value each person has because of their unique life experiences, what do you think you bring to the Constabulary?

During my time as a volunteer I gained a real understanding of diverse communities that make up Bristol. I've been interested in the different attitudes that exist in communities towards the police. I welcome the challenge of interacting with hard to reach communities and working with people to build up trust in the police service. I think everyone will need the police at some stage in their life and they need to be able to trust us.

I enjoy working in highly pressurised environments and the challenges that face decision making, staying resilient and focused is strength in my character.

What does community mean to you?

For me it means the coming together of people from all backgrounds, all demographics and living in an environment where we can all get along.

What community do you identify with?

I can't place myself within any particular community. My ethnic background is a mix of White British and Caribbean Indian. I do get a lot of interest in my background, and I find this has helped me converse with people and build rapport with them. My visible diversity can be recognised which can help those members from minority ethnic groups feel more comfortable and willing to engage. I don't have any cultural attachments at all myself.

What difference do you think you can make in communities?

I want to help restore the trust in the police as a service. I will do this through working in the communities that are hard to reach, making an impact. I plan to still volunteer with the Black Police Association and Representative Workforce team, working at cultural events and recruitment seminars. I can now speak about my successes and achievements and share good news stories as I build up my experiences as a Police Officer.

What impressions do you have about the organisation's attitude towards diversity?

The people I've worked with have a positive attitude towards diversity and I've not encountered any negativity. I can see the Representative Workforce Team and Black Police Association is working hard to increase diversity in the organisation and improve public trust. I think it is particularly hard for people from under-privileged backgrounds to enter the Constabulary as officers, if they do not have the skills, experience or support from their community or family. I've contributed to some really positive work with the organisation, proudly working with Bristol schools, helping to inspire children to consider a career within the police force.

Work together effectively with other police forces and key partners to provide better services to local people

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

'One Teams' involve police, housing, social services, drug and alcohol services and other non-statutory bodies, taking a multi-agency approach to problem-solving by sharing information about issues of concern in an area. The aim is to reduce crime and ASB and improve engagement with communities. There are currently eight One Teams operating in Avon and Somerset.

They are in: Halcon, North Taunton, Wellington, Yeovil, Chard, Mendip, Bourneville.

A recent demand audit looked at where other One Teams might be needed. Another One Team is scheduled to be established in West Somerset to cover Watchet, Williton and Minehead.

In the PEEL effectiveness inspection, HMIC found good evidence of the Constabulary working with partner agencies on initiatives to deter people from being drawn into serious organised crime e.g. gang related projects.

The Constabulary also organised a 'street community' event in March 2017 to bring together all Local Authorities and Local Policing Teams to share learning and best practice around approaches to the resolution of street community issues.

I continue to provide local areas with funding to allocate to local priorities, agreed jointly with my office. In 2016-17 I allocated £590,000 to the five Community Safety Partnerships across Avon and Somerset and £230,000 to the five youth offending teams. This funding was used to support a range of key services, including domestic and sexual abuse, hate crime, substance misuse, restorative justice and early intervention.

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

£190,000 of Home Office funding for Police transformation was secured in November 2016 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 project has progressed at a fast pace. Phase 1 of the project: to deliver a comprehensive needs assessment and identify priorities for in-depth work, was completed in February 2017. Phase 2 explored the following issues as areas where we can drive improvements in effectiveness or efficiency:

- use of Out of Court Disposals;
- use of remand in police custody overnight;
- correctly identifying anticipated pleas;
- charging decisions / file quality;
- handling of specialist cases;
- case listing;
- failures of defendants to appear in court;
- special measures & victim entitlements;
- proportionality; and
- communication with victims.

The final report was published in April 2017, applying behavioural science to bring a fresh perspective to long-standing challenges and put forward low cost, practical solutions for testing and evaluation that taken together have the potential to make significant gains in efficiency and improve the experience of service users by transforming a disjointed criminal justice system into a joined-up service.

Additional work will be carried out utilising project funding to support development of the new Integrated Offender Management strategy, and work of the new Avon and Somerset Reducing Reoffending Board.

