

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

**1 April 2017 - 31 March 2018**

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# 1. FOREWORD AND INTRODUCTION

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For every example of the worst acts of humanity, there are many more acts of courage, selflessness and compassion. Strong communities who support one another and stand together are safer communities.

This report reviews the progress I have made between 1 April 2017 and 31 March 2018 in carrying out my responsibilities and overseeing delivery against the Police and Crime Plan 2016-21.



This time last year, I found myself writing about the shocking attacks in London and Manchester. It is sad to think that the high threat levels of terrorism have become 'normal' in the policing environment, but re-assuring to know the police and other public services are well-prepared for these types of events. Preventative activity is at the heart of this and has been further invested in since these devastating attacks, despite this often not seen publically – an example of invisible policing.

Stronger communities are safer communities. However, strong communities can only thrive if we continue to develop our relationships, working together as residents, local business people and the police. Occasionally things will happen that will test the strength of these relationships, but it is how we pull together in times of adversity that will help these relationships stand the test of time. Reaching out to our communities is an important part of this and in May 2017, I held a walkabout in Bristol with the Mayor and faith leaders, speaking to local people. Responding further following the terror attacks, in June 2017, a roundtable was held with the Black South West Network, local young people and the Home Office Prevent Officers to reach out to our communities and reassure them at this unsettling time.

Sadly, we did see spikes in hate crime following these attacks. I will continue to reinforce that there is zero tolerance to hate crime in Avon and Somerset. Planned activities surrounding the 'Hate has no home' campaign and arrangements for the Big Walk and Big Lunch further focussed on bringing our communities together. 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 2017, and I joined walkers near the end of their journey in Taunton. The Officer of the Police and Crime Commissioner (OPCC) team also supported the Big Lunch in Hartcliffe that month, which encouraged neighbours to come together, to eat, chat and celebrate connections and commonality.

In the past year (2017/18<sup>1</sup>), the Constabulary has continued to face a challenging financial climate, a national shortage of detectives and an increasing and changing demand for policing services. On 14 November 2017, I was asked to give evidence in relation to police funding at the Home Affairs Select Committee and described the issues set out in the 'Tipping Point' report<sup>2</sup>, especially around the challenges of increased costs and increased pressures on partners. The Chief Constable and I also met with the Policing and Fire Minister and with local MPs to discuss police funding and other issues.

Part of your council tax is used to fund policing and when agreeing what amount should be proposed, I discussed with the Chief Constable what commitments could be made by him in terms of service improvements enabled by proposing an increase of £1 per month per household. The additional money will protect around 130 police officer posts, and used to finance filling vacancies, invest in new technology and address inflationary cost pressures. It will enable the implementation of a new model of Neighbourhood Policing that will support the six focal pillars of neighbourhood policing as defined by national and local best practice:

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<sup>1</sup> References to the past year throughout the document relate to the period 1 April 2017 – 31 March 2018.

<sup>2</sup> <https://www.avonandsomerset.police.uk/media/29964806/safe-sustainable-policing-report.pdf>

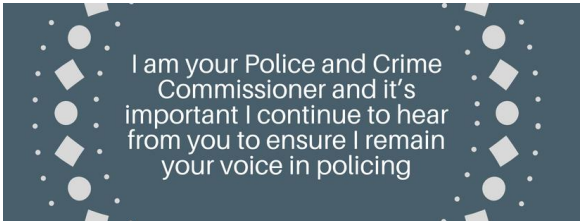
- Responding to calls
- Offender Management
- Safeguarding
- Problem Solving
- Engagement; and
- Investigations.

Policing in its very nature is diverse, as are the many roles that make up the service. I remain wholly committed to better reflecting the communities of Avon and Somerset and in improving the diversity of those who hold roles within the Constabulary. With the right people, who have the passion to keep our communities safe, protect victims and bring offenders to justice, we can ensure our communities remain safe and strong.

As an emergency service, many of the people that come into contact with the police are doing so at a time of crisis. Ordinary people can have an extraordinary impact in a multitude of ways including making a decision that could save a life, protecting a child from future harm, offering invaluable emotional support to a victim, obtaining vital evidence, building a case that brings an offender to justice, solving a problem that increases the safety of a community, helping an offender reintegrate into society, building the confidence of a victim to come forward, or finding a missing person and ensuring their safety. Therefore, I'd like to thank here those who work hard to protect us from harm and support those most in need.



**Sue Mountstevens**  
**Avon and Somerset Police and Crime Commissioner**





I am your Police and Crime Commissioner and it's important I continue to hear from you to ensure I remain your voice in policing

## 2. Highlights of the year

Over the year I made 37 visits to voluntary and community organisations, held 4 Pride Awards recognising 66 winners, held 3 Facebook Live videos with the Chief Constable, attended 95 public events and funded 64 community projects.

To see an interactive version of the year's overview, please follow this link and watch the following Prezi. <https://prezi.com/view/mw5vwlJzY1twhYMjk9Dj/>

April 2017	May 2017	June 2017
 <p>PCC PRIDE AWARDS</p> <p>COMMUNITY DAY</p> <p>HINKLEY POINT VISIT</p>	 <p>2017 BE PROUD AWARDS</p> <p>OFFICIAL OPENING OF THE WILFRED FULLER VC CENTRE</p>	 <p>FIRST MEETING OF THE SCRUTINY OF POLICE POWERS PANEL</p> <p>WESTON-SUPER-MARE PUBLIC FORUM</p> <p>THE BIG LUNCH HARTCLIFFE</p>
<p>April 18<sup>th</sup> - PCC Pride Awards recognised 9 winners, from police staff to local volunteers.</p>	<p>May 18<sup>th</sup> - Annual Be Proud Awards. Recognised police staff and volunteers from across the force for their work.</p>	<p>June 13<sup>th</sup> - First official meeting of the Scrutiny of Police Powers panel.</p>
July 2017	August 2017	September 2017
 <p>FACEBOOK LIVE WEBCHAT</p> <p>RAISING THE LGBT PRIDE FLAG AT HQ</p>	 <p>PCC PRIDE AWARDS</p> <p>AVON &amp; SOMERSET POLICE &amp; CRIME COMMISSIONER</p> <p>ISLAMIC CULTURAL FAYRE</p>	 <p>WEST SOMERSET COMMUNITY DAY</p> <p>B&amp;NES PUBLIC FORUM</p>
<p>July 20<sup>th</sup> - Public Drop-in at the Malcolm X Centre in St. Pauls. Residents attended the drop-in to talk about issues in the area and their thoughts on neighbourhood policing.</p>	<p>August 23<sup>rd</sup> - Visited Commissioner's Community Action Funded project, Kelston Road Football Club. Community based club for children to play sport throughout the holiday to keep them out of trouble.</p>	<p>September 20<sup>th</sup> - West Somerset Community Day. Visits to Dulverton Police Station, Commissioner's Community Action Funded project 'Dulverton Dance' and held a public drop-in at the Balsam Centre.</p>



October 2017	November 2017	December 2017
 <p>PCC AND CC UWE LECTURE 'BREAKING THE CYCLE OF CRIME'</p>  <p>MINI POLICE LAUNCH AT OASIS ACADEMY</p>  <p>FREE FROM FEAR CSE FILM EVENT IN PARTNERSHIP WITH BARNARDOS</p>	 <p>SOROPTOMISTS RAILING AGAINST ABUSE MARCH</p>  <p>DOMESTIC ABUSE CAMPAIGN LAUNCHED</p>	 <p>PCC PRIDE AWARDS</p>  <p>TEMPORARY 'COP SHOP' OPENS FOR CHRISTMAS AT THE GALLERIES</p>  <p>AVON AND SOMERSET PRAISED FOR KEEPING PEOPLE SAFE AND REDUCING CRIME</p> 
<p>October 1<sup>st</sup>- Police and Fire HQ Open Day. The HQ Open Day event was a success with large amounts of people on site to see what the emergency services in the area do.</p>	<p>November 23<sup>rd</sup>- Easton Community Centre Drop-in. The drop-in was well attended and gave locals the chance to speak about policing in their area and build relationships with the local neighbourhood officers.</p>	<p>December- the Christmas 'Cop Shop' opens in the Galleries, Bristol. Visited the Cop Shop and saw the advice the officers were able to give to residents.</p>
January 2018	February 2018	March 2018
 <p>NAILSEA FIRE AND POLICE STATION OPENING</p>  <p>FACEBOOK LIVE WEBCHAT</p>  <p>KINERGY COFFEE MORNING</p>	 <p>BUDGET PROTECTS NEIGHBOURHOOD POLICING</p>  <p>PCC VISIT TO CCAF FUNDED SELWORTHY SPECIAL SCHOOL</p>	 <p>BEDMINSTER POLICE POD OPENING</p>  <p>HEAVY SNOWFALL ACROSS THE UK, ESPECIALLY AVON AND SOMERSET</p>  <p>ENQUIRY DAY</p>
<p>January 10th- Council Tax Precept Consultation Day, 4 public drop-in surgeries. The team visited Bristol, Weston-super-Mare, Bridgwater and Chard to get the views of local residents, and see whether they would pay extra council tax to protect neighbourhood policing.</p>	<p>February 1st- Knowle Public Forum. The public forum in Knowle was well attended and enabled the discussion of topics such as ASB and volunteering with the police.</p>	<p>March 8<sup>th</sup>- International Women's Day. Sue told the story of Bristol's first female Chief Inspector Grace Caple.</p>

### 3. 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 set the part of your council tax which goes towards funding policing. The average household in Avon and Somerset currently pays around £194 per year towards the police. There is still a need to deliver £16 million in savings over the next five years due to rising costs but no increase in government funding. Of these, £8 million savings are subject to plans I have agreed with the Chief Constable that are in the process of being delivered.

3000 people are surveyed each year and respond to a range of questions about residents' experiences of crime and policing, their feelings of safety, priorities and the level of council tax precept used to fund police services. I also held events in January 2018 to determine support for my proposed £12 per annum increase. Over 80% of the people surveyed between January 2016 and December 2017 supported an increase which was approved by the Police and Crime Panel in February 2018.

The same flexibility towards the setting of the precept may be offered to Police and Crime Commissioners (PCCs) by the government in 2019/20 if PCCs and Chief Constables are able to satisfactorily demonstrate efficiencies, productivity and transparency on the use of reserves. When proposing to the Police and Crime Panel what amount I wish to set in future, I will be considering the Police grant funding provided by the government, the cost pressures on the Constabulary, the need to fund capital programmes, the context of this within the Medium Term Financial Plan (MTFP), the views of local people in relation to the policing part of the council tax and the performance of the Constabulary.

I published the "Tipping Point" report in September 2017. This document explained the funding pressures we face and the rising demand. With the main police grant frozen, but with additional flexibility to increase the council tax precept, I believe we will need to increase the precept over the next few years to avoid damaging cuts to frontline Police Officer and Police and Community Support Officer (PCSO) numbers.

#### Setting Strategic Direction

	<p>The current Police and Crime Plan was published in November 2016 and covers the period until 31 March 2021. The Strategic Priorities in the Police and Crime Plan for 2016-21 are:</p> <ul style="list-style-type: none"><li>• Protect the most vulnerable from harm;</li><li>• Strengthen and improve your local policing teams;</li><li>• Ensure that ASC has the right people, right equipment, right culture; and</li><li>• Work together effectively with other police forces and key partner agencies to provide better services to local people.</li></ul>
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Since publication of the Plan, a number of key events have taken place that impact on its delivery and reset the context for the strategic direction set. In response to the key changes in the local and national environment, an addendum to the Plan was produced this year to reflect key information that those who read or implement aspects of the Plan should consider alongside it.

A new Plan will be produced in due course to cover the remainder of the PCC term that reflects these changes. A new Police and Crime Needs Assessment will be developed in 2018 and following this robust assessment, a Plan for 2019-21 will be readied for publication in April 2019. This will be subject to Police and Crime Panel approval in early 2019.

### Strategic Policing Requirement

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

- Serious and organised crime
- National cyber-security incident
- Threats to public order or to public safety that cannot be managed by a single police force acting alone
- Civil emergencies that require an aggregated response across police force boundaries
- Child sexual abuse; and
- Terrorism.

The Strategic Policing Requirement is internally reviewed every six months by a governance Board and subsequently reported and reviewed by the Police and Crime Board. I am satisfied that the Chief Constable has the capability and capacity in force to tackle these threats.

