



Gloucestershire Police & Crime Panel

Report of the OPCC Chief Executive

September 2026

1. Introduction

- 1.1 The Chief Executive report to a Police and Crime Panel serves as a key mechanism for transparency, accountability, and strategic oversight. It is presented by the Chief Executive and includes contributions from members of the Office of the Police and Crime Commissioner (OPCC) to:
- update the Panel on the activities and decisions of the Police and Crime Commissioner (PCC) and progress against the [Police and Crime Prevention Plan](#);
 - highlight key issues or developments in policing, community safety, or criminal justice that may require the Panel's attention or input;
 - provide context for upcoming decisions, budget considerations, or policy changes; and
 - support scrutiny by offering evidence and insight into how the PCC is fulfilling his statutory duties and delivering on public priorities.
- 1.2 The report provides a link between the operational world of policing and the democratic oversight provided by the Police and Crime Panel. It helps ensure that the PCC's work is not only effective but also visible and open to challenge or support where needed.
- 1.3 As the last meeting of the Police and Crime Panel took place relatively recently and included a detailed six-month review of OPCC activity, there has been a more limited volume of activity to report during this period. In addition, the reporting period has largely fallen over the summer holiday season. Consequently, the activity summary is more concise than previous reports.
- 1.4 As ever, feedback is welcomed to ensure the report meets readers' needs.

2. Governance and accountability

- 2.1 Key decisions are taken by the Police and Crime Commissioner (PCC) and the PCC Governance Board (PCCGB). The PCCGB meets monthly, providing a formal forum for the Commissioner to hold the Temporary Chief Constable (T/CC) to account. These meetings are attended by senior leadership teams from both the Office of the PCC (OPCC) and the Constabulary. All decisions are published on the OPCC website [here](#).
- 2.2 Alongside the PCCGB, the Commissioner and T/CC meet weekly for a 1-to-1 accountability meeting. These meetings form an integral part of the Constabulary's governance and accountability framework, enabling regular, open information exchange and supporting a strong, effective working relationship between the PCC and T/CC.

- 2.3 In the interest of openness and transparency, a summary of discussion points from these sessions are published on the OPCC website [here](#). The main themes of discussion since the last Police and Crime Panel are summarised in the table below:

Strategic theme	Summary
Strengthening performance oversight and accountability	Discussions focused on strengthening PCC oversight of Constabulary performance, aligning local governance with national policing priorities while maintaining clear accountability. The continued development of the Force Performance Group was welcomed, and further work was agreed to develop a proportionate performance monitoring framework within existing governance structures.
Development of operational policing capability	Plans for a proposed High Harm Team were reviewed. The team is intended to provide a structured, problem-solving approach to repeat and high-harm issues, support neighbourhood policing, and contribute to delivery of the Neighbourhood Policing Guarantee. Discussions covered implementation and governance arrangements.
Delivery of the Police and Crime Prevention Plan	Progress against Police and Crime Prevention Plan priorities remains an area of focus. Discussions included reporting and accountability arrangements through the PCC Governance Board and preparation for further scrutiny of Priority One delivery.
Community safety and public concerns	Local issues considered included: - Public disorder and anti-social behaviour following a localised incident. - Concerns regarding the increasing use of e-scooters. - Firearms licensing matters and related correspondence. - Information sharing arrangements with regards to Licensing with a local Council.
Criminal Justice outcomes	Notable criminal justice matters were reviewed, including a fatal road traffic collision appeal where a sentence was increased through the Unduly Lenient Sentence process , reflecting ongoing attention to public confidence in justice outcomes.
Workforce and leadership matters	Discussions included Temporary Assistant Chief Constable recruitment, organisational leadership capacity, and the importance of maintaining staffing resilience and effective leadership arrangements.
National Policing Reform, funding and governance	Consideration was given to national developments including funding pressures, the Government's Police Accountability Review , proposals for strategic authorities and public service reform, and the implications of these changes for governance, accountability and geographical alignment.
External stakeholder engagement and communications	Discussions covered public communications, stakeholder correspondence, community engagement opportunities, social media messaging, responses to partner organisations, and support for community and remembrance events.

