

## **AGENDA ITEM: 12**

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

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

**7 DECEMBER 2015**

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 10 June.

#### **Commissioning Update**

##### **Victim Services**

The OPCC responded to the Ministry of Justice consultation on changes to the Victims Code of Practice to ensure compliance with the EU Directive. Particular issues highlighted included the expanded definition to include victims of any criminal offence (not just victims of the more serious criminal offences that are notifiable under the National Crime Recording Standards) and the impact of this on the scope for commissioned services. The expanded definition has been included in the revised Code, published in October.

The OPCC has met with Victim Service Providers to monitor progress in services at the close of Quarter 2. Positive progress has been made across all services, with partnership working growing in strength in the collaborative services, and an increase in referrals. The Commissioner hosted a Celebration Event on 1 October to showcase the impact made by Lighthouse Victim Care and the commissioned support services. The booklet produced for the event can be found at the following link: <http://www.avonandsomerset-pcc.gov.uk/Document-Library/Victims/PDF-AS-PCC-Victims-Celebration-Booklet-web.pdf>

The University of West of England continues work to independently evaluate the Lighthouse Victim Care service, due to report in January 2016. The OPCC carried out a review of the commissioning process for victim services, including seeking feedback from the market. Feedback will inform future commissioning processes as well as issues for consideration in service provision.

The OPCC continues to engage with Ministry of Justice officials and APCC Standing Group on Supporting Victims and Reducing Harm to understand an influence the position with future funding for victims commissioning, as well as national funding streams for a range of grants under the Home Office Violence Against Women and Girls Strategy (currently under revision) including MARAC, IDVA, rape support funding.

Further detail on progress with Lighthouse and commissioned services is available under Victims Scrutiny Session agenda item.

#### **Restorative Justice**

A range of activities are planned to mark International Restorative Justice Week, which runs from 15 – 22 November with the aim to raise awareness and understanding of Restorative Justice and its benefits.

Work continues to drive up referral rates, and figures for enquiries to the RJ Coordinators are on the rise following engagement with Lighthouse. A Peer Review conducted with Devon and Cornwall has highlighted that there is a national issue with referrals, and it is noted that outcomes in Avon and Somerset are similar with comparable forces, such as Sussex, which has a similar service model. Awareness raising continues across the organisation and with partners, with presentations to SLTs, inputs and training delivered to Local Policing Areas and new recruits, and an event planned to engage housing associations in the North East force area.

#### Child Sexual Exploitation Service Update

Members will recall that the Commissioners in Avon and Somerset and Wiltshire worked with Constabulary and Local Authority partners to successfully bid to the Home Office Innovation Fund to provide consistent and robust arrangements to identify and support victims of child sexual exploitation. The Senior Responsible Officer for this new service has been appointed and took up the role in May 2015. Barnardo's are building on their experience in Bristol and have appointed additional support workers to cover Avon and Somerset area they have also appointed a CSE training officer who will cover the whole of the bid area. Swindon and Wiltshire are appointing their own CSE support workers. Work with partners across the area is already identifying increased numbers of victims of CSE who are being supported by the new service. A Peer Review, to explore the response to CSE in Avon and Somerset, was carried out by the College of Policing during the week of 16 November to assess progress in this area.

#### **Community Safety Grant Monitoring**

Panel Members will recall that there has been a change in approach in the allocation of funding for the current financial year, with decisions on allocation of the Commissioner's Community Safety Grant being taken at a local level by Community Safety Partnerships and Youth Offending Teams. The OPCC continues to monitor performance returns, and will be carrying out a series of visits to projects considered to be high value and/or high risk during the coming months. Details of funding allocations for 2015/16 can be found at the following link:

[www.avonandsomerset-pcc.gov.uk/Partnerships/GrantsawardedbythePCCfor201516.aspx](http://www.avonandsomerset-pcc.gov.uk/Partnerships/GrantsawardedbythePCCfor201516.aspx)

#### **Commissioner's Community Action Fund**

Funding decisions for quarters two and three have been made since the last update to the Panel, with over £80k being awarded to 24 projects across the force area. Projects supported with grants awarded from the Police Community Trust include the Juice Community Project in Longwell Green, Westfield United Reformed Church in Bridgwater and the Foreal Youth Work Providers CIC in Clevedon. Other successful projects include Genesis Trust in Bath, the Square Food Foundation CIC in Knowle West and the Avon and Somerset Dementia Forum.