The project has attracted national interest and findings have been shared with national forums to share learning and good practice and influence national policy.

3. Work more closely with other police forces to drive efficiencies, enabling re-investment in areas of growing need

I strongly believed there would be great benefit in sharing core enabling services such as ICT, HR and Finance with other forces, and for some time there had been a shared ambition to do this with Wiltshire and Gloucestershire Constabularies. However, in November 2016, the Tri-Force Enabling Services Strategic Board decided to reduce the scope of the programme and as a result, the Chief Constable and I agreed that Avon and Somerset needed to withdraw from the programme. This was because it no longer represented value for money and looked unlikely to deliver the level of savings required in the timescale we needed, particularly given the expiry date of the Avon and Somerset contract with SouthWest One for the provision of enabling services.

Instead, we have undertaken an internally focussed Priority Based Review of organisational structure with a view to delivering the savings required to close budget gaps and re-organise in a way to better address the nature of demand for policing services, prioritising the protection of the most vulnerable.

I am also working with the Chief Constable to ensure that the enabling services required by the organisation are provided in an efficient and collaborative manner following the end of the Southwest one contract.

I remain committed to collaborations which bring positive outcomes for the public and/or the public purse. The regional collaborations entered into for example for regional organised crime, specialist policing functions such as firearms, roads policing, and dogs capability, forensic services, and major crime investigations continue; and my office and the Constabulary will explore future collaboration opportunities with other forces, not limited to geographical proximity.

4. Encourage and support emergency service collaboration

Throughout 2016/17, the Constabulary continued to work proactively towards greater Blue Light Collaboration as part of the South West Emergency Services Collaboration Programme. The primary objectives of this work are to deliver sustained improved outcomes for the Public and ensure better use of combined resources.

The Programme is ambitious and not without challenge. The lack of co-terminosity and complexity of the South West region (5 x Police Services, 5 x Fire & Rescue Services, 1 x Ambulance Trust) are not prohibitors but are risks. It is recognised there are significant differences in demand profile changes for each service and demand also varies by geography and seasonality. Additionally, the different organisations have differing employment models and terms / conditions for Staff. The development of the collaborative approach has also needed to remain cognisant of cross-cutting themes such as mental health, safeguarding and wellbeing.

An initial proof of concept pilot commenced in September 2016 relating to "Collapse behind locked doors". Traditionally, the police have attended a property to support ambulance staff who have been called to an address but are unable to gain access. The new way of working is that Fire & Rescue staff attend instead. Fire & Rescue have been able to attend quicker and remain at the scene for longer. They have better suited equipment for gaining access to properties (small tools and ladders) which has improved the overall experience for the public as now only 1 in 20 incidents require 'boarding up' of property after they have been accessed.

There is a roadmap for the continued development of collaborative working which include exploring the potential benefits and efficiencies relating to specialist operational tactics, data storage and sharing, operational collaborations, command and control, medical triage and patient transportation, training, community safety and preventative messages in media communications.

I have also held productive discussions with colleagues from Highways England, around how we can work better together to improve the efficiency in which the police, and other emergency services and supporting agencies, deal with incidents on the motorway system, which cause lengthy delays, stress for drivers and knock-on congestion for the minor road systems.

5. Strengthen opportunities for residents to interact with the police

I recognise the expectations of communities to have multi-faceted channels of communication open to them and to have a voice on policing priorities and police performance. Police attend community meetings such as PACT meetings, neighbourhood forums and they have recently started a new initiative calling into coffee shops called "Have a cuppa with a copper" giving residents a chance to engage with them in places that they are more likely to be already; Social media is being increasingly made use of and in September 2016 I held the first 'Facebook live' session to hold the Chief Constable to account for delivering policing. These web chats are an example of openness and accountability to residents, and local people are invited to submit questions as part of the live chat process. The police are also now offering online PACT meetings and they are also taking part in Facebook Live to raise awareness and encourage reporting for example Chief Superintendent Andy Bennet the force lead for Domestic Abuse took part in a live video on November 25 to mark International Day of the Elimination of Violence against Women.