3. Finance update

- 3.1 The force is projected to overspend by £0.5m on its £185m budget based on expenditure to the end of July. Efficiency savings are now forecast to be £7.1m, £1.9m less than the of £9.0m assumed in the budget. This shortfall has been offset by a £1.5m savings in minimum revenue provision (loan principal payments) due to lower than anticipated capital spend in 2025/26. Actions are in hand to reduce the overspend to balance the overall budget by year end.

4. Chief Constable recruitment

- 4.1 Following the retirement of the substantive Chief Constable in July, the OPCC has commenced the process to recruit a new permanent Chief Constable for Gloucestershire. It should be noted that the Temporary Chief Constable has also announced her intention to retire from policing at the conclusion of her current contract and will therefore not be applying for the substantive post.
- 4.2 The appointment of a Chief Constable is one of the Police and Crime Commissioner's most significant statutory responsibilities. The process is governed principally by the [Police Reform and Social Responsibility Act 2011](#), the [Police and Crime Panels \(Precepts and Chief Constable Appointments\) Regulations 2012](#), and associated Home Office guidance.
- 4.3 Under Section 38 of the Police Reform and Social Responsibility Act 2011, responsibility for appointing the Chief Constable rests with the Police and Crime Commissioner (PCC). Before an appointment can be confirmed, however, the PCC must complete a statutory confirmation process involving the Police and Crime Panel.
- 4.4 In undertaking a recruitment process, the PCC is expected to:
- Conduct an open, fair and merit-based selection process.
 - Determine and publish appropriate selection criteria and a role profile for the post.
 - Assess candidates against the requirements of the role and the policing competencies and values framework where applicable.
 - Take account of equality, diversity and inclusion considerations throughout the recruitment process.
 - Select a preferred candidate and formally notify the Police and Crime Panel of that proposed appointment.
- 4.5 Upon notifying the Panel, the PCC is required to provide:
- The name of the preferred candidate.
 - The criteria used to assess suitability for the role.
 - An explanation of how the candidate satisfies those criteria.
 - The proposed terms and conditions of appointment.
- 4.6 The Police and Crime Panel must then undertake a statutory scrutiny process. This includes:
- Reviewing the proposed appointment within three weeks of receiving notification.
 - Holding a public confirmation hearing at which the candidate can be questioned.
 - Producing and publishing a report and recommendation to the PCC on whether the appointment should proceed.
 - Exercising a veto, if considered appropriate, which requires a two-thirds majority of Panel members entitled to vote. Where a veto is exercised, the PCC is required to bring forward an alternative candidate and repeat the statutory confirmation process.
- 4.7 In addition to the statutory requirements, good governance practice suggests that the recruitment process should be supported by independent professional advice, clear documentation of decision-making, appropriate stakeholder engagement, and transparency regarding the selection methodology. This helps to ensure public confidence in both the process and the eventual appointment.

- 4.8 Full details of the recruitment process for Chief Officers is available in the College of Policing document: [Guidance for appointing chief officers](#).
- 4.9 The recruitment process for the next Chief Constable for Gloucestershire is outlined in the table and timeline below. Please note, in developing this process, the OPCC has consulted with policing partners nationally including the College of Policing and HMICFRS.

Stage of recruitment process	Summary
National advert	In line with requirements, the national advert will be live for three weeks from 03/09/26 .
Stage 1	Candidates will complete: • A cover letter for the position of Chief Constable, Gloucestershire Constabulary, including an outline of how they meet the criteria, career experience to date and why you the candidate is interested in the role • A competency based self-assessment application form (including the equal opportunities form). Submission deadline: 24/09/26, 1600hrs.
Stage 2	Shortlisting is planned for 28/09/26, and shortlisted candidates will have to undergo College of Policing Psychometric Testing. Familiarisation opportunities will be available to applicants by contacting the OPCC.
Stage 3	Shortlisted candidates will be invited to stage three which will take place at the Sabrina Centre (Gloucestershire Constabulary Training Centre) in Berkeley, Gloucestershire and consist of two sessions. Provisional date for this is 12/10/26. Session One: Candidates will be offered the opportunity to give a presentation to internal Gloucestershire Constabulary stakeholders. The presentation will be based on priorities which will be set through a consultation with the public. This session will conclude with a live Q&A and feedback will be given to the external stakeholder panel in the afternoon. Session Two: Candidates will be interviewed by a panel of local stakeholders and will be chaired by the Deputy PCC. The feedback from this panel will be given to the final interview panel chaired by the PCC.
Stage 4	A formal interview panel will be held and chaired by the PCC. This will include national and local stakeholders, as well as an independent member. This will be based on the CVF Framework. Provisional date for this is 13/10/26.
Stage 5	Once the successful candidate has been chosen by the interview panel and PCC, the candidate will be subject to a confirmation hearing by the Police and Crime Panel. Provisional date for this is 20/11/26.