### 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:

- Child Sexual Exploitation (CSE) Commissioning – innovative approach working with the five local authorities;
- Custody and Courts Referral Service Commissioning – the first of its kind joint commissioning between OPCC and NHS England;
- Joint regional commissioning of the Sexual Assault Referral Centre with NHS England, which won a procurement award for the approach taken
- Criminal Justice Transformation Project, working with Constabulary, Crown Prosecution Service, Her Majesty's Courts and Tribunals Service (HMCTS), Citizens Advice Bureau (CAB) Witness Service;
- Working with the Community Safety Partnerships of North Somerset and Somerset to develop joint local plans; and
- Operation of a Reducing Reoffending Executive Board and drawing up a Memorandum of Understanding with the Ministry of Justice to provide for co-design and co-commissioning of reducing reoffending services.

### Grants and Commissioning

A range of community safety projects and services in 2017-18 have been allocated just over £4 million of my budget to support the delivery of the Police and Crime Plan. These have included grants to support the mental health control room triage, victim support services including advocacy, support related to abuse and exploitation, restorative justice and substance misuse support services as well as local community safety initiatives.

In addition, the Commissioner's Community Action Fund, administered by the Police Community Trust, supported voluntary and community sector projects by awarding 64 grants, allocating a total of £132,226.97 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 2017/18. NHS England, for example, are the lead commissioner for the Sexual Assault Referral Centre (SARC) and working jointly across the region my office was involved in the recommissioning of SARCs across the South West.

This will see Avon and Somerset benefit from enhanced paediatric support and borderless working as part of a Centre of Excellence.

The mental health triage, operating from the Constabulary's Communications Centre since 5 September 2016, has been co-funded by PCC, Avon Fire and Rescue, Clinical Commissioning Groups in Bath and North East Somerset (BaNES), Bristol, North Somerset and South Gloucestershire and has alleviated pressure on both the Constabulary and the NHS as a result. Additionally, the specialist support service for victims of Child Sexual Exploitation has been funded jointly with contributions from all five local authority areas (BaNES, Bristol, North Somerset, Somerset and South Gloucestershire).

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

#### Connecting people with police

The number of people involved in active citizenship activities related to policing appears to have remained stable (with around 11% of 3000 surveyed people involved this year, compared against around 10% the year before). I believe the police offer a wide range of opportunities and support to local people who wish to help make their communities safer and would encourage people to visit the Constabulary's website for further information: <https://www.avonandsomerset.police.uk/jobs-and-volunteering/>

I wish to increase the involvement of local people in scrutinising police services and would invite anyone with an interest in doing this to visit the OPCC website for further information: <https://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny/>

Monthly community days have enabled me to visit 37 different projects, organisations and charities over the last year, linked to the delivery of the Plan. I have travelled across Avon and Somerset and have met with projects such as Key4Life and North Somerset Black, Asian and Minority Ethnic (BAME) Network. These projects respectively work with young people who have previously or are currently at risk of offending, and connect the black and ethnic minority communities of North Somerset together.

Establishing a strong connection with black and minority ethnic communities has been a focus over the past year, hence the reason to have regular community drop-in surgeries in places such as Easton and St. Pauls. The communities of these areas have engaged with these drop-ins and help give me a great insight into local issues while also being a good opportunity to meet many residents at once. To-date I have held three drop-ins with more scheduled throughout 2018.

I have held three public forums, in North Somerset, Bristol and BaNES, all of which have been well attended by the local communities with discussions ranging from road safety to reporting crime.

I have attended neighbourhood forums, partner and communities together (PACT) meetings and community groups. I have been fortunate to speak at many public events, such as the Soroptomists of Weston-super-Mare 'Railing against Abuse' march in Bristol, and to students at local universities.

I regularly host Facebook Live chats with the Chief Constable, publicly holding the Chief to account for delivering policing. Topics have so far included: hate crime; female genital mutilation (FGM); road safety and police funding.

For the most up to date information about news and events, you can go to the official website: <https://www.avonandsomerset-pcc.gov.uk/Official-site.aspx>

You could also follow us on Twitter, Facebook, Instagram and Snapchat @AandSPCC @SuMountstevens

To ensure you know about all the latest information, make sure you sign up to the e-newsletter, available by visiting our website.

#### Organisational Change and 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 the flexibility to increase the council tax precept. I was disappointed that the government deferred adjustments to the policing funding formula as I consider that Avon and Somerset is under-funded by the government for the amount of people who live in the area. The "Tipping Point" report, published in September 2017, sets out the funding pressures we face and the rising demand.

As part of continued delivery, the Constabulary has commissioned three Transformational Change Programmes. These programmes cover a diverse range of business including Service Redesign, Infrastructure and Digital Solutions and all are aligned to help achieve the priorities as set out in the Police and Crime Plan. During 2017/18, the Programmes have made significant progress towards their objectives.

The Service Redesign work has focussed on ensuring the Constabulary has efficient structures and processes across Neighbourhood Policing, Enquiry Offices and the Lighthouse Safeguarding Team. The Constabulary is now implementing a clearly defined Neighbourhood model, which will have a rationalised Enquiry Office estate based on demand profiles and a victim support and safeguarding function that operates consistently across the Force area. Additionally, these changes have achieved savings which help the Constabulary respond to continued financial challenges.

The Infrastructure Programme continues to implement the Constabulary Estate Strategy on a site by site basis. The Programme of work extends towards 2020 but has already delivered new police locations for Weston-s-Mare and Nailsea. During the last 12 months, the focus has been to identify new sites in North Bristol (Southmead), Shepton Mallet, Taunton and Yeovil. Work is also progressing to refurbish existing buildings such as Kenneth Steel House in Bristol. The Constabulary is committed to the development of modern buildings which will complement the Private Finance Initiative (PFI) sites already opened at Bridgwater, Patchway and Keynsham in recent years. Modern and sustainable buildings will help support efficient police operations and provide visible and consistent points of access for the public. Additionally, the rationalisation of estate will achieve revenue savings of circa £3 million and has already generated over £20 million of vital capital receipts to fund new investments in technology and the purchase of more efficient property.

Continued investment in the development of technological solutions has seen the increased mobilisation for officers and staff. New mobile phone devices help with the management of work through real time access of systems away from Police stations. This not only saves time but also increases the visibility of our staff within our communities. The Constabulary has been working to implement bespoke software to better manage digital evidence and link efficiently with the Crown Prosecution Service.

The Constabulary has a clearly defined approach for the delivery of transformational change during 2018/19. These Programmes of work will achieve an extensive range of business benefits during the new financial year as work completes and solutions go-live.

#### **Looking forward**

The mobile phone roll out will be complemented by the allocation of personal issue laptops as increasingly agile working practices are adopted. The installation of building and vehicle Wi-Fi will further enhance connectivity. National increases in demand on policing services are well documented and these technological solutions will help the Constabulary manage to do more with existing resources. The Constabulary is also exploring options for better fleet utilisation which will also elicit further savings.

I would like to see the Constabulary achieving 'outstanding' in its efficiency inspection, 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 and most activities that could be done to generate organisational efficiencies have been completed and embedded or are in the process of implementation.

## 4. Assurance

Assurance has been carried out through the year at a number of different levels, primarily:

- Externally (through inspections made by Her Majesty's Inspectorate of Constabularies Fire and Rescue Services (HMICFRS), Her Majesty's Crown Prosecution Inspectorate, Her Majesty's Inspectorate of Prisons and Her Majesty's Inspectorate of Probation);
- Independent internal audit (jointly commissioned with the Constabulary to provide a risk-led audit programme that focusses on areas of agreed risk in terms of governance and delivery);
- A rolling programme of internal assurance activity (jointly agreed between OPCC and the Constabulary), carried out by the Constabulary as part of its Continuous Improvement Framework. This work is reflected in reports that are reviewed at the Constabulary Management Board and the Police and Crime Board. The Police and Crime 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;
- OPCC-led assurance activities including departmental visits, observations at meetings, audits of files, commissioned reports for independent scrutiny and co-ordination of panels to review and scrutinise elements of the policing service. These include out of court disposals, complaints against the police and the scrutiny of police powers; and
- An independent custody visitors scheme which seeks to ensure detainees in custody are held in safe and appropriate conditions in accordance with their rights.

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

### HMICFRS Results

The HMICFRS core inspection programme is called PEEL and looks at the Constabulary's effectiveness, efficiency and legitimacy. Essentially this means HMICFRS evaluates 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 HMICFRS website.

Inspection	Question	Grading
<b>Effectiveness – overall rating</b>	<b>How effective is the force at keeping people safe and reducing crime?</b>	<b>Good</b>
Effectiveness	How effective is the force at preventing crime and anti-social behaviour?	Good
	How effective is the force at investigating crime and reducing re-offending?	Good
	How effective is the force at protecting vulnerable people	Good
	How effective is the force at tackling serious and organised crime?	Good
	How effective are the force's specialist capabilities?	Ungraded <sup>3</sup>
<b>Efficiency – overall rating</b>	<b>How efficient is the force at keeping people safe and reducing crime?</b>	<b>Good</b>
Efficiency	How well does the force understand its current	Outstanding

<sup>3</sup> HMICFRS 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.

	and likely future demand?	
	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
<b>Legitimacy – overall rating</b>	<b>How legitimate is the force at keeping people safe and reducing crime?</b>	<b>Good</b>
Legitimacy	To what extent does the force treat all of the people it serves with fairness and respect?	Outstanding
	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

The Constabulary's overall ratings for PEEL have remained unchanged, however, it has attained 'good' in all areas that had previously been graded as 'requires improvement', maintained its 'outstanding' understanding of current and likely future demand and also achieved an 'outstanding' rating in its treatment of the people it serves with fairness and respect.

The areas in which improvement is still required relate to:

- internal communications;
- investigations of concerns, problems or complaints raised formally by staff;
- understanding its organisational capabilities (including leadership); and
- understanding and addressing some issues in operational areas (including domestic abuse, registered sex offenders, and serious and organised crime).

Responses to HMICFRS inspections, which include the specified areas for improvement in more detail, are published on the OPCC website. (<http://www.avonandsomerset-pcc.gov.uk/Openness/Audits-and-Inspections/Her-Majestys-Inspectorate-of-Constabulary.aspx>).

The internal audit programme consisted of 12 substantive audits this year. These are reviewed and discussed by the independent Joint Audit Committee. The audits are undertaken by RSM Tenon who reported in their annual report that the PCC has "an adequate and effective framework for risk management, governance and internal control".

**Looking forward**, I want to see the Constabulary continue its positive improvement trend and achieve more HMICFRS gradings of 'outstanding', particularly in areas related to vulnerability. 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. Additionally, the OPCC has been awarded the Transparency Quality Mark every year that Comparing Police and Crime Commissioners (CoPaCC) have assessed organisations on their transparency. <https://policinginsight.com/news/transparency-twenty-five-opccs-recognised-for-excellence/>

The work of the Independent Residents Panel scrutinising complaints and the Out of Court Disposals Panel has continued, and I have established a Scrutiny of Police Powers Panel who look at things such as use of force, and stop and search incidents. The value of this work has been acknowledged by the Constabulary and recognised externally by the HMICFRS. Reports of their work can be found on the OPCC website (<https://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny.aspx>). I also continue to scrutinise the work of the Constabulary's Professional Standards Department in relation to complaints.

## **5. Performance (against PCC Priorities)**

### General overview

My priorities, as set out in the Police and Crime Plan 2016-21, 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

HMICFRS have judged the Constabulary to have improved in the last year and found them to be 'good' in the core areas assessed: effectiveness, efficiency and legitimacy.

Avon and Somerset Constabulary is judged as 'good' at protecting vulnerable people from harm and supporting victims. HMICFRS based this on the Constabulary having a good understanding of the nature and scale of vulnerability in the communities of Avon and Somerset, using vulnerability risk assessments for all calls to the force control room and when attending incidents, and because it takes positive action to safeguard vulnerable people.

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 communicate with local people to explain how the Police are doing – well, or otherwise.

The Constabulary have recorded a similar number of crimes this year as the year before (141,525 recorded in 2017/18, 140,253 in 2016/17). This represents an increase of 1%. The number of calls to the police (999 and 101) has slightly reduced (859,201 calls received in 2017/2018 compared with 864,034 for 2016/17). It is important to note however that the nature of the crimes show an increase in those where victims are vulnerable and therefore this still represents an increase in demand in terms of the levels of support required by the victim and in the complexity of managing the case and reducing the harm posed to victims and by offenders. Over the last twelve months, 999 volumes have risen by 17% compared with the previous year.

Reporting of serious sexual offences, including rape, offences against children and domestic abuse has increased. The Constabulary believes this is attributable in part to awareness campaigns, media coverage and increased confidence in the police.

The Strategic Threat Assessment for 2017/18 has identified a growing number of threats that are increasing across the Avon and Somerset area. It has been assessed that 23 thematic areas have seen increased levels of threat, harm and risk (THR). These areas are generally those crime types that are more complex and have a high level of associated risk, such as Child Sexual Exploitation (CSE) and Modern Slavery and Human Trafficking. These trends are mirrored across much of the country. Intelligence also suggests that the criminal landscape continues to diversify with the increased use of technology by offenders.