Topics covered have been:

Hate crime; mental health; representative workforce; vulnerability; domestic abuse; modern slavery; police stations; road safety (use of mobile phones, and speeding); tasers; body worn video cameras; rural crime; fraud; burglary; drugs and ASB.

A Citizens Academy has been created to improve engagement with communities that are less likely to complain or to engage in traditional forms of engagement. (See section on Strategic Priority Two for more detail).

Last year the police launched a new website offering advice on how to keep yourself and others safe, and help stop crime and anti-social behaviour in your community. All the crime prevention information is available to download in PDF format and print off, so you can share top tips with neighbours, friends and family.

Visit www.aspolicestaysafe.co.uk to find out more.

I have increased opportunities for people to become involved in scrutiny of policing activity and run a recruitment campaign for becoming a member of a panel to look at use of police powers. I have also offered opportunities to shadow me as I would like to give an insight into the role to people who might consider standing as PCC candidates in the future. It is my hope that this may increase the diversity of candidates at the next PCC election.

Case Study – Working with Fire Authorities

The Government has legislated through the Policing and Crime Act 2017 to transform local fire and rescue governance and has also created a statutory duty to collaborate. I am committed to engaging in this agenda and know that better joint working between police and fire services can strengthen emergency services, deliver significant savings to the taxpayer and better protect the public. I am therefore developing collaboration opportunities with both of the Fire Authorities in Avon & Somerset in the interests of efficiency and effectiveness.

In the last year, agreement has been reached for Avon Fire to move their headquarters (HQ) to the Police HQ site in Portishead. This move should complete in autumn of 2017 and will create savings for the public purse as we share the overheads of running one HQ site rather than two HQ sites and improve our combined estates utilisation. The move will enable Avon Fire Authority to generate a significant capital receipt from the disposal of their HQ which will be invested in their future capital programme.

I am also exploring other opportunities to share estates with Fire. The police are moving their enquiry office and neighbourhood base into the Fire site in Nailsea creating further efficiencies, whilst in Yeovil plans are well advanced for a similar collaboration.

Collaboration with fire has extended to operational matters. During the year improved collaboration has seen fire take the lead as first responder in many situations where emergency services require access to a property. Their specialist skills are best suited to gaining access and providing first aid and this in

turn allows police resources to be best directed where their skills are required to tackle threat, harm and risk. In addition, we have agreed an arrangement that enables fire officers and staff to assist in missing persons searches under the direction of the police search advisor. This increases the resources available in this demanding and critical area of work.

The Constabulary have also worked with Avon Fire and Rescue and the charity SARAID to develop the Avon Community Resilience Team of trained volunteers who are undergoing regular training. They'll assist their community when called upon to help them cope during and after an emergency.

12 areas prioritised for improvement

Looking forward in relation to these four priorities, I want to see improvement in the following areas:

1. Ensuring voices of vulnerable people get heard
2. Ensuring vulnerable people are protected and supported
3. Victim satisfaction
4. Abandonment rate of 101 calls
5. Positive outcome rates for crimes
6. Levels of community involvement in delivering the Plan
7. Increasing workforce representation
8. Supplying the workforce with mobile devices that enable remote working
9. Customer focus of the complaint handling process
10. Addressing inspection recommendations (Crime Data Integrity, Legitimacy, Custody provision)
11. Efficiency and effectiveness of the criminal justice service and
12. Reduced reoffending.

