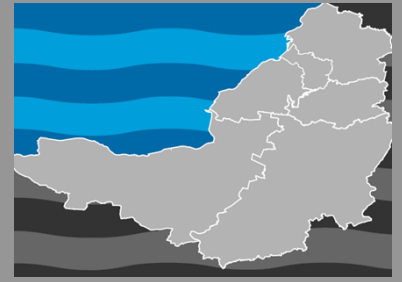


Avon and Somerset Police and Crime Panel



Hosted by Somerset County Council Democratic Services



Wednesday 27th June 2018

10.45 am Police and Fire Headquarters, Valley Road,
Portishead, BS20 8QJ

Membership:

Bath & North East Somerset
Bath & North East Somerset
Bristol City Council
Bristol City Council
Bristol City Council
Mendip District Council
North Somerset Council
North Somerset Council
Sedgemoor District Council
Somerset County Council
South Gloucestershire Council
South Gloucestershire Council
South Somerset District Council
Taunton Deane Borough Council
West Somerset District Council

Cherry Beath
Mark Shelford
Asher Craig
Afzal Shah
Mark Weston
John Parham
Nigel Ashton
Roz Willis
Ann Bown
Neil Bloomfield
Mike Drew
Heather Goddard
Martin Wale
Jane Warmington
Stuart Dowding

Independent Members:

Joseph Mullis, Andrew Sharman

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Agenda published: 18th June 2018
Somerset County Council
County Hall, Taunton
TA1 4DY



RNID **typetalk**



Agenda

Public Information Sheet

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

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

1 **Apologies for Absence**

2 **Appointment of Chair**

3 **Appointment of Vice-Chair**

4 **Panel Membership**

The Panel is requested to note the Panel membership for 2018/19 as set out on the agenda frontsheet.

5 **Public Question Time**

Statements or questions should be e-mailed to PLJones@somerset.gov.uk, or sent to the Democratic Services Team, County Hall Taunton TA1 4DY (marked for the attention of Patricia Jones). Statements must be received no later than 12.00 noon on **Tuesday 26th June 2018**. Questions must be received no later than 3 clear working days before the meeting - **5pm on Thursday 21st June 2018**.

6 **Declarations of Interest**

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

7 **Future Meeting Dates**

The Panel is requested to note the dates previously circulated and agreed:-

2018	2019
27 th June	5 th February
September (Panel training)	20 th March

9 th October	
26 th November (Budget Training, Police and Fire Headquarters)	
13 th December	

*Meetings to take place at Weston Town Hall, Walliscote Road, BS23 1UJ with the exception of training

8 **Minutes of the meeting held on 15th March 2018** (Pages 7 - 14)

-to confirm as a correct record.

9 **Chairman's Business**

10 **Commissioner's Update Report** (Pages 15 - 20)

11 **Commissioner's Annual Report** (Pages 21 - 66)

12 **Link Member Engagement** (Pages 67 - 68)

13 **Stop and Search** (Pages 69 - 78)

14 **Standing Complaints Report**

Possible exclusion of the press and public

Recommended – that under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the consideration of the following item, on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act (as amended).

15 **Panel Protocols** (Pages 79 - 88)

16 **Panel Annual Report** (Pages 89 - 110)

17 **Work Programme**

18 **Scrutiny of the Commissioner's Partnership Arrangements** (Pages 111 - 136)

19

Date of Next Meeting

September Training – date TBC

9th October 2018 – formal Panel meeting

Avon & Somerset Police and Crime Panel

Public Information Sheet

Inspection of Papers/Register of Member Interests

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

Please contact Patricia Jones, Senior Democratic Services Officer on telephone: 01275 885788 if you wish to inspect the papers or the Statutory Register of Member's Interests.

Public Question Time

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

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

Statements should be e-mailed to PLJones@somerset.gov.uk or sent to Somerset County Council, Democratic Services Team, County Hall, Taunton, TA1 4DY.

Any statement submitted should be no longer than one side of A4 paper. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in Public Question Time business, we will assume that you have consented to your name and the details of your submission being recorded in the papers circulated to the committee. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record.

We will try to remove personal information such as contact details. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Statements will not be posted on the council's website.

Process during the meeting:

- Public Question Time is normally one of the first items on the agenda. If a statement concerns a specific item on the agenda, it may be taken just before the item concerned.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- You may direct any questions or comments through the Chairman. You may not take direct part in the debate.
- Your time allocation may have to be strictly limited if there are a lot of submissions before the meeting.
- You do not have to speak or even attend the meeting at which your submission is being taken. However, if you do not present it, then it will not be read out. It will nevertheless be noted by Members.

Emergency Evacuation Procedure

In the event of a fire alarm sounding, you are requested to leave the building via the nearest available signposted emergency exit and make your way to one of the assembly points around the building. Officers and councillors will be on hand to assist.

Excluding the Press and Public

Occasionally, there will be items on the agenda that cannot be debated in public for legal reasons and these will be highlighted on the agenda as appropriate. In these circumstances, the public and press will be asked to leave the room and the Panel will go into Private Session.

Recording of Meetings

Somerset County Council supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public providing it is done in a non-disruptive manner. Members of the public may use Facebook and Twitter or other forms of social media to report on proceedings and a designated area will be provided for anyone who wishing to film part or all of the proceedings. No filming or recording will take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the clerk so that the Chairman can inform those present at the start of the meeting.

We would ask that, as far as possible, members of the public are not filmed unless they are playing an active role such as speaking within a meeting and there may be occasions when speaking members of the public request not to be filmed.

Avon and Somerset Police and Crime Panel



Hosted by Somerset County Council Community Governance



Minutes of the Police and Crime Panel

Thursday 15th March 2018

Present:

Local Authority Representatives:

Nigel Ashton and Roz Willis (North Somerset Council), Stuart Dowding (West Somerset District Council), Martin Wale (South Somerset District Council) Neil Bloomfield (Somerset County Council), Jane Warmington (Taunton Deane Borough Council), Ann Bown (Sedgemoor District Council), John Parham (Mendip District Council), Cherry Beath and Mark Shelford (Bath & North East Somerset Council) Mike Drew (South Gloucestershire Council) Afzal Shah (Bristol City Council).

Independent Members:

Andy Sharman

Apologies for Absence:

Heather Goddard (South Gloucestershire Council),
Joseph Mullis
Asher Craig and Mark Weston (Bristol City Council),

Police and Crime Commissioner and Supporting Staff:

Sue Mountstevens (Avon and Somerset Police and Crime Commissioner), John Smith (Chief Executive, OPCC), Julian Gale (Monitoring Officer, Somerset County Council), Mark Simmonds (Chief Financial Officer, OPCC), Joanna Coulon (Criminal Justice and Commissioning Officer, OPCC), Patricia Jones (Senior Democratic Services Officer, Somerset County Council), DS Ashley Jones (Avon and Somerset Police).

1. Public Question Time

There was none.

2. Declarations of Interest

None.

3. Minutes of the meeting held 1st February 2018

Resolved – that the Minutes of the meeting held on 1st February 2018 be confirmed as a correct record and signed by the Chairman.



4. Chairman's Business

Police and Crime Panel Special Interest Group - it was agreed that the intended use of the proposed £500 contribution be established.

5. Commissioner's Update

The Commissioner updated the Panel on the following matters-

- FGM Trial – reference was made to the recent acquittal following a ruling by Bristol Crown Court. The Commissioner emphasised that the practice constitutes child abuse and cases would be investigated accordingly. The Commissioner and the Constabulary would continue to work with the local community and partner organisations to raise awareness.
- Consultation on the redevelopment of Trinity Road police station, to include a new police station, is underway. The relocation to Taunton Dean's offices of the Taunton team is progressing and will complete this year. A new 'police pod' has opened in ASDA, Bedminster in Bristol.
- It was confirmed that the Constabulary was exploring the possibility of relocating into Yeovil offices. Discussions with South Somerset Council had not yet reached an agreement stage.
- The Commissioner was asked how successful the Police had been at advertising their presence in Bath. The Commissioner advised that the Constabulary is working with the Planning Department to agree visible branding including installing a blue light. It was acknowledged that footfall had improved from the initial drop, however has not yet returned to previous levels.
- It was noted that the overall reduction in Enquiry Offices affecting Williton Police Station in West Somerset was still not resolved. The Commissioner stated that the Council had requested a renegotiation of heads of terms in relation to the prepared move to West Somerset Council Offices, causing delay. The Panel suggested the rent should reasonably reflect the space that would be lost by the council.
- The Commissioner reported on the launch of the Trusted Relationships Fund targeted at the police, youth workers, nurses and other professionals to help form close, protective relationships with vulnerable young people between the ages of 10-17 years old. It was noted that this is a £13million fund spread over a four year period (the final two years being subject to the next Spending Review). The Commissioner invited the Panel to take the opportunity back to the respective LAs to progress/assist with the local authority led applications which are being sought by the Home Office. Details would be circulated after the meeting.
- The Panel noted that a pilot tackling Child Sexual Exploitation in Bristol had proved successful. Operation Topaz would now be rolled out across the Force area. The importance of early intervention/partnership working was emphasised.
- The Commissioner reported on recent round table discussions with the Home Secretary and Policing Minister involving knife crime. The aim was to establish what could be done better by Police forces and how incidences of this offence could be reduced. It was noted that Lee Howell (seconded to the Constabulary from Devon and Somerset Fire Authority to lead the Data

Analytics Project) was looking at related pilots across the county. The Panel suggested the experience of street pastors could usefully inform a future strategy, referencing the initial activities of street pastors in Brixton which were focussed on confronting gang culture and the use of knives. The Panel was advised that the Home Office could be contacted directly.

The Commissioner was asked if knife crime would be looked at in the context of stop and search. She reported that research indicated there was no causal link but that further guidance from the Home Office was awaited on the back of more recent work around stop and search.

- The Panel was updated on the Multi-Agency Enquiry Day which took place on 9th March in Bristol. Councillor Willis reported that the event was well-attended by all relevant agencies, and had achieved its purpose of providing assurance that lessons had been learned and improvements made in relation to the support of vulnerable people following the death of Bijan Ebrahimi. It had also been recognised that further work was necessary in order to realise future opportunities for further improvement. The Panel noted that the Commissioner would share the emerging report in the near future and Councillor Willis would provide a more formal update at the AGM in June 2018.
- There was discussion in relation to the recent Gypsy and Travellers Unlawful Encampment Conference. The Commissioner noted the following comments/observations from individual Panel Members who attended the conference :-
 - The views expressed by the community representatives were polarised and indicative of a significant if not unsurmountable challenge in terms of compromise or useful -negotiation.
 - Operational decisions were being taken to contain the problem and mitigate the risks posed in circumstances when it would be more appropriate to use the legislative dispersal powers available. The resulting impact and over-reliance placed on local authorities and elected members to provide provision was unacceptable.
 - While the protected status of the community was accepted, the disruption caused to local residents should carry equal weight. Incidents of fly tipping, violence and anti-social behaviour were commonplace, causing unnecessary anxiety and angst. Efforts to negotiate or compromise were not well-received.
 - The conference was a missed opportunity to explicitly state how the agencies could work differently in the future to achieve better outcomes. The suggestion of using small pieces of underutilised or derelict land as a pop-up site on a temporary basis was welcomed until relationships with the community improve and a better long-term solution is found.

The Commissioner responded and stated it was important to listen to the Romany representatives and be mindful of their recognition as a 'protective group' under the Equality Act 2010. The provision of alternative transit facilities located within the local authority area remained the stumbling block and camps could not be evicted without this element of provision. It was also reported that enforcement practices differed significantly across the force area.

Panel Members suggested that an unwillingness on the part of the travelling community to make use of available transit facilities only served to complicate the issue further. It was acknowledged that better enforcement options are available to the Police where alternative transit facilities are available. The Commissioner's Staff Officer went on to outline when and how Section 61 of the Criminal Justice and Public Order Act 1994 are used by the Police. While in theory this enabled

the Police to evict, this was not a typical scenario because the Police sought to adopt a problem-solving approach as opposed to moving the problem along the road.

The Commissioner agreed to relay the Panel's comments back to the Constabulary.

- St Pauls Carnival was scheduled to take place on 7th July 2018 and the Panel was alerted to the associated £200k cost to the Constabulary. It was agreed that it would be reasonable to explore a contribution towards the cost of providing a "Special Policing Service" for the event.
- Following the recent nerve agent attack in Salisbury, the Panel sought reassurances that suitable contingency arrangements were in place to ensure the Constabulary responded effectively and first responders were not placed at unnecessary risk of harm. The Commissioner pointed out that a CBRN related incident was not always immediately identifiable but that a raft of guidance was expected to emerge imminently. In the meantime assurances were provided that both equipment and hazardous materials were stored in controlled and tested environments. The Commissioner agreed to reaffirm this with the Constabulary.
- CoPaCC's OPCC Transparency Quality Mark Award - the Commissioner was congratulated on being one of twenty five OPCCs recognised for meeting statutory requirements on openness and transparency. The Commissioner was also thanked for providing additional information around the Precept increase with council tax bills as recommended by the Panel.
- The Panel drew attention to the recent spike in residential car crime and commercial vehicle break-ins. The Commissioner was asked if efforts could be made to publicise that it was unlawful to possess the gadgets available on UK based websites which enabled a vehicle's locking system to be hacked. The Commissioner informed the Panel that there had been a sharp reduction in reports following the arrest of 3 individuals in North Somerset. It was suggested that local beat managers could provide more information if required.
- 4 Muslim MPs had recently been sent suspicious packages via their Westminster offices. It was understood that the matter was currently being investigated by the Police.

6. Stop and Search

The CEO (OPCC) introduced his report outlining the powers, rights and performance in relation to stop and search and arrangements for scrutinising the appropriate use of powers. This followed a review by the Constabulary to ensure a proportionate and intelligence-led use of the powers.

It was reported that the use of stop and search across the force area has fallen significantly from over 25,000 in 2012 to 5751 people over a 12 month period last year. The Panel noted that the Constabulary acknowledged stop and search as an effective Policing tool if used properly but work was needed to ensure a consistent and appropriate approach. Geographical hotspots had been identified and the underlying reason appeared to be drug-related rather than knife related issues. The latter was understood to be more prevalent in the Metropolitan area.

Discussion followed. It suggested that levels of crime/crime patterns in certain areas could be the reason for geographical hotspots. The CEO stated that the report was based on the Constabulary's organisational approach as opposed to intelligence.

The Commissioner stated that for the last two years positive outcomes were around 25%, with 98% of stops deemed lawful by HMICFRS - demonstrating that officers largely worked within the law and used the power effectively in a targeted and intelligence-led way. It was emphasised that the Chief Constable was working to eliminate the unlawful instances but that officer productivity was not a factor. The CEO stated that the culturally divisive nature of stop and search should be acknowledged. It was emphasised that the Home Secretary intended to withdraw the power if not used correctly.

The Panel acknowledged the Constabulary's responsibilities but stated that the wider demographic issues and the challenges faced by front line officers working in our communities should not be overlooked in working to address the issue. Attention was drawn to the following by Panel Members:-

- the data at page 23 of the report could usefully include a breakdown of positive outcomes by BME demographic to demonstrate where searches led to arrests, prosecutions, further searches or no further action, as an assurance for our communities.
- The possibility of extracting geographical data from an officer's GPS location to identify roads/areas should be explored, to mirror the approach in the West Midlands where an app has been developed for this purpose.
- Officers were to be credited for a 98% lawful stop average. It was noted that very few complaints were received.
- Raising the level of authorisation to above the rank of Chief Superintendent in order to reduce high level 'no-suspicion' stop and searches had potential to cause delay.

The Commissioner agreed to establish the availability/precision of the information requested.

It was clarified that the smell of cannabis alone was no longer a ground for a stop in and of itself. This had emerged from Home Office guidance. Referencing the Lammy report, the Commissioner reported that a proportion of the population are disproportionately affected by the criminal justice system and it was apparent that the relationship between the Police, courts and CPS was not always effective. A more holistic approach was being adopted as a result and a piece of work had been commissioned to look at this through the Avon and Somerset Criminal Justice Transformation Project.

In conclusion, it was noted that the Scrutiny of the Use of Police Powers Panel would receive a quarterly report/presentation from the Constabulary and this could be shared with the Panel.

10. Reducing Reoffending

The Panel considered a report setting out progress in relation to the Reducing Reoffending Strategy and discussing how Panel Members could support delivery of the strategy and workstreams in the coming year.

With reference to the presentation material circulated at the meeting, the CEO reported that the Constabulary's partnership approach to offender management was historically effective but there was now increased focus to co-commission integrated services to deliver the

outcomes needed. Based on analysis of data involving the release of 12,000 prisoners, it was apparent that 62% of the recalls could be attributed to 188 people over the period examined. In turn, this could be attributed to issues involving addiction, accommodation, employment opportunities and a general lack of support by the relevant agencies. The strategy proposed to work alongside the Ministry of Justice and local partners in targeting resources to address the issues holistically, and reduce the demand on the Police service.

It was put to the Commissioner that reoffending could be addressed by longer sentencing, allowing time for addiction to be treated in detention – potentially moving away from a revolving door approach encouraged by shorter sentencing. The Commissioner stated that the courts were an independent entity restricted by sentencing guidelines and prisons were so full that little emphasis was placed on rehabilitation. It was suggested that lost trust in community sentencing needed to be restored.

The Commissioner stated that she recognised the importance of data integrity - the Constabulary had been criticised in the past for poor figures and extra resources had been allocated to remedy this. The force now featured in the top 5 for accurate data.