Task	Start	End	09/09/2026	10/09/2026	11/09/2026	12/09/2026	13/09/2026	14/09/2026	15/09/2026	16/09/2026	17/09/2026	18/09/2026	19/09/2026	20/09/2026	21/09/2026	22/09/2026	23/09/2026	24/09/2026	25/09/2026	26/09/2026	27/09/2026	28/09/2026	29/09/2026	30/09/2026	01/10/2026	02/10/2026	03/10/2026	04/10/2026	05/10/2026	06/10/2026	07/10/2026	08/10/2026	09/10/2026	10/10/2026	11/10/2026	12/10/2026	13/10/2026	14/10/2026	15/10/2026	16/10/2026	17/10/2026	18/10/2026	19/10/2026	20/10/2026	21/10/2026	22/10/2026	23/10/2026	24/10/2026	25/10/2026	26/10/2026	27/10/2026	28/10/2026	29/10/2026	30/10/2026	31/10/2026	01/11/2026	02/11/2026	03/11/2026	04/11/2026	05/11/2026	06/11/2026	07/11/2026	08/11/2026	09/11/2026	10/11/2026	11/11/2026	12/11/2026	13/11/2026	14/11/2026	15/11/2026	16/11/2026	17/11/2026	18/11/2026	19/11/2026	20/11/2026	21/11/2026	22/11/2026	23/11/2026	24/11/2026	25/11/2026	26/11/2026	27/11/2026	28/11/2026	29/11/2026	30/11/2026	01/12/2026	02/12/2026	03/12/2026	04/12/2026	05/12/2026	06/12/2026	07/12/2026	08/12/2026	09/12/2026	10/12/2026	11/12/2026	12/12/2026	13/12/2026	14/12/2026	15/12/2026	16/12/2026	17/12/2026	18/12/2026	19/12/2026	20/12/2026	21/12/2026	22/12/2026	23/12/2026	24/12/2026	25/12/2026	26/12/2026	27/12/2026	28/12/2026	29/12/2026	30/12/2026	31/12/2026	01/01/2027	02/01/2027	03/01/2027	04/01/2027	05/01/2027	06/01/2027	07/01/2027	08/01/2027	09/01/2027	10/01/2027	11/01/2027	12/01/2027	13/01/2027	14/01/2027	15/01/2027	16/01/2027	17/01/2027	18/01/2027	19/01/2027	20/01/2027	21/01/2027	22/01/2027	23/01/2027	24/01/2027	25/01/2027	26/01/2027	27/01/2027	28/01/2027	29/01/2027	30/01/2027	31/01/2027	01/02/2027	02/02/2027	03/02/2027	04/02/2027	05/02/2027	06/02/2027	07/02/2027	08/02/2027	09/02/2027	10/02/2027	11/02/2027	12/02/2027	13/02/2027	14/02/2027	15/02/2027	16/02/2027	17/02/2027	18/02/2027	19/02/2027	20/02/2027	21/02/2027	22/02/2027	23/02/2027	24/02/2027	25/02/2027	26/02/2027	27/02/2027	28/02/2027	29/02/2027	01/03/2027	02/03/2027	03/03/2027	04/03/2027	05/03/2027	06/03/2027	07/03/2027	08/03/2027	09/03/2027	10/03/2027	11/03/2027	12/03/2027	13/03/2027	14/03/2027	15/03/2027	16/03/2027	17/03/2027	18/03/2027	19/03/2027	20/03/2027	21/03/2027	22/03/2027	23/03/2027	24/03/2027	25/03/2027	26/03/2027	27/03/2027	28/03/2027	29/03/2027	30/03/2027	31/03/2027	01/04/2027	02/04/2027	03/04/2027	04/04/2027	05/04/2027	06/04/2027	07/04/2027	08/04/2027	09/04/2027	10/04/2027	11/04/2027	12/04/2027	13/04/2027	14/04/2027	15/04/2027	16/04/2027	17/04/2027	18/04/2027	19/04/2027	20/04/2027	21/04/2027	22/04/2027	23/04/2027	24/04/2027	25/04/2027	26/04/2027	27/04/2027	28/04/2027	29/04/2027	30/04/2027	01/05/2027	02/05/2027	03/05/2027	04/05/2027	05/05/2027	06/05/2027	07/05/2027	08/05/2027	09/05/2027	10/05/2027	11/05/2027	12/05/2027	13/05/2027	14/05/2027	15/05/2027	16/05/2027	17/05/2027	18/05/2027	19/05/2027	20/05/2027	21/05/2027	22/05/2027	23/05/2027	24/05/2027	25/05/2027	26/05/2027	27/05/2027	28/05/2027	29/05/2027	30/05/2027	31/05/2027	01/06/2027	02/06/2027	03/06/2027	04/06/2027	05/06/2027
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5. National context and emerging issues for the OPCC