The final deadline for applications to the fund was **1 December 2015** and grants will be awarded at a meeting of Trustees in late January 2016. The fund will then be closed until further notice, pending the PCC Election in May 2016. A full list of projects and initiatives that have received funding from the Commissioner's Community Action Fund along with feedback from completed projects can be found at: <http://www.avonandsomerset-pcc.gov.uk/Partnerships/Projects-supported-by-the-Fund.aspx>

### **Social Value**

The OPCC has been closely following developments in the Social Value Agenda which was a product of the Social Value Act 2012. The Act requires people who commission, or buy, public services to consider securing added economic, social or environmental benefits for their local area. The OPCC are currently developing an OPCC Social Value Policy and considering increasing the weighting of Social Value questions at the pre-procurement stage in both procurement and grants processes.

### **Partnership Working**

#### **Avon and Somerset Commissioning and Community Safety Group**

The first meeting of the A&S Commissioning and Community Safety Group took place on 16 September, reflecting the change in governance arrangements and commissioning responsibilities since the introduction of PCCs. The Group will meet on a quarterly basis, attended by community safety managers, the criminal justice business manager and representatives of the OPCC and Constabulary Local Policing Directorate. The PCC, ACC for Local Policing and CSP Chairs will attend on a six-monthly basis. The purpose of the meeting will be to discuss community safety issues, commissioning plans (including opportunities for joint commissioning) and local policing matters. The forum will also be used to brief partners on developments with the PCC Election in 2016. The meeting will be administered by the OPCC.

### **Mental Health**

The OPCC and the Constabulary have chaired a number of meetings with Partners to discuss key priorities in delivering the Mental Health Concordat Action Plans. At the most recent meeting on 16 October, Partners considered S136 patients in Accident & Emergency, the new Bristol Street Triage Scheme and a business case for a Joint Control Room Triage system. Partners are now being consulted on the detailed control room triage scheme and commissioning proposals and will be meeting again on 1 December to decide how to take this forward.

### **Children's Commissioner Takeover Day**

The OPCC will again participate in Children's Commissioner Takeover Day on 20 November. Six young people from across the Force area will join the OPCC for a day with sessions planned to explore:

- Restorative Justice (as part of Restorative Justice Week)
- The Young Victims Service
- 'What would you do if...' scenarios to explore the role of the PCC

Feedback from the day will be published on the OPCC website.

## **Housing Association Event**

The Commissioner hosted an event on 1 July to explore joint working with Housing Associations across the Force area. The event explored existing approaches and opportunities for partnership working in relation to domestic abuse, hate crime and restorative justice. Shared aims that emerged from discussions were:

1. Improve housing sector-police links
2. Put in place information sharing agreements
3. Improve how agencies share and make use of intelligence
4. Improve accommodation pathways for offenders
5. Improve support for vulnerable tenants (victims)
6. Improve tactical and strategic coordination between agencies

The PCC has invited partners to put forward case studies to celebrate and share good practice through a PCC Award. A follow up meeting will be held on 29 February 2016.

## **Scrutiny Work**

### **Service Delivery Assurance**

The Commissioner initiated a series of Service Delivery Assurance sessions in July to scrutinise police case files across the three police areas in Avon and Somerset (North East, Somerset and Bristol). Dip sampling completed case files aimed to explore the quality of police service delivery in order to provide assurance about the quality and consistency of the police service across Avon and Somerset. The process sought to promote public trust and confidence in policing through transparency and constructive challenge. Panels were convened to look at five themes: Anti-social behaviour; burglary; hate crime; victims; violence against women and children. Panel Membership was drawn from the PCC's Independent Residents Panel (responsible for dip-sampling police complaints), the Out of Court Disposals Scrutiny Panel, as well as experts from partner organisations. Findings will be published on the PCC's website, alongside the Constabulary response. A forward programme of Service Delivery Assurance sessions is in development, with the next session in December focusing on the Force Communications Centre. The report of the first sessions can be found at the following link: <http://www.avonandsomerset-pcc.gov.uk/Openness/Service-Delivery-Assurance-Panel.aspx>

### **Independent Custody Visitors Scheme**

As Panel Members will be aware, the Commissioner is responsible for running a volunteer scheme to visit police custody facilities to monitor the wellbeing of detainees and the custody environment. There are 56 volunteers serving as custody visitors in Avon and Somerset. Since September last year there has been significant developments with the closure of 8 local custody units and the move to the three new PFI suites. The Annual Report for 2014/15 can be found at the following link:

[www.avonandsomerset-pcc.gov.uk/Document-Library/ICV/ICV-Annual-Report-2014-2015.pdf](http://www.avonandsomerset-pcc.gov.uk/Document-Library/ICV/ICV-Annual-Report-2014-2015.pdf)