Annex One. Summary of Grants Issues and Commissioned Activity in 2016-17

OPCC Grants Issued in 2016-17

GRANT	RECIPIENT	SERVICE / PROJECT
Avon and Somerset		
<p><i>Lighthouse</i> Integrated Victim Care £956,000</p>	<p>Avon and Somerset Constabulary Avon and Somerset Constabulary also contribute £1,290,000 from their budget</p>	<p>Victims who are vulnerable, intimidated, persistently targeted or experience serious crime are offered practical and emotional support and guided through the criminal justice process by specially-trained staff. The service has teams made up of both police staff and independent support workers and volunteers.</p>
<p>Mental Health Control Room triage £132,056 (funded for 10 months of the financial year)</p>	<p>PCC has invested in 2 year pilot with a total budget of £498,254 over the two years. (1/6/16 – 31/5/18) Pilot is also funded by: Avon Fire and Rescue, Bath and North East Somerset CCG, Bristol CCG, North Somerset CCG and South Gloucestershire CCG.</p>	<p>Funding for mental health professionals to be situated in the police control room. They have access to relevant health systems, offering advice and support to police officers and partners agencies such as Avon Fire and rescue Service and South West Ambulance Trust with a view to ensuring suitable pathways are identified at the earliest opportunity.</p>
<p>Emotional Support Service for Victims of Crime and ASB £296,973</p>	<p>Victim Support</p>	<p>Emotional and practical support for victims of crime and ASB. Available both to those who report to the Police and those who do not.</p>
<p>Adult Advocacy Service AVoice £329,467</p>	<p>The Care Forum (lead) working with SEAP and SARI</p>	<p>AVoice is a specialist advocate support service for victims of crime or ASB who require enhanced support relating to mental health, learning difficulties, problems associated with isolation, race, religion or sexuality. Available both to those who report to the Police and those who do not.</p>
<p>Children and Young People Advocacy Service- Young Victims' Service £165,000</p>	<p>North Somerset Youth Offending Team</p>	<p>Young Victims' Service is a specialist advocacy support service for young victims of crime and ASB up to the age of 18 and victims of crime and ASB aged 18-25 where additional needs are identified. Available both to those who report to the Police and those who do not.</p>
<p>West of England Child Sexual Exploitation Victim Identification and Support Service £55,000</p>	<p>Support element of a two year pilot project delivered by Barnardo's (PCC contributes to total budget of £2.2m over the two years) Project is also funded by Avon and Somerset and Wiltshire and Swindon PCC, local authorities, Barnardos and the Home Office Policing Innovation Fund.</p>	<p>Proactive, specialist victim identification and support service. The service comprises: <ul style="list-style-type: none"> • A package in each LA area to provide specialist and targeted prevention and identification, supported by a specialist centre. Local services are tailored to build on what works, enhance existing local arrangements and fully embed specialist support within the local package of services for vulnerable and high risk victims of CSE. </p>

		<ul style="list-style-type: none"> • Robust arrangements with respect to governance, information sharing, analysis to enable a multi-agency proactive capability to identify victims, prevent them from becoming victims, safeguard them, disrupt and prosecute perpetrators by building an evidence base to understand the changing victim profile and best target resources.
<p>Child sexual abuse support services £200,001</p>	<p>Somerset and Avon Rape and Sexual Abuse Support (SARSAS) (19,009)</p> <p>Bristol Missing Link (£67,753)</p> <p>The Green House (£48,213)</p> <p>Southmead Project (£65,026)</p>	<p>Services supporting victims of child sexual abuse including funding of support posts (ISVAs), provision of counselling services.</p>
<p>Independent Sexual Violence Advisors (ISVA) Service £194,580</p>	<p>Safelink (Missing Link)</p>	<p>Specialist advocate support for victims of rape or sexual assault, available both to those who report to the Police and those who do not.</p>
<p>Sexual Assault Referral Centre (SARC) £228,481</p>	<p>University of Bristol Hospitals Trust</p> <p>Co-commissioned with NHS England who are the Lead Commissioner.</p>	<p>Specialist medical and forensic services and support for victims of sexual assault.</p>
<p>Modern Slavery Support Service £38,595</p>	<p>Unseen UK</p>	<p>Specialist support service (in pilot) focusing on the needs of victims of modern slavery before engaging in nationally commissioned services as well as the period after that support ends.</p> <p>Available both to those who report to the Police and those who do not.</p>
<p>Community Safety Grant £589,528</p>	<p>Individual Grants issued to the 5 Community Safety Partnerships</p>	<p>Supporting various Community Safety projects which contribute towards delivery of the PCC's priorities. Examples include domestic abuse services, sexual abuse services, hate crime services, and supporting a safe night time economy.</p>
<p>Youth Offending Team Grant £232,296</p>	<p>Individual Grants issued to the 5 Youth Offending Teams</p>	<p>Support varies but includes specialist substance misuse services, restorative justice work, and early intervention projects to prevent youth offending.</p>
<p>Drugs Intervention – AIRS £724,701</p>	<p>Swanswell</p>	<p>Service supporting individuals at the point of arrest whose offending is linked to substance or alcohol misuse.</p>
<p>Appropriate Adults Service (2 operate: 'Avon' and 'Somerset') £22,000</p>	<p>Brandon Trust (Avon) (£35,000) and Somerset Youth Offending Service (Somerset) (£11,219)</p> <p>Avon and Somerset Constabulary contribute to the funding of</p>	<p>Service to support and safeguard the welfare and rights of vulnerable adults detained or interviewed by the police.</p>