Police Reform update

- 5.1 Government's police reform agenda continues to be a significant area of focus for policing and criminal justice partners across England and Wales. Following the publication of the White Paper, [*From Local to National: A New Model for Policing*](#), the Government has set out an ambitious programme of reform aimed at modernising policing, strengthening public confidence and ensuring that policing services are equipped to respond to increasingly complex crime and community safety challenges.
- 5.2 The proposals represent the most substantial review of policing structures and governance arrangements for several decades and include measures to introduce a stronger national operating model, enhance performance and accountability arrangements, increase consistency in local policing services, strengthen neighbourhood policing and improve the coordination of specialist capabilities.
- 5.3 Whilst the broad direction of travel has been established, many aspects of the reform programme remain under development. National activity has increasingly focused on implementation planning, legislative development and engagement with policing partners to assess the operational implications of the proposed changes. The anticipated Police Reform Bill is expected to provide the legislative framework for many of the reforms and will be closely monitored as details emerge.
- 5.4 Police and Crime Commissioners nationally have broadly welcomed efforts to strengthen neighbourhood policing and improve consistency in service delivery. At the same time, they have emphasised the importance of preserving strong local democratic accountability and ensuring that any reforms enhance, rather than diminish, the ability of local communities to influence policing priorities and hold policing services to account.
- 5.5 For Gloucestershire, the most immediate implications are likely to include increased expectations around performance scrutiny, delivery of neighbourhood policing commitments and enhanced collaboration with regional policing partners. There remains some uncertainty regarding the longer-term implications for governance arrangements, funding mechanisms and force structures, and no formal decisions have been taken in these areas.
- 5.6 The OPCC continues to monitor developments closely through national and regional networks and will ensure that Gloucestershire's interests are represented as the reform programme progresses. Further updates will be provided to the Panel as greater clarity emerges regarding the implementation and local impact of the Government's proposals.

Raneem's Law

- 5.7 [Raneem's Law](#) is a Home Office initiative designed to strengthen the police response to domestic abuse by embedding independent domestic abuse (DA) specialists within police force control rooms. The scheme was introduced following the murder of Raneem Oudeh and her mother, Khaola Saleem, in 2018, after multiple previous reports to police and missed opportunities to safeguard the victim.

- 5.8 Gloucestershire has been selected as a Phase 2 pilot force and provided funding, as part of the Home Office's national programme to test and refine the model before implementation across all police forces in England and Wales. The OPCC has provided strategic support to facilitate the delivery of activity in line with requirements and will oversee funding and reporting requirements to the Home Office.
- 5.9 Locally, two DA specialists will be embedded within the Force Control Room from September 2026 (subject to vetting). Their role will be to review recently recorded domestic abuse calls, provide advice and constructive challenge to police staff, review risk assessments, support referrals to specialist services, and help improve staff knowledge and practice. The specialists will work collaboratively with police to enhance safeguarding and victim outcomes, while operational decision-making and accountability remain with the police.

