

AVON AND SOMERSET POLICE AND CRIME PANEL

COMMISSIONER'S UPDATE REPORT

27 JUNE 2017

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

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

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

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

Incidents in Manchester and London

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

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

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

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

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

Commissioning and Partnership Working

A&S Criminal Justice Transformation Project

As Panel Members will recall, the Commissioner was awarded £190,000 from the Home Office Police Transformation Fund to deliver a whole system review of the local criminal justice service, with the aim to improve the experience of victims and drive locally-tailored service transformation. The proposed review is intended to accelerate and enhance local delivery of national criminal justice efficiency and reform programmes, and take forward new national developments giving PCCs a strengthened role in the governance and commissioning of criminal justice services.

Scope

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

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

Approach

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

Findings

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

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

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

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

Next Steps

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

Avon and Somerset Reducing Reoffending Board

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

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

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

Commissioning and Partnership Working

Restorative Justice Service

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

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

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

Joint Commissioning Work

SARC Services

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

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

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

Custody and Courts Referral Service Consultation

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

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

Mental Health

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

Child Sexual Exploitation

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

Commissioner's Community Action Fund (CCAF)

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

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

Governance, Scrutiny and Inspections

HMIC Inspections

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

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

Communications Department / 101 Service Delivery Assurance

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

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

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

Scrutiny of Police Powers Panel

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

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

Out of Court Disposals Scrutiny Panel

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

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

PCC Shadowing Scheme Launch

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

Independent Residents' Panel

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

Further qualitative satisfaction surveys are being considered by the PCC's office. This is part of the Constabulary's Professional Standards Department (PSD) response within the Panel's March 2017 quarterly report of the selected and reviewed complaint records, which is sent to the PCC to review as standard practice and assists the PCC in discharging her duty to have oversight of complaints against the Police. The reports are published on the PCC's website at: <http://www.avonandsomerset-pcc.gov.uk/Openness/Scrutiny/Independent-Residents-Panel.aspx>

National Volunteers Week (1-7 June 2017)

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

Independent Custody Visiting Scheme Update

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

National Update

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

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