Reference was also made to the increasing offences of theft and the impact on the business community. On the basis that Police response rates to reports of shoplifting had fallen, it was suggested that re-offending rates would go down as a result of offenders not being caught. This was described as disastrous for retailers and good for crime figures. The Panel urged the Business Crime Reduction Partnership to use the channels and intelligence available to feed intelligence and reduce reoffending.

There was general agreement that a different approach was needed to tackle the prevailing and widespread drug and alcohol addiction amongst prisoners. Assurances were provided that work was underway with health colleagues to provide treatment facilities and tackle underlying mental health issues. The OPCC welcomed the support of the new Panel Link Member role which would be undertaken by Joseph Mullis to support delivery of the Reducing Reoffending agenda over the coming year.

The Commissioner acknowledged the significant challenge faced by LAs to secure accommodation for a prisoner following release.

11. Scrutiny of Performance – Link Member Reports

Representative Workforce

With reference to the report provided in the papers, Councillor Shah provided the Panel with a detailed update. The following key points were noted:-

- Continuing efforts by the Constabulary both strategically and operationally showed a commitment to ensuring a diverse workforce
- Work was planned to attract female BME to the PCSO workforce. It was suggested this would require considerable work. 11% of PCSO applications came from the BME community and 8% passed shortlisting.

- Outreach work was going well and efforts being made to include the harder to reach communities.
- Staff support groups were on board to contribute to the strategy and reference was made to an event organised by the Black Police Association attended by Councillor Shah.
- The Ride Along Scheme provided an excellent opportunity for members of the local community to accompany police officers on patrol and increase the understanding of policing issues. This could be publicised more widely.
- Assessors for police officer assessment centres from under-represented groups have undergone training. Two assessor training courses included training people from BME backgrounds and other under-represented groups.

Vulnerability – Recommissioning of Victims Services

Councillor Willis provided a verbal update following her recent attendance at the Victims Recommissioning Board meeting.

The Panel noted that a data led/evidence-based approach to the needs assessment had identified some mixed provision and lack capacity in certain areas which would now be looked at as the current contracts were coming to the end of their duration. Councillor Willis stated that she was given the opportunity to inform the User Engagement Plan (running until 1st June 2018) and the final commissioning intentions document which outlined the OPCC's commissioning proposals based on the Needs Assessment recommendations.

Councillor Willis emphasised that parish councils would be a valuable source of information to the process. Given their close links and ties with community groups and organisations they were alert to the services which are vital to the area. It had also been recommended that the work undertaken by the NHS and LAs in the form of the Sustainability and Transformation Partnership could usefully assist the process. This had been progressed at the Enquiry Day on the 12th March 2018 which had been attended by Julia Ross, Chief Executive of the Bristol, North Somerset and South Gloucestershire Clinical Commissioning Groups.

A series of board meetings in place across 2018 and early 2019 would take this work forward and would include Councillor Willis as the Panels Link Member for Vulnerability.

12. Work Programme

This was noted.

13. Standing complaints Report

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

It was noted that complaint Case 24 remained open and Bristol City Council was attempting to bring this matter to a satisfactory conclusion.

The Panel also noted that complaint case 26 remained on hold at the request of the complainant who is awaiting progress on an associated complaint against Kent Police.

14. EXCLUSION OF PRESS AND PUBLIC

RESOLVED - that under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act as amended by the Local Government (Access to Information).

15. Complaint

The Complaints Sub-Group considered a complaint against the Commissioner.

16. Date of next Meeting

- 27th June 2018 at 10.30am (Venue TBC)

Chair -

AVON AND SOMERSET POLICE AND CRIME PANEL

COMMISSIONER'S UPDATE REPORT

27 JUNE 2018

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 15 March 2018.

Governance and Scrutiny

Police and Crime Plan

Progress against the plan is detailed in the 2017/18 annual report, submitted to this meeting. The view is that there have been notable achievements, recognised by HMICFRS and reflected in progress made against the subset of questions within inspection reports. There are still areas of concern related to performance measures such as outcomes and satisfaction, but there is confidence in the Constabulary's methodology to address these over time, for example as the new Neighbourhood Policing model is implemented.

Performance is published quarterly on the OPCC website:

<https://www.avonandsomersetplan.co.uk/performance/>

The next steps in the Planning Cycle are to develop a refreshed Police and Crime Needs Assessment over the summer period before commencing the Plan refresh in the autumn. Approval from the Panel will be sought on the refreshed Plan early 2019 with the intention that the newly published Plan will cover the period of 1 April 2019 to 31 March 2021.

Police and Crime Board

Agendas and minutes of the Police and Crime Board are published at the following link:

<https://www.avonandsomerset-pcc.gov.uk/Openness/Reports-and-meetings/Police-and-Crime-Board.aspx>

HMICFRS Inspections

The Constabulary's overall ratings for PEEL (2017 inspections on effectiveness, efficiency and legitimacy) have remained unchanged from 2016 ratings. 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).

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

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>).

At the time of writing this report, the Constabulary are in the process of finalising Force Management Statements that will be reviewed by HMICFRS.

Service Delivery Assurance – Vulnerability

A report on the assurance activity aligned to the Plan's primary priority of 'Protect the most vulnerable from harm' has been finalised. This has been shared with all attendees at the multi-agency enquiry day held on 9 March 2018 and with the sisters of Mr Bijan Ebrahimi. The report will shortly be published on the OPCC website and the Constabulary will be working with Bristol City Council and Stand Against Racism and Inequality (SARI) to develop a joint action plan to drive future improvements in sharing information, carrying out early interventions and in the protection of vulnerable residents within Bristol.

Scrutiny of the Use of Police Powers Panel

The fifth Scrutiny of Police Powers Panel meeting took place on 29 May 2018 at Patchway Police Centre, with the Acting Chair leading the meeting as the Chair stood down due to a job move. The three sub-groups of members reviewed Taser incidents selected since March 2018 and Stop and Search incidents since February 2018. Members reviewed the associated narrative from the Police Niche database as well as Body Worn Video (BWV) camera footage. In addition to these reviews, the PCC requested that one specific case was also reviewed, due to the Stop and Search being questioned by a member of the public. During the meeting Constabulary updates and Q&A sessions took place for Taser use and for Spit and Bite Guards. A Stop and Search Quarterly bulletin was also received by the Panel members prior to the meeting. As requested, this included more data on Stop and Search by gender, ethnicity by location, and multiple Stop Searches for a person. Panel members had previously reviewed Constabulary Taser Policy and the College of Policing National Taser Authorised Profession Practice regarding Conducted Energy Devices (Taser) and the feedback has been used to revise Training and the local Guidance, by the Constabulary's Lead for Taser. Once authorised, 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>

Independent Residents' Panel

The Independent Residents' Panel (IRP) will scrutinise completed cases of complaints - made by members of the public against Avon and Somerset Police - at their next meeting on 14 June 2018. The complaint themes selected by the Panel are complaint allegations under the Independent Office for Police Conduct (IOPC) categories of: Stop and Search (IOPC category K: Breach of Code A PACE on stop and search); Custody (category M: Breach of Code C PACE on detention, treatment and questioning); and Taser related complaints. If the total number

of complaints is low for these categories then complaints of incivility will be reviewed. Also, the standing item of reviewing informally resolved (referred to as 'early intervention') complaints will take place. During April 2018 the total number of successfully completed informally resolved complaints was 49 (an increase from 22 in January 2018). There were also 59 formally recorded complaints (a reduction from 80 recorded in January 2018).

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

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

Out of Court Disposals Scrutiny Panel

The Out of Court Disposals Scrutiny Panel met on 6 June to consider cases on the theme of hate crime. The theme was selected in order to inform work to develop a new approach to out of court disposals, which will include allowing use of Conditional Cautions in hate crime cases where there is an appropriate intervention in place. The Panel scrutinised 20 cases: 4 were found to be appropriate, 13 appropriate with observations and 3 considered to be inappropriate. The Panel report, together with the Constabulary response to recommendations will be published at the following link: <https://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny/Out-of-Court-Disposal-Scrutiny-Panel.aspx>

Commissioning and Partnership Working

A&S Criminal Justice Transformation Project

As Panel Members will recall, partner funding has been secured, match-funded by the Commissioner for the appointment of a Senior Responsible Officer for a two-year period to lead and deliver a programme of work to transform the local criminal justice service.

The governance structure for the project has been working well, with the project being led by Manjinder Purewal as SRO and a multi-agency Single Point of Contact delivery group, reporting to the Transformation Project Steering Group. Meetings have been ongoing on a monthly basis of both groups and discussion and feedback has resulted in a revised Delivery Plan which focusses on the relevant stages of the system; Front End and arrest, Charging and Charging Decisions, Casebuilding/File Quality and Hearings and Listings.

Progress is being made, with quick wins being focussed on, with multi agency groups and task and finish exercises being arranged for other elements and is very much work in progress.

The Behavioural Insights Team has secured funding from the Dawes Trust to take forward trial work regarding decision making in relation to overnight remand in custody and for case builders meeting the beneficiaries of their work. Work on site is due to start this month, with trials planned for September 2018 – August 2019.

Lammy Review

ASCJB support was gratefully received for the forming of the Lammy Review ASCJB Sub Group and the inaugural meeting was held in April. Terms of Reference were agreed and ratified by the ASCJB.

The inaugural meeting was very positive, pro-active and full of energy to tackle disparity. Each agency agreed a focus of work which involves data collection and initial analysis of issues:

- CPS: Pre-charge decisions – high volume of cases where ethnicity is not recorded so working on understanding why this is the case and putting in strategies to improve ethnicity recording;
- HMCTS: increasing Magistrates representation and possibly looking at “triable either way” cases or complaints – to analyse disparity issues;
- Witnesses and Victims: hate crime victims not coming forward - analysis to understand why;
- NPS: scrutinising concordance data – pre-sentence report type and proposals V actual sentence made;
- CRC: looking at attrition - failures to attend and programme completions for issues of disparity;
- Bristol Prison: Use of Force and using a scrutiny panel to look at disparity;
- Police: Out of Court Disposals (OOCd) and new process – taking the opportunity to proactively and consciously give OOCds to minority groups, including BAME, travellers and all marginalised group. Guidance and training for Police is being developed so the opportunity will be taken to build this pro-active action into the material.

Bi-monthly meetings have been arranged to progress the actions.

Avon and Somerset Reducing Reoffending Executive Board

Members will be aware that the PCC has chaired a multi-agency Reducing Reoffending Board across Avon and Somerset for the past 18 months. A refresh of this work has recently taken place with a new Executive Board having been established with a revised, more strategic membership. This board is chaired by the Chief Executive of the OPCC. The board will be responsible for a number of workstreams and pilot projects, and is currently in the process of establishing a shared vision statement and associated performance framework.

In support of this work, the PCC has recently signed a memorandum of understanding with the Ministry of Justice which will support a co-design and co-commissioning approach. This memorandum of understanding, which is the first of its kind outside of London, presents some real opportunities to explore new ways of working for the benefit of local communities.

Victim Services Recommissioning

The engagement period for the recommissioning of victim services has now ended. A Commissioning Plan which will take into consideration all of the feedback from the engagement period will be reviewed at the Recommissioning Board at the end of June before being published online. This Plan will consider stakeholder, provider and victim feedback as well as an Equalities Impact Assessment. The Board includes membership of the Police and Crime Panel Vulnerability Link Panel Member.

The Commissioning Plan, once finalised will confirm:

- Lots to be procured;
- Budget per lot;
- Timescales for the procurement.

New contracts will be put in place for services to commence on 1 April 2019 and the PCC's [website](#) will be kept up to date throughout the process.

Engagement

Summer events programme

The OPCC will be attending a series of events during the summer to start consultation with local communities in order to inform the precept decision for 2019/20. The team would welcome suggestions from Panel Members on community events taking place over the summer months to help to reach local communities in all parts of the Force area.

Regional Updates

There are a number of ongoing projects being reviewed on a regional basis. This includes recent agreement to adopt a regional approach to prison intelligence and a review of the employment model for the existing South West Forensics project.

In relation to Tri Force arrangements with Gloucestershire and Wiltshire, following a number of reviews making recommendations about the HR, performance and Systems arrangements for the existing Tri Force Specialist Operations project (consisting of firearms, firearms training, roads and dogs), the PCCs and Forces have initiated a Tri Force Futures programme looking at how to optimise the arrangements for the benefit of all forces. A verbal update on the June Tri Force meeting will be provided at the panel meeting. It is important that new arrangements are put in place as soon as possible to provide clarity for officers and staff and a notice has been served clarifying that the new arrangements must be in place by 1 April 2019. The existing Major Crime team is not affected by these discussions.

National Updates

Fire Governance

Avon and Somerset was awarded funding by the Home Office via the Police Transformation Board to carry out a review of potential fire governance options under the Policing and Crime Act 2017 and provide a report to Police and Crime Commissioners considering fire governance changes. This report was published in April 2018 and considers the 3 governance models – the representation model, the governance model and the single employer model. A link to the report can be found below: <https://www.avonandsomerset-pcc.gov.uk/Document-Library/TERM-TWO/2018/FIREGovernance-FINAL-report.pdf>

Neither the governance model nor the single employer model can currently be progressed in Avon and Somerset without changes in fire authority boundaries and this is not currently being considered. A change in legislation is awaited to enable PCCs to vote at Combined Fire Authorities.

Police Complaints Reform

The Policing and Crime Act 2017 also sets out a range of options for Police and Crime Commissioners to implement reforms to the police complaints system. The implementation of these reforms awaits enabling legislation which needs to progress through Parliament. As per previous updates, the earliest this legislation is currently expected to be passed is April 2019. The Police and Crime Commissioner decided at the Police and Crime Board in August 2017 to take up Mandatory Option 1 to take over the review process for complaints but not at this stage to take up Options 2 and 3 due to the progress being made by the Constabulary in these areas. That remains the case.

The OPCC has responded to national consultation and participated in engagement events on the following topics:

- VCOP compliance
- Domestic Abuse
- Transforming Rehabilitation

Contact Officer - John Smith, Chief Executive

AVON AND SOMERSET POLICE AND CRIME PANEL

27 JUNE 2018

REPORT OF THE POLICE AND CRIME COMMISSIONER

POLICE AND CRIME ANNUAL REPORT 2017-18

- 1.1 The Police and Crime Commissioner has a duty under section 12 of the Police Reform and Social Responsibility Act 2011 to produce an annual report after the close of each financial year. This report should provide details of the exercise of the Commissioner's functions in each financial year and progress that has been made in meeting the objectives set out in the Commissioner's Police and Crime Plan 2016-21.
- 1.2 The annual report (attached at Annex A) details progress made between April 2017 and March 2018. The Constabulary and partners have continued to face a challenging financial climate and an increasing and changing demand for services, as described in the *Tipping Point* report. Against this context, the past year has seen notable achievements, recognised by HMCFRS and reflected in the Annual Report. There remain areas of concern related to performance measures such as outcomes and satisfaction, however there is confidence in the Constabulary's methodology to address these over time, for example through the new Neighbourhood Policing model.
- 1.3 The Commissioner presents the Annual Report to the Police and Crime Panel in compliance with the requirements of the Police Reform and Social Responsibility Act 2011 and will provide responses to any report or recommendations made by the panel.

Recommendations

The Panel is invited to consider and respond to the attached report.

Contact Officer:

Karin Takel, Strategic Planning and Performance Officer
Tel: 01275 816067

Attachments

Annex A – Annual Report of the Avon and Somerset Police and Crime Commissioner 2017/18

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ANNUAL REPORT OF THE AVON AND SOMERSET POLICE AND CRIME COMMISSIONER

1 April 2017 - 31 March 2018

CONTENTS:

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

Published June 2018

1. FOREWORD AND INTRODUCTION

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 (2017/18¹), 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' report², 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:

- Responding to calls

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

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

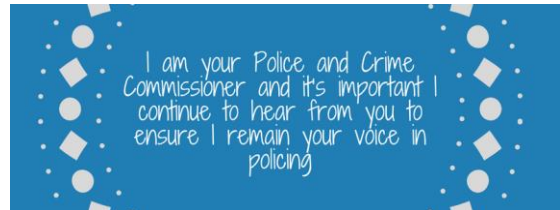
- Offender Management
- Safeguarding
- Problem Solving
- Engagement; and
- Investigations.

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

Sue Mountstevens
Avon and Somerset Police and Crime Commissioner



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>April 18th - PCC Pride Awards recognised 9 winners, from police staff to local volunteers.</p>	 <p>May 18th - Annual Be Proud Awards. Recognised police staff and volunteers from across the force for their work.</p>	 <p>June 13th - First official meeting of the Scrutiny of Police Powers panel.</p>
July 2017	August 2017	September 2017
 <p>July 20th - 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 23rd - 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 20th - 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>AVON & SOMERSET POLICE & FIRE OFFICERS' ASSOCIATION</p> <p>FREE FROM FEAR CSE FILM EVENT IN PARTNERSHIP WITH BARNARDOS</p> <p>October 1st- 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>SOROPTOMISTS RAILING AGAINST ABUSE MARCH</p> <p>DOMESTIC ABUSE CAMPAIGN LAUNCHED</p> <p>November 23rd- 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>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>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>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>BUDGET PROTECTS NEIGHBOURHOOD POLICING</p> <p>PCC VISIT TO CCAF FUNDED SELWORTHY SPECIAL SCHOOL</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>BEDMINSTER POLICE POD OPENING</p> <p>HEAVY SNOWFALL ACROSS THE UK, ESPECIALLY AVON AND SOMERSET</p> <p>ENQUIRY DAY</p> <p>March 8th- 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">• Protect the most vulnerable from harm;• Strengthen and improve your local policing teams;• Ensure that ASC has the right people, right equipment, right culture; and• Work together effectively with other police forces and key partner agencies to provide better services to local people.
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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
Effectiveness – overall rating	How effective is the force at keeping people safe and reducing crime?	Good
Effectiveness	How effective is the force at preventing crime and anti-social behaviour?	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 ³
Efficiency – overall rating	How efficient is the force at keeping people safe and reducing crime?	Good
Efficiency	How well does the force understand its current	Outstanding

³ 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
Legitimacy – overall rating	How legitimate is the force at keeping people safe and reducing crime?	Good
Legitimacy	To what extent does the force treat all of the people it serves with fairness and respect?	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 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 1st 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

- 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 forwiewide 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"

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

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 (81% satisfaction with first responders, 83% with specialist trained officers and 76% with detectives). 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 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.