	Somerset Youth Offending Service. Avon and Somerset Constabulary, Bristol City Council and South Gloucestershire Council contribute to the funding of Brandon Trust.	
Restorative Justice Delivery Service £153,000	Neighbourhood Justice Team Bristol Mediation SARI Somerset Community Justice Partnership	Grant for delivery partners to establish face- to-face processes for the delivery of restorative justice across Avon and Somerset.
Commissioner's Community Action Fund £62,452	Various Community Groups and Voluntary Organisations	Grants up to £5,000 made available to initiatives that support PCC priorities. NB: only one allocation period in 2016/17 due to purdah and development of Plan for second term.
TOTAL: £4,380,130		

Annex Two – Summary of Performance

Priority	Indicator	Source	2015/16 position	2016/17 position	Positive/Negative Trend
Core Policing	How efficient is the force at keeping people safe and reducing crime?	HMIC	Good	Good	+ve
	How effective is the force at keeping people safe and reducing crime?		Requires Improvement	Good	+ve
	How legitimate is the force at keeping people safe and reducing crime?		Good	Good	+ve
SP1	Vulnerable victim survey: Users of Lighthouse service average rating of support and advice received from Victim/Witness Care Officer	Internal management information (Scale: 1-5 poor-very good) Collected from December 2016-March 2017	n/a	Average score: 4.5	n/a
	Vulnerable victim survey: Users of Lighthouse service average rating of feeling well informed about the CJ process		n/a	Average score: 3.8	n/a
	Vulnerable victim survey: Users of Lighthouse service average rating of access to support services		n/a	Average score: 4.1	n/a
SP2	Public Confidence Measure	Crime Survey for England and Wales	77%	73%	-ve
	Tackling Community Priorities		58%	52%	-ve
	Active Citizenship	Local Survey	12%	10%	-ve
	Victim Satisfaction	Internal management information	Requires Improvement	Requires Improvement	-
	999 abandonment rate		1.3%	0.3%	+ve
	101 abandonment rate		7.6%	4.9%	+ve
	2.4%		2.3%	-ve	
SP3	Workforce Representativeness		301	187	+ve
	Complaints of police incivility		37%	TBA	
	Employee engagement	Staff survey	33%	TBA	
	Tools and resources to do the job				
SP4	Successful criminal justice outcomes: Positive outcome rate	Internal management information	17%	16%	-ve
	Successful criminal justice outcomes: Conviction rate		83%	86%	+ve
	Collaboration savings - see section on performance against Strategic Priority Four	n/a	n/a	n/a	n/a

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AVON AND SOMERSET POLICE AND CRIME COMMISSIONER'S OFFICE

AVON AND SOMERSET POLICE AND CRIME PANEL

27 JUNE 2017

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 new complaint since the last Police and Crime Panel meeting report against the *conduct* of the Police and Crime Commissioner ('conduct' including acts, omissions, statements and decisions (whether actual, alleged or inferred)). The complainant alleges that the PCC breached confidentiality and disclosed the complainant's concerns within a reply to the complainant's MP after the MP wrote to the PCC again on behalf of his constituent (the complainant) about another matter of concern.
5. One other complaint remains open, as noted in the last report. This relates to the PCC's response email to the complainant who subsequently complained that the PCC had interfered with the matter, which should have been dealt with by the Police and Crime Panel. This was escalated to the Panel on 24 January 2017.