The scale of identified vulnerability in Avon and Somerset is significant and placing increasing demand upon public sector services. For example, an average day will see 68 Domestic Abuse Stalking and Harassment (DASH) risk assessments completed; eight victims deemed as high risk and referred to a multi-agency risk assessment conference (MARAC); one Domestic Violence Prevention Notice issued; 56 referrals to the Safeguarding Co-ordinating Unit and 84 referrals to the Lighthouse victim support service. Neighbourhood policing teams have an important role to play in supporting and protecting vulnerable victims and other people who are vulnerable, through reassurance, monitoring and, where necessary, intervention, either in partnership with other agencies or departments or as the lead agent.

Crimes against vulnerable adults have increased by 4.1% in the last year. In 2017, the majority of crimes against adults considered to be vulnerable were 'violence against the person' offences, residential burglaries and public order offences. The number of crimes relating to indecent images of

children rose by 48% to 244 crimes, and the number of recorded incidents with a child victim rose by 32.5% to 583 incidents in 2017. This increase in demand is believed to be the result of improved partnership working and sharing of information and intelligence, better identification of children and adults at risk both internally (through training and developed risk assessment tools) and within our communities through media coverage and increased confidence in the police.

The Constabulary is anticipating a continuing increase in the number of victims and offenders of CSE. Child abuse is still largely hidden due to familial and online offending and therefore true levels of demand are not known but there are an increasing number of children deemed at risk of abuse and neglect and subject to child protection plans. The risk of modern slavery for labour and sexual exploitation is also expected to continue to increase.

Organised Crime Groups (OCGs) involved in drug markets have strong connections with violence, use of firearms, acquisitive crime and exploitation of vulnerable drug users. Drug markets across the Constabulary are very active; Bristol is a central hub. The Constabulary are concerned about high levels of cocaine and higher purity drugs could result in reduced prices and the attraction of a new younger demographic of users. Gang related violence continues in Bristol and Weston-Super-Mare. Gang rivalries and the consequent tension present an ever-present threat of escalation. Neighbourhood police offers work directly with people and partners in the community to support safeguarding efforts.

Successful outcomes at court is a key measure through which the Constabulary can demonstrate the success it has in bringing offenders to justice through the criminal justice system. The conviction rates have remained largely stable throughout the last year (84.5%). While the rate is high, it has declined slightly from performance in the previous year, and having drawn comparisons with other forces, the Constabulary is looking to improve its performance in this area.

The Chief Constable and I have agreed that prioritisation of protecting the vulnerable from harm is the most important of the strategic priorities that I have set in the Police and Crime Plan. The Constabulary needs to balance addressing national threats, protecting the vulnerable and delivering the policing service that local people expect. The financial climate makes that particularly challenging but I am confident that the approach the Constabulary is taking is one that will make the most of opportunities to learn and to improve.

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. For the second year in a row, the HMICFRS Efficiency inspection rated the Constabulary as **"outstanding"** in this respect, stating 'Avon and Somerset Constabulary has a comprehensive understanding of the demand for its services and of the specific types of crime that are prevalent but are less likely to be reported. It is involved in some very good joint initiatives with partner organisations to educate the public about modern slavery and female genital mutilation and to encourage reporting of these crimes, particularly for those people who may be less able or less confident to contact the police. The force is good at understanding the factors that influence the demand placed on its services and demonstrates a good commitment to manage and prioritise these well'.

The Constabulary's development of its visual analytic software, Qlik Sense, is an example of innovative practice. The software is enabling the Constabulary to identify and predict offending patterns in order to understand demand and future demand coming from complex crime. Qlik Sense is rapidly being adopted across the organisation, bringing benefits to frontline officers, staff and strategic decision-makers. It will be an exciting new step to share with partners as we make use of data from multiple organisations to share intelligence to better support local people and meet their needs.

I have looked at demand in respect of all crimes covered in commissioned internal assurance reports throughout the year. Demand is increasing in relation to complex crime and areas where crimes have historically been under-reported.

### 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 includes police staff, working with independent organisations. Each month approximately 2500 victims are supported.

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.

The initial suite of victim services commissioned by the OPCC when responsibility was devolved from the Ministry of Justice in 2013 are now in their final year of three year contracts. I have invoked the clause to extend the services for an additional year (2018/19) and work has now commenced to recommission these services. A victim needs assessment has been carried out and a Victims Recommissioning Board has been established.

The new Avon and Somerset wide Restorative Justice Service, 'Restorative Approaches Avon and Somerset' went live on the 1st June. This service:

- Provides a holistic approach to Restorative Justice services centred around the victim
- Offers a single point of contact in order to provide tailored and integrated support

Referrals into the service, or questions about the service can be made via email [cases@restorative-approaches.org](mailto:cases@restorative-approaches.org) or telephone 0117 9415879.

The Custody and Courts Referral service was recommissioned this year and the OPCC and NHS England worked with Avon and Wiltshire Mental Health Partnership NHS Trust (AWP), the successful provider, as part of the mobilisation period as well as the previous provider of the Arrest Intervention Referral Service (AIRS) in order to ensure a smooth transition. The new service, which sees existing Liaison and Diversion and AIRS services come together into a single integrated service went live on 1<sup>st</sup> April. The co-commissioning approach is the first of its kind between an OPCC and NHS England for this type of service.

Sexual Assault Referral services for the South West were also recommissioned this year. The OPCC will now be working with NHS England and University Hospitals Bristol (the successful provider for Avon and Somerset) on mobilisation with the new service commencing on the 1 October 2018.

The Ministry of Justice "Victims' Services Commissioning Framework" is designed to aid the commissioners of victims' services deliver an outcome based service to victims of crime. Success is not measured on how many victims are contacted or referred for assessment but on how well the victim is able to cope and recover from their experience of crime. Lighthouse measures their outcomes by using a paper survey which is sent out with the victims' closing letter. The survey takes the form of seven questions with a 1-5 scale and asks the victim questions about their understanding of the criminal justice system (CJS), how supported they felt through the process and their emotional well-being at both the start and the end of the process.

The outcomes for a year were looked at in an assurance report commissioned for November 2017 (looking at data between September 2016 and 2017). This analysis showed some improvement on all areas with the most significant improvement related to the victims' emotional well-being.

The OPCC team have carried out a programme of assurance activity aligned to the priority of 'Protect the most vulnerable from harm'. This included audits, observations and the organisation of a multi-agency enquiry day which was held on 9 March 2018. The Commissioner, the Bristol Mayor, the Chair of the Board of Trustees for Stand Against Racism and Inequality (SARI) and a number of key stakeholders heard about the lessons from the tragic and troubling case of Mr Bijan Ebrahimi, and to understand how agencies now work together to share information, carry out early intervention and to protect vulnerable residents within Bristol.

The Constabulary, Bristol City Council and SARI are now working together on a collective action plan to address concerns and to drive future improvements in policies, processes and culture. The action plan is expected to be finalised by the end of June. The assurance report is also in the process of finalisation and will be shared with the family of Mr Ebrahimi before being released for publication:

<https://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny/Service-Delivery-Assurance.aspx>

### **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 the Constabulary and OPCC have a programme of communications aimed to raise awareness of these crimes and encourage people to report to the police if they have been victims of these crimes.

In October 2017, the Constabulary introduced recording of hate crimes and incidents that target a victim's gender. This followed the decision by Nottinghamshire to record Misogynist Hate Crime, in recognition of the impact of gender-based abuse and to consider its use as an aggravating factor.

Campaigns in the year have included:

- A campaign focused on recognising the signs of Child Sexual Exploitation culminated in the production of a series of short films, in partnership with Barnardo's. On 30 October, the OPCC hosted a film screening at the Watershed in Bristol to showcase three films which were produced by young people receiving support from the Barnardo's Against Sexual Exploitation (BASE) service. The films were of three spoken word performances, using poets to deliver the words and expressions of the young people as survivors of sexual abuse, through the viewpoint of the older self, giving strength to the younger self. Young people led all stages of the project, from recruiting the production company, identifying poets, supporting filming and organising the

launch event. The films can be viewed at the following link:  
[www.youtube.com/AvonandSomersetPCC](http://www.youtube.com/AvonandSomersetPCC)

- Tackling the subject of domestic abuse in November 2017 by beginning a joint campaign with the Constabulary aiming to raise awareness of the signs, to support people who may be victims. The domestic abuse campaign utilised social media and online platforms to highlight the various ways people can reach out and ask for help. As well as encouraging victims of all forms of domestic abuse to seek help, the campaign also encouraged friends and family to 'look, listen, ask, ask again' if they have concerns about someone they know. During this campaign, Sue spoke at various events, such as the 'Soroptomists Railing against Abuse' march and the Nextlink candlelit vigil. These events both aimed to raise awareness of domestic abuse and help bring an end to the crime.
- From the 16th – 23rd October Unseen launched their 'let's nail it campaign', to encourage nail salons across the country to take part by talking with their customers about the signs of modern slavery. The campaign intended to raise awareness that slavery may be occurring in some nail salons and wanted to educate people how to spot the signs. We supported this campaign on social media, as did the constabulary, by showing officers with painted nails, with the aim of raising awareness. This helped lead to the confirmation of 27 individuals who were potentially victims of human trafficking or slavery in 2017, within Avon and Somerset. This campaign ultimately led to a successful arrest by the Constabulary, following a tip-off from a member of the public.

Over the year I have continued to be vocal of my firm belief that in order to truly prevent violence and abuse, we need to teach young people about healthy relationships and consent. I was pleased to respond to the government's 2018 consultation 'Changes to the teaching of Sex and Relationship Education and PSHE: A call for evidence' and am optimistic that changes may be made to personal, social, health and economic education (PSHE) and sex and relationship education (SRE) to make this important education the right for every child.

#### **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 4 established in Avon and Somerset: in BaNES, Somerset, South Gloucestershire and Bristol with North Somerset due to go live in the autumn. 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.

The Reducing Reoffending Board continued to develop and establish itself throughout 2017/18. A number of key workstreams were established by the Board covering women offenders, accommodation, employment and recall to custody. As part of the recall to custody work, I commissioned Behavioural Insights to undertake a review to identify those individuals serving short sentences who are most regularly recalled to custody in order to identify reasons for this. The findings and recommendations from that review will be a focus of work during the forthcoming year.

As part of our approach to reducing reoffending, I have recently signed a memorandum of understanding with the Ministry of Justice. This will allow us to develop a co-design and co-commissioning culture in relation to services which support reducing reoffending. I am very proud to say that this memorandum of understanding is the first of its kind outside of London.



# S136 Progress Review Update



## PEAK TIME PRIORITY

Police officers now have forcewide access to Mental Health Triage advice during peak demand periods



A new Place of Safety suite with **additional capacity** has now opened on a trial basis



Better identification of **specialist doctors** who can quickly resolve certain Section 136 detentions

Our work is patient centred



Vastly improved inter-agency **problem solving** relationships

## SECURED FUNDING

Somerset NHS have agreed to financially support the Mental Health Triage system



**27** interlinked agencies agree to adopt new, strategic working model



## FASTER ASSESSMENTS

More efficient working practices mean patients now get assessed much quicker

Avon and Somerset Constabulary would like to say thank you to all our partner agencies for their continued great work

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

To evaluate this objective amongst others within the Plan, I commission Constabulary-led assurance reports that are jointly scoped between Policy Officers and Constabulary Business Leads. This year has covered the following topics when focusing on delivery of the priority of 'Protect the most vulnerable from harm':

- Child sexual abuse
- Child sexual exploitation
- Domestic Abuse
- Sex offences
- Mental Health
- Hate Crime
- Honour based violence and forced marriage
- Voice of the victim and integrated victim care
- Repeat victimisation/persistently targeted victims
- Modern slavery
- Sex work
- Offender management.

Each report looks at key successes as well as identifying areas in which improvement is sought and generates recommendations for authorisation at the appropriate Board (either Constabulary Management Board or Police and Crime Board). I have been particularly impressed by the advancements made in development of partnership approaches to identify and support victims and to reduce the risk of further harm.

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

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. This work is overseen by the Avon and Somerset Reducing Reoffending board which I

have been chairing for the past 12 months. The board has brought together a wide range of organisations from across the area with a view to developing new and more collaborative approaches to reducing reoffending.

A working group comprising representatives from NPS, CRC, Her Majesty's Prisons (HMP) Bristol and Eastwood Park, the Constabulary, OPCC and the Golden Key Partnership have been meeting to develop a collaborative approach to working with offenders who are subject to recall from HMP Bristol or Eastwood Park. The aim of the project is to implement recommendations from a report commissioned by the Reducing Reoffending Board from the Behavioural Insights team, that would ensure that when an offender is recalled to custody, this is managed in a way that supports their rehabilitation into society, desistance from crime and minimises harm (to self and others).

