

**AVON AND SOMERSET POLICE AND CRIME PANEL
15th MARCH 2013**

**Report of the Police and Crime Commissioner
Avon and Somerset Police and Crime Plan 2013-17**

1. PURPOSE

- 1.1 The Police and Crime Plan is a statutory requirement for all newly elected Police and Crime Commissioners (PCCs) that must be issued before April 2013 and set out the
- Commissioner's police and crime objectives
 - Policing that the Chief Constable is to provide
 - Financial and other resources which the Commissioner is to provide
 - Means by which the performance will be measured and reported
 - Any crime and disorder reduction grants which the Commissioner is to make.
- 1.2 In addition to the statutory four year¹ plan, the PCC for Avon and Somerset has committed to developing more locally facing plans for each of the six policing district areas. This recognised the complex and diverse composition of the force area, and relative differences in the scale and nature of crime and community safety issues faced by different local communities. The district plans provide a local context to the statutory plan and set out how residents can get involved in delivering the police and crime objectives. The target audience for local plans are local people.
- 1.3 The plans have been developed by the Office of the Police and Crime Commissioner with support from key practitioners and stakeholders and in consultation with local residents, the Constabulary, Police and Crime Panel and statutory partners. The process was overseen by a PCC / Constabulary Strategic Planning Working Group which met at key points during the project to consider content and design.
- 1.4 The timescales for developing, consulting on and issuing Avon and Somerset's first Police and Crime Plan have been challenging. This has resulted in process constraints and limitations to the level of scanning, analysis, consultation and engagement that has been possible. Despite these limitations, the development of the plan is viewed as an iterative process, which will be reviewed on an annual basis.

¹ 1st April 2013 to 31st March 2017 inclusive

2. POLICE AND CRIME OBJECTIVES

- 2.1 The plan is structured around the crime and community safety priorities of anti-social behaviour, domestic and sexual violence, burglary, victim services, and the core delivery principles of partnership working, integrated services, value for money and accountability. The plan sets out 40 strategic objectives / commitments across these areas which will be monitored and reported against throughout the year.
- 2.2 In addition to these elements, the plan includes a 'Policing Services' section, composed by the Chief Constable and a regional 'Collaboration' section agreed by all of the Police and Crime Commissioners across the region.
- 2.3 Nine key performance outcome measures have been agreed that relate directly to the outcomes of the Plan and allow an assessment to be made regarding the extent to which the outcomes are being achieved. The Commissioner has set the key principles in determining the Police and Crime Objectives to ensure that wherever possible, the indicators are benchmarked against similar organisations or areas, clearly understood and easily communicated available at district level, reliable, timely and sensitive to change and resilient to perverse incentives.
- 2.4 The Commissioner has set a performance aspiration to achieve top quartile position nationally by 2017 in all areas in which force level benchmarking is possible. A series of additional supporting measures are being developed to provide further assurance and diagnostic information across the priority themes.
- 2.5 The force and district level objectives will be monitored and overseen by the OPCC and Police and Crime Panel throughout year. The objectives and plans more generally will be reviewed on an annual basis in line with the cyclical budget and planning cycles. Progress against delivery of the plan will also be provided as part of the Commissioner's Annual Report.

3. CONSULTATION

- 3.1 The OPCC has consulted extensively, given the available timescales, with local people, victims of crime and stakeholders in developing the plan². Consultation on the strategic priorities and draft document resulted in a number of key changes to the Police and Crime Plan.
- 3.2 Significant changes included:-

² Statutory duty s96(1a) Police Reform and SR Act 2011

- Revised vision: that the people of Avon and Somerset have the highest level of trust and confidence in their Police, Community Safety and Criminal Justice services
- Revised Priority: Violence Against Women and Children (formerly women and girls)
- Additional Objective: Building strong relationships between communities and the crime, community safety and criminal justice agencies that serve them. I want to ensure that every person accessing these services is treated fairly with dignity and respect, listened to and given the support and information they need
- Additional Objective: Work with the Police, local authorities and communities to reduce dangerous driving, particularly by visible policing of our roads and supporting initiatives such as Community Speedwatch
- Clarity of commitment: Working in partnership and together with the Health and wellbeing Boards to provide robust safeguarding for children and adults and tackling sensitive and high risk issues
- Additional Objectives: Commitments set out in the Force level plan to ensure that we have a visible, responsive and accessible police service that is active in your community and improve road safety have been replicated within the district level plans, recognising the importance of these issues to local residents
- Redesign, drafting and terminology: Numerous revisions have been made to improve the aesthetic of and accessibility to the final plan.