5. Improve crime prevention and reduce reoffending

<p>Did you know?</p>	 <p>STAY SAFE ONLINE</p>
<ul style="list-style-type: none">You are more likely to become a victim of a cyber-crime than any other?'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. <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">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 www.aspolicestaysafe.co.uk to find out more.	

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 involvd 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 communtmy and the neighbourhood teams.
- YMCA Somerset Coast- awarded £3,000 to fun 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 Specials.

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, Specials 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, 51% 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>What have we done since our last survey?</p> <ul style="list-style-type: none">  Roadshows A second round of Chief Constable's Roadshows took place in the first half of the year for leaders across the force  Leadership development Sixty senior leaders have taken part in a coaching programme so they can coach and mentor their staff  Wellbeing 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  Demand reduction Demand Problem Solving team is working through your 1% ideas given to the Chief in roadshows and following his blog  Uniform Popular demand led to black shirts replacing the old white shirts; no more ironing!  Digital mobilisation Body worn cameras have been rolled out; new smartphones are being tested by Digiapocs; wider programme on track to deliver in-car and building wi-fi and more agile, digital working, over the next 18 months <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 and the change is as follows:</p> <ul style="list-style-type: none"> • I feel valued at work – 48% agreed with this statement in 2017, 46% in 2018 • I am treated fairly by the organisation – 63% agreed with this statement in 2017, 64% in 2018 • I feel supported by my supervisor - 75% agreed with this statement in 2017, 69% in 2018 <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.

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 disappled⁴. 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.

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).

⁴ 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

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 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

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 confusion between passwords to logon to the police system and the password to logon to the custody app for the electronic reporting.

<p>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</p>	<p>We have a good rapport with the custody staff and everything is good at Bridgwater.</p>
<p>Keynsham Co-ordinator:</p> <p>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.</p> <p>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.</p> <p>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.</p>	

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.
North Somerset - Total funding from the PCC £86,538	
Project	Summary
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).
Somerset - Total funding from the PCC £211,344	
Project	Summary
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.
South Gloucestershire - Total funding from the PCC £92,680	
Project	Summary
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 1st 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 1st 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 SARCs 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]

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
Avon and Somerset		
<i>Lighthouse</i> Integrated Victim Care £906,000	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 £158,467	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 £296,973	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 £329,467	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 £165,000	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 Interim Service (Apr- Sept 17) £114,000 New Service (Oct 17 – Mar 18) £111,442	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 £200,001	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 £194,580	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) £228,481	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 £38,513	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 £589,528	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 £553,421	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') £40,462	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) £25,499 New Service (Jun-Mar 18) £150,000	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 £150,000	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.
TOTAL: £4,251,834		

Annex Two – Summary of Performance

Priority	Indicator	Source	2016/17 position	2017/18 position	Positive/Negative Trend
Core Policing	How efficient is the force at keeping people safe and reducing crime?	HMIC	Good	Good	+ve
	How effective is the force at keeping people safe and reducing crime?		Good	Good	+ve
	How legitimate is the force at keeping people safe and reducing crime?		Good	Good	+ve
SP1 ⁵	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)	Average score: 4.5	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	Average score: 3.8	Average score: 3.7 (based on average of 4 months data)	-ve
	Vulnerable victim survey: Users of Lighthouse service average rating of access to support services		Average score: 4.1	Average score: 4.1 (based on average of 4 months data)	No change
SP2	Public Confidence Measure	Crime Survey for England and Wales ⁶	73%	79.5%	+ve
	Tackling Community Priorities		52%	58.8%	+ve
	Active Citizenship	Local Survey	10%	11%	+ve
	Victim Satisfaction	Internal management information	Requires Improvement	Requires Improvement	No change
	999 abandonment rate		0.3%	0.2%	+ve
	101 abandonment rate		4.9%	5.1%	-ve
	2.3%		2.7%	+ve	
SP3 ⁷	Workforce Representativeness		187	199	+ve
	Complaints of police incivility		187	199	-ve
	Employee engagement	Staff survey	5.4	n/a	n/a
	Tools and resources to do the job	Scale (1-7 1 being low, 7 being high)	3.4	51% agree they have	n/a
	I feel valued at work	Staff survey		48% → 46%	-ve
	I am treated fairly by the organisation	% that agree		63% → 64%	+ve
	I feel supported by my supervisor			75% → 69%	-ve
SP4	Successful criminal justice outcomes: Positive outcome rate	Internal management information	16%	13%	-ve
	Successful criminal justice outcomes: Conviction rate		86%	84.5%	-ve

⁵ 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

⁶ Latest available data is the position at December 2017

⁷ 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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AVON AND SOMERSET POLICE AND CRIME PANEL

27 JUNE 2018

REPORT OF THE POLICE AND CRIME COMMISSIONER

POLICE AND CRIME PANEL LINK MEMBERS

Background

The Avon and Somerset Police and Crime Panel, with the support of the Commissioner, has established the PCP Link Member role with the aim to:

- Draw on the knowledge, expertise and interests of Panel Members to contribute to and influence the work of the PCC in key areas of business;
- Develop the role of the Panel in proactive scrutiny work;
- Support the development of strong and effective partnership working with Local Authorities, Community Safety Partnerships and the wider partners at a local level in delivering the Police and Crime Plan;
- Strengthen accountability and transparency by inviting Link Members to report back to the full Panel Membership on activities and key issues in their area of business.

Link Members are supported by the PCP Committee Administrator and OPCC named contact, and report back to the Panel on activities and key issues through a standing agenda item.

Link Member Roles and Approach

Link Member roles have been identified and offered to reflect the interests of Panel Members, draw on expertise and make the most of opportunities to link with complementary roles held by members of the Panel. Some Link Member roles have been in place for a number of years, while others have emerged during the past year and are at an early stage of development. Where possible, the OPCC has sought to identify a mechanism by which the Link Member can contribute regularly and systematically to development of the area of business covered by the role. This approach has shown to be beneficial and with a positive impact, for example in the Vulnerability Link Member role through membership of the Victims Recommissioning Board and involvement in the Vulnerability Service Delivery Assurance event. In other areas, it is acknowledged that opportunities for involvement have been more ad hoc to date. It is proposed to identify and develop a more systematic approach to the Link Member role in the 2018/19 year.

Link Member Area	PCP Link Member/s
Development of the Police and Crime Plan	Cllr Asher Craig (Bristol)
Vulnerability	Cllr Roz Willis (North Somerset)
Reducing Reoffending	Joseph Mullis (Independent Member)
Cyber Crime	Cllr John Parham (Mendip)

Representative Workforce	Cllr Asher Craig (Bristol) Cllr Afzal Shah (Bristol)
Business Crime	Andy Sharman (Independent Member)
Collaboration	Cllr Mark Weston
Multi-Agency Data Analytics	Cllr Mark Shelford (Bath & NE Somerset)

Recommendations

The Panel is invited to consider the proposed approach to taking forward PCP Link Member roles and approach over the coming year.

Contact Officer

John Smith
Chief Executive, Office of the Avon and Somerset Police and Crime Commissioner

AVON AND SOMERSET POLICE AND CRIME PANEL

27 JUNE 2018

REPORT OF THE POLICE AND CRIME COMMISSIONER

STOP AND SEARCH PERFORMANCE

- 1.1 The Panel considered a report at their March meeting on powers, rights and performance with respect to stop and search and arrangements for oversight to ensure appropriate use and increase confidence of local communities.
- 1.2 This report has been requested by the Panel to provide additional information in relation to performance, specifically to show demographic information broken down by Local Authority area, and showing positive outcome.
- 1.3 The performance report, including information requested, is attached at Annex A.

Recommendations

The Panel is invited to consider the attached report.

Contact Officer

John Smith
Chief Executive, Office of the Avon and Somerset Police and Crime Commissioner

Attachments:

Annex A: Quarterly Performance Report – Stop & Search

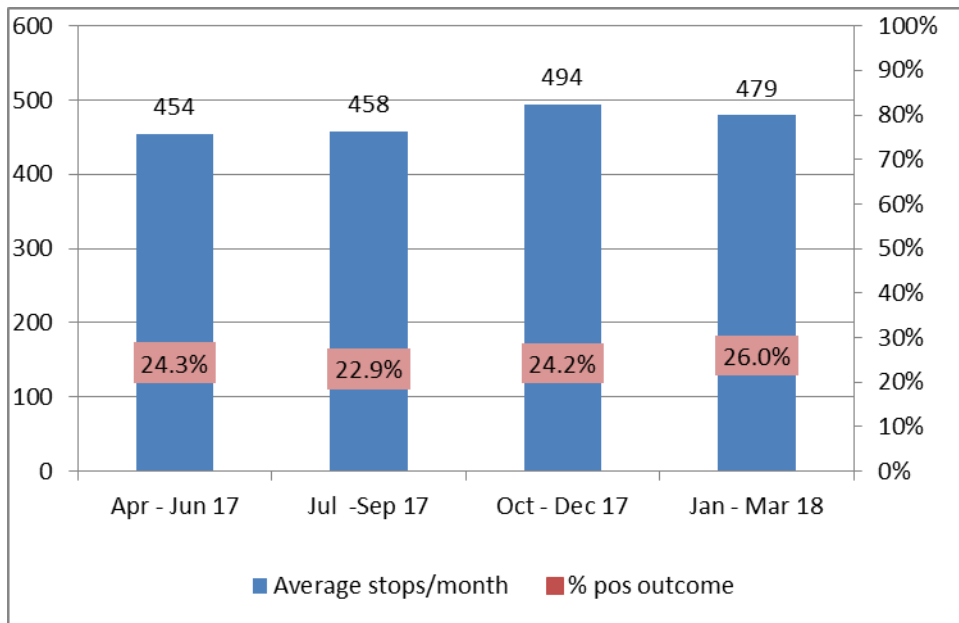
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Quarterly Stop and Search Bulletin

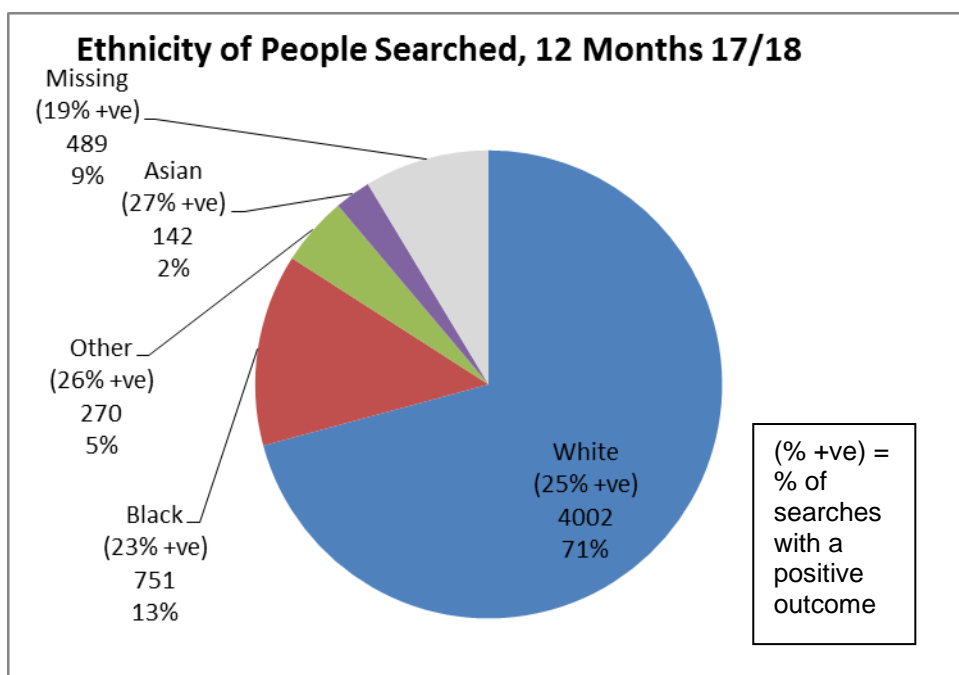
January – March 2018

People searched by quarter since April 2017



The above chart shows the number of searches has remained stable, with an average of just under 500 searches per month. This Quarter has seen a small rise in the percentage of positive outcomes which is pleasing to note. For the last two years positive outcomes average out at around 25%.

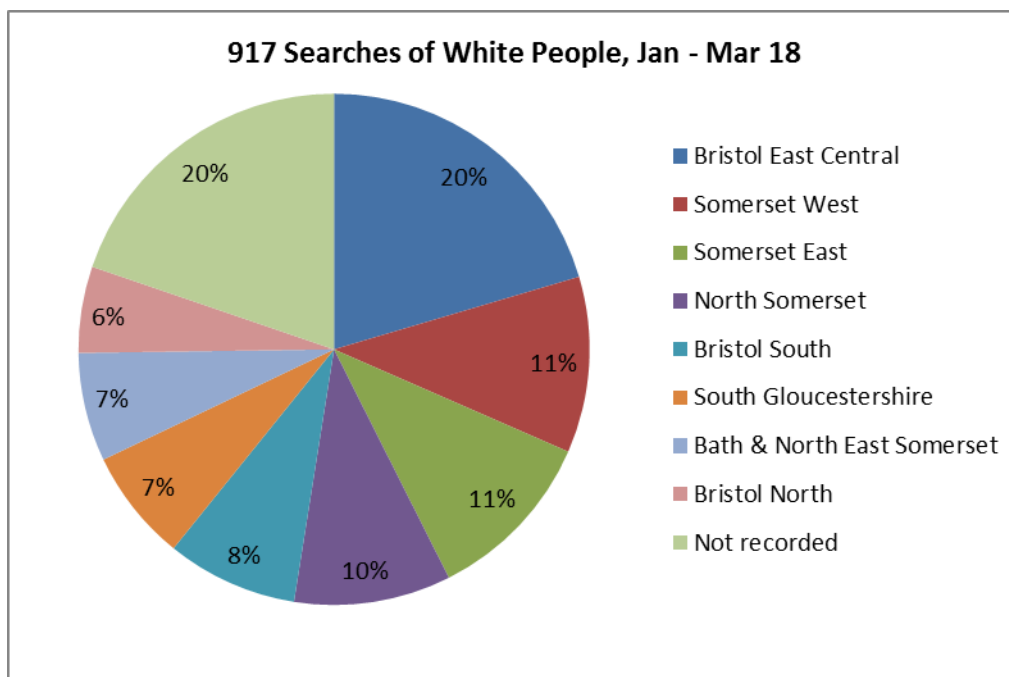
People searched by ethnicity

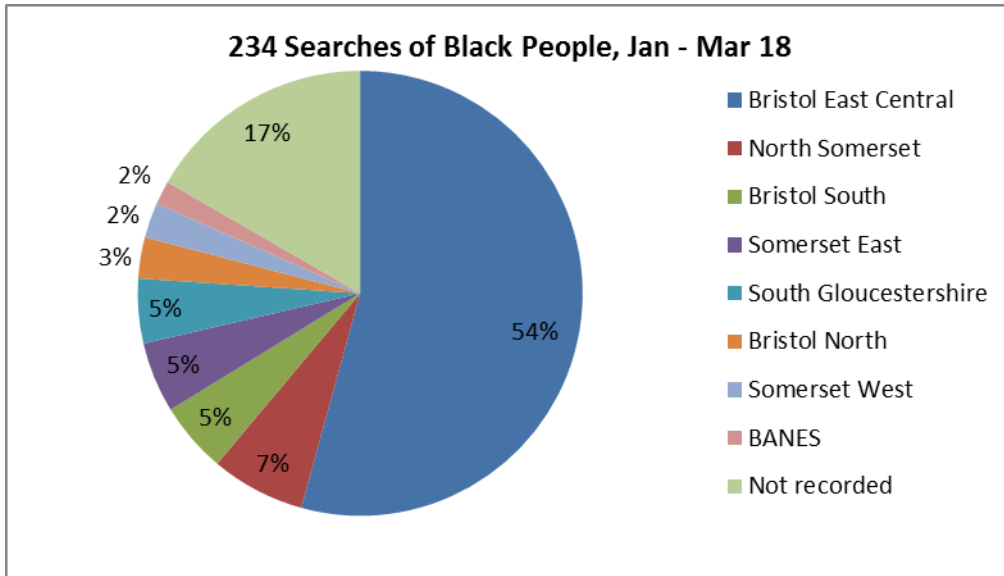


The above chart shows some minor differences to last Quarters results. There is an increase of white searches to 71% (was 65%) and a decrease with black searches reducing to 13% (was 16%). Asian searches have reduced by 2% and 'others' and 'missing' remain similar. The 9% of records which are missing ethnicity data, which are corrected in time via the new officer Qlik app, shows the vast majority of 'missing data' will be of white ethnicity, taking the overall percentage of white searches to nearer the 80% figure. The Pie chart also has the percentages of positive outcomes per ethnicity grouping which shows that the two main groups of white and black searches have similar positive outcome rates of 25% and 23% respectively, with Asian searches at 27%

Location of Searches by Ethnicity (Jan – March 18)

The pattern of white persons searched is spread more proportionately across the policing areas, with the largest activity in Bristol East, reflecting drug offences. With black person searches the data clearly shows the vast majority taking place in Bristol East, with a relatively much smaller percentage across Somerset.