In July 2017, the function of Integrated Offender Management and Neighbourhood Policing came under one directorate as part of some improvements to the Constabulary's operating model. This has strengthened the Constabulary's one team approach to tackling offenders living in the community.

The Integrated Offender Management department continues to work closely with strategic partners to manage the most prolific and dangerous perpetrators and safeguard the most vulnerable members of the community. However, Neighbourhood police will also have responsibility for day-to-day offender management activity, and will be involved in problem-solving work to reduce offending.

The establishment of an Early Intervention Unit has enabled greater focus on diversion and early intervention work in order to reduce long term demand. This team consists of Youth Offending Team, Children and Young Person Strategy Officer, Youth Projects Co-ordinators, Troubled Families and Partnership Analysts, Anti-social Behaviour (ASB) Co-ordinators and ASB Support Officers.

### 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.

### Did you know?

- Avon and Somerset is seen as a pioneer in the field of Modern Slavery having set up the first anti-slavery partnership in Bristol in 2009 which has now extended its reach across the South West region.
- Working in partnership with Staffordshire Police, the Constabulary achieved the first successful prosecution in the UK for exploitation and enforced child labour under the 2015 Modern Slavery Act.



### Case Study – Protecting Children from Child Sexual Exploitation (CSE) - Operation Topaz

Child Sexual Exploitation (CSE) is a type of child abuse and is often a hidden crime. The abuse has severe long-term impacts on the child physically, emotionally and psychologically. The trauma and disruption to the family can be devastating.

The hidden nature of Child Sexual Exploitation requires a different mind-set from most other crimes, and a recognition that the standard model of policing that reacts to crime reports is not fit for purpose for CSE.



In 2016 the Constabulary developed, with the involvement of partner agencies, a proactive approach called Operation Topaz, and ran a pilot in Bristol from January to July 2017. The approach is designed to enable improved and earlier identification of victims and suspects and to enable rapid safeguarding, including disruption of suspects.

The efficacy of the approach was proven through the pilot, with 174 victims identified, 72 of whom had not previously been identified as victims of CSE. This can largely be explained by the new arrangements resulting in a 23% increase in intelligence submissions, combined with the bespoke Topaz Risk Assessment Profile (TRAP) that utilises even low-level information that does not meet standard Intelligence thresholds.

The improved intelligence and risk picture enables rapid and effective actions to be taken, including better use of disruption tactics on suspects as the best means of safeguarding children. In the pilot period, consideration of Civil Orders, such as Child Abduction Warning Notices, Sexual Risk Orders and Sexual Harm Prevention Orders, rose by 337.5% to 35. Following evaluation of the pilot the Constabulary is now rolling out Operation Topaz Force-wide and is extending the approach to cover Child Criminal Exploitation more broadly, and children at risk of or subject to Human Trafficking.

## ***Strategic Priority 1***

Protect the most  
vulnerable from  
harm

### **Commissioner's Community Action Fund Projects included:**

- Exmoor Search and Rescue Team- awarded £3,000 to fund new equipments and resources for the search and rescue service.
- Womankind Bristol Women's Therapy Centre- awarded £3,000 to fund a helpline for vulnerable women who have been victims of domestic or sexual abuse.
- One25- awarded £3,000 to offer support and drop-in services for vulnerable people in Bristol City Centre

## Strengthen and improve your local policing teams

### 1. The police are accessible and responsive when needed

The budgeted establishment number of Neighbourhood Police Officers is 365 and PCSOs is 340. This is the number budgeted for and does not reflect the actual number of Neighbourhood Police Officers and PCSOs which will fluctuate due to vacancies from time to time. I am holding the Constabulary to account for filling vacancies more quickly and responsively. However this requires balancing against the ambition to increase the representativeness of the communities served, which lengthens recruitment timescales because of the time needed to engage and build trust with communities that are under-represented in the Constabulary.

The Constabulary typically receive just under one million calls for service a year. This year, they have received 859,201 calls (242,281 999 calls and 616,920 101 calls). They have continued to maintain low levels of abandonment rates on calls for service.

	2015/16	2016/17	2017/18
999 abandonment rate	1.3%	0.3%	0.2%
101 abandonment rate	7.6%	4.9%	5.1%

Through an OPCC-led service delivery assurance exercise which took place in May 2017 I have found the quality of response given to callers to be consistently good. See: <https://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny/Service-Delivery-Assurance.aspx> for the report. I feel that local people can take confidence from this exercise. The vast majority of calls were evaluated positively and the panel of ten who reviewed the calls (seven local people with support from three OPCC staff) were impressed when observing the centre operating at peak time. There is much evidence to suggest that the Communications centre is continually improving the way it manages demand and responds to calls for service, and the service currently provided by the centre is now receiving national recognition for its ability to manage demand.

The Constabulary's Estates strategy is to dispose of old oversized, inefficient stations and operate from smaller and more efficient accommodation while ensuring neighbourhood policing teams always remain within neighbourhoods. Sharing space where appropriate makes best use of public money and facilitates 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 2018, there were over 1600 people involved in community-policing type activities that support the delivery of the Police and Crime Plan.

The figure of what are collectively known as 'Citizens in Policing' is made up of:

- 281 Police Support Volunteers
- around 750 volunteers engaged in 102 Community Speed Watch schemes at 299 sites across the force area
- 307 Special Constables
- 240 Volunteer Police cadets spread across 10 volunteer-led Cadet Units
- 20 attendees of a 999 academy run by Bridgwater College and supported by Local Policing; and
- 30 'mini cops' in Year 5 at a Bristol School.

One example of work undertaken by volunteers would be the use of volunteers as drivers. This relieves some of the demand and pressures on front line officers by delivering and collecting items such as medicine for detainees or transporting police officers and their exhibits to and from court.

While the numbers of Special Constabulary members have reduced again this year, the rate of attrition has slowed and the average amount of volunteer hours given by each Special Constable has increased

for the third consecutive year, demonstrating we are seeing a greater commitment from those we have. 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 Participation Strategy and supporting Delivery Plan has been developed and approved to increase prioritisation and resources to support these functions.

Every year local people are offered the opportunity to recognise their policing heroes – officers, police staff, special constables, volunteers and policing teams who go above and beyond within policing – through the Be Proud Awards, an event jointly hosted by the Office of the Police and Crime Commissioner and Avon and Somerset Constabulary. The Be Proud Awards aim to highlight the very best of Avon and Somerset Constabulary, acknowledging and rewarding the dedicated staff, officers and volunteers for all their hard work in ensuring the communities of Avon and Somerset are safe and feel safe.

The awards saw 22 individuals and five teams recognised for their efforts and hard work in fighting crime, supporting victims and bringing offenders to justice. Amongst those included:

- a Police Constable who worked relentlessly to protect his neighbour from abuse;
- a Crime Scene Investigator with 26 years' service;
- a Neighbourhood Watch Co-ordinator who has spent many hours volunteering in community watch schemes and is a representative for the area at the National Neighbourhood Watch; and
- a policing team involved in tackling county lines (drugs) activity.

PCC Pride Awards is a parallel recognition initiative that recognises local people achieving great things in their community on behalf of their community

Throughout 2017/2018 there were many winners of PCC Pride Awards, some of whom were volunteers within the Constabulary themselves.

Among the police volunteers to win PCC Pride Awards have been both the Taunton and Street Police Cadet Units. Both Cadet Units have dedicated young people who devote many hours to volunteering and have all made a difference within their community. These cadets were all awarded PCC Pride Awards for their continued hard work and enthusiasm.

For more information on how to nominate your policing heroes, visit [www.beproudawards.com](http://www.beproudawards.com)"

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](http://www.avonandsomerset-pcc.gov.uk)

### **Looking forward**

I would like to see a greater diversity of people engaged in actively supporting communities and policing-related activity, as well as an increase in the number of those in the Special Constabulary.

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

The Constabulary rate its performance related to victim satisfaction by monitoring a suite of indicators, increasing the scope beyond those crime types historically measured by the national user satisfaction survey. The 21 measures used include:

- results from the national user satisfaction survey;
- measures of Victim Code of Practice (VCOP) compliance;
- satisfaction with performance of the victim and safeguarding unit (Lighthouse);
- satisfaction with the communication centre's handling of initial call and timeliness in answering it;
- satisfaction with service from first responder, specially trained officer and detectives involved in cases from respondents to the Independent Sexual Violence Advisors (ISVA) survey;
- incidents of complaints; and

- levels of locally reported confidence.

There are high levels of reported satisfaction from the respondents to the ISVA survey (95% satisfaction with first responders, 88% with specialist trained officers and 80% with detectives<sup>4</sup>). However, VCOP compliance and overall victim satisfaction of respondents to the national user satisfaction survey (which include victims of hate crime, ASB, burglary and violent crime and fell to around 75% in 2017/2018) are areas that I feel need to be improved upon.

### Looking forward

The Constabulary needs 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. It also needs to significantly improve its compliance with the Victims Code of Practice.

## 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. 47% of all neighbourhood policing areas record speeding as a public concern. It is important to recognise that collisions can have a life-long impact on the lives of the victims, and their friends and families. The risk of being killed or seriously injured on Avon and Somerset roads however is low compared to other parts of the country, and the number of people killed and seriously injured in a year has continued to fall.

As part of its restructuring, the Constabulary created a Road Safety department to dedicate resources to co-ordinate and manage its response to road safety concerns expressed by local communities.

The new Constabulary Head of Road Safety has refreshed the roads problem profile and road safety strategy and has been working on a delivery plan, linking in with national events and initiatives and with relevant partners. For example, the problem profile highlighted an issue of a spike in accidents involving drivers over 70 years old so the Constabulary are working with partners in Somerset which if successful in reducing the risk would be rolled out across the force. The force is also working with partners to problem solve following major roads incidents.

### Did you know?

- Highways England are the body who decide whether motorways should be closed/re-opened in the event of a collision.
- Accidents and near misses can be reported to the police online. Dangerous driving dashcam footage can also be shared.
- Over a third of people who took part in the local confidence survey this year reported they felt speeding was an issue in their area.



### Anti-social Behaviour (ASB)

Historically, I have described ASB as tomorrow's crime. This is not to say that ASB is not serious (or indeed a crime as much of it can be): I am well aware that victims of ASB can feel their lives are

<sup>4</sup> March 2018 outturn from quarterly ISVA survey

destroyed by it, particularly in cases where it persistently affects people over lengthy periods of time. What I mean is that if ASB is not addressed, the severity of incidents can increase and the consequences can be catastrophic.

The OPCC team have carried out a programme of assurance activity aligned to the priority of 'Protect the most vulnerable from harm'. This included an audit that looked at the experiences of victims of ASB who had been persistently targeted. The assurance report is in the process of finalisation and will be released for publication shortly: <https://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny/Service-Delivery-Assurance.aspx>.

As part of the internal assurance programme, in August 2017, the Constabulary updated me on its responsiveness in relation to ASB where it was evident that speed of response was very important in terms of both identifying perpetrators and victim satisfaction.

Attendance can be challenging when requests for service are high and the risk of harm to the victim is lower than other calls received. Resources are stretched and therefore the solution lies in both efficiencies and in reduction and prevention activity. Neighbourhood teams have developed problem-solving plans for their areas and local tasking meetings take place fortnightly which involve reviewing areas of concern and prioritising key areas for visibility. Patrol plans have been created to focus on managing hot spots, including areas of high demand or high threat, harm and risk factors.

Satisfaction of victims of this type of crime has been declining throughout the year and this is of great concern. I would like to understand more about victims' experiences and am in conversations with the Constabulary about their plans to improve their response to this crime type.

### Drug Crime

I understand how drug crime worries local communities and share concerns around the harm caused through substance misuse. Most intelligence received by the Constabulary relates to the supply of Class A drugs in Somerset and Bristol.

The Constabulary's drug strategy is in place to develop intelligence, investigate and disrupt criminal activity, protect people and communities from risk, harm and exploitation associated with drugs, to support effective partnerships with other agencies and to understand emerging threats, opportunities and areas of good practice.

As part of the strategy, the Constabulary are 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.