4. EQUALITY AND DIVERSITY CONSIDERATIONS

- 4.1 The Police and Crime Plan will set the framework for police and crime delivery and funding allocations between 2013 and 2017. The plan includes details of the PCC's commitment to equality and diversity, including the commitment to monitoring the Constabulary Equality and Diversity Objectives.
- 4.2 Accessibility for all sectors of our communities is also critical to delivery of the Police and Crime Plan, and channels of communication, tailored to as many different needs as possible have been given detailed consideration throughout the drafting process, and proposed publication methods. Where required, accessible versions of the plan will be made available, e.g. audio, Braille, large font or translated into other language formats upon request, and provision has been made to deal with such requests

5. LAUNCH AND DISTRIBUTION

- 5.1 The statutory plan and all district level plans are scheduled for a formal launch on 28th March 2013 with a round of visits by the PCC to cover each of the four priority areas taking in Bristol, North and South Gloucestershire. The Plan will also be promoted in B&NES and Somerset at the PCC's community days.
- 5.2 In addition, the OPCC has scheduled feature space on the local Plans in the Constabulary Beat newsletters and local authority publications such as 'Your Somerset' newspaper.
- 5.3 Local Plans will be made available in public buildings such as Libraries, joint council/police posts, one-stop shops and council buildings. They will also be available online, shared via social media, and sent in hard copy to each Parish Council and Community Safety Partnership. Internally the Police and Crime Plan will be available via the Constabulary intranet and cascaded via district commanders.

Contact Officer:

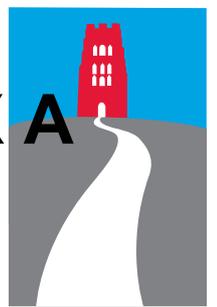
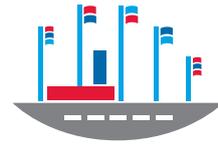
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**AVON &
SOMERSET**
POLICE & CRIME
COMMISSIONER



APPENDIX A



AVON &



CONSULTATION DRAFT VERSION 2.0

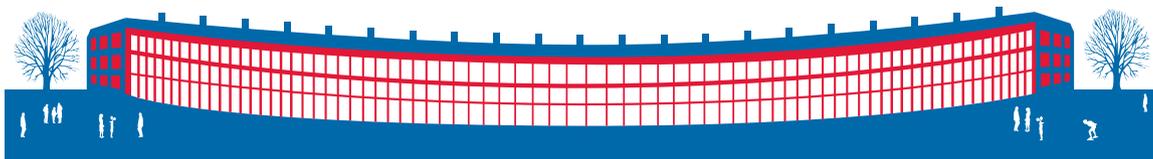
POLICE AND CRIME PLAN 2013-2017

SUPPORTING YOU TO

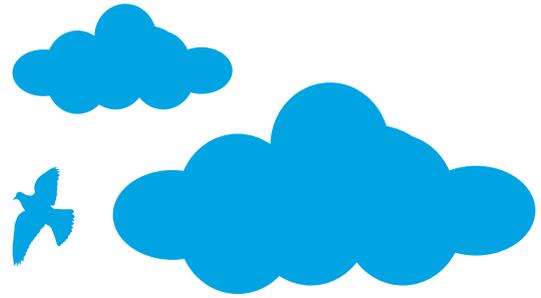
BE SAFE

AND

FEEL SAFE



SOMERSET



We all want to live in a community that is strong and safe.

My role as Avon and Somerset's first Police and Crime Commissioner is to work with communities, the Constabulary, Criminal Justice bodies and other local agencies to improve local services and cut crime, so that together we can make your streets and homes safer.