Most searched individuals and Intelligence context

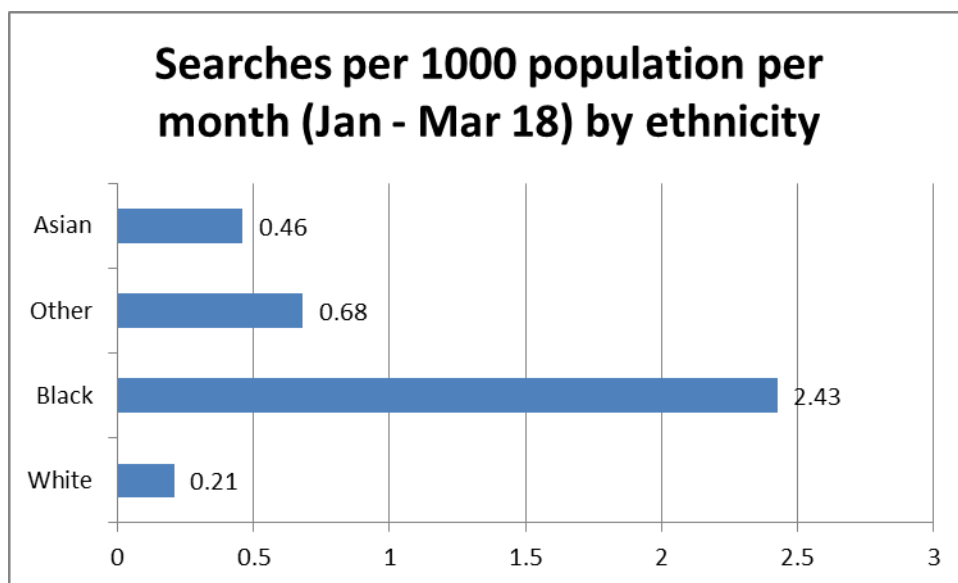
As discussed in the last Quarters report Intelligence and the Grounds for Search are key in understanding overall numbers, locations and also ethnicity. We are satisfied that are grounds for searching are appropriately recorded, with HMIC being satisfied that over 98% of all grounds were reasonable, but statistically we see disproportionality in ethnicity. This disproportionality appears stark at a force wide level (see bar graph below), but decreases when statistically the same overall figures are narrowed in on specific geographical areas or at the beat level. Most importantly it is the breakdown of intelligence and a greater understanding of that picture that helps us to understand that context more.

An example of such context is provided in the below table that shows the people who have been stopped and searched most in the force area over the last 12 months. The table shows that 16 persons have been stopped more than 6 times in a year. The table shows the ethnicity, geographical location, outcomes and numbers of stops in that period. Crucially it also contains the number of arrests, Intelligence submissions and total number of crime or intelligence related occurrences for the person in the same period. Clearly the persons within this list have a number of existing criminal offences and are well known to officers through intelligence.

It is this sort of context which should drive analysis of stop and search. This sort of data check can be run for all areas and be broken down into different ways according to the request made.

<i>Name Anonymised</i>	<i>Gender</i>	<i>Ethnicity</i>	<i>Stop and Searches</i>	<i>Positive Outcome</i>	<i>Area</i>	<i>Custody Records (last 12 months)</i>	<i>Intel (last 12m)</i>	<i>Total Occurrences</i>	<i>Total Crimes as an Offender</i>
A	Male	Black	10	1	Bristol	6	9	57	18
B	Male	Black	8	0	Bristol	15	70	276	54
C	Male	White	7	0	6 Bristol, 1 NE	14	7	198	54
D	Female	White	7	1	Somerset	10	7	333	56
E	Male	White	7	0	6 Bristol, 1 NE	2	5	58	5
F	Male	White	7	1	Somerset	4	42	116	5
G	Male	White	7	1	Somerset	6	3	129	48
H	Male	Black	7	1	Bristol	1	3	21	3
I	Male	White	7	2	Bristol	11	5	109	35
J	Male	Black	6	1	Bristol	5	1	30	4
K	Male	White	6	1	Somerset	12	2	227	53
L	Male	White	6	0	4 Bristol, 2 NE	7	8	92	18
M	Male	White	6	0	Bristol	22	16	273	82
N	Male	Black	6	4	Bristol	7	5	41	21
O	Male	Black	6	0	Bristol	8	4	80	30
P	Male	Black	6	0	Bristol	4	5	45	6

Purely statistically, the below force wide bar chart shows that an average of 2.4 black people are stopped per every 1000 in the black population of Avon and Somerset, compared to 0.2 white people per 1000 in the white population. As stated above, when looking at the figures alone without the above described context, the figures look stark.



Wider Issues to Report this Quarter

How many stops are for weapons?

Weapon based searches are a smaller but significant percentage of the overall stop and search numbers. On average, 57 searches per month are for weapons – this constitutes 12% of all searches. The table below shows how this has varied over the last year. Over the 12 months 2017-2018, searches for weapons have a 22% positive outcome rate overall.

Month	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Total
Number of searches for Firearms/ Offensive Weapons	58	56	63	60	63	37	55	74	43	58	48	65	680
These as % of all searches	13.8	12.3	13.0	13.3	13.5	8.1	11.7	15.4	8.2	11.0	9.2	16.8	12.0

Training – The New Stop & Search training discussed in last Quarter’s report has commenced in Bristol. All staff at Trinity Road Police Station received the training in April 2018 and will be rolled out across the force through the summer. The training which refreshes Officers with the legislation and use of Body Worn Video cameras also covers the ‘perceptions’ of Stop and Search within communities and the impact on individuals stopped.

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Avon and Somerset Police and Crime Panel

27th June 2018

Panel Protocols – Communication Protocol and Complaints Protocol

1. Background

A Communications Protocol was agreed by the shadow Panel at its inaugural meeting on 29th August 2012. This included arrangements for how the Panel and individual members will communicate with the media.

The Panel's Complaints Protocol was agreed by the Panel on 10th December 2012, formalising arrangements for the Panel's complaints handling function.

Both documents were agreed in consultation with the OPCC. It was acknowledged at the time that both be kept under review and updated as necessary, to ensure that they remained appropriate and relevant to the Panel's working arrangements and requirements.

Both documents have been recently updated to ensure good practice based on experience to date, again in consultation with the OPCC. The Government has announced its intention to provide guidance to clarify the definition of a complaint and the parameters of how the Panel should seek to resolve them. This will include the introduction of the power of investigation for Police and Crime Panels in relation to non-serious complaints. This is awaited.

The Panel is invited to confirm the membership of the Complaints Sub-Group for 2018/19.

More generally on the subject of complaints, the Independent Office for Police Conduct has confirmed that they are updating their Operational Advice Note for Police and Crime Panels. This will include further guidance for Panels about how to make a referral, the referral criteria, and specifically, the seriousness assessment and what information the IOCP expects to receive. A link to the IOCP bulletin is provided below, please see page 3 where a link to the advice note can be found:-

https://www.policeconduct.gov.uk/sites/default/files/Documents/OversightBulletin/Oversight_bulletin_Issue_8_Jan-Feb-Mar-2018.pdf

2. Recommendation

Panel members are invited to agree the updated protocols attached as Appendix A and B to the report and confirm the membership of the Complaints Sub-Group for 2018/19.

Patricia Jones (Clerk)

Avon and Somerset Police and Crime Panel

PLjones@somerset.gov.uk

Tel – 01275 885788/0785528450

AVON AND SOMERSET POLICE AND CRIME PANEL

COMMUNICATIONS PROTOCOLS

Communications between the Police and Crime Panel and the Police & Crime Commissioner for Avon and Somerset

Summary

1. This protocol has been written as a basis for all communications and information sharing between the Police and Crime Panel (the Panel) and the Police and Crime Commissioner (the Commissioner) for Avon and Somerset and their office.

Contextual Information

2. The Panel has been established to support and scrutinise the Commissioner and has a number of specific responsibilities, including the power to veto certain decisions of the Commissioner. The Panel will want to use proactive communications to support the efficient discharge of its responsibilities. There is likely to be media interest in the relationship between the Panel and the Commissioner, particularly on any areas of disagreement.
3. The absence of any co-ordination between the Panel and the Commissioner may lead to public confusion, **reputational damage for both and a deterioration in relationships or a situation where the media tries to play one body off against the other.**

Aims:

4. This protocol has the following aims :
 - to work effectively with the media in both issuing proactive press releases and in responding to media enquiries, to ensure the best outcomes possible
 - provide clarity to the media about the respective responsibilities
 - to maintain and respect the independence of each body; and
 - to avoid either body undermining the role of the other

Principles:

5. In this Protocol:-
 - both bodies agree to provide an embargoed copy / inform each other before any press releases are issued on matters relating to Panel business. This is to enable the other body to consider whether to prepare a response, comment etc;
 - both bodies agree to consider any requests for amendment or correction of media releases before they are issued

- all communications shall have regard to the Code of Recommended Practice on Local Authority Publicity and other statutory provisions concerning communications.

Working arrangements

6. A nominated communications representative from ~~Bristol City Council~~ **Somerset County Council** will meet ~~regularly when necessary~~ with the Commissioner's Head of Communications to discuss up and coming meetings and arrangements. Both the Panel and Commissioner may issue their own statements/comments following Panel meetings subject to the principles set out above.

Publication of agenda and minutes

7. Dates of meetings and meeting papers will be published on the ~~Panel's Host Authority's~~ **Panel's Host Authority's** website. A link to the ~~Panel's host Authority's~~ **Panel's host Authority's** website will be published on the Commissioner's website.
8. After the meeting any **proposed** external **Panel** communications will be shared in advance with the Commissioner's Head of Communications for information e.g: any planned interviews, announcements of key decisions, and timings to ensure a joined up approach.
9. Draft minutes of the Panel will be shared with the Commissioners Office, and the Commissioner and/or her officers will be invited to comment (within reasonable timescales set by the Host Authority clerk) on those minutes where the Commissioner and/or her officers have provided information or been quoted.

B. Communication with the media by individual members of the Panel and the role of the Chairman

10. ~~The Chairman of the PCP (or in their absence, in which case the Vice Chairman) will be the official spokesperson for the Panel unless a different spokesperson has been identified by the Chairman.~~

The Chair of the Panel (or in his absence the Vice-Chair) is the official spokesperson for the Panel unless the Chair approves a specific spokesperson from the Panel in advance. All official communications will be generated by the Host Authority press office on behalf of the Panel.

12. ~~If a political member of the PCP wishes to present the views of their own council, on a matter which falls within the remit of the PCP, this should be in line with their council's protocol for communicating with the media and a copy should be sent to the host authority. They should always make it clear that they are speaking on behalf~~

of their own authority. If they wish to make a personal comment on a matter which falls within the remit of the PCP they may do so, subject to making clear that they are commenting in a personal capacity and not on behalf of the PCP.

Other Panel members may present personal comments on any matter which falls within the remit of the Panel, or present the views of their respective local authority in line with the relevant authority's protocol for communicating with the media. It should be made expressly clear that such comments are made either in a personal capacity or on behalf of the relevant local authority. The same principle applies to comments made using social media.

A copy of any formal press statement should be sent to Somerset County Council's press office.

- ~~13. If a co-opted Panel member comments in public on a matter which falls within the remit of the PCP, they should make it clear that they are speaking in a personal capacity and not on behalf of the PCP.~~
11. Bristol Somerset County Council's press office will respond to day to day inquiries from the media by issuing statements and/or arranging interviews with members or officers as appropriate. This will be following discussions with the Chair~~man~~ (or in his absence ~~or unavailability~~, the Vice Chair~~man~~ of the Panel) and the ~~Bristol lead officer for the PCP and Clerk to the Panel~~, in communication with the ~~Commissioners' office~~ Office of the Police and Crime Commissioner (OPCC) as necessary and when appropriate.
12. Issues likely to involve heightened media interest or with potential to affect the reputation of the Panel, the OPCC or the Constabulary will be escalated and all reasonable steps will be taken by relevant officers to communicate as soon as possible and in advance of media reporting with a view to establishing appropriate next steps in consultation with the Chair (or Vice-Chair) and the Commissioner.
13. The media will be invited and are entitled to attend all formal meetings of the Police and Crime Panel unless matters of a confidential or exempt nature are to be discussed. In such circumstances the press and public ~~will~~ may be excluded from the meeting in line with the statutory Access to Information arrangements

C. Review

14. To ensure that ~~these~~ ~~this~~ protocols remains fit for purpose and relevant, ~~it~~ ~~they~~ will remain under continual review. ~~They~~ ~~It~~ will act as a guideline based on the best current assessment of sensible work practice, ~~They~~ ~~It~~ may require amendment in the light of practical experience and, if so, will be amended with the agreement of the Commissioner and the Panel. Any amendments will be recorded in writing.

15. Both parties shall monitor the quality of communication and may request to meet to discuss specific areas of concern. ~~—and the Commissioner’s Head of Communications will normally meet no less than twice per year with the nominated communications representative from Bristol City Council to discuss any specific concerns and in general to discuss any issues they might have in connection with the Communications Protocol.~~

16. The protocols ~~s~~ will be reviewed again in November 2019.

Agreed Jan’13–27th June 2018

DRAFT

AVON AND SOMERSET POLICE AND CRIME PANEL COMPLAINTS PROTOCOL

Introduction

The Police and Crime Panel (the Panel) is responsible for handling non-criminal complaints against the Police and Crime Commissioner for Avon and Somerset (PCC) and criminal complaints and conduct matters that are referred back to the Panel by the Independent Office for Police Conduct (IOPC). Arrangements for the Panel's role in complaints handling are set out in the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 and accompanying Home Office Guidance.

Purpose of the Protocol

- To explain how complaints against the PCC are dealt with by the Panel.
- To reassure the public that complaints against the PCC are dealt with fairly and appropriately.
- To reassure the public that the Panel will refer any complaint relating to a criminal offence to the IOPC.

Scope of the Panel's Activity

The complaints procedure covers issues relating to the conduct of the PCC. If you consider the PCC has not acted appropriately in relation to a matter for which the PCC has responsibility, you may raise this issue under the Panel's complaints procedure.

Submitting a Complaint

The Panel has agreed to delegate responsibility for the initial handling and recording functions to the PCC's Chief Executive and Monitoring Officer.

To make a complaint against the PCC, you can email:-

pcc@avonandsomerset.pnn.police.uk

Or contact in writing:-

The Chief Executive
Avon and Somerset Office of the Police and Crime Commissioner
Valley Road
Portishead
Bristol
BS20 8JJ

Complaints regarding operational policing, the Chief Constable and other Police officers are not dealt with by the Panel. Further details can be obtained by contacting the email address above.

Delegation of non-criminal complaints to the Chief Executive and Monitoring Officer

The Chief Executive and Monitoring Officer in the Office of the Police and Crime Commissioner, will consider all non-criminal complaints regarding both quality of service and conduct, make a recording decision and act to broker local resolutions to resolve complaints in the first instance.

The Panel will receive a monitoring report at every meeting which will provide summary information in relation to complaints against the Commissioner and their status. Where a decision is taken to record a complaint, a copy of the register and action plan will be attached to the report. Members have the ability to undertake periodic dip-sampling of complaints to provide assurance with regard to the handling process.

The Panel is the final arbiter of complaints against the PCC and complaints will be referred to the Panel if:-

- The complainant is not satisfied with how the complaint has been dealt with;
- The Chief Executive considers there to be an actual or perceived conflict of interest in dealing with the complaint;
- The IOPC refers a matter back to the Panel;
- There is a request for a review/escalation of a complaint by a member of the Panel.

Panel consideration of Complaints

The Panel has the ability to deal with complaints using informal resolution. This is a way of dealing with a complaint by solving, explaining, clearing up or settling the matter directly with the complainant, without an investigation or formal proceedings. It is a flexible process that may be adapted to the needs of the complainant and the individual complaint.

The Panel may take such steps as appropriate to resolve the matter including referring the issue to a sub-committee. A Complaints Sub-Committee was established on 30th October 2014 to carry out delegated functions of the Panel associated with the complaints handling process and the informal resolution of complaints. The Sub-Committee will decide on the most suitable course of action to assist with the informal resolution of the complaint.

The Panel can resume responsibility for informal resolution at any time.

Informal resolution will be discontinued if the Panel decides the complaint should be referred to the IOPC, or if the IOPC notifies the Panel that they require the complaint to be referred to them.

Informal Resolution

The Sub-Committee will first consider if the complaint has already been satisfactorily dealt with. If it appears it has, it may decide to take no further action.

The intention is for the informal resolution process to be flexible so it can be adapted to individual circumstances. However, there are some formal requirements:

- No investigation can take place. The Panel has power to require the PCC to provide information and documents and to attend to answer questions. This does not amount to an investigation.
- The complainant and the PCC must be given the opportunity to comment on the complaint as soon as is practicable.
- Any failure by the PCC to comment on the complaint when invited to do so will be noted in the written record.
- The Panel has no power to tender an apology on behalf of the PCC or impose a formal sanction.