Sentencing Act 2026

- 5.10 [The Sentencing Act 2026](#) received Royal Assent in January 2026 and key provisions have now been implemented. The Act gives legislative effect to many of the recommendations arising from David Gauke's Independent Sentencing Review and is intended to address long-term prison capacity pressures whilst supporting rehabilitation and reducing reoffending.
- 5.11 Key measures now enacted include:
- A statutory presumption that custodial sentences of 12 months or less will normally be suspended rather than served immediately in prison, subject to specified exemptions.
 - An increase in the maximum custodial sentence that may be suspended from two years to three years.
 - New provisions designed to strengthen community-based sentencing options and offender supervision.
 - A formal requirement for courts to consider victim interests within the statutory purposes of sentencing.
 - Introduction of a formal judicial finding of domestic abuse at the point of sentencing to improve identification and management of domestic abuse perpetrators across the criminal justice system.
- 5.12 The Government has now confirmed the phased implementation of a new "Progression Model" for eligible offenders serving Standard Determinate Sentences. Under these arrangements, many eligible offenders will become entitled to release after serving approximately one-third of their custodial sentence, followed by a period of community supervision and licence. Certain categories of violent and sexual offenders remain excluded from these arrangements.
- 5.13 Following ministerial review, offenders convicted of rape and certain sexual offences against children have been excluded from the revised release arrangements and will continue to be subject to existing release provisions. The implementation of these measures is being phased nationally between autumn 2026 and mid-2027, reflecting the scale of operational change required across prisons, probation and partner agencies.

- 5.14 A significant feature of the reforms is the planned expansion of electronic monitoring and community supervision arrangements. Government implementation plans envisage a substantial increase in the use of electronic tagging to manage offenders released into the community under the Progression Model. National implementation guidance has also introduced a presumption in favour of electronic monitoring for many eligible offenders released under the new arrangements, subject to individual risk assessment and exemptions.
- 5.15 The OPCC continues to work closely with criminal justice partners to assess and prepare for the significant implications arising from the Sentencing Act. Partners across Gloucestershire are increasingly concerned about the operational impact of the reforms, particularly in the absence of additional funding for policing or wider criminal justice agencies. Whilst there is a clear expectation from Government that local agencies will be prepared for implementation, partners nationally continue to report challenges in developing the capacity and infrastructure required to manage the changes effectively.
- 5.16 The Ministry of Justice has recently announced a 'PCC Surge Fund' for Police and Crime Commissioners (PCCs) to bolster local frontline support and ensure that victims feel safe, informed and supported, in response to the implementation of the Progression Model as part of the Sentencing Act 2026. Each PCC will be offered £195k, from October 2026 to March 2029, to commission services or projects, with flexibility to use the funding to meet local need, in line with existing service provision, to strengthen the support available to victims in their area.
- 5.17 The OPCC will continue to monitor the impact of sentencing reform and maintain oversight of the associated risks and pressures facing local services.

6. OPCC activity update

- 6.1 The following update provides a summary of selected activities undertaken by the OPCC during the summer period. It is intended to offer the Panel an overview of key areas of work and progress across a range of priorities. The update is not intended to be exhaustive but rather highlights a sample of notable activity delivered by OPCC staff during this period.

Combating Drugs Partnership

- 6.2 The OPCC continues to support the delivery of the Gloucestershire Combating Drugs Partnership (CDP). A significant milestone has been the completion of the county's latest Drugs and Alcohol Needs Assessment, led by Public Health colleagues. This comprehensive assessment provides an evidence-based understanding of current and emerging substance misuse challenges across Gloucestershire and will form the foundation of the CDP Action Plan for 2026-2029. The findings will help inform the strategic priorities and partnership activity required to reduce drug-related harm, improve treatment outcomes and support community safety.

Nighttime economy review

- 6.3 The OPCC is leading a mapping and review exercise to identify and assess the wide range of organisations that provide support to individuals adversely affected by

Gloucestershire's night-time economy. This includes services supporting victims of assault, vulnerable individuals affected by intoxication, and those who may be subject to coercion or exploitation.

- 6.4 The review encompasses statutory agencies, voluntary sector organisations and non-statutory partners. Its objectives are to identify any gaps or duplication in service provision, promote the sharing of best practice, and, where possible, assess the effectiveness of current interventions. The review is scheduled to report its findings in November 2026 and will provide recommendations to strengthen support arrangements across the county.