The Out of Court Disposals Scrutiny Panel met in December to scrutinise cases involving drug misuse. The theme was selected in recognition of the impact of alcohol harm and drug misuse on society and as a 'driver of demand' for the emergency services. In preparation for the meeting, Panel Members were invited to view the BBC documentary, *Drugsland*. The series was filmed in Bristol and followed police, council and drug support agencies working to tackle drug misuse. It highlighted the complex underlying issues, challenges in policing and the impact on local communities. The series features the work of the Drugs Education Programme, offered as a diversion for first-time offenders caught in possession of drugs. A total of 22 cases were scrutinised. The Panel found that 6 were appropriate, 9 appropriate with observations and 7 inappropriate. 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 Drug Education Programme continued to run in Bristol. The programme offers a one-time opportunity for any individual found in possession of any type of drug (enough only for personal use) to attend an education course as an alternative to caution or charge. It is designed to reduce drug related criminal behaviour by focusing on the vulnerability of the person and their risk of addiction and future problematic drug use. Due to the success of this programme it was included in the commissioning of the Custody and Courts Referral Service in order to secure sustainable funding in Bristol and roll it out across Avon and Somerset during the course of 2018/19.



## Burglary

A 'Be Home Safe' campaign ran throughout the summer of 2017, and focused on protecting homes from burglary. The campaign, jointly supported by the Constabulary, ran for a series of weeks and aimed to advise people on the best ways of keeping their home and possessions safe.

Levels of burglary have reduced again this year (11,295 recorded in 2017/18 with 11,543 recorded in 2016/17) but outcomes have slightly declined (from an average of 9% of positive outcomes in 2016/17, to 7% for 2017/18).

The largest influence on obtaining a positive outcome is the quality of the initial investigation. The speed of officer response is important for scene preservation but the speed of CSI attendance is more critical for gathering evidence.

While I am pleased that the levels of burglary have continued to reduce over the last two years, I remain disappointed with the position on the crime outcomes. Burglary does have relatively low solvability rates generally, but the Constabulary and partners need to focus efforts on attending, securing evidence, ensuring a consistently high standard of investigation where evidence has been collected and where there are lines of enquiry that can be followed up, and in suitably managing and supporting offenders as appropriate to reduce the risk of them reoffending.

Satisfaction of victims of this type of crime has been declining throughout the year and this is of great concern to me. I would like to understand more about victims' experiences and am in conversations with the Constabulary about their plans to improve their response to this crime type.


## Business Crime

Business crime represents around 20% of crime reported to Avon & Somerset, the vast majority of that being theft including shoplifting, particularly against the retail sector. Organised crime has an impact on retail and rural businesses. Cyber-enabled crime requires stronger prevention activity and greater reporting from businesses to better-enable the Constabulary to bring those committing offences to justice.

Businesses perceive there have been substantial increases of aggressive begging; anti-social behaviour and alcohol or drug related disorder and attribute this to a reduction in police visibility. Recorded business crime has fallen over the year, but it is not possible to say whether there has been an actual decrease of crime, or whether there is a greater proportion of crime going unreported.

The Rural and Business Crime Forums have met over the year to bring key stakeholders together to share best practice and problem solve. During the year we have successfully launched an online facility for retailers to upload their CCTV evidence directly to the Constabulary and improved our online business crime reporting tools. Recent topics at the Business Crime Forum have included violence against retail staff; rough sleeping; and better information sharing.

## 5. Improve crime prevention and reduce reoffending

<p>Did you know?</p> <ul style="list-style-type: none"> <li>You are more likely to become a victim of a cyber-crime than any other?</li> <li>'The Banking Protocol' is an initiative spearheaded by Financial Fraud Action UK that went live in Avon and Somerset in May 2017. It is a partnership agreement whereby frontline staff at financial institutions will receive an immediate response from police in circumstances where they suspect a vulnerable person is being financially exploited. The key factor is it allows banking staff to share information on customers that they believe are victims of fraud.</li> </ul> <p>A new post of 'Cyber Protect officer' was created and filled in May 2017 to educate community groups, schools, and parents regarding online safety and cyber-crime, and to provide advice and support.</p>	
<ul style="list-style-type: none"> <li>The police have a 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 <a href="http://www.aspolicestaysafe.co.uk">www.aspolicestaysafe.co.uk</a> to find out more.</li> </ul>	

The Constabulary has identified five 'strategic priority areas' to target its prevention and deterrence efforts. The areas – four in Bristol and one in North Somerset – have been determined by analysing the key sources of demand over a two year period; namely offender cohorts, victim/vulnerable person cohorts, calls for service, population demographics and levels of deprivation. Further research has then been conducted to validate the analysis and develop a deeper understanding of the root cause issues. Local Policing commanders are accountable for developing long-term problem-solving, demand-reducing solutions in these areas in conjunction with partner agencies, voluntary organisations and the communities themselves.

### Case Study – Development of Qlik to support Local Policing

Qlik Sense technology is being developed and deployed, in consultation with business leads, and in an agile way which is allowing the organisation to have greater granular insight to drive day to day decision making.

The Local Tasking Meeting is run fortnightly by Neighbourhood teams and held to generate meaningful discussion around local policing priorities by considering:

- Priority Locations
- Crime Series
- Offenders
- Vulnerable people; and
- High Risk Issues that require a tactical response

A Local tasking app has been developed to support the decision-making taken at these meetings. The app allows the Chair of the meeting, typically a Chief Inspector, to review and analyse real-time information.

The OPCC team observed a number of these meetings in action in January 2018 and were assured that Qlik Technology is proving to be an excellent tool for focusing local policing activity.

The Business Intelligence team have been working with the ASB Lead, Superintendent Mike Prior, and other professionals with experience of ASB to develop an Anti-Social Behaviour interactive dashboard. Qlik is an analytical tool and by developing the dashboard to take account of more specific categories and key words such as 'Street Community' or 'Firesetting', the analysis is more meaningful than looking at it in broader categories such as 'Personal' or 'Environmental' or 'Nuisance' which reflects what historically has been used. This gives a better picture of the volume of ASB and also of the harm caused or potentially going to be caused to communities/individuals.

The App provides information on what is happening, where and when and to who and by who. This allows the user to understand what they can do to address it. For example, the 'Daily Trend chart' can show whether issues are recent increases requiring a tactical response or long-term trends that may require a multi-agency strategic approach.

## ***Strategic Priority 2***

Strengthen and  
improve your local  
policing teams

### **Commissioner's Community Action Fund Projects included:**

- Avon and Somerset Mini Police- awarded £3,000 to fund the new mini-police initiative, aiming to get children involved with policing from a young age.
- West Somerset One Team- awarded £1,000 to fund a team to support the local communities with issues such as anti-social behaviour.
- Minehead Town Watch- awarded £3,000 to provide a network amongst the locals, to strengthen the communication between the community and the neighbourhood teams.
- YMCA Somerset Coast- awarded £3,000 to fund a course of programmes for young people to create community cohesion through sporting activities.
- Crewkerne Town Council- awarded £1,000 to fund CCTV, which will help keep the local communities feeling safe and secure.

## **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 workforce is not currently representative of the communities it serves. Achieving appropriate representation will take time. The Constabulary recognises the need to give particular focus to ethnicity because this is an area that is particularly under-represented, while not diminishing opportunities for other under-represented groups.

There are just under 110,000 people with a Black, Asian and minority ethnicity (BAME) in Avon and Somerset, representing around 7% of the population. At the end of March 2018 the Constabulary had around 5% BAME Police Community Support Officers, 3% BAME Officers, 2% BAME Police Staff and 2% BAME Specialists.

A Diverse Workforce Recruitment Steering group meets fortnightly and is particularly focussing on driving through work to achieve the aims. By widening the attraction of people, from under represented communities and groups, the Force will link objectives two and three of the emerging Diversity and Inclusion Strategy.

The Constabulary is aiming to attract people from under-represented communities and groups to apply to join the organisation. It plans to:

- Increase community trust and confidence in the Constabulary through direct engagement and invitation to participate in the recruitment processes;
- Increase police officer ethnic diversity across the force; and
- Raise awareness, in the community, of other opportunities to work for the Constabulary including Police Staff, PCSO, Specialists and volunteers.

The approach to recruitment has been to:

- Build on the participation and engagement strategies and work already in place in the Neighbourhood and Partnerships Directorate;
- Work collaboratively to eventually mobilise the whole Constabulary starting with a specific trial in East Bristol focussed on diversifying the workforce;
- Make the recruitment process more accessible and transparent to under-represented communities;
- Ask those communities for help to recruit a diverse workforce that can represent them; and
- Offer and promote workshops that allow for exploration of what it means to work for the police and how to join, providing an opportunity for questions and answers in an informal environment.

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

As part of the Legitimacy inspection, HMICFRS inspectors evaluated "To what extent does the Force treat all of the people it serves with fairness and respect?" and rated the Constabulary as **"Outstanding"**.

A high proportion of surveyed victims report satisfaction with treatment, and there have been no issues reported by the Independent Custody Visitors that relate to unfair or disrespectful treatment.

The Constabulary are planning to use an unconscious bias test to support the understanding of bias within the organisation and to identify and reduce bias where possible. Unconscious bias seminars were held and formed a key theme through the Continuous Professional Development week in November 2017.

This year, I established a new Scrutiny of Police Powers Panel. The Panel scrutinises 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 met for the first time on 13 June, and thereafter in September, December and February. Case studies are typically chosen by random selection but on occasion I have requested

that specific cases are reviewed by the Panel where there has been the potential for significant reputational impact.

The Panel's reports are published on the PCC's website at:

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

The Out of Court Disposals Scrutiny Panel met in March to consider cases on the theme of violence against the person. They looked at the extent to which there is a difference in outcomes disposals issued to male and female offenders in violence against the person cases. The Panel report, together with the Constabulary response to recommendations was published on the OPCC website:

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

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

The Constabulary made significant improvements in its accuracy of recording crimes between 2014 and 2016, reaching a recording rate of almost 90% in the 2016 inspection. However, the inspection rating remained at 'requires improvements' which I understood to be largely attributed to instances where rape offences were not recorded. There were very few instances where this happened and the proportion is very small when contrasted against the numbers of reports of rape that were recorded, but each individual unrecorded report is unacceptable and victims were let down.

The inspectorate 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 and this is a good sign that a future inspection will find the Constabulary has improved further.

The progress against the actions for improvement set by HMICFRS at the point of inspection are overseen by a Crime and Data Integrity working group chaired by an Assistant Chief Constable. Additional scrutiny and assurance is provided by the management of all HMICFRS recommendations via the HMICFRS Governance Group chaired by the Deputy Chief Constable.

The requirements for crime recording are very clearly defined within the National Crime Recording Standards (NCRS) and the Home Office Counting Rules which is mandatory for all offences and for staff with a responsibility to record and recognise crime. This has been a key area of focus in training materials, blogs and messaging over the year.

Following recent high profile cases of critical failings in the police response to issues of hate crime, a training initiative was designed to enhance the ability of officers to recognise the motivation behind such incidents earlier, provide appropriate support to victims and ensure the wider public's safety.

This intervention was developed in collaboration with victims and other agencies, with the six learning outcomes, three of which are relevant to accurate crime recording and believing victims when they report. These are that all officers and staff will:

- be able to state what a hate crime or hate related incident is and to know where this should be recorded;
- have considered what will help them to see the crime/incident from the victims perspective thereby assisting with their decision making (using the National Decision Model as a template for decision making); and
- recognise the importance of listening to, recording and investigating counter allegations.

The Constabulary also has been able to develop predictive analytics models that can scan for missed crimes which provide an appropriate safety net. However, resources to use the models and act on the information need to be maintained.

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

Last year I indicated that three technological improvements would be instrumental in changing organisational performance: mobile devices that could access police systems and databases, body worn video cameras and Qlik sense analytical software.

There has been rapid development of the Qlik sense software since it was purchased in September 2016. Apps have been developed as strategic, management and operational aids. They can be used to:

- manage and forecast demand;
- manage team workload;
- identifying suspects, victims and missing people in a beat;
- improve data quality;
- manage offenders, organised crime groups, persistent callers, missing people;
- evaluate risk of harm;
- analyse intelligence; and
- monitor and evaluate performance information.

The Constabulary has secured £3.2m funding from the Home Office to carry out a multi-agency data analytics project in Avon and Somerset. The Chief Fire Officer for Devon and Somerset Fire and Rescue Service has been seconded as the Programme Director. This has the potential to systematically improve partner data sharing and target partner activity.

Body worn video cameras have helped to support enforcement activity through the capture of high quality evidence. The Chief Constable has said 'body worn video is one of the best tools frontline officers and PCSOs have at their disposal. It's an incontrovertible 'independent witness' which proves invaluable as evidence against complaints or claims of inappropriate use of powers'.

A guilty plea at first hearings for where footage is used is 61% as opposed to 56% for all cases, and positive outcome rates for cases where footage has been taken is around 21%, significantly above the average for all cases (around 13%). The camera footage is also for scrutinising police performance or reviewing and investigating complaints.

Equipping the workforce with mobile devices that can access organisational systems and databases will significantly increase visibility and accessibility of officers. The devices have been well-received by the workforce who received them as part of testing the equipment. The equipment is now in the process of being distributed across the force.