The Sub-Committee may find there are recommendations which emerge naturally from its findings/consideration of the matter and these may be passed to the PCC to implement. In attempting to secure a resolution the Sub-Committee is required to consider whether further information, clarification or explanation is required and/or whether any actions are required and can be agreed between the parties.

Timescales

Wherever possible complaints will be acknowledged within 10 working days. Matters requiring informal resolution by the Panel will be considered by the Complaints Sub-Group as soon as practicable or at the next Panel meeting.

Reference to the Independent Office for Police Conduct

The Panel is not responsible for investigating or determining whether a crime has been committed.

Any conduct matter and any serious complaint (a complaint about conduct that constitutes or involves, or appears to, the commission of a criminal offence) must be reported to the IOPC as soon as possible. Any other complaint must be referred if the IOPC requires it.

Referrals should be made as soon as possible and no later than the close of business the day after the Panel becomes aware that the matter should be referred.

To fulfil this duty, the Chief Executive and Monitoring Officer will notify the Chair of the Panel and the Clerk and the matter will be referred to the IOPC.

The complainant and the person complained about will be notified, unless doing so might prejudice a future investigation.

It is possible for the IOPC to refer any complaint back to the Panel for resolution.

Appeals

There is no right of appeal against the outcome of informal resolution.

A complaint about the way a matter was handled can be made to the Local Government Ombudsman.

27th June 2018

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Avon and Somerset Police and Crime Panel

27th June 2018

Panel Annual Report 2017/18

1. Summary

Attached is a draft of the Panel's Annual Report 2017/18. In the interests of the Panel's budget, a decision was taken not to commission the corporate design team to produce a format for the report.

One aim of the Annual Report is to inform the public of the Panel's role and responsibilities, and the Panel should therefore consider if the draft fits the bill in this respect.

Obvious distribution includes local authority websites, newsletters and the Panel website. The Panel will need to decide if it wishes to commission any printed copy and where this should be distributed.

2. Recommendation

Panel members are invited to:-

- review the draft and highlight any amendments or additions they wish to make to the content.
- consider if printed copies should be commissioned.
- provide input as to local means of publicising in order to raise the Panel's profile with the public.

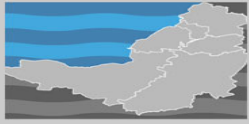
Patricia Jones (Clerk)

Avon and Somerset Police and Crime Panel

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Avon and Somerset Police and Crime Panel



Annual Report

*April 2017–
March 2018*

*Providing effective Scrutiny and Support to the
Avon and Somerset Police and Crime Commissioner*



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Members of the Panel

There are 10 Local Authorities in the Avon and Somerset Force area, each of which must be represented on the Panel by an elected member. It is the responsibility of each authority to ensure that the member appointed has the appropriate skills, knowledge and experience for their role on the Panel. The overall composition of all Police and Crime Panels should form a “balanced appointment” objective which takes account of, as far as is practical, both political and geographical proportionality. Reaching the balanced appointment objective is a collective responsibility of the component authorities and the Panel itself.

Somerset County Council, the Somerset District Councils and Taunton Deane Borough Council each have 1 seat. The former Avon Unitary Councils (North Somerset, South Gloucestershire and Bath and North East Somerset) have 2 seats. Bristol City Council has 3 seats, having been allocated an additional seat based on the city’s population size and comparatively high crime levels.

They are joined by three Independent Co-opted Members, recruited through a competitive selection process, who have the same voting rights as the local authority Panel Members. In total there are 18 Panel Members:-

Bath and North East Somerset	Cllr Cllr Mark Shelford and Cllr Cherry Beath
Bristol City Council	Cllr Asher Craig, Cllr Mark Weston and Cllr Afzal Shah
Mendip District Council	Cllr John Parham
North Somerset Council	Cllr Nigel Ashton (Chair) and Cllr Roz Willis
Sedgemoor District Council	Cllr Ann Bown
Somerset County Council	Cllr Neil Bloomfield
South Gloucestershire Council	Cllrs Heather Goddard and Cllr Mike Drew
South Somerset District	Cllr Martin Wale (Vice-Chair)
Taunton Deane Borough Council	Cllr Jane Warmington
West Somerset District Council	Cllr Stuart Dowding
Independent Member	Andrew Sharman,
Independent Member	Joseph Mullis
Independent Member	Vacancy

A recruitment exercise to fill the vacancy above will take place over the summer.

Contact the Avon and Somerset Police and Crime Panel:-

Patricia Jones,
Senior Democratic Services Officer
County Hall, Taunton, TA1 4DY
Tel: 01275 885788/07855284506
Email: PLJones@somerset.gov.uk

Chair's Introduction

I am pleased to introduce the Avon and Somerset Police and Crime Panel Report for 2017/18 and reflect on the Panel's challenges and achievements over the last year. Policing has undergone much change since 2012 and it is evident that there is more change to come as the powers and responsibilities of Police and Crime Commissioners expand at pace.



In February 2018, the Commissioner presented her Policing Precept proposal to the Panel which amounted to an average increase of £12 per annum on council tax bills. In reaching our decision, the Panel was mindful of the pressures faced by the taxpayers of Avon and Somerset in the current economic climate, and the impact of an increasing council tax burden. We also considered the increasingly complex demands faced by the Constabulary and the on-going deficit which has resulted from reduced funding year on year. Having balanced these conflicting drivers, the majority view of the Panel was that the Precept proposal was both fair and necessary at this time.

The increase will raise £4.6 million and the Panel welcomed the assurances from the Commissioner that this will be ringfenced to specifically recruit and maintain current numbers of Police officers and PCSOs in our Neighbourhoods. Going forward as the pressure on resources increase, there will be increasing focus on collaboration with neighbouring constabularies and partner agencies to keep our communities safe and maximise value for money. This was recognised in the Policing and Crime Act 2017 which introduced a formal duty for all three emergency services to collaborate, and in turn, a duty on the Panel to respond and scrutinise commissioned services and the allocation of resources. This, and ensuring that local policing maintains a strategic priority will be key activities for the Panel in the future.

There needs to be a constructive tension between the Commissioner and an appropriate level of challenge and support. A timely flow of information makes the Panel's Scrutiny function more effective and I would like to thank the Commissioner and her staff for their co-operation and transparency. The members that serve on the Panel have carried out a level of scrutiny that goes beyond their statutory responsibilities and I would like to place on record my thanks to those members who have gone the extra mile to contribute to this work. By dedicating additional time and drawing on specific knowledge and expertise to look in detail at performance, we hope to make a difference and provide a robust oversight of the Police and Crime Commissioner's priorities and key business areas.

In June 2018, I will step down from the position of Chairman after six years. The members of this Panel will continue to have a unique mandate to hold the Commissioner to account on your behalf and our combined efforts will ensure that Avon and Somerset gets the best possible Police service.

Nigel Ashton,
Chairman

Roles and Responsibilities

In each Police force area, there is an elected Police and Crime Commissioner. The Commissioner is responsible for setting the strategic objectives of the Police force and deciding how funding for local policing and crime reduction activity is allocated. The first elections took place in 2012 and Independent candidate Sue Mountstevens was elected Commissioner for Avon and Somerset. She was re-elected for another 4 year term in 2016. The role of the Commissioner is to be the voice of the public and to hold the Chief Constable to account.

The Police and Crime Panel was also established in 2012 and its purpose is to support and challenge the Commissioner's work and the decisions she takes. The Panel is made up of Councillors from the 10 Local Authorities in the force area and 3 Independent Panel Members who bring a variety of skills and experience to the role. Somerset County Council currently acts as the Host Authority for the Panel and is responsible for its administrative and officer support arrangements.

The Commissioner's plans and objectives are set out in a document called the Police and Crime Plan. This is the most important document any Police and Crime Commissioner will produce during their term of office. The Commissioner is required by law to consult the Panel on the plan and other duties connected to her role. A summary of the Panel's core responsibilities is set out below :-

- review the plans and objectives set out in the Commissioner's Police and Crime Plan
- scrutinise the Commissioner's proposed Council Tax Precept - this is the money collected from council tax specifically for Policing
- hold a Confirmatory Hearing for the Commissioner's proposed appointment of a Chief Constable. The Panel has the ability to veto the appointment if this is considered necessary
- consider and resolve complaints in relation to the Commissioner's conduct.

The Panel's primary function is to hold the Commissioner to account but it is important to remember that the Panel does not hold the Chief Constable to account. If the Panel has a particular issue of concern, for example an increase in violent crime, the Panel's role is to establish how the Commissioner is addressing this at a strategic level. In turn, the Chief Constable has responsibility for implementation of the Police and Crime Plan and day to day operational matters in our communities. He is accountable to the Commissioner.

In carrying out the above duties, it is essential for the Panel to stay well informed on policy and issues affecting Policing and the Panel has dedicated officer support and appropriate developmental training to assist with this.

Key Activities

In order for the Panel to carry out its role, there must be some consideration of operational outcomes and performance. This will help establish whether resources have been allocated appropriately which is critical when it comes to looking at the following year's budget plan. The Panel has therefore dedicated agenda time during the meeting cycle to take a more detailed look at performance against the Police and Crime Plan. By undertaking a number of mini inquiries the Panel has been able to into specific topics in more detail. These include:-

Putting Victims First

The Commissioner's vision for victims set out in the Police and Crime Plan is :-

"I want to improve victim's satisfaction with and influence over the services they receive. I will support a joined-up approach to service delivery that has the voice of victims at its heart. I will be a fierce advocate for all victims, particularly those that are vulnerable, intimidated or persistently targeted, victims of serious offences such as domestic abuse, sexual abuse and hate crime."

The Panel studied in detail the work in progress to address the lack of joined up services for victims and the efforts being made to make the voice of victims heard in the criminal justice process. The Lighthouse Victim Care Service was developed in 2013 in response to the Commissioner's new responsibility to commission local referral and support services for victims of crime. Operating from three 'hubs' in Keynsham, Bristol and Bridgwater, its aim is to provide a single point of contact for victims from first point of contact with the police, through the investigation phase and on to the end of the criminal justice process.

Inevitably, this service was a key line of inquiry for the Panel who looked for assurance in three principal ways – the means by which victims can access the service, the experience of victims who engage in the process, and the training available for the staff responsible for interaction with victims. The Panel feels these elements are fundamental to the success of the service and should run parallel to a robust performance framework that focusses on quality assurance and monitoring. The audits conducted by senior staff on different workstreams, the monitoring of staff interaction with victims, and the review of departmental performance by the Force's Continuous Improvement Board have provided valuable insight into the service and areas that require improvement.

Cyber Crime

In 2016 the Panel was aware that the number of recorded offences of cybercrime had increased by 91%. At the time, the Constabulary did not have a dedicated cyber-crime unit

but a wide-ranging capacity within various different units to deal with different elements of cyber related criminality. The Panel was briefed on the high level challenges this crime presents for the Constabulary, particularly in terms of child protection and economic crime which often requires the pursuit of offenders outside of the UK. However, the Panel also sought assurance that the high volume lower level frauds occurring regularly in our communities should also form part of everyday policing. The point was made that the internal reporting boundaries between the Constabulary and Action Fraud can be meaningless to the average person and do not take into consideration the economic and personal loss to victims who are frequently elderly and vulnerable. The Panel recommended that Work around education and prevention should be prioritised in order to protect our communities and that front line officers and PCSOs are trained to deliver the appropriate level of services to the public when these reports are made.

Work has continued and more information can be found in the Link Member section below.

Anti-Social Behaviour

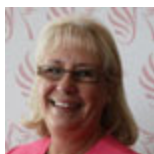
The Panel and the Commissioner agree that partner agencies coming together in a “One Team” approach is crucial to addressing the underlying causes of anti-social behavior. It is evident that the co-location of Police and Local Authority services is working well especially in the case of on-going neighbourhood disputes that require both Police and Local Authority intervention. CCTV continues to provide a solid evidence base in addition to a written log of incidents which people are routinely advised to keep. The Panel believes that training should be a key element of the partnership approach to this problem but recognise that individual partners must be alert to this and take responsibility for the training of their staff.

The Panel was able to clarify the powers available to the Police around fly tipping which a number of Panel members report is on the increase in their communities. The law requires any action taken by the Police and the courts in response to fly tipping to be proportionate and supported by sufficient evidence. Accordingly, the court has power to confiscate the vehicle of an offender, but this happens infrequently because it is not considered a proportionate response in many cases. However, it is apparent that Magistrates are becoming increasingly mindful of the impact on the community and this is being reflected in the fines imposed and recent tagging of offenders.

Panel Link Member Roles

With the support of the Commissioner, the Panel has established a Link Panel Member role to draw on the knowledge, expertise and interests of Panel Members and influence the work of the Commissioner in key areas of business. In doing so, we hope to develop the role of the Panel in proactive Scrutiny work and support the development of strong and effective partnership working with Local Authorities, Community Safety Partnerships and the wider partners at a local level.

This method of involvement also strengthens accountability and transparency by inviting Link Members to report back to the full Panel Membership on activities and key issues in their area of business. Some roles are well established and others are in the early stages of development.



Mental Health

Cllr Roz Willis and Joseph Mullis

Partner agencies in Avon and Somerset have joined forces to ensure that those with mental health problems get the care they need. In 2016, the Control Room Triage service was launched, bringing together local police forces, fire brigades and the local NHS. It places experienced mental health professionals in the Force Communications Centre and Bridgewater Custody Suite to offer real time advice and guidance to support Police and Fire Service officers who respond to incidents relating to mental ill-health.

The Panel welcomed involvement in this and in 2017 Councillor Willis and Joseph Mullis (Independent Member) took part in visits to ascertain the progress of the initiative and to identify the challenges and successes of the service and its impact on the Constabulary.

Both members feel it is clear that the placement of mental health professionals within the Control Room and Bridgewater Custody Suite is having a positive effect with dealing with individuals who present themselves with a mental illness or vulnerability. A number of concerns remain apparent surrounding the use of Section 136 of the Mental Health Act which allows a Police officer to take a person displaying symptoms of mental health symptoms to a place of safety. It was established during the visits that there are limitations

on how and when the Police can use this power and that repeated use may be a sign that people are not receiving appropriate support from local services after being discharged from hospital.

In the space of a year, the service dealt with over 500 referrals, 449 of which related to individuals who were already known to services. This is encouraging and it is felt that further analysis of the anticipated benefits and the desired outcomes of the service would provide a benchmark of progress and enable gaps in service provision to be identified.

Areas identified for future monitoring include a review of the benefits of shared decision-making between the Police and NHS, establishing if information sharing has improved, and if Police involvement in mental health crises has actually reduced. However early findings resonate a welcome addition of assisting the Police with people presenting with a mental health illness or vulnerability.

The Link Members thank OPCC and Constabulary staff for their assistance during the visits and the information provided which helped with the writing of this report.

The Panel would also like to acknowledge the Commissioner's on-going dedication to this priority. In recent years, progress has included the creation of a Crises Care Concordat with partner agencies, the provision of alternative places of safety for children and young people in mental health crisis and specialist training for officers. The Panel welcomes a further commitment in relation to detention following a Section 136 arrest which means that a person in crisis will not be detained in a custody suite unless the circumstances are exceptional.

Development of the Police and Crime Plan Cllr Asher Craig

Councillor Craig contributed to the plan's development and took part in the OPCC's Strategic Board meetings over 2016 where she set out her aspirations for the OPCC to engage more widely with communities. As her local authority's political lead on equalities and culture, she was keen to lend her experience to the process and ensure that the plan was realistic as well as ambitious.

Councillor Craig made a number of recommendations over the course of the process. These included the need for community cohesion and more effective partnership working to be included within the plan's objectives and the inclusion of 'courteously' as part of the service promise. It was recommended that the workforce should receive the training needed to

perform their duties fairly and respectfully, including unconscious bias training and effective communication skills. Councillor Craig also agreed to facilitate opportunities for the Commissioner to promote the plan through local forums and Neighbourhood Partnerships.

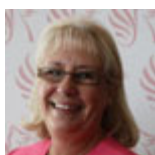
A variation to the plan was recently brought to the Panel and the plan as a whole is at an assurance stage. There's now a timeframe for the reprisal of the role with potential for Councillor Craig's involvement in both the Police and Crime Needs Assessment work over the summer and future Strategic Board meetings where the plan will be finalised before it comes back to the Panel in January 2019.



Cyber Crime - Cllr John Parham

Councillor Parham has contributed to this work area since 2014 and feels that education and prevention is key to protecting our communities. The force now has a dedicated Digital Investigation Unit (DIU), a dedicated Cyber Crime Officer and is developing a new Vulnerable Victims of Fraud initiative. This particular initiative focusses on the crimes that are almost never detected, highlighting the importance of education as a long-term crime prevention approach. The Constabulary regards the victims affected by this crime as a safeguarding issue and practical help can be made available in the form of a review of a niche case or a tailored consultation for a victim or a person at risk. The Cyber Crime Officer can also provide over-the-phone online safety support in relation to telephone scams, romance fraud and software service frauds.

There is Panel oversight potential in terms of the DIU and Councillor Parham will visit the unit in the near future and identify a specific theme for the Panel to progress. This work area clearly provides a valuable way for the Panel to gain insight into who is being victimised, an understanding of the pressures faced by the Constabulary and the steps being taken to tackle cyber crime both locally and nationally.