Emergency Services Collaboration (ESC): Supporting the detection and prevention of serious crime

- 6.5 The OPCC is working with Gloucestershire Constabulary to support the expansion of Automatic Number Plate Recognition (ANPR) camera coverage across the county. ANPR technology plays a vital role in preventing and detecting a wide range of offences, including serious and organised crime, and can be critical in incidents involving the use of vehicles, such as abductions.
- 6.6 To support this work, the OPCC has utilised its established relationships with National Highways, which is responsible for managing major roads and associated infrastructure. Following OPCC engagement, National Highways has provided an in-principle commitment to progress the necessary arrangements that would enable additional ANPR infrastructure to be installed on its assets, supporting enhanced county-wide coverage.

ESC: Welfare support during major road traffic incidents

- 6.7 The OPCC continues to facilitate practical collaboration between emergency services and partner organisations through its Emergency Services Operational Collaboration Events. As a result of one such event, Gloucestershire Constabulary's Contingency Planning Team has developed a partnership arrangement with National Highways aimed at improving welfare provision for motorists affected by prolonged road closures following serious collisions.
- 6.8 The initiative recognises the risks posed to individuals trapped in significant vehicle queues, particularly during periods of extreme weather. Multi-agency planning is now underway to establish arrangements for the provision of welfare support, including access to water, warmth and other essential assistance. Partners involved include the British Red Cross and other voluntary sector organisations with expertise in emergency welfare provision.

Tackling rural crime

- 6.9 Addressing waste crime remains a priority due to its significant impact on rural communities, the environment and the wider economy. Waste crime includes fly-tipping, large-scale illegal waste deposits and the unlawful release of pollutants into rivers and watercourses.
- 6.10 The issue is frequently linked to organised crime groups, often involving associated offences such as money laundering and drug trafficking, as well as resulting in

substantial losses of tax revenue. To strengthen awareness and enforcement capabilities, the OPCC has worked with the Environment Agency's Joint Unit for Waste Crime to distribute a Waste Crime Awareness Briefing to all Gloucestershire Constabulary officers. The briefing highlights key indicators of waste crime, investigative opportunities and the agencies that can contribute to enforcement and prevention activity.

Serious Violence Duty (SVD) activity: My Future programme

- 6.11 The My Future programme continues to demonstrate positive outcomes and has attracted significant national interest. An early evaluation of the programme is scheduled to be presented to partners and stakeholders in December through a virtual briefing led by programme representatives. The presentation will share emerging findings and lessons learned from the programme's initial delivery.
- 6.12 The initiative has also been recognised nationally through publication on the National Police Chiefs' Council (NPCC) Best Practice Learning Portal. This recognition reflects the programme's innovative approach and has generated interest from organisations across the country seeking to learn from Gloucestershire's experience.
- 6.13 During October and November, strategic presentations will be delivered to Gloucestershire County Council Directors, Gloucestershire Fire and Rescue Service Senior Leadership Team, and Gloucestershire Constabulary Chief Officer Group. These discussions will explore opportunities for long-term adoption and sustainability of the programme across partner agencies.

SVD: Development of My Future Part II

- 6.14 Building on the success of the initial programme, planning has commenced for a second phase of My Future, specifically designed for young girls. The programme is currently in development and has secured strong support from both statutory and voluntary sector partners. Subject to final planning arrangements, delivery is expected to take place over four to five weeks during February and March next year, providing targeted early intervention and prevention support for young women identified as being at risk of involvement in serious violence or related vulnerabilities.

Victims, witnesses and victims' voice.

- 6.15 The implications of sentencing reform for victims and witnesses remain a key area of focus. The anticipated increase in offenders being managed within the community is expected to place additional demands on victim support services and may create new challenges in the management of victim confidence and reassurance.
- 6.16 Work has now concluded on the development of a Victim Engagement Forum, which will provide a mechanism for victims to directly contribute to discussions relating to criminal justice services, policy development and system improvement. The Forum will support the OPCC's commitment to ensuring that victims' experiences and perspectives remain central to decision-making processes across the criminal justice system.
- 6.17 The OPCC has also identified a significant gap in provision for child victims. Analysis indicates that approximately 40% of young people who commit offences are

themselves victims of crime. Evidence suggests that many incidents involving child victims relate to peer-on-peer offending and violence. The Gloucestershire Youth Justice Service has demonstrated a proactive approach to addressing this issue and the OPCC continues to support this work through partnership collaboration and strategic oversight.