In the most recent staff survey, 47% of respondents felt they had the right 'tools and resources to do the job'. This figure is expected to rise as the roll out of mobile devices completes and may give an insight into the criticality of this change programme.

## **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**







The Constabulary considered the findings from an in-depth national wellbeing and engagement survey it participated in between November 16 and January 17 and concluded people in the organisation:

- understand the Constabulary's vision
- act ethically and are motivated to do good for others
- had differing levels of emotional energy (higher in police staff than officers)
- find it difficult to switch off when not working
- experience levels conflict between work-related demands and demands of home life that the Constabulary desires to reduce
- have levels of job satisfaction and organisational pride that the Constabulary desires to increase
- have lower levels of perceived fairness within and support from the organisation than the Constabulary would like

A short wellbeing survey was undertaken during September 2017 to further develop the understanding of the above and start to identify potential solutions. This survey was followed up by webchats and station drop-ins across the force area and covering range of shifts, conducted by Chief Officers in September and October.



## What action has been taken since?

<p><b>What have we done since our last survey?</b></p> <ul style="list-style-type: none"> <li> <b>Roadshows</b> A second round of Chief Constable's Roadshows took place in the first half of the year for leaders across the force</li> <li> <b>Leadership development</b> Sixty senior leaders have taken part in a coaching programme so they can coach and mentor their staff</li> <li> <b>Wellbeing</b> We've launched a new Employee Assistance Programme and partnered with the Defence Medical Welfare Service to improve our existing wellbeing support. An enhanced 7 point plan is being launched in October</li> <li> <b>Demand reduction</b> Demand Problem Solving team is working through your 1% ideas given to the Chief in roadshows and following his blog</li> <li> <b>Uniform</b> Popular demand led to black shirts replacing the old white shirts; no more ironing!</li> <li> <b>Digital mobilisation</b> Body worn cameras have been rolled out; new smartphones are being tested by Digispocs; wider programme on track to deliver in-car and building wi-fi and more agile, digital working, over the next 18 months</li> </ul> <p>Stepping Up is an innovative leadership programme led by the Bristol Mayor and Golden Key. The Constabulary have sent delegates.</p>	<p>The Constabulary is developing its approach to talent management. It aims to implement fair, accessible, inclusive and transparent processes to identify, develop, engage, and retain people across the organisation.</p> <p>The framework being developed will empower individuals to develop their own career pathways and gain organisational support in achieving their goals. It will improve career path planning and realisation of career moves as a consequence of succession planning. It will raise awareness of what is readily and specifically available, create consistency of development; and promote a proactive continuous development and learning culture, where the self-directed learner is recognised, in partnership with the organisation.</p> <p>There is an aspiration to profile potential leaders, identify business critical roles and attract and retain specialist roles. The Constabulary wishes to create a pipeline of future leaders and specialists who are developed through accelerated learning to deal with the greater complexity that now exists within the police service. This will ensure people have the capability to improve performance and positively improve public perception of the service.</p>
<p>The Constabulary have carried out a new people survey which will be issued annually. The format of this survey has been changed to be more in line with other public sector organisations use, and takes account of the organisational changes that have taken place since the previous one was issued. It seeks views on what it's like to work in the organisation and how it can improve. Approximately 2500 employees responded to the latest and previous survey</p> <p>Within the new question set, the following questions that were asked in September have been repeated<sup>5</sup> and the change is as follows:</p> <ul style="list-style-type: none"> <li>I feel valued at work – 48% agreed with this statement in 2017, 43% in 2018</li> <li>I am treated fairly by the organisation – 63% agreed with this statement in 2017, 60% in 2018</li> <li>I feel supported by my supervisor - 75% agreed with this statement in 2017, 66% in 2018</li> </ul> <p>Around 60% of staff stated in the most recent survey that they are happy at work and 62% thought the Constabulary respects individual differences (cultures, working styles, backgrounds, ideas etc).</p>	

## Looking forward

The results of the latest staff survey will be used to shape and influence actions and decisions that leaders, managers and individuals can take, to improve the working environment and the service provide to the public.

<sup>5</sup> While the questions have remained the same, the responses that could be selected have varied between the years and therefore it is not possible to make a true comparison between this year and last year's responses.

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

Avon and Somerset hosted a Home Office Complaints Roadshow on Friday 16 June with regard to changes in the complaints process. Amended Regulations are expected in April 2019, including the PCC's mandatory role in handling complaint appeals that are currently handled by the Constabulary's Professional Standards Department.

The Independent Residents' Panel (IRP) scrutinises completed cases of complaints made by members of the public against Avon and Somerset Police. The complaint themes selected by the Panel this year (from April 2017 to March 2018) have included complaint allegations about discrimination; Body worn video camera used during the complaint investigation; Stop and Search; serious assault; discriminatory behaviour related to disability; sexual assault and sexual conduct, and complaints of incivility.

The findings include positive items that complaints are generally being well handled, with enough information stored in the complaints files; the tone, content and layout of the letters and emails to complainants is in plain English and the finalisation letters are good; Complaints handling is efficient and complainant-focussed, with examples of complaints being dealt with satisfactorily within 2 days; the Early Intervention process has improved and is continuing to evolve, The quick resolution of complaint cases due to Police Officer body worn video camera evidence has also been commended.

. The Constabulary have acted upon the Panel's requests to change narrative in standard letters. It was also noted that there has been a reduction in jargon and 'techno-speak' by complaints Investigation Officers - when comparing September 2016 with September 2017 complaint case reviews.

### Panel's annual report (December 2017)

The Panel produces an annual report which is published on the website. Generally the Panel has found improvements since starting work in 2013.

Record keeping by complaints investigating officers is more consistent, template letters are more jargon-free, correspondence and responses to complaints have improved and the approach to complaint handling has become more empathetic and specific.

In the last year there were 57 complaint allegations made about unfair treatment, 15 of which are still under investigation. Of the 42 that have known results, 2 complaints were withdrawn by complainants, and 7 were disappplied<sup>6</sup>. 11 were found as having no case to answer and 22 were resolved with the complainants by either the policing department the complaint related to or by the complaints department.

The Constabulary continue to develop their Early Intervention Model to respond dynamically to lower level complaints. Members of the IRP review complaints handled by the Early Intervention method at every quarterly Panel meeting and the OPCC have regularly visited the Early Intervention Team who have acted on their suggestions for improvement. Some 40% of complaints are now dealt with this way (March 2018 data)

### **Case Study – Ensuring fair treatment of detainees in custody**

The Independent Custody Visiting (ICV) Scheme uses volunteers from the local community to observe, comment and report on the conditions under which people are detained in police custody. The Scheme provides an independent check on the operation of statutory and other rules governing the welfare of people in custody and helps to promote greater understanding and confidence in this process.

The Police and Crime Commissioner has a statutory duty under Section 51 of the Police Reform Act 2002 to make arrangements for detainees to be visited by independent custody visitors, to keep these arrangements under review, and revise them as required.

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<sup>6</sup> Grounds for disapplication are detailed in IOPC Statutory Guidance but can include the complaint being made more than twelve months after the alleged incident, a complaint not disclosing the name of the complainant or any other interested person, or if the matter is already the subject of a complaint. More than 12 months have elapsed between the incident, or the latest incident, giving rise to the complaint and the making of the complaint and either that no good reason for the delay has been shown or that injustice would be likely to be caused by the delay

There are 3 policing centres where people are detained (in Keynsham, Bridgwater and Patchway). Each one has an established ICV Co-ordinator, supported by OPCC. There are 35 ICV volunteers in total (13 in Keynsham, 11 in Bridgwater and 11 in Patchway).

#### **Statistics:**

There were 19,691 detainees held at the 3 units during the year:

Bridgwater police centre – 6,173

Keynsham police centre – 6,273

Patchway police centre – 7,245.

236 visits to police custody took place

Patchway – 69 visits

Bridgwater – 84 visits

Keynsham – 83 visits

83% of detainees were available for a visit by ICVs and 62% gave their consent for a visit.

Key issues arising from ICV visits:

- Issues with availability of Health Care Practitioners (HCP): delays, no HCP on the premises at time of visit, or instances where detainees were awaiting medication resulting from issues with HCP provision. The issues with HCP have been escalated to the OPCC Senior Leadership Team to raise at regional performance meetings.

There was a follow-up inspection by HMICFRS following their previous full inspection. On return, a Senior Inspector (who had also inspected in 2016) described the Constabulary as having made "enormous progress" against the recommendations made and areas for improvement.

The Constabulary's use of PAVA (an incapacitant spray similar to pepper spray) in custody has been reduced significantly but more work is underway. The introduction of the Custody Use of Force scrutiny panel was highlighted for particular praise.

HMICFRS were satisfied that the Constabulary had addressed their previous concern around too many vulnerable detainees being held in custody because there was a lack of more appropriate options. Similarly, the Constabulary avoids detaining children where other options could be considered more appropriate such as voluntary attendance or application of a community resolution as an out of court disposal option.

HMICFRS agreed that 20 of the 26 'areas for improvement' identified in the 2016 inspection report had been addressed, and an update on the follow-up visit was provided to ICVs to inform their visits.

#### **Updates from ICV Panel Co-ordinators**

##### **Patchway Co-ordinator:**

Currently we have 11 ICVs at Patchway. We had three new recruits start in the autumn who are now fully trained and confident in the role. We have just interviewed for more which, hopefully, will enable us to increase the number of visits that we carry out. We currently visit on average once every 5 days. We have had minor problems with the electronic reporting system and are grateful to the Keynsham coordinator for volunteering to collate these problems and liaise with the developer to sort them out. The exercise yard floors have been resurfaced after problems with damp and algae. The Patchway visitors have raised issues about the availability of medical staff as on a number of occasions

##### **Bridgwater Co-ordinator:**

Currently there are 9 ICVs at Bridgwater including the co-ordinator. Recruitment was undertaken earlier this year and three new ICVs will be appointed to the panel. There have not been any major issues with the electronic reporting methods. The exercise yards at Bridgwater have had a new resin surface laid to replace the previous surface which had deteriorated. The new surface material is much better. Custody records are largely being reviewed during visits when ICVs are not able to see a detainee. There continue to be some minor issues with passwords but is mainly due to

the medical provision has not appeared to be at the expected level.  
There have not been any S136 Mental Health Act detainees at the custody suite during the year when we have visited, though there have been detainees with mental health issues. We continue to have a good working relationship with the custody staff at Patchway, and we have witnessed members of staff dealing patiently and sensitively with those in distress

confusion between passwords to logon to the police system and the password to logon to the custody app for the electronic reporting.  
We have a good rapport with the custody staff and everything is good at Bridgwater.

Keynsham Co-ordinator:

In general there have been few complaints from detained persons (DPs) during our visits. The usual one is that DPs do not know what is happening with the investigation, but they quickly understand that that is out of Custody's control. There is a certain frustration that their lawyer is not available quicker, but again that is out of Custody's control. With no HCP based on site, delays can build up and caused concerns for those already on medication. If they do not have medication with them there is upset if HCP says that they can miss a dose. We are seeing more with Mental health issues, but the police are getting good at identifying them and putting them on elevated observation levels. Usually after handover the staff are familiar with all in Custody. One outdoor exercise area has been resurfaced and cleaned. From the way that the staff open the cell doors and introduce us to the DPs it is clear that they quickly build up a good relationship based on care.

The number of ICVs available has fluctuated due to health issues and family responsibilities. We are running on minimum numbers. However we have not missed any visits, showing we are a cohesive group committed to the Custody Visiting Scheme. The strength of the team is their willingness to swap, change or do extra visits. They do this within the team and the coordinator has never had to step in and reorganise the rota. Visitors are very cooperative. This can also be seen when doing visits, they recognise each other's strengths. The year has been quite trying with the introduction of electronic reporting. By the end most people seem quite confident using the system and see its value. The ICVs take issues raised by DPs seriously and question the staff about the issues raised. At times we check the Custody records to get the detail of what they have been shown.

One thing that the whole team appreciates is the way that the Custody staff welcome them and show them round. The panel meetings are well attended ensuring that everyone is up to date with issues of concern and changes in practice. A lot of our understanding of what happens in Custody comes from the Inspector's input to the panel meetings. With information and examples to help us understand. The level of commitment and interest within the panel is partly due to his willingness to explain to us the procedures and thought processes that operate within custody.

If you are over 18, and have been living or working in the Avon and Somerset area for at least three years you would be eligible to apply to become a custody visitor. For more information about the ICV scheme, please see the website: <https://www.avonandsomerset-pcc.gov.uk/Take-Part/Custody-Visiting.aspx>

## Strategic Priority 3

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

### Commissioner's Community Action Fund Projects included:

- Getting Court Project- awarded £1,000 to fund young people visiting courts to understand the criminal justice system, with the aim of getting them interested in a potential career.
- Bristol Horn Youth Concern- awarded £3,000 to fund employability workshops for BME women and young people.