Vulnerability – Cllr Roz Willis

The Panel recognises that supporting victims throughout the whole process can lead to a reduction in abandoned trials and better criminal justice outcomes. In support of these

endeavours, a Link Member is currently working with the Victims Recommissioning Board which has been established to oversee the recommissioning process as current contracts come to the end of their duration. This has provided an opportunity for Councillor Willis to review the consultation feedback emerging from the Victims Needs Assessment which was carried out to inform the process and consider the gaps in services which predominantly reflect issues of demand in some areas. It was also possible to feed into the board's Engagement Plan designed to receive feedback on the Commissioner's commissioning intentions and inform the final Commissioning Plan and specifications. The OPCC welcomed and acted on the recommendation that valuable feedback could be provided by bodies with a vested interest in the services such as the Sustainable and Transformation Partnerships, CCGs and Parish Councils - bodies with links and close ties with the local community and voluntary sector that are alert to the services which are vital to the area. Councillor Willis will continue to participate in a series of board meetings in place across 2018 and early 2019 to take this work forward.

Another strand of the work around vulnerability involves service delivery assurance following the tragic and troubling death of a member of the Bristol community in 2013. Councillor Willis was given an opportunity to participate in a Multi-Agency Enquiry Day focussing on the support of vulnerable people, the prevention of victimisation and data sharing between responsible authorities. This achieved its dual purpose of providing assurance that appropriate lessons had been learned and that further work is still necessary in order to realise future opportunities for further improvement.

Councillor Willis was consulted on the Commissioner's final report which includes actions to drive improvements for the future such as the further embedding of good practice and lessons learnt, the removal of obstructions to joint working, and a focus on secure data exchange to encourage openness and foster vital trust between partner agencies.

Representative Workforce Cllr Asher Craig and Cllr Afzal Shah

Councillor Craig and Councillor Shah strongly support measures to ensure a more diverse workforce and successful Black Minority Ethnic progression in the workforce. In 2016, the Commissioner held a series of meetings with the Constabulary to develop plans for this priority and make the service more representative of the communities it serves. A Police Representative Workforce Team was formed and a 'positive action' approach adopted to

identify and remove barriers and issues to the recruitment, retention and progression of people from ‘under-represented’ groups.

The Link Members welcomed the Diversity and Inclusion workshop held to assess all of the Constabulary’s work on Equalities and Diversity, including how to better engage the staff associations around this priority. Progress has been evident in the form of Diversity Champions appointed from within the Constabulary to provide much needed guidance and mentoring to job applicants. A new Scrutiny of Use of Police Powers Panel has been formed with 50% BME members and “Know Your Rights” materials have been refreshed and circulated.

Strategically, more recent achievements include the introduction of a dedicated Diversity Steering Group looking predominantly at police officer recruitment including the barriers and the progress of positive action. This is welcomed and has participation from all the staff associations including the Black Police Association. Participation in the Superintendents Direct Entry is being considered as well as the Fast Track scheme which will focus on BME recruits. The First new Diversity and Inclusion Board took place on in January 2018.



Business Crime – Andrew Sharman

My experience as a practitioner in the field of business crime reduction has led to my appointment as the link member on business crime for the Police and Crime panel. With a decade of experience in running a business crime reduction partnership, I am still involved in representing and advising police and partnerships through my work as the South West Business Crime Centre; chairing South West Businesses Against Crime; and representing the region on the National Association of Business Crime Partnerships.

Business crime represents almost a quarter of reported to Avon and Somerset, the vast majority of that being theft, particularly against the retail sector. The challenges for Police and businesses alike is how to counter these threats in the face of reduced resources and funds.

Issues such as county lines drug gangs and organised criminal groups are impacting on retail and rural business sectors particularly. The ever present scourge of cyber crime and fraud are also areas that require stronger prevention and reporting from business to enable law enforcement to bring those committing offences to justice.

Policing in our town and city centres has less visibility due to the impact of cuts and this has led to a big increase in concerns around aggressive begging; anti-social behaviour and alcohol or drug related disorder.

The simplest way to present the key elements of this work area is to list the positive and negatives. Positives include:-

- * “Local” business crime issues are being dealt with by the Neighbourhood Policing and Partnerships Directorate (NPPD) whilst cybercrime, fraud, and organised crime is being handled by the Investigations Directorate or Regional Organised Crime Units.
- * Businesses are now able to upload CCTV and report crimes directly onto the police website. This frees officers from time spent collecting and the age old technology issues on playback.
- * A new national standard for business crime reduction schemes has been introduced. The Metropolitan Police led National Business Crime Centre are pushing all 43 services to participate. It is hoped that through every shop and pub watch demonstrating compliance following assessment, it will enable businesses and police to share data with greater confidence.
- * The PCC’s Rural and Business Crime Forums continue to meet to bring key stakeholders together to share best practice and problem solve. Recent topics have included violence against retail staff; rough sleeping; and better information sharing.
- * The National Farmers Union reported a 1% drop in claims for rural crime in Avon & Somerset in 2017.
- * Recorded business Crime was down 5% year on year, with an obvious exception cited below. Business Crime is notoriously under reported, so a drop may be as a consequence of proactive policing approach or changes in the financial threshold for crimes to be accepted by the service. Research is needed to prove the reasons behind the drop but it is seen as a positive.

The negatives include:-

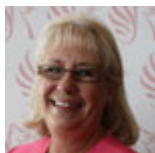
- * The introduction of the European Union’s General Data Protection Regulations may impact on information sharing. Risk averse businesses and Police services may withhold vital data which will impact on successful prevention and detection. This should not be an issue if the correct processes and security measures are in place, however it could present a major obstacle in cohesive partnership working going forwards.
- * Lack of co-ordinated and compliant business crime initiatives in operation within the service area. Currently, only two schemes are accredited (Bath and District Crime Reduction Partnership and the Weston Town Centre Partnership). This exposes the service and many of the other schemes, where best practice and compliance may be an issue. Work is needed to assess and ensure that all are compliant to prevent any potential issues.

* The decision by the Police and Sedgemoor District Council to replace the existing accredited partnership has created many issues for traders in Bridgewater and Taunton. Reports of theft and violence have increased. Losses for traders have increased exponentially. Critical key locations are not participating, as they were previously, exposing community safety vulnerabilities. The absence of information sharing has also been acutely felt. This is reflected in Police recorded data. Business Crime across Avon and Somerset dropped by 5% last year, except in Somerset West where the figure rose by an alarming 5%, a gap of 10% compared to the rest of the service area.

* Cyber and fraud awareness is still low, despite an abundance of preventative information being readily available. Businesses need to take more action to stop falling victim to such crimes.

Reflections of Panel Members

I am currently Vice-Chair of the Panel and Chair of the Complaints Sub- Committee. As an experienced Councillor and ex Police officer, I feel it's important to bring a balanced view to the Scrutiny of the Commissioners role. I'm keenly aware of the expectations of the public in terms of visible and Neighbourhood Policing and alert to their concerns around current crime trends. I believe the Panel should support the Commissioner in her elected role and act as 'a critical friend'.



As local Councillors, we are familiar with our own wards and we are alert to the cultural issues within our communities. However, being a member on the Panel is very helpful in understanding the issues across the Avon and Somerset force area. It enables me to fully understand and learn from other colleagues about the issues affecting Bristol down to Minehead, both from a Council perspective and a Policing one.

Panel members know their patches and draw naturally on their collective expertise, experiences and interests to ask probing questions, and challenge, inform, influence and support the commissioner in her role. There are further opportunities to discuss current community concerns, appraise initiatives, give and receive feedback and be updated on particular police matters and trends. The link members have been able to research a number of topics to provide additional information and context. The Panel also needs to agree the police budget and address complaints occasionally made against the Commissioner. We help the Commissioner reflect on community concerns and then scrutinise what the commissioner puts in place with the Police to address these.

Coming from an essentially rural area, West Somerset's imperatives are different to the more urban areas. Those in isolated areas are particularly vulnerable. Shop and shed theft need be far higher up the agenda as it is the kindergarten of criminals where they learn skills and how to circumvent the law. Rural crime is low thanks to the good works of the Rural Crime Team but "Antis" is still able to disrupt some legitimate pursuits. We welcome collaboration in the field of "Blue light" services and our electorate see this year's Council Tax increase for the Police as essential – the Panel has played an excellent role in its scrutiny of the Budget and ensuring value for money. Putting victims at the heart of the criminal justice system can be misinterpreted by the public as downgrading the pursuit and prosecution of criminals, and Cyber Crime is often not seen as the Police issue it is - which is regrettable given the eye-watering sums involved.



"This has been a challenging year with police budgets being reduced, an increasing population and areas of crime greatly increasing such as Cyber Crime which has increased by over 90%. I was pleased to support the increase for the Police precept as I have chaired the Community Safety Partnership in South Gloucestershire for seven years and know what it means to my community to be safe and to

feel safe. I am also delighted that we are maintaining Neighbourhood policing as this is greatly valued by communities, and although we will not see the Bobby on the street we will see them working with new technology in the local supermarkets and Coffee shops in our areas saving them time having to return to base to write out reports. In South Gloucestershire we are welcoming police working within our council buildings throughout the district. This means that teams dealing with Anti-Social Behaviour or Domestic violence and other concerns can be solved in situ rather than setting up meetings and venues outside. This will greatly benefit our residents.”

Challenges ahead and looking to the future

As the Commissioner’s primary “check and balance” in between elections, the Panel is

aware of its important role in challenging and supporting the Commissioner on your behalf. Our shared objective for the future is to influence and impact positively on the decisions that matter. There are still improvements to make in the area of proactive scrutiny, but we have worked constructively with the Commissioner in recent years and supported her in the implementation of strategic priorities.

A review of Police and Crime Panels

A national assessment undertaken by Grant Thornton looked at challenges and opportunities for Police and Crime Panels. Their survey found that 96% of Panels assessed themselves as being at least moderately effective and 82% of Police and Crime Commissioners considered Panels to be at least occasionally effective in challenging and supporting their work. The national findings also suggest that the main barriers to Panel effectiveness are limited powers and its funding from the Home Office. The report promotes the use of sub-groups and “Issue Champions” both of which we have developed for the Panel’s complaint function and to strengthen our scrutiny of the Police and Crime Plan.

Representation for Police and Crime Panels

As PCC responsibilities grow, our ability to operate effectively and maintain public confidence is key and we feel now is a good time to assist Panels in developing and stepping up to the challenges that lie ahead. Following a review and discussion at the fifth annual Police and Crime Panel Conference, we have supported the formation of an LGA linked Special Interest Group that will build on existing strengths and provide a channel through which collective concerns and representations can be made to Government. This will achieve a greater representative voice to the Home Office, improve collaboration and networking and assist with cost effective training.

2018/19 Work Programme

A work planning meeting takes place annually with the OPCC. In addition to our statutory responsibilities and building on Link Members roles, the Panel is keen to look in more detail at the Constabulary’s Neighbourhood Policing model, performance strategies around Stop and Search and the growth of cyber-enabled crime, together with strategies being developed to reduce this offence. A Panel training day is also being organised for September 2018 and will include Fire Authority governance and the reform of the Police complaints regime (see below).

In December 2017, the Commissioner informed the Panel that £3.2m in Home Office funding had been secured to carry out a multi-agency data analytics project in Avon and Somerset. Using computer systems, this will mark a change in the way the Constabulary manages its data to draw conclusions and identify patterns. This marks a further step in collaboration with other agencies and the Panel welcomed an invitation to contribute to this work area and developing the role of a new Link Member.

The Government’s Serious Violent Strategy was published in April 2018 emerging from round table discussions with the Home Secretary, PCCs and the Policing Minister. It covers all serious violent crime including knife crime and it is the Government’s intention to ensure

that PCCs evidence their response to serious violence in their Police and Crime Plans. The Home Office has advised that this workstream is currently being scoped out and data will be made available later in the year to assist Panels in holding PCCs to account.

Stop and Search

Use of stop and search is subject to close scrutiny through national inspection regimes and local oversight arrangements which means this is a key work area for the Commissioner. At a Panel briefing which looked at the powers, rights and performance with respect to stop and search, the Panel was advised that despite a significant drop in the use of stop and search as a tactic in recent years, the inappropriate or disproportionate use of powers remains a concern.

Used appropriately, it is apparent that stop and search powers provide an effective tool to protect the public and prevent and detect crime. There is a key role for the Commissioner to provide robust oversight of performance and appropriate use of stop and search, and promote information to provide transparency, improved practice and increased confidence in the communities of Avon and Somerset. The Panel welcomed the briefing provided and has requested a more detailed breakdown of performance data and outcomes to assist in the scrutiny of this work area.

Police and Crime Act 2017

The reform of the Police Complaints system will result in the Commissioner having an explicit statutory duty to hold the Chief Officer to account for the performance of the complaints system locally. She will also be required to take on responsibility for handling appeals by members of the public which are currently dealt with by the Chief Constable.

Assurances have been provided by the Home Office that there is no policy intent for Panels to take on any additional responsibilities, either as a further appellate body for the public, or to hold the Commissioner to account on any wider issues than currently fall within a Panel's remit. However, the reform introduces a duty for the Panel to retain oversight of how this function is being delivered. Given the enhanced role of the Commissioner, it is also possible that the Panel will see a rise in the number of complaints it receives against the Commissioner. For example, individuals who are not content with the outcome of their appeal through a genuine belief that the appeal has been dealt with improperly. As a Panel, we will be required to decide which complaints we accept as complaints about the Commissioner's conduct in accordance with our complaints remit, rather than dissatisfaction with an appeal decision made by the Commissioner.

In the meantime, the Government has announced its intention to provide guidance to clarify the definition of a complaint and the parameters of how the Panel should seek to resolve them. This will include the introduction the power of investigation for Police and Crime Panels in relation to non-serious complaints.

Safer and Stronger Communities

STRATEGIC PARTNERSHIP

29 June 2018

Performance Report for 2017/18

Purpose of Report

1. The results for key strategic indicators set by the Safer and Stronger Communities Strategic Partnership are reported to the Partnership in June each year. The available results for the 2017/18 financial year are presented in this report, in order to enable the Partnership to review performance and outcomes achieved, and to agree further action where appropriate.

Background

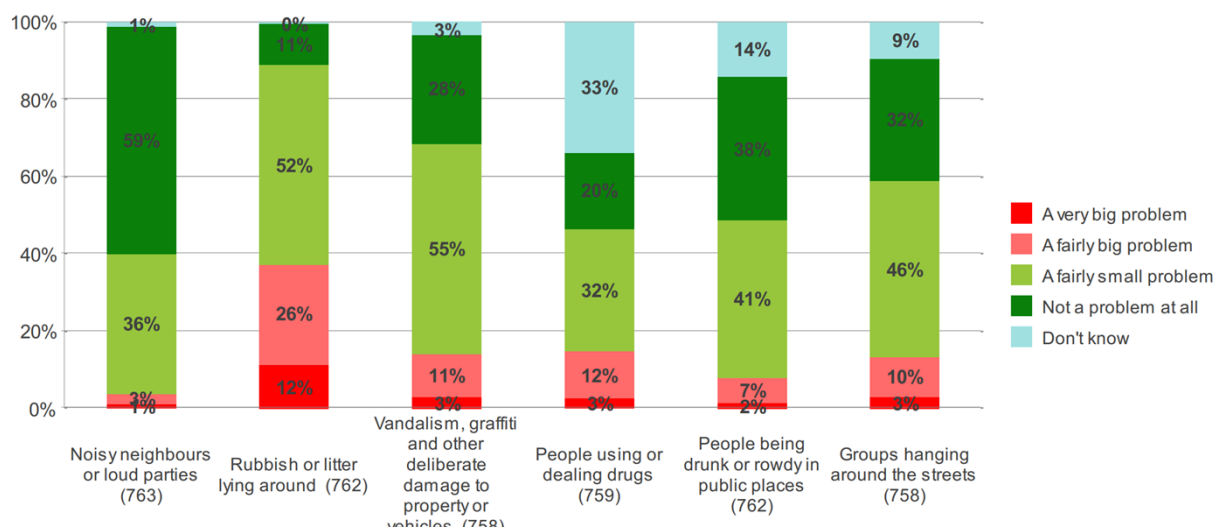
2. The Safer and Stronger Communities Strategic Partnership (the Strategic Partnership) is responsible for delivery of a number of Objectives laid out in the Sustainable Communities Strategy and built on in the Safer and Stronger South Gloucestershire Plan.
3. In March 2017 the Strategic Partnership agreed a number of actions to help deliver these Objectives, along with a set of Performance Measures whose results are regularly reviewed in order to evaluate the extent to which the actions are improving outcomes for residents of South Gloucestershire. In assessing these results the Strategic Partnership has said it will be mindful that performance measures should not be used to drive behaviour which is not in the best interest of our residents
4. Results in 2017/18 for these Performance Measures are shown in Appendix 1. In addition results for work funded through the Police and Crime Grant are shown in Appendix 2. The delivery of agreed actions is reported in Appendix 3.
5. A broader set of conclusions, based on analysis of all three sets of results, has been drawn by the Senior Officer Group and is presented below.
6. A number of the indicators used are based on public perceptions which are assessed through the Council's Viewpoint survey. The survey was sent to all 1,116 members of South Gloucestershire Council's Viewpoint citizens panel either by post (43%) or by email (57%). The survey was open from 15th February 2018 until 18th March 2018 and 765 completed surveys were received giving a response rate of 69%.
7. The panel aims to be as representative of the population of South Gloucestershire as possible and any over- or under-representations with regards to certain demographics are balanced by weighting the data to match the proportions present in the population. Quantitative data has been weighted by priority neighbourhood and the rest of the district, ward, gender and ethnicity according to population information taken from the 2011 census (Office for National Statistics).