6. All complaints to date have had Panel oversight, including those solely handled by the Panel.
7. Please refer to the summary table in Annex 1.
8. 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

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

RECOMMENDATIONS

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

JOHN SMITH
CHIEF EXECUTIVE

No.	Date rcvd / log no.	Summary	Recorded?	Handled by	Outcome	Live or Closed
24.	12/01/2017 / 17315	PCC alleged to have interfered with a matter which should have been dealt with by the Police and Crime Panel.	Yes	Initially by PCC's CEO then escalated to PCP	19/01/17: Initial informal resolution by way of an explanation and apology from CEO. The complainant's standard right to escalate the complaint to the PCP, if required, was stated in the reply letter. 24/1/17: Complaint escalated to PCP.	Live
25.	05/05/2017 / 18324	Complaint alleging that the PCC breached confidentiality and disclosed the complainant's concerns regarding a separate matter within a reply to the complainant's MP after the MP wrote to the PCC again on behalf of his constituent (the complainant) about an ongoing matter previously correspondent about.	Yes	Initially by PCC's Office Manager then escalated to PCP	15/05/17: Initial informal resolution by way of an apology and explanation, plus action to MP. The complainant's standard right to escalate the complaint to the PCP, if required, was stated in the reply letter. Date unknown: Complainant advised OPCC that he escalated complaint to PCP.	Live

Police and Crime Panel Draft Work Programme 17-18

Suggested focus topics have also been requested from the Commissioner's Office.

<p>27th June 2017</p>	<ul style="list-style-type: none"> • Annual General Meeting • Police and Crime Commissioner's Annual Report • Proposed – Six monthly update from Chief Constable (last Dec 16) • Proposed - Scrutiny of performance/delivery against the Police and Crime Plan: Mental Health • Proposed – Formal Link Member Update on Mental Health • Proposed – training needs assessment of panel
<p>24th October 2017</p>	<ul style="list-style-type: none"> • Draft Police and Crime Needs assessment • Proposed - Scrutiny of performance/delivery against the Police and Crime Plan: TBC • Proposed - Formal Link Member Update on Vulnerability • Proposed - Formal Link Member Update on development of Police & Crime Plan • Proposed – Panel protocols review
<p>15th November 2017 (Police Headquarters)</p>	<ul style="list-style-type: none"> • Budget preparation panel training • Proposed - Formal Link Member Update on Funding Formula

13th December 2017	<ul style="list-style-type: none"> • Scrutiny of the draft budget/MTFP • Proposed – Six monthly update from Chief Constable (last Jun 17) • Proposed - Scrutiny of performance/delivery against the Police and Crime Plan: TBC • Proposed - Formal Link Member Update on Business Crime • Proposed - Formal Link Member Update on Diverse Recruitment
1st February 2018	<ul style="list-style-type: none"> • Budget and Precept Scrutiny • Formal scrutiny of Budget and Precept • Proposed - Scrutiny of performance/delivery against the Police and Crime Plan: TBC
15th March 2018	<ul style="list-style-type: none"> • Review of the Police and Crime Plan • Proposed - Scrutiny of performance/delivery against the Police and Crime Plan: TBC
All meetings	<p>Standing Items:-</p> <ul style="list-style-type: none"> • Commissioner’s Update • Scrutiny of performance/delivery against the Police and Crime Plan • Link Member reports (general update) • Complaints

Items to be diarized:

- an amended Complaints Protocol;
- an amended Panel arrangements document;
- and a new Mid Term PCC Vacancy Protocol for approval