## 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

This year I have developed joint local plans with North Somerset and Somerset, bringing together the community safety plans with local Police and Crime plans. This means that there are now local plans for the areas of South Gloucestershire, Bristol, North Somerset and Somerset, with plans with Bath and North East Somerset in development this year.



'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 eleven One Teams operating in Avon and Somerset. They are in Halcon, North Taunton, Wellington, Yeovil, Chard, Mendip, Bournville, West Somerset, East Bridgwater, Burnham and Highbridge and South Bridgwater. In Somerset a review is in the process of being undertaken to develop common standards across One Teams and develop clear relationships and pathways with other services.

I continue to provide local areas with funding to allocate to local priorities, agreed jointly with my office. In 2017/18 I allocated £739,641 to the five Local Authorities. 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.

Bath and North East Somerset - Total funding from the PCC £64,589	
Project	Summary
Domestic Violence and Abuse (DVA)	DVA services for all victims over the age of 16 years, male and female and those in same sex relationships.
Compass Youth Crime Prevention Service	Contributes towards a youth crime prevention service for 8-17 year olds which operates within the Youth Offending Service.
Young People's Substance Misuse Service	Young people's substance misuse service is part of the wider Developing Health and Independence (DHI) substance misuse service for under 18 year olds in Bath and North East Somerset.
Bristol - Total funding from the PCC £284,490	
Project	Summary
Bristol YOT	Funding to support the delivery of the Bristol Youth Offending Team (YOT) core services - working with identified young offenders to reduce both the prevalence and the severity of re-offending.
DHRs	Funding to support the provision of Domestic Homicide Reviews (DHR).
Victim Support (Specialist DVA Caseworker)	To meet the identified gap in existing provision for



	medium/low risk client group as highlighted by the OPCC and existing strategy groups (MARAC Steering group).
Contribution to PCSOs	Contribution towards Bristol Police Community Support Officers (PCSOs).
Contribution to VAWG	Core Violence Against Women and Girls (VAWG) functions of MARAC (multi-agency risk assessment conference) co-ordination and Independent Domestic Violence Advisors (IDVAs) resource.
<b>North Somerset - Total funding from the PCC £86,538</b>	
<b>Project</b>	<b>Summary</b>
North Somerset Domestic and Sexual Abuse Support Services	Pooled budget for domestic abuse support services including the Independent Domestic Abuse Advocacy Service and children's worker (services are currently provided by Chapter 1).
Night-Time Economy and One Team Projects	Initiatives to ensure a safe evening and night-time economy which will be jointly resources by partners and the contribution from the Police and Crime Grant.
Young people's Substance Advice Service	Enables the delivery of interventions to young people involved in substance misuse – to reduce and stop risk activity.
One Project	Contribution for a projects budget for the One Project (initially in Bournville/Oldmixon).
<b>Somerset - Total funding from the PCC £211,344</b>	
<b>Project</b>	<b>Summary</b>
Positive Lives	Continue developing the new approach to housing support for offenders with complex needs which began in 2016/17.
CSE Prevention	Preventative and targeted support to young people at risk of sexual exploitation and/or criminal exploitation.
One Team Project	One Team development projects. Assist Safer Somerset Partnership in quality assurance of One Teams. Embed consistency of standards where required. Assist the Mendip team transform from a virtual to face to face meeting.
Vulnerability Pathways	Support for police and partner agencies to ensure that where Somerset's most vulnerable individuals and families are identified they are processed accurately and appropriately.
<b>South Gloucestershire - Total funding from the PCC £92,680</b>	
<b>Project</b>	<b>Summary</b>
Anti-Social Behaviour Support Service	Project supports lower level ASB victims who do not match the criteria within the victim's code of practice for an enhanced service, or do not have the confidence to self-refer.
Towards Freedom Programme	Involves group work to support women who have experienced or are experiencing domestic abuse. The programme runs hot-spots that match those identified in the latest Strategic Assessment of Crime and Disorder.
Complex Needs IDVA	Specialising in victims from BAME backgrounds, and in complex needs
Youth Offending Team	Funding to support the delivery of South Gloucestershire's Youth Offending Team (YOT) core services - working with identified young offenders to reduce both the prevalence and the severity of re-offending.



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

Using Home Office funding for Police transformation (secured in the financial year 16/17), the OPCC commissioned the Behavioural Insights Team to produce a report of low-cost practical solutions that would increase the efficiency and effectiveness of the criminal justice service.

The report presented a proposed model for transforming criminal justice in Avon and 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; and
- Developing tools to assist with decision making.

Alongside tangible proposals for local implementation, the report set 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.

Match-funding was secured from criminal justice partners for the appointment of a Senior Responsible Officer (SRO) for a two-year period to lead and deliver a programme of work to take forward recommendations of the review and associated work to transform the local criminal justice service.

The Criminal Justice Transformation Project Steering Group agreed priorities, setting out the initial focus of work for the SRO, who commenced in role in January 2018. A Delivery Plan has been agreed, setting out the multi-agency actions and focusing on relevant stages: at point of arrest, charging and charging decisions, case building/file quality and hearings and listings. Implementation of the plan has begun with multi-agency task and finish groups keeping justice and the witness and victim experience as its core.

As part of her role, the SRO is also leading on the Avon and Somerset response to the Lammy Review, an independent review into the treatment of, and outcome for Black, Asian and Minority Ethnic individuals in the criminal justice system, which highlighted disproportionality and inequality. Key recommendations of the Lammy Review are to explain or reform disparity and disproportionality. In response, a Lammy Review Local Criminal Justice Sub Group has been established and agencies have commenced activity involving data collection and initial analysis of issues to “explain” or reform disparity in the following areas:

- Crown Prosecution Service are addressing why ethnicity is not recorded at point of pre-charge decisions and how to improve ethnicity recording
- Her Majesty’s Courts and Tribunals Service are seeking to increase the representativeness of Magistrates and potentially looking at analysing disparity issues in “triable either way” cases or complaints
- Analysis being undertaken to understand why hate crime victims do not come forward
- National Probation Service are scrutinising concordance data – comparing the pre-sentence report type and proposals against sentences issued
- The local Community Rehabilitation Company is looking at disparity related to attrition rates on attendance and completion of programmes
- Bristol Prison is looking at disparity on Use of Force and establishing a scrutiny panel
- The Constabulary are looking at opportunities to proactively and consciously give Out of Court Disposals to minority groups, including BAME, traveller, women and all marginalised groups.

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

The Constabulary has well-established collaborations in existence with regional police forces in the areas of forensics, major crime, organised crime, cyber and specialist police operations.

I remain committed to collaborations which bring positive outcomes for the public and/or the public purse.

We have recently agreed with our local policing partners to vary the terms of our Tri Force working on specialist capabilities to better reflect public requirements and address emerging threats. Options are being developed by Chief Constable for a more centralised approach to managing firearms capabilities and more local approach to managing roads and dogs policing.

The Chief Constable and I agree that we should not limit our consideration of future collaboration opportunities to Constabularies within geographical proximity.

This summer, we arrive at the end of our ten year collaborative contract called Southwest One for the provision of shared enabling services (such as enquiry offices, payroll, finance, HR, ICT) which has been operating in partnership with IBM and Local Authority partners. Anticipating this change, we have successfully returned services from Southwest One during the year and taken the opportunity to redesign these for greater efficiency. In addition we have been working to develop new collaborative options for our enterprise resource planning systems and provision of related HR, Finance and ICT services to the organisation. Final decisions on these options will be made later in 2018.

Savings made from the redesign of our enabling services are forecast to exceed £5 million per annum and these will be reinvested into front line policing.

The Constabulary was successful in securing over £3m Police transformation funding over two years starting in 2017/18 to develop a shared office of data analytics with local emergency services and local authority partners. This multi-agency hub will collect and analyse shared data and provide a shared analytics service to help all agencies share information better and to better understand their shared demand and areas of shared working.

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

In the summer of 2017, Avon Fire moved their headquarters to the Police HQ site in Portishead. This has saved money from reduced office costs and released a capital receipt for the Fire Authority to reinvest in fire services.

During the year, my office was successful in bidding for Home Office Police Transformation funding to commission an independent report on the options, opportunities and challenges of closer governance and joint working between Police and Fire Authorities. The report, produced by Actica Consulting, has now been finalised, presented to the Home Office and is now published and available to support all PCCs and Fire Authorities with forming their approach to closer working and joint governance. The final version of the report may be found at this link.

<https://www.avonandsomerset-pcc.gov.uk/News-and-Events/News-Archive/2018/Apr/PCC-publishes-national-report-on-joint-working-between-police-and-fire.aspx>

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.

I have also continued to hold discussions with colleagues from Highways England around how we can work better together to improve the efficiency in which they, the police and other emergency and supporting services, deal with motorway incidents, which cause delays, stress, and knock-on congestion.

#### **5. Strengthen opportunities for residents to interact with the police**

To enable service improvement, the Constabulary have well-established Independent Advisory Groups (IAGs) of which members are volunteers with a variety of backgrounds and an interest in policing and its effect on communities.

The Constabulary have also designed and established a Citizens' Academy which aims to encourage participation in policing, create a cohort of policing advocates (maybe through changing initial perceptions of the Police), activate and increase awareness of policing in local communities. The Academy is run as a ten week programme and has been most recently held in a local community centre in Patchway with 39 members attending from different communities, backgrounds and with a range of life experiences.

Each week, chosen guest speakers including Police Officers and Police Staff have run a session on a specialist area, aiming to 'myth bust' common conceptions about the force. The course also featured 'field trips' to Patchway Custody Suite and the Blackrock Firearms Training Facility to give participants an exclusive insight into the world of policing that most members of the public are unable to see. 100% of feedback received from attendees on the latest programme stated their perceptions had changed in a positive way, and that they would take back what they had learnt into the community and discussing with family and friends. An overview of the feedback implied that the Citizens' Academy has created a new awareness and appreciation of what the Constabulary does to keep communities safe. Alongside educating its members, the Citizens' Academy course was also used as a platform to promote volunteering opportunities by providing participants with the chance to understand more about what we do and why we do it in the hope it would inspire a new generation of citizen leaders. On completion of the programme, a large percentage of attendees expressed an interest in joining the force as a volunteer and/or become part of the Independent Advisory Group.

As part of strengthening policing legitimacy, the Constabulary has sought to increase participation and transparency with our communities through the involvement of community members in the appointment processes for senior police officers. For the appointment of the Deputy Chief Constable in June 2017, the Constabulary established a community stakeholder panel that assessed candidates against the public service competency and identified any areas that the interview panel should assess further. Panel members included a college principal, a high sheriff, a local business owner and chair of the Police and Crime Panel.

For Superintendent processes during the year, representatives from Bristol Women's Voice/UJIMA radio and the Independent Advisory Group (IAG), have joined interview panels. Community members have also been on panels for promotions to Chief Inspector posts and above.

My office and the Constabulary are committed to ensuring communities have multi-faceted channels of communication open to them and to have a voice on policing priorities and police performance.

You can engage in the following ways:

- Attend one of my quarterly PCC Police Public Forums
- Come and speak to me on one of my community days, during a community surgery session
- Get in contact with my office, via email, letter or telephone
- Attend community meetings such as PACT meetings, neighbourhood forums
- Through social media such as Facebook live sessions, or online PACT meetings.

The Police also organise "Have a cuppa with a copper" sessions in coffee shops, which give you a chance to engage with them in places you may normally visit rather than having to go to a more formal, organised event.

I have increased opportunities for people to become involved in scrutiny of policing activity and now have panels that look at:

- Complaints against the police;
- Out of Court disposals; and
- Use of police powers.

I hope to increase the diversity of candidates at the next PCC election and have therefore offered opportunities to shadow me to give people who might consider standing as PCC candidates in the future. This year I had 7 people shadow me, offering the opportunity for them to attend public forums, community days, briefings and key meetings to give an insight into my role and responsibilities.

### **Case Study –Co-commissioning**

With a backdrop of shrinking resources across the public sector, local organisations have had to take a more creative and collaborative approach to the commissioning of services for vulnerable people. The OPCC are no exception to this, and over the past year have worked with a number of key local partners to co-commission a number of innovative services.

#### *Specialist support for victims of child sexual exploitation:*

Working with Barnardo's, local authorities across Avon and Somerset and Swindon and Wiltshire and the OPCC for Swindon and Wiltshire, the OPCC delivered a very successful Home Office Innovation Fund supported project which saw specialist support delivered to victims of child sexual exploitation

across the area. This pilot project came to an end in March 2017 and those involved were faced with a decision about how to ensure this vital support to vulnerable children and young people was maintained.