Data has not been weighted by age due to large discrepancies between the distribution of age groups within the sample and the South Gloucestershire population. This is to avoid any distortion of results. When reviewing the results it should be considered that the over 45 age group is significantly over-represented and the under 25 age group is significantly under-represented.

Priority 1: Protecting people from harm

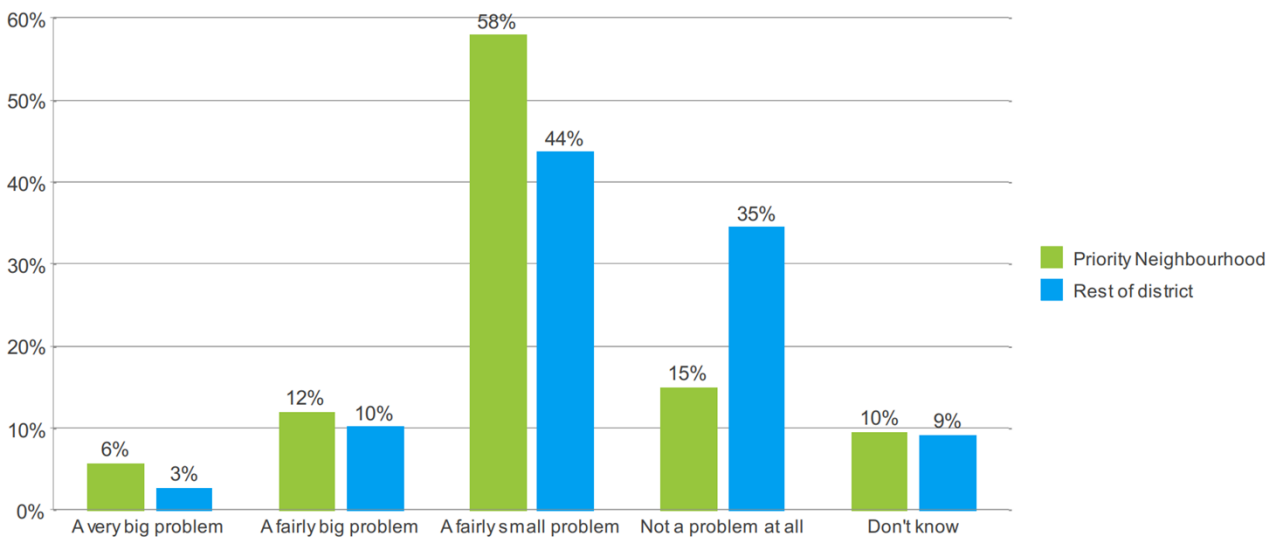
8. The Strategic Partnership placed special focus during 2017/18 in developing its understanding of hidden crimes such as Child Sexual Exploitation, domestic abuse and modern slavery during 2017/18. Given the significant impact of these crime types on vulnerable victims it is notable that all three were identified as priorities for 2018/19 as a result of the new Strategic Assessment process introduced by the Strategic Partnership.
9. Re-offending rates against high risk victims of domestic abuse attending the Multi-Agency Risk Assessment Conference continued to be outside the national best practice targets set by Safelives and by the Strategic Partnership. The number of DVA cases, and of high risk victims identified by the police continues to increase, yet referrals to MARAC fell. The MARAC process across the whole of Avon and Somerset is currently being reviewed, and the Strategic Partnership has already determined the results of this review will be presented to it once it is completed.
10. The proportion of residents believing Anti-Social Behaviour is a problem in their local area increased from 7% to 8%. This variation is well within the confidence Interval. With the exception of 2015/16 when it reached a low of 6% the result had been 7% for 3 of the previous 4 years. Thus even though this was the second year in a row where the result rose by 1 percentage point it is not considered to be of concern.
11. Participants were asked for their opinion on a range of anti-social behaviours in their local area. Each of these problems had a majority of people stating that they were not a problem at all or a fairly small problem. Rubbish or litter lying around was viewed as the largest problem with 12% seeing this as a very big problem and 26% seeing it as a fairly big problem. Over half of the respondents (59%) agreed that noisy neighbours or loud parties is not a problem at all.

Thinking of your local area, how much of a problem do you think each of the following are?



12. There was a noticeable difference between the responses of those from priority neighbourhoods and the rest of the district when looking at anti-social behaviour. Respondents from the rest of the district were significantly more likely to feel each of the issues were not a problem in their local area. The behaviour with the greatest difference was groups hanging around the street, for which 35% of those from the rest of the district viewed to be not a problem at all compared to 15% from priority neighbourhoods. For each of these issues the percentage of responses for a very big or fairly big problem were higher from those living in a priority neighbourhood. For vandalism and graffiti etc. residents of priority neighbourhoods were significantly more likely to respond that this was a fairly big problem (20% compared to 10%)

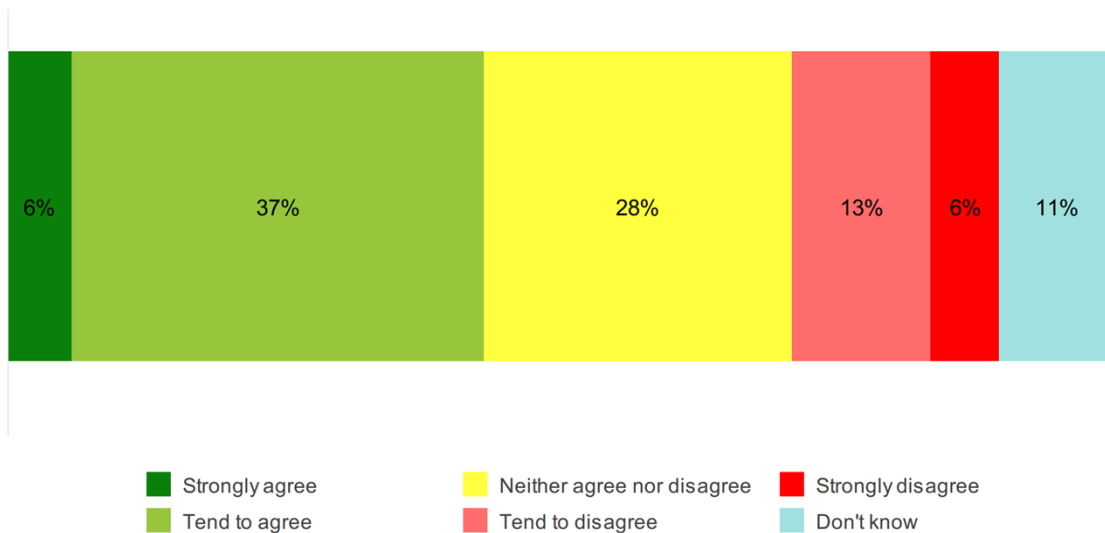
Thinking about your local area, how much of a problem do you think groups hanging around the streets is?



Priority 2 – Strengthen and improve your local community

13. The percentage of residents who feel people from different backgrounds get on well together in their local area reduced for the first time in 5 years from 65.2% to 64.4%. There was not a significant difference between the views of respondents from priority neighbourhoods and the rest of the district, gender or working age and non – working age.
14. The proportion of residents who think there is a problem with people not treating each other with respect and consideration remained static at 8%. When compared to respondents from the rest of the district, respondents from priority neighbourhoods were significantly more likely to feel there was a fairly big problem with people not treating each other with respect and consideration (14% compared to 6%), whereas respondents from the rest of the district were significantly more likely to feel there was not a problem at all (31% compared to 16%). 71% of all working age respondents stated that they saw this as a problem, compared with 59% of non-working age participants. Respondents of non-working age were significantly more likely to feel this was not a problem at all (35% compared to 22%)
15. The proportion of residents feeling safe outside in their local area increased slightly from 78% in 2016/17 to 79%. However this difference is within the margin of error for this methodology.

16. When asked how safe they feel outside after dark, respondents from priority neighbourhoods were significantly less likely to feel very safe (12% compared with 2%) and were significantly more likely to respond that they felt very unsafe.
17. When asked how safe they feel when outside during the day, there was not a significant difference between the views of genders. Respondents from priority neighbourhoods were significantly more likely to feel fairly safe (53% compared to 40%), whereas respondents from the rest of the district were significantly more likely to feel very safe (50% compared to 34%). Whilst the majority of working age respondents replied that they felt either safe or fairly safe (90%), they were more likely than non-working age respondents to state that they felt fairly unsafe (3% compared to 1%)
18. There was a significant improvement to 10 percentage points in the proportion of people thinking the police and other public services are successfully dealing with ASB and crime which increased from 32.9% to 43%. This continues the trend set the previous year where this result rose from 28.9% in the previous year to 32.9%.



19. Men were significantly more likely to disagree with this statement with 26% of them disagreeing compared with 12% of women. Comparatively 47% of women agreed compared with 39% of men. It should be noted though that more men did still agree with the statement than disagree overall. Respondents of working age were significantly more likely to strongly disagree that the police and public services are successfully dealing with anti- social behaviour and crime than those of non-working age (9% compared to 4%), however overall those that disagreed were in a minority with most people of all ages agreeing or neither agreeing nor disagreeing

Priority 3 – Working together effectively

Comments to be inserted

Work Funded Through Community Safety Grant

20. Appendix 2 presents the results for work funded through the Community Safety Grant. A number of these show excellent results, in line with the outcomes anticipated when funding for the projects was agreed.

Conclusions

21. Performance in 2017/18, and contextual information, are presented for consideration by the Strategic Partnership.

Recommendations

22. That the Strategic Partnership:
 - (i) notes the results achieved over the past 12 months;
 - (ii) determines any results it wants analysed in more detail.
 - (iii) takes these results into account in planning future activity.

Author

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Background Papers

Crime-recording: making the victim count - The final report of an inspection of crime data integrity in police forces in England and Wales. Her Majesty's inspectorate of Constabulary, November 2014.

Safer and Stronger South Gloucestershire plan 2017-2020

South Gloucestershire 2026: a great place to live and work (South Gloucestershire's Sustainable Communities Strategy), South Gloucestershire Partnership, 2016.

Appendices

1. Performance Results 2017/18
2. Work Funded Through Police and Crime Grant 2017/18
3. Delivery of Action targets 2017/18

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SOUTH GLOUCESTERSHIRE SAFER AND STRONGER COMMUNITIES STRATEGIC PARTNERSHIP
PERFORMANCE MEASURE RESULTS END OF YEAR 2017/18

The results below cover performance against target in 2017/18 for all strategic performance measures set by the Safer & Stronger Communities Strategic Partnership.

Legend

- ✓ = Target achieved
 x = Target not achieved
 ? = Results not yet available

Indicator	2016/17 Result	2017/18 Target	2017/18 Actual	Whether target achieved	Comments
Priority 1: Protecting people from harm					
Satisfaction of vulnerable victims with the handling of their cases	N/A	First year of monitoring. Baseline to be set.	-	-	The Police report user satisfaction is only collected for certain crime types not specifically for vulnerable victims. The Strategic Partnership may therefore wish to remove this from the list of performance measures.
Repeat victimisation rate following a Multi-Agency Risk Assessment Conference for vulnerable victims of domestic abuse	17.9%	28%-40%	9%	x	<p>Whilst a reduction in the number of repeat incidents should be viewed as a positive, there are concerns changes in practice by the MARAC Co-ordinators in the screening of cases may in fact skew the data.</p> <p>Overall referrals have increased, but fewer cases actually reach a MARAC, which is not to say that of those filtered out there are no repeat victims.</p> <p>The review into how MARAC operates going forward, in order to deal with the increasing demand, will need to consider how any changes may impact on this indicator to ensure it accurately reflects repeat victimization rates.</p>

Indicator	2016/17 Result	2017/18 Target	2017/18 Actual	Whether target achieved	Comments
Number of Neighbourhoods in the worst 20% nationally as measured through the Indices of Multiple Deprivation.	5	<5	N/A	N/A	This is a Bi-annual indicator and the result will be available when the next Indices of Deprivation results are released in the autumn of 2019.
Number of instances where LSOAs in priority neighbourhoods score in the worst 20% nationally in deprivation indices.	16	<16	N/A	N/A	This is a Bi-annual indicator and the result will be available when the next Indices of Deprivation results are released in the autumn of 2019.
Priority 2 – Strengthen and improve your local community					
% residents who think there is a problem with people not treating each other with respect and consideration in their local area.	8%	10%	8%	✓	Derived from Feb. 2018 Viewpoint survey. Weighted result is 8.4% and the Confidence interval is +/- 2%. The true value therefore likely to be between 10.4% and 6.4% (at 95% level)
% residents who feel their area is a place where people from different backgrounds can get on well together.	65.2%	65.2%	64.4%	–	Actual value (based on weighted data) = 64.4%. 95% Confidence Interval = +/-3.4% therefore true value likely to be between 67.8% and 61.0% - therefore no change on previous year (65%).
Total recorded crimes per 1,000 population	60.7	No target set – results compared to those elsewhere	53.8	N/A	Based on South Glos mid-year population estimate for 2016 of 277,600 with 14,941 total crimes recorded in 2017/18
% residents who agree Police and other public services are successfully dealing with crime and anti-social behaviour in the local area	33%	33%	43%	✓	Actual weighted average 43.1%. CI +/- 3.5%. Significant increase from 2014 (33%) which was in itself an improvement in the low of 29% in 2015/16.

Indicator	2016/17 Result	2017/18 Target	2017/18 Actual	Whether target achieved	Comments
% residents feeling safe outside in the local area	78%	78%	79%	✓	Data derived from Feb 2018 Viewpoint Survey. 68.6% of respondents felt very or fairly safe after dark, with 90.2% feeling very or fairly safe during the day leading to an overall result of 79%. There is a +/- 2-3% margin of error on this figure.
Victim satisfaction with the handling of cases	75%	75%	76%	-	Data derived from Feb 2018 Viewpoint Survey - 74.7% (weighted) 'Agree' with the 9 Health and well-being statements. There is a +/- 2-3% margin of error on this figure.
% residents who feel anti-social behaviour is a problem in their area	7%	7%	8%	-	Data derived from Feb 2018 Viewpoint Survey. The change is within the margin of error +/-2-3%. Slight increase of 1% compared to the previous year. This is the first sign of an increase in this indicator in 5 years. Whilst an insignificant increase in real terms it is worth noting on the back-drop of savings programmes; changes within the Police, and national media attention on crime and knife crime.
Victim satisfaction with handling of ASB cases	N/A	First year of monitoring. Baseline to be set.	76.8%	N/A	The result is for Force level only as there were not enough respondents from South Gloucestershire to produce a valid result. (Jun17-May18)
% cases where positive outcomes are achieved for victims	N/A	First year of monitoring. Baseline to be set.	11.3%	N/A	Positive Outcome rate for all crimes in South Gloucestershire (Jun17-May18)
Recorded incidents of criminal damage per 1,000 population	7.3	No target set – results compared to those elsewhere	7.1	N/A	This result is used as an approximation of levels of Anti-Social Behaviour and continues to fall year on year.

Indicator	2016/17 Result	2017/18 Target	2017/18 Actual	Whether target achieved	Comments
Serious acquisitive crimes per 1,000 population		No target set – results compared to those elsewhere			We do not identify SAC specifically within our data app
Reoffending rate					Can only identify re-offending rate for those offenders who are managed. Cannot easily identify those offenders within South Glos area as will be managed by other programmes not all based within South Glos.
Violence with injury per 1,000 population		No target set – results compared to those elsewhere			This covers multiple crime types – would need to be specific about which crimes need to be included.
People contributing time to their community through local VCSE sector					
Proportion of residents who report they are happy with aspects of community participation in their local area	27%	27%	28%	–	February 2018 Viewpoint survey. Actual value 28.3%.
Proportion of residents who report they are happy with aspects of health and wellbeing in their local area	75%	75%	76%	–	Feb 2017 Viewpoint survey - 76.0% (weighted) 'Agree' with the 9 Health and well-being statements

Priority 3 – Working together effectively					
Amount bought in from external sources by the voluntary, community, and social enterprise sectors to deliver SSCSP objectives					

SECTION B: COMMUNITY TRIGGER APPLICATIONS FOR ANTI-SOCIAL BEHAVIOUR

Application	Date Application Received	Trigger Activated?	Date Review Completed	Applicant Appeal?	Comments
CT 07	20/08/2017	NO	N/A	NO	Trigger did not meet the threshold for a review due to there being an open case to one of the agencies.
CT 08	27/09/2017	YES	06/11/2017	NO	Applicant contacted with outcome of the review and reported to be satisfied. On-going issues with ASB currently being managed by the Councils ASB Team.
CT 09	23/11/2017	NO	07/12/2017	NO	Trigger did not meet the threshold for a review due to there being an open case in three of the agencies involved.
CT 10	19/02/2018	NO	06/03/2018	NO	Unable to establish if there were sufficient incidents of ASB reported due to the applicant refusing to give consent for data collection from agencies. Community Trigger Application withdrawn.
CT 11	08/03/2018	NO	26/03/2018	NO	Application relates to a long-running neighbour dispute that has taken a great deal of Police and council resource. There is a considerable amount of time wasting, false allegations and a refusal to enter into any form of mediation.