The **Independent Residents Panel** and **Out of Court Disposals Scrutiny Panel** continue to meet on a regular basis to carry out independent scrutiny of police complaints and appropriate use of out of court disposals respectively. Reports of their latest meetings can be found at the following links:

<http://www.avonandsomerset-pcc.gov.uk/Openness/Independent-Residents-Panel.aspx>  
<http://www.avonandsomerset-pcc.gov.uk/Openness/Avon-and-Somerset-Out-of-Court-Disposal-Scrutiny-Panel.aspx>

### **PCP / OPCC Communications Protocol**

The Commissioner undertook to review lessons learnt following the conclusion of misconduct proceedings. To ensure that lessons are learnt with respect to strengthening management of the communications and ensuring that key stakeholders are briefed at the earliest possible stage, the OPCC would like to work with the PCP to review the current PCP/OPCC Communications Protocol to incorporate lessons learnt.

### **Regional Issues**

#### **Regional PCCs**

Avon and Somerset continue to pursue various opportunities for collaboration on a regional basis. These include the creation of a single regional procurement service, and a regional programme to implement the national Emergency Services Mobile Communications Programme. The current bilateral Avon and Somerset and Wiltshire Major Crime Collaboration will expand to include Gloucestershire from 1 December 2015. All five regional PCCs and forces are supporting a regional ICT platform project.

#### **Strategic Alliance**

Detailed work continues to develop a high level business case following the appointment of a Programme Director for the Strategic Alliance programme with Wiltshire. An update on progress is attached at **Annex A**.

### **National Update**

#### **PCC Election Preparation**

Preparation is underway for the PCC Election in May 2016. The OPCC has been working closely with the Police Area Returning Officer (PARO), Dr Jo Farrar Chief Executive of Bath & North East Somerset Council. The OPCC Chief Executive has established an Election Board, consisting of the OPCC Senior Leadership Team and the T/Deputy Chief Constable to oversee the work to prepare for the forthcoming election and the next term of office. The Election Board meets on a monthly basis and the Chief Executive has offered Panel Members the opportunity to attend in a letter to the Chair. Terms of reference and papers are available on a dedicated election microsite: [www.avonandsomerset-election.co.uk](http://www.avonandsomerset-election.co.uk)

A key focus of the team at present is ensuring that information is available to candidates as they emerge. A series of briefings for candidates has been developed and is available on the microsite. As with the previous election partners are being invited to prepare a briefing on the role of the Board and its work for publication on the microsite. In addition to briefing documents, declared candidates will be offered an hour meeting with the OPCC Chief Executive, the OPCC Chief Finance Officer and the Chief Constable respectively. All other requests for information from candidates will be published and handled as anonymous Freedom of Information Requests in the name of transparency.

### **Changes to Police Funding Formula**

The Board will recall that there has been significant concern from PCCs and Chief Constables at proposals put forward in Home Office consultation on the new police funding formula. Proposed proxy measures put forward would have seen Avon and Somerset lose a further £15-20m over and above forthcoming CSR cuts to overall police budgets. Briefings were held with Local Authority Leaders and Members of Parliament to highlight the issues and request their support in the consultation process. The Government has subsequently put changes to the funding formula on hold for the coming year, pending further consultation. It is now proposed that any changes would be implemented in 17/18.

### **Future role of PCCs**

- The Association of Police and Crime Commissioners has submitted a response to the Communities and Local Government Inquiry on The Government's **Cities and Local Government Devolution Bill**. The Bill includes provision for 'Metro Mayors', extending powers to include policing matters. The response highlights concerns and observations at the extent to which the Manchester devolution deal provides a model that is applicable elsewhere, and a number of other technical considerations with respect to the alignment with existing PCC functions and the Home Secretary's role in decisions about policing.
- The Government is consulting on measures to enable **closer working between the Emergency Services** with a view to driving greater collaboration between the police, fire and rescue and NHS ambulance services. Measures under consultation include enabling PCCs to take on the duties and responsibilities of fire and rescue authorities, facilitating the sharing of back office functions, and in areas where the PCC does not take on these functions, enabling representation on their local fire and rescue authority. Consultation closed on 23 October. The PCC submitted a response supporting the proposals.

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### 1.0 Strategic Alliance Ambition

The Strategic Alliance Programme has an ambition to deliver a £40 million reduction in force budgets for Avon and Somerset Constabulary and Wiltshire Police by 2019/20. The programme will achieve this by developing and implementing a common operating model and delivering a series of allied support functions for front line policing that will see an iterative convergence of systems, processes, suppliers, roles and responsibilities and management structures.