The OPCC took a lead on this piece of work and developed a co-commissioning approach with Bath and North East Somerset Council, Bristol City Council, North Somerset Council, Somerset County Council and South Gloucestershire Council. All those involved recognised that each Local Authority area had differing needs around child sexual exploitation and as such, a specification was developed which sought to take this into account. The service was configured to provide a mixture of specialist support direct to victims alongside consultation provision for professionals, such as social care staff, who are working with affected children and young people.

One area which all partners involved felt was hugely important was to ensure that the voice of service users was reflected throughout the commissioning process. To ensure this was delivered, the OPCC worked alongside an independent consultant, to support and empower a small group of young people who had direct experience of child sexual exploitation to ensure that they were able to influence the process. The young people were involved in all stages of the process from service design right through to tender evaluation.

Following a competitive procurement process, Barnardo's were announced as the successful provider with the new service going live on 1<sup>st</sup> October 2017.

#### *Custody and Courts Referral Service:*

Over the past couple of years a number of services have been developed to support vulnerable detainees who are brought into police custody. Two of these services are AIRS (arrest intervention referral service) commissioned by the OPCC to support people with substance misuse issues and Liaison and Diversion commissioned by NHS England to support detainees with mental health issues or those with learning disabilities. Recognising the overlap between the people who may come into contact with these service, the OPCC and NHS England came together to develop a single integrated service for vulnerable people in custody and beyond.

Originally referred to as the Custody and Courts Referral Service, the new service was designed to ensure people with mental health issues, learning disabilities and substance misuse issues will receive an assessment to identify any support needs they might have and to deliver referrals into appropriate services to ensure ongoing support. The service was commissioned to deliver across the three custody suites in Avon and Somerset, across the Court provision in the area and to offer assessments to individuals subject to the voluntary attender's process. The service which covers all ages includes a dedicated pathway for women as well as incorporating the Drugs Education Programme which will be rolled out across Avon and Somerset during the lifetime of the contract.

Both commissioners were keen to ensure the voice of lived experience was heard throughout the process to ensure the needs of service users were properly understood and reflected in the service specification. A number of individuals were identified to support this and were involved in the evaluation of tenders and the mobilisation of the new service post award.

Following a competitive procurement process, Avon and Wiltshire Mental Health Partnership Trust in partnership with Somerset Partnership and the Nelson's Trust were announced as the successful providers with the new service, which will be known as ASCC (Advice and Support for Custody and Courts) going live on 1<sup>st</sup> April 2018. The co-commissioning approach between the OPCC and NHS England is the first of its kind for this type of service and demonstrates the innovative approach and best value which can be achieved when budgets are brought together.

During this period, the OPCC working with NHS England and OPCCs and police forces across the South West (Devon and Cornwall, Gloucestershire, Swindon and Wiltshire) collaborated on the recommissioning of Sexual Assault Referral Centres (SARCs). This service supports both the health and criminal justice (forensic) needs of victims of sexual assault and as such requires joint-working between the relevant commissioners.

Before this project, each SARC was commissioned locally and a regional review of these services in the autumn of 2016 found divergence from the national service specification and consequently an inequality of provision for victims and survivors of sexual assault. Against a backdrop of increasing

demand for sexual assault services it was agreed that this was an important area for focus across the region.

Through a long and detailed engagement process, a regional model was agreed based on the requirements of the national service specification for SARC and underpinned by the following principles to maximise the outcomes for local people who may need to use these services:

- Are victim/survivor focused
- Provide equality of access across the region
- Offer extended opening times
- Meet national quality and clinical standards
- Have caring, skilled and well-supported staff
- Offer better access to self-referrals
- Are based on fair and equitable funding
- Work in partnership with other sexual violence services, including counselling, sexual health and the criminal justice system (where appropriate).

From October 2018 when the new contracts commence, there will be two regional centres of excellence, based in Exeter and Bristol. They will provide forensic and medical examinations and support to both adults and children. There will also be four adult SARCs, offering services to people aged 16 years and above based in Truro, Plymouth, Gloucester and Swindon. The new arrangements will support greater consistency, practice, service delivery, performance and ultimately improved care and support for local people who may need to use a SARC.

As a result of this exercise, SARC provision will be improved for survivors both in Avon and Somerset and the wider region which was only made possible through the proactive collaboration between regional forces and OPCCs under the stewardship of NHS England and the NHS South, Central and West Commissioning Support Unit. This approach was recognised nationally with the project winning the GO Procurement Team of the Year Award (Health and Social Care Organisations) at a ceremony in April 2018. [ref: [www.goawards.co.uk/national/winners](http://www.goawards.co.uk/national/winners)]

As can be seen from these examples, the OPCC has been able to deliver a range of effective, innovative and in the case of the SARC, award winning processes which would not have been possible without strong partnership and collaborative approaches. The services which have come out of this work represent better value for the residents of Avon and Somerset and enhanced support for vulnerable victims and perpetrators of crime.

## ***Strategic Priority 4***

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

### **Commissioner's Community Action Fund Projects included:**

- Exmoor Search and Rescue Team- awarded £3,000 to fund new equipments and resources for the search and rescue service.
- Bath Street Pastors- awarded £1,500 to fund the streets pastors who help patrol the streets with police and ambulance at the weekends.



## 6. Annex One. Summary of Grants Issues and Commissioned Activity in 2017/18

### OPCC Grants Issued in 2017/18

GRANT	RECIPIENT	SERVICE / PROJECT
<b>Avon and Somerset</b>		
<i>Lighthouse</i> Integrated Victim Care <b>£906,000</b>	Avon and Somerset Constabulary  Avon and Somerset Constabulary also contribute £1,290,000 from their budget	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.
Mental Health Control Room triage <b>£158,467</b>	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.	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.
Emotional Support Service for Victims of Crime and ASB <b>£296,973</b>	Victim Support	Emotional and practical support for victims of crime and ASB.  Available both to those who report to the Police and those who do not.
Adult Advocacy Service AVoice <b>£329,467</b>	The Care Forum (lead) working with SEAP and SARI	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.
Children and Young People Advocacy Service- Young Victims' Service <b>£165,000</b>	North Somerset Youth Offending Team	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.
Specialist Support Service for Victims of Child Sexual Exploitation  <b>Interim Service (Apr- Sept 17) £114,000</b>  <b>New Service (Oct 17 – Mar 18) £111,442</b>	Barnardo's (PCC contributes to total annual budget of £450,884)  Project is also funded by: Bristol City Council Bath and North East Somerset Council South Gloucestershire Council Somerset County Council North Somerset Council	Specialist support for victims of child sexual exploitation. The service also offers consultation provision to professionals, such as social care staff, working with children and young people who have been affected.



Child sexual abuse support services <b>£200,001</b>	Somerset and Avon Rape and Sexual Abuse Support (SARSAS) (19,009)  Bristol Missing Link (£67,753)  The Green House (£48,213)  Southmead Project (£65,026)	Services supporting victims of child sexual abuse including funding of support posts (ISVAs), provision of counselling services.
Independent Sexual Violence Advisors (ISVA) Service <b>£194,580</b>	Safelink (Missing Link)	Specialist advocate support for victims of rape or sexual assault, available both to those who report to the Police and those who do not.
Sexual Assault Referral Centre (SARC) <b>£228,481</b>	University of Bristol Hospitals Trust  Co-commissioned with NHS England who are the Lead Commissioner.	Specialist medical and forensic services and support for victims of sexual assault.
Modern Slavery Support Service <b>£38,513</b>	Unseen UK	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.  Available both to those who report to the Police and those who do not.
Police and Crime Grant <b>£589,528</b>	Individual Grants issued to the 5 Community Safety Partnerships	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, Youth Offending Services and supporting a safe night time economy.
Drugs Intervention – AIRS <b>£553,421</b>	Swanswell	Service supporting individuals at the point of arrest whose offending is linked to substance or alcohol misuse.
Appropriate Adults Service (2 operate: 'Avon' and 'Somerset') <b>£40,462</b>	Brandon Trust (Avon) (£35,000) and Somerset Youth Offending Service (Somerset) (£13,462)  Bristol City Council and South Gloucestershire Council contribute to the funding of Brandon Trust.	Service to support and safeguard the welfare and rights of vulnerable adults detained or interviewed by the police.
Restorative Justice Delivery Service (Apr-May 17) <b>£25,499</b>  New Service (Jun-Mar 18) <b>£150,000</b>	Apr- May 17: Neighbourhood Justice Team Bristol Mediation SARI Somerset Community Justice Partnership  Restorative Approaches (New	Grant for delivery partners to establish face-to-face processes for the delivery of restorative justice across Avon and Somerset.

	service includes all cost of delivering restorative justice across the force area): Bristol Mediation	
Commissioner's Community Action Fund <b>£150,000</b>	Various Community Groups and Voluntary Organisations	Grants up to £3,000 made available to initiatives that support PCC priorities.
Children and Young People ISVA (CHISVA)  £80,000 funding provided by NHS England	Safelink (Missing Link)	Funding towards specialist Children and Young People Independent Sexual Violence Advisors (ISVAs) to complement the existing ISVA team commissioned by the OPCC
Violence Against Women and Girls (VAWG) Project  £39,016 Home Office Police Transformation Fund Grant	Safelink (Missing Link) Womankind	The OPCC was successful in a submission to the Home Office's Violence Against Women and Girls (VAWG) Transformation Fund. The project commenced in 2017/18 and over the next three years will provide additional support to survivors of sexual violence and abuse with additional needs linked to learning difficulties or mental ill health via ISVA and or befriending support.
<b>TOTAL: £4,251,834</b>		

## Annex Two – Summary of Performance

Priority	Indicator	Source	2016/17 position	2017/18 position	Positive/Negative Trend
<b>Core Policing</b>	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?		Good	Good	+ve
	How legitimate is the force at keeping people safe and reducing crime?		Good	Good	+ve
<b>SP1<sup>7</sup></b>	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)	<b>Average score: 4.5</b>	Average score 4.5 (based on average of 4 months data)	No change
	Vulnerable victim survey: Users of Lighthouse service average rating of feeling well informed about the Criminal Justice process	Collected since December 2016	<b>Average score: 3.8</b>	<b>Average score: 3.7</b> (based on average of 4 months data)	-ve
	Vulnerable victim survey: Users of Lighthouse service average rating of access to support services		<b>Average score: 4.1</b>	<b>Average score: 4.1</b> (based on average of 4 months data)	No change
<b>SP2</b>	Public Confidence Measure	Crime Survey for England and Wales <sup>8</sup>	<b>73%</b>	<b>79.5%</b>	<b>+ve</b>
	Tackling Community Priorities		<b>52%</b>	<b>58.8%</b>	<b>+ve</b>
	Active Citizenship	Local Survey	<b>10%</b>	<b>11%</b>	<b>+ve</b>
	Victim Satisfaction	Internal management information	<b>Requires Improvement</b>	<b>Requires Improvement</b>	No change
	999 abandonment rate		<b>0.3%</b>	<b>0.2%</b>	<b>+ve</b>
	101 abandonment rate		<b>4.9%</b>	<b>5.1%</b>	<b>-ve</b>
<b>SP3<sup>9</sup></b>	Workforce Representativeness		<b>2.3%</b>	<b>2.7%</b>	<b>+ve</b>
	Complaints of police incivility		<b>187</b>	<b>199</b>	<b>-ve</b>
	Employee engagement	Staff survey	<b>5.4</b>	n/a	n/a
	Tools and resources to do the job	Scale (1-7 1 being low, 7 being high)	<b>3.4</b>	<b>51% agree they have</b>	n/a
	I feel valued at work	Staff survey		<b>48% → 46%</b>	<b>-ve</b>
	I am treated fairly by the organisation	% that agree		<b>63% → 64%</b>	<b>+ve</b>
	I feel supported by my supervisor			<b>75% → 69%</b>	<b>-ve</b>
<b>SP4</b>	Successful criminal justice outcomes: Positive outcome rate	Internal management information	<b>16%</b>	<b>13%</b>	<b>-ve</b>
	Successful criminal justice outcomes: Conviction rate		<b>86%</b>	<b>84.5%</b>	<b>-ve</b>

<sup>7</sup> Average scores for 17/18 year are calculated on available data but reporting issues means this has been intermittently available which may have affected results

<sup>8</sup> Latest available data is the position at December 2017

<sup>9</sup> The Constabulary participated in a national survey which re-baselined the Constabulary's position on 'employee engagement' and 'tools and resources to do the job'. A supplementary survey was run in September 2017 with 2558 responses and in May 2018 with around 2500 responses. 3 measures were agreed as useful indicators to monitor in relation to delivering against the aspect of 'right culture' within Strategic Priority Three of the Plan, and a question relating to whether people felt they had tools and resources to do their job was also included.



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