ASB Support Service

£25,000

South Gloucestershire Community Safety Grant
2017/18**Description:** Dedicated caseworker and volunteers assessing and supporting the needs of high risk victims of ASB

Summary	Q1	Q2	Q3	Q4
% of High Risk victims at reduced risk	100%	100%	100%	100%
% feeling their needs have been met	100%	100%	100%	100%
% reporting improved health and wellbeing	100%	100%	100%	100%
% feeling satisfied with the service they received	100%	100%	100%	100%
% feeling satisfied with Police / Local Authority	100%	100%	100%	100%

Aim	2017/18 Result	
85%	100%	
85%	100%	
85%	100%	
85%	100%	
85%	100%	

Activity	Q1	Q2	Q3	Q4
New referrals	29	22	14	13
- Self-referrals	9	2	2	3
- Referrals from partners	20	20	12	10
Number needs assessments completed	28	22	12	13
Number needs identified	28	22	12	13
Referrals assessed as high risk	28	22	12	13

Aim	2017/18 Result	
N/A	78	N/A
N/A	16	N/A
N/A	62	N/A
60	75	
60	75	
N/A	75	N/A

Outcomes	Q1	Q2	Q3	Q4
Cases closed / Exit surveys completed	12 / 1	20 / 9	23 / 1	15 / 7
- Number feeling their needs have been met	1	9	1	7
- Number reporting improved health and wellbeing	1	9	1	7
- Number feeling satisfied with the service they received	1	9	1	7
- Number feeling satisfied with Police / Local Authority	1	9	1	7
- Number at reduced risk	1	9	1	7

Aim	2017/18 Result	
	70 closed/18 surveys	N/A
40	18	
34	18	
34	18	
34	18	
40	18	

Quarter 1 Commentary

306 phone calls made, 209 where contact achieved. 3 home visits. 4 community visits . 2 safeguarding meetings. Current active caseload 57. 9 x self referrals, 10 x lighthouse, 7 x council , 3 x housing association. I have made 1 x referral into Survive for DV support, 1 x referral into SARI for hate crime support. Lack of surveys completed as majority of cases closed due to loss of contact. Quote "You have a big role in South Glos ASB so I was wondering whether I could have an opportunity to shadow you to get an overview. We have such positive feedback from victims in terms of your support." Jacqueline Whale Victim & Witness Care Team Leader - Lighthouse Keynsham.

Quarter 2 Commentary

347 phone calls made, 222 where contact was achieved. 1 x joint home visit with a housing officer. 1 x community visit to victim. 2 x safeguarding meetings. 2 x meetings with other professionals; on of which team leader of Lighthouse came to shadow my work. 7 x housing association referral. 4 x Lighthouse referrals. 8 x SGC referrals. 2 x self referrals. 1 x other police referral from Beat Mnager. 1 x referral to The Bridge for sexual abuse support. 2 x referrals to SARI for hate crime support. Quotes: ... "Feel the support was excellent, very professional and empathic. Built report and trust and provided practical support. Took all complex needs into account and supported around these. Felt really reassured with how fantastically we worked with Housing and Police and gave the most useful advice"... CAS-532569-C6L6C3
 ... "Very pleased with service from SGC and VS, felt issue taken seriously, dealt with empathy and compassion"... CAS-807380-C8G1Z5
 ... "Didn't expect to get any support and was very happy and felt very supported by this service"... CAS-676782-X9B1Q9

Quarter 3 Commentary

321 Phone calls attempted, 201 where contact was achieved. 1 x joint visit with Housing officer. 1 x home visit to victim. Current active caseload x49. New referrals x 14 this quarter; 3 x SGC, 7 x Lighthouse, 1 x Housing association, 2 x self referrals and 1 x referral from SARI. I made 1 x referral to SARI for hate crime support. Lack of surveys completed as majority of cases closed due to loss of contact; letters sent out to victims, no replies received: unable to complete exit survey in these cases.
 Feedback from one of Merlin Housing's neighbourhood housing officers ..."Just thought I would feedback to you the compliments given by our resident who is being supported by you. She advised that you are great, was really grateful for your telephone call out of hours last night regarding the court case today. Thanks for going the extra mile"..
 Feedback from Lighthouse Keynsham Area Manager Robert Fortune ..."To whom it may concern, recently within the Lighthouse department I have received some very positive feedback about Jasmine and the work carried out in South Glos. The feedback has been verbal which covered the positivity and proactivity Jasmine has when dealing with vulnerable victims of ASB.
 The team have noted that the service in South Glos seems to be very smooth and the relationship they have with Jasmine is great.
 Thank you Jasmine for your hard work, it is clear that you are providing an efficient and effective service the victims in South Glos"...

Quarter 4 Commentary

287 phone calls made, 192 where contact was achieved. 3 x home visits, of which 1 was a joint visit with housing. 3 x multi agency meetings. 6 x SGC referrals, 1 x housing association referral, 3 x lighthouse referrals, 3 x self referrals. Testimonials :- CAS-1382033-H4C9N3 "I think that the decoy cameras you provided made more of an impact than any other intervention by any other agency, they have resolved the issue entirely, and after your support I feel able to move on."
CAS-532568-Y2W1W4 "I found the caseworker and organisation very supportive and helped having someone to talk to on a regular basis. Found caseworker did more than the police, without the referral made by her to get my cctv installed for me I would still be suffering now."
CAS-1041154-J4R1M9 "I felt the support excelled expectations and was extremely valuable to my recovery from incidents. Felt the support increased confidence and reduced anxiety greatly."
CAS-669520-N9T6F5 "I don't think I could have coped without this support and regular contact. My caseworker has been very supportive and professional and I have felt understood and reassured by your support, thank you."
CAS-532553-B0D8M7 "this support's been brilliant"

Towards Freedom

South Gloucestershire Police and Crime Grant 2017/18

Survive / Next Link £20,705

Description: Group work to support women who have experienced or are experiencing domestic abuse

Summary	Q1	Q2	Q3	Q4
% Referrals engaging	100%	28%	58%	42%
% Successful completions	100%	100%	100%	75%
% reporting positive outcomes *	100%	100%	100%	75%
% reporting improved health and wellbeing	100%	100%	100%	75%
% reporting improved feelings of safety	100%	100%	100%	75%
% reporting increased self-confidence	100%	100%	100%	75%
% rebuilding networks of support	100%	88%	100%	75%
% experiencing repeat victimisation	0	0	0	0

Aim	2017/18 Result	
50%	57%	
75%	94%	
90%	94%	
75%	94%	
75%	94%	
75%	94%	
75%	91%	
N/A	0	N/A

Activity	Q1	Q2	Q3	Q4
New referrals	22	29	32	28
Vicims supported / engaging	22	35	59	69
Number group meetings held	13	12	6	12

Aim	2017/18 Result	
200	111	
100	185	
30	43	

Outcomes	Q1	Q2	Q3	Q4
Unsuccessful completions / unplanned exits	0	0	0	2
Successful completions / Exit surveys completed	22	8	7	6
- Number reporting positive outcomes *	22	8	7	6
- Number reporting improved health and wellbeing	22	8	7	6
- Number reporting improved feelings of safety	22	8	7	6
- Number reporting increased self-confidence	22	8	7	6
- Number rebuilding networks of support	22	8	7	6

Aim	2017/18 Result	
N/A	2	N/A
50	43	
40	43	
40	43	
40	43	
40	43	
25	43	

Clients reporting repeat victimisation	0	0	0	0
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N/A	0	N/A
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Quarter 1 Commentary

Written feedback 1-Apr-17 to 12-May17: The session was very interesting. A lot of information given in a sensible way. I really enjoyed.

Despite having come to all the sessions in the course, there's always something new to hear about being in an abusive relationship and how to deal with it, and so much support from course leaders and other ladies in the group.

Great session

As usual the session provided a perfect combination of a structured analysis of one of the personas, the bully, with the opportunity to air our own personal concerns with our perpetrators. Thank you!

The session was great, always full of useful information. Makes us more confident how to handle the situation that all of us have been through.

Good to be back after the break :-)

Gives self believe in your own thoughts

Very very helpful as always. Angsty that one week, I'll be told that I've had my allocated share of Freedom sessions -complete life line.

I do like the session. It is helpful for me.

Everything was helpful. Learned more than I realise.

This weekly session is my lifeline - as I negotiate a way of separating from my emotionally abusive husband, Hilary & the Survive team have provided me with the very best possible opportunity to rid myself of a 25 year long abusive relationship and contemplate Freedom!!

I love Survive

Thank you!

great session

Always fantastic support

Awesome class

Love Survive Freedom Program

Self believe

Great session as always, lovely honest caring group

As always enlightening and stopped me from slipping backwards at a difficult time.

Always helpful and useful

Always brings things back up but useful sessions.

Will not be in after Easter due to a new job. Would like to do more in this area as I feel I have done a lot of things wrong in the past. Also lacking confidence in myself in this area.

Related to it a lot

Interesting

Related to it a lot

It made me very upset. It made me realise that I have been through it. I never realised he was sexually controlling. Which was quite hurtful - making me think can I ever be in a normal relationship.

Absolutely gutted the Freedom Programme is ending through Survive as they have brought me through an awful time and it's a shame other girls and women won't have that chance.

Couldn't do without the support

Quarter 2 Commentary

Context - Next Link took over the contract from SURVIVE on 1st July 2017. Next Link agreed that the participants of the group could complete the Freedom Programme from the week commencing 11/09/17 . There were 8 women who needed to complete this group. A new group will start the week commencing 30/10/17. % of referrals engaging - although only 28% engaged, 71% are on the waiting list for the group week 30/10/17.

* - Victims engaging increase - This is now because we have decided to record each attendance (seats occupied) at each session, instead of counting an attendee once for that quarter, inc their feedback at the end of each session.

Quarter 3 Commentary

A new Freedom Programme Programme has started in Patchway, with 10 attendees attending all sessions. This programme will continue through to Q4. Another Freedom Group will be starting in Q4 in Yate. There will be two Freedom Groups running in Q4. Next Link Staff are completing recovery toolkit and CRUSH training in Q4. Creche facility has been an issue due to children centre no longer offering creche placements free or providing Creche workers that Next Link could pay as sessional workers. We are looking at avenues of funding to continue providing a Crech for the Freedom Programme. There will be 2 groups running in Q1 2018-2019, one in Patchway and one in Yate.

Quarter 4 Commentary

Percentage engaged - this was calculated from the 19 referrals to the Patchway programme as the Yate programme is starting early in Q1 2018-19 due to difficulties with providing a creche which has now been resolved. 5 participants didnt engage post referral, but all were engaged in the outreach service with Next link. 6 service users couldnt attend on the qaurter but are hopng to attend in the next quarter. Outcomes - Of the 2 who didn't successfully complete the programme, they are on the attendance list for the new Patchway group.

Complex Needs IDVA

South Gloucestershire Police and Crime Grant 2017/18

Survive / Next Link £19,275

Description: Group work to support women who have experienced or are experiencing domestic abuse

Summary	Q1	Q2	Q3	Q4
Number of cases	25	15	32	20
- Open cases	17	9	21	41
- Cases closed	8	6	11	32
Number of clients with positive outcomes from the service.	25	5	9	23

Aim	2017/18 Result	
N/A	92	N/A
N/A	88	N/A
20	57	
15	62	

Activity	Q1	Q2	Q3	Q4
New referrals	31	15	29	20
Number of clients worked with during the quarter	25	15	32	41
Number of open cases on last day of the quarter	37	9	21	28

Aim	2017/18 Result	
N/A	95	N/A
20	Average 28	
N/A	95	N/A

Outcomes	Q1	Q2	Q3	Q4
Successful completions / Exit surveys completed	8	5	11	19
- Number clients reporting increased confidence in accessing the service	100%	71%	72%	68%
- Number clients reporting increased personal and family safety	100%	71%	81%	79%
- Number clients reporting positive outcomes from having accessed the service	100%	71%	81%	68%

Aim	2017/18 Result	
20	43	
70%	78%	
70%	83%	
70%	80%	

Quarter 1 Commentary

“Anna (Survive) is an amazing person and I couldn’t have got through the last months without her support, advice and presence during my court appearances. The service Survive provide is brilliant and one that is so important and beneficial to Victims of Domestic Abuse.

I cannot thank everyone enough for their kindness, support and help.

I am attending the Freedom Programme which has also been a very important part of my recovery/coming to terms with the situation I have been in, again I could not have got to where I am without the Help and support of Hilary and Annabel, they are both amazing people also”

Quarter 2 Commentary

Quarter 3 Commentary

Quarter 4 Commentary

Youth Crime and Substance Misuse Prevention

South Gloucestershire Police and Crime Grant
2017/18

Youth Offending Service £28,000

Description: Work with young offenders including those abusing substances

Summary	Q1	Q2	Q3	Q4
First Time Entrants Rate (Number per 100,000 young people)				
Percentage planned (successful) completions				

Aim	2017/18 Result
N/A	N/A
95%	XXX

NI111: First Time Entrants to the criminal justice system per 100,000 10-17 year olds	Q1	Q2	Q3	Q4
First Time Entrants (Number of young people)				

Aim	2017/18 Result
N/A	N/A

Young People Discharged from Treatment Through Planned Completions (YOT managed caseload)	Q1	Q2	Q3	Q4
Number of young people discharged from treatment				
- Number that were planned (successful) completions				

Aim	2017/18 Result
N/A	N/A
95%	XXX

Quarter 1 Commentary

Quarter 2 Commentary

Quarter 3 Commentary

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Quarter 4 Commentary

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Delivery of Action Targets 2017/18

Legend

- ✓ = Target achieved
 ✗ = Target not achieved

Objective	Actions 2017/18	Summary of Progress
Priority 1: Protecting people from harm		
Extend support for victims of Domestic Violence and Abuse to provide specialist provision for male and LGBTQ victims.	Service extended in 2017/18 and provides specialist provision for male and LGBTQ victims	✓
Support the introduction of a Multi-Agency Safeguarding Hub (MASH) in South Gloucestershire	The MASH became operational in 2017/18, however police presence at the moment is 'virtual' and not co-located – co-location remains the aspired outcome	✓
Implement plans to improve effectiveness of Multi-Agency Risk Assessment Conference for vulnerable victims of domestic abuse	Review of MARAC by the Police is not yet completed.	✗
Raise awareness of 'hidden harm' crimes such as hate crime, modern slavery and domestic abuse Train staff and the public in how to identify and report cases of modern slavery, and carry out multi-agency operations in response to reported cases	SSCSP briefed on hate crime, CSE, and modern slavery during 2017/18. Police and Council staff trained in identifying and reporting modern slavery.	✓
Tackle offenders that commit crimes against vulnerable people	Disruption Panel to co-ordinate a multi-agency response to Organised Crime Gangs introduced 2016/17.	✓

Objective	Actions 2017/18	Summary of Progress
Identify areas that require additional resources to address deprivation and develop and implement targeted plans to reduce inequalities	Council Scrutiny Commission carrying out project to identify issues of inequality that impact within communities and propose new programme of work is not yet completed. Target delayed and so not achieved, but end results may be improved as a result.	-
Priority 2 – Strengthen and improve your local community		
Develop and implement a comprehensive and integrated programme to improve community cohesion	Integrated programme agreed by the Strategic Partnership.	✓
Review the operation and impact of Community Engagement Forums	Achieved during 2017/18	✓
Improve the effectiveness of taxi marshals in responding to late night trouble in Kingswood and Chipping Sodbury.	Achieved 2017/18. Service re-procured and CCTV monitoring introduced.	✓
Develop and implement plans for our key hot spot areas	Plan for Chipping Sodbury achieved December 2017	✓
Implement a multi-agency night time economy project to target problem locations associated with licensed premises	Night Time Economy operations achieved in Kingswood and Chipping Sodbury 2017	✓
Conduct targeted operations to utilise the surveillance ability of the council's community safety CCTV network to tackle ASB hotspot	Targeted operations were carried out by end March 2018 as agreed by SSCSP.	✓
Use new ASB Tools and Powers to tackle a range of issues of community nuisance.	Community Protection Warnings and Notices now used by a range of council services, dealing with property related concerns ("the broken window syndrome") as well as people related issues.	✓
Agree and implement a multi-agency response to the issue of flygrazing	Agreement of protocol not completed during 2017/18	✗
Priority 3 – Working together effectively		

Objective	Actions 2017/18	Summary of Progress
Increase insight of the SSCSP and other agencies into work that contributes to the safety and strength of local communities such as Safeguarding, Youth Offending Management, and areas of work around Child Exploitation, and Mental health	Analysis of one of these topics presented at all meetings of the Strategic Partnership in 2017/18. Both Safeguarding Boards and Health & Wellbeing Board attended SSCSP development day.	✓
Improve practical and working links with other partnerships leading work in areas such as Safeguarding, Youth Offending management, Child Sexual Exploitation, and modern slavery in order to improve the effectiveness of our joint response to both victims and perpetrators	Practical working links reviewed during 2017/18 and changes implemented including council Safeguarding Service Manager becoming member of SSCSP SOG, and joint Council policy to address modern slavery.	✓
Map and understand the role and responsibilities of different bodies which deliver work that results in safer and stronger South Gloucestershire communities.	Document describing current responsibilities agreed 2017/18	✓
Undertake a benchmark assessment of partnership maturity in the first six months of 2017-18 using a proven maturity method then develop and implement plans to improve effectiveness in response to the results of this assessment	Benchmark completed 2017/18 and action plan agreed	✓
Make the Partnership representative of the community it serves	Place on the Strategic Partnership taken up by the Race Equality Network June 2017.	✓
Introduce Risk Management processes to more objectively direct prioritisation and the allocation of resources and effort	MORILE (Management of Risk Assessment in Law Enforcement) risk management process used to establish priorities as part of the 2017/18 Strategic Assessment of Crime and Disorder, and results of this used to prioritise future allocation of the Police and Crime Fund March 2018.	✓