Victims' Code of Practice (VCOP)

- 6.18 The OPCC continues to scrutinise compliance with the Victims' Code of Practice (VCOP) across criminal justice agencies. The most recent VCOP Scrutiny Panel found that none of the four cases reviewed were fully compliant with the Code. Of the cases assessed, three were found to be partially compliant and one was assessed as non-compliant.
- 6.19 Nationally, the future requirements and expectations relating to VCOP remain under review. The OPCC will continue to monitor developments and work with partners to improve compliance and ensure that victims consistently receive the level of service to which they are entitled.

Criminal Justice Governance and strategic oversight

- 6.20 The OPCC continues to strengthen governance arrangements across the criminal justice landscape. Work is ongoing to review and develop the operation and governance of scrutiny panels to ensure they are effective in holding agencies to account and driving service improvement.
- 6.21 The priorities of both the Reducing Re-Offending Board and the Local Criminal Justice Board have now been agreed, providing a clearer framework for partnership delivery over the coming period.
- 6.22 In addition, the OPCC is increasing its focus on women within the criminal justice system and the delivery of the Female Offender Strategy. Further work is underway to strengthen oversight of this area and ensure appropriate accountability for outcomes and service provision.
- 6.23 The publication of [Part Two of the Leveson Review](#) has prompted initial consideration of its recommendations, with work ongoing to assess any implications for local criminal justice arrangements.
- 6.24 The OPCC is also working closely with the Making Every Adult Matter (MEAM) Steering Group, providing strategic oversight of the criminal justice elements of its programme and supporting a coordinated approach to addressing the needs of adults facing multiple disadvantage.
- 6.25 Whilst progress continues across a number of strategic priorities, planning remains challenging due to ongoing national policy developments, evolving legislative requirements and the potential implications of wider organisational reviews. The OPCC will continue to work with partners to provide oversight, challenge and support as these changes develop.

Communications activity

- 6.26 Since July 2026, the Gloucestershire Office of the Police and Crime Commissioner (OPCC) has focused its communications on police accountability, public safety campaigns, neighbourhood policing, community engagement and victim support. Examples of activity is summarised in the table below:

Topic and links	Summary
Chief Constable Gross Misconduct proceedings LINK	A significant proportion of OPCC communications have related to the gross misconduct proceedings involving Chief Constable Rod Hansen. The OPCC issued public notifications ahead of the hearing, provided information on public attendance arrangements, and communicated updates when the hearing was adjourned.
PCC accountability functions messaging LINK	The PCC published blogs explaining the role of the Police and Crime Commissioner in holding the Chief Constable to account and providing governance oversight. These communications aimed to improve public understanding of the PCC's statutory responsibilities and reassure residents regarding scrutiny arrangements.
Community safety and road safety campaigns LINK	The OPCC supported communications around road safety, including public warnings encouraging motorists, cyclists and pedestrians to be considerate and vigilant following injury collisions in Gloucestershire. These messages reinforced wider community safety priorities.
Rural crime and countryside safety LINK	The PCC used blog communications to support tougher sentencing guidance for hare coursing offences and to raise awareness of rural crime issues affecting Gloucestershire communities.
Supporting victims LINK	Communications addressed broader victim-centred issues, including commentary on criminal justice and early release decisions.
Independent Custody Visiting LINK	Recent news and blogs have highlighted the county's Independent Custody Visiting Scheme, described as one of the strongest-performing schemes nationally.

7. Conclusion

- 7.1 This report provides an overview of the key developments, decisions, and activities undertaken in support of the Police and Crime Commissioner's priorities and statutory functions. The Panel is invited to note the contents of the report and to raise any matters for further discussion or clarification.
- 7.2 The Office of the Police and Crime Commissioner remains committed to openness, collaboration, and delivering effective oversight on behalf of the public. We welcome the Panel's continued scrutiny and support as and encourage members to provide feedback to support our continuous improvement activity.

Ruth Greenwood

Chief Executive, Office of the Police and Crime Commissioner for Gloucestershire
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