### 1.1 Background

Both Avon and Somerset and Wiltshire are recognised as being successful forces in their own right. Both PCCs are committed to ensuring the police continue to provide high levels of protection, public confidence and customer satisfaction to their respective communities. Each force has a history of innovation and both have demonstrated approaches that enable the continued development of efficient and effective services within available resources.

The two forces are already involved in the successful regional delivery of many services (e.g. Tri-Force Operations, major crime investigation, organised crime and counter terrorism).

A Strategic Alliance can be a challenge but ministerial confidence in this delivery model is growing and such examples are held up as emerging best practice. HMIC, during the last round of 'Valuing the Police' indicated that many forces, including Avon and Somerset & Wiltshire, have not yet delivered a sufficient percentage of savings through collaboration and therefore the imperative to improve this position is growing stronger.

### 1.2 Progress to date

In January 2015 it was publicly announced that Avon and Somerset and Wiltshire had entered into a Strategic Alliance following agreement between PCCs and Chief Constables. A "Heads of Terms" agreement has been signed that commits the forces to a governance structure, a savings ambition and a series of outputs required from the programme. In June 2015 a Programme Director, T/ACC Julian Moss, was jointly appointed to lead the delivery of the programme on behalf of the two forces and a Programme team has been appointed consisting of a Programme Director, Deputy Programme Director, Programme Manager, Project Manager, Project Officer, Business Analyst, Enterprise Architect, HR and Finance Lead, Office Manager and 3 Police Officers performing the role of Business Facilitators.

The Strategic Alliance is in the Programme Initiation stage. The Programme Initiation Document, detailing the ambition, principles and the approach to be employed was signed off by the Strategic Alliance Board on the 28<sup>th</sup> July and released to Constabulary staff the following week.

The Programme Brief was submitted to the Strategic Alliance Programme Board on the 15<sup>th</sup> October.

The brief comprises of appraisals of 25 business areas and 7 enabling strategies presenting possibilities for exploration. The current financial picture and established staff complement for each business area has been defined at a high level which provides indicative savings available across high level options for converging and/or combining functions. The options included have been developed through meetings with department heads which have taken place over the previous two months. This has allowed the opportunity to draw upon collective experience within departments and to scope potential opportunities. These discussions were then augmented with best practice across the country in policing, government and commercial organisations; lessons from pathfinding police collaborations and both forces recent experience in responding to Comprehensive Spending Review and ongoing austerity.

The brief was submitted to the Strategic Alliance Board on 30<sup>th</sup> October where a series of decisions were sought on priorities for the definition stage of the programme. During this meeting, the potential vision, scope, draft programme brief and timings of the alliance programme were discussed. Whilst there were considerable constructive debates on all of these areas, it was agreed that further work was required in order to continue discussions at the next Strategic Alliance Board meeting scheduled for 30<sup>th</sup> November where, with a view to making a decision about progression to the next stage of the programme.

The solutions the programme team will develop will be guided by the principles agreed in the Programme Initiation Document as seen in the graphic below.



**1.3 Financial position**

The Comprehensive Spending Review (CSR) figures will be revealed at the end of November. Non-protected departments have been asked to model 25% and 40% cut scenarios. Changes to the Home Office funding formula could significantly impact on the Grant Funding available within the Alliance. Both these issues could alter the savings ambition for the Programme.

In recognition of the additional challenges posted by the CSR and Funding Formula changes, the Strategic Alliance Programme Team has identified savings in excess of its £40 million savings ambition. This will ensure both organisations have choices available in responding to these challenges and allow the needs of their communities to be fully considered against the options available.

Ambitious timelines for the delivery of the business cases for alliance business areas have been considered to ensure the programme can respond to the potentially reduced timescales in which the savings must be realised.

There is an expectation that the Strategic Alliance will make a significant contribution to the Avon and Somerset savings requirement and the programme will be focusing efforts to identify substantial savings for 2016/17.

#### **1.4 Risks and Issues**

Risks and issues for the programme so far have been considered and mitigating actions identified. These will become more apparent following sign off of the programme brief in November.

Communication has been circulated to both Forces from the Programme Director releasing the PID and introducing the Programme team and a further blog was cascaded updating staff on the current progress to date. An email has been circulated to both forces following the Board on 30<sup>th</sup> October updating staff on the outcome of the meeting.

The team will continue to ensure early Corporate Communication support in the delivery of any messages across the Strategic Alliance to ensure uncertainty with staff and officers is minimised.

*Julian Moss*

**Temporary Assistant Chief Constable**



Programme Director

**Avon and Somerset and Wiltshire Strategic Alliance Programme Team**