My responsibilities go beyond policing, and include community safety commissioning and a duty to secure an efficient and effective Criminal Justice System. This truly strategic role will enable me to make sure that all of our agencies are working together to break down barriers and deliver better outcomes for the public.

I have set the police budget for 2013/14 and in this challenging economic climate, recognise that we will have to work smarter and harder over the next three years in order to meet our funding deficit and achieve more with less. I have also appointed Chief Constable Nick Gargan who joined us in March 2013 to lead the delivery of policing across Avon and Somerset.

This plan sets out our Police and Crime priorities for 2013-2017 which are based on the issues you have raised. You have told me that your concerns are anti-social behaviour, burglary and domestic and sexual violence. I will ensure that wherever you live – rural, suburban, town or city – your police will work with you and have the flexibility to deliver these priorities.

I will:-

- Put victims at the heart of the Criminal Justice System where they will be heard and action will be taken. I will be a fierce advocate on behalf of victims, making sure that the police deliver excellent service and that victims know how their crime is being investigated and progressed.
- Work with the police and local partners including local authorities, probation, health and local voluntary organisations to prevent crime and anti-social behaviour, particularly by tackling the complex needs of those that offend.
- Listen and respond to the needs of all residents, especially the quiet voices and ensure that you are heard at all levels of the police service, and across all criminal justice agencies.

This plan sets out what I want to achieve, but I recognise that I don't have all of the answers and I can not do this alone. **I want to hear from you** – whether you represent the public or private sector, charities or community groups – I want to hear your ideas. Let me know how we can do things better, how we can improve local services and provide a better deal for the public.

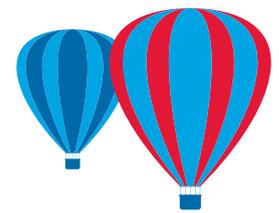
We have a good police service in Avon and Somerset. Let us make it one of the best in the country. Let us provide support through the tough decisions that our agencies make, day in and day out and have the confidence to criticise when things go wrong.

Keep talking to me, I am listening. Together we can make a difference.

Sue Mountstevens

Avon and Somerset Police and Crime Commissioner





Introducing The Police And Crime Plan

This statutory plan sets out the police and crime priorities and objectives for Avon and Somerset for 2013-2017. It sets the strategic direction for crime and policing services over the next four years and has been developed following extensive consultation with communities to understand your issues and concerns.

The plan has also been informed by the analysis of local needs, risks and threats through our own assessment processes. I believe that we all have an important role to play in delivering these objectives and hope that by focusing our effort and innovation in these areas, we can make a real difference to the communities we serve.

My Commitment to You

You have a right to **BE SAFE** and **FEEL SAFE** in your community. It is my aim is for this to be the case, and that the people of Avon and Somerset have the highest level of trust and confidence in their Police, Community Safety and Criminal Justice services.

I will work together with the police, other local agencies, service users and local people across Avon and Somerset to:-

Reduce the impact that anti-social behaviour has in our communities

I will support multi-agency approaches to tackling the issues affecting your area, focusing in particular on reducing risk to the most vulnerable and repeat victims

Tackle domestic and sexual violence, particularly violence towards women and children

I will encourage and enable reporting, support early intervention and improve access to support services, particularly amongst those most vulnerable to harm

Prevent and reduce burglary and fear of burglary in your area

I will work to tackle the causes of burglary and support integrated prevention, enforcement, rehabilitation and criminal justice approaches to youth and adult offending

Ensure victims are at the heart of the criminal justice system

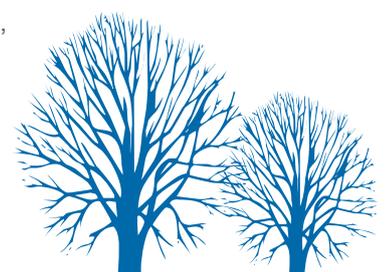
I will support the development of a joined up approach to victim services that has the voice of victims at its heart. I will be a fierce advocate for all victims, and young people in particular, who are more likely than any other group to be victims of crime

In addition to these priorities, I am committed to:-

- **Early intervention and prevention** of crime and anti-social behaviour by educating young and vulnerable people about how they can avoid becoming involved in crime and improving opportunities to deal with young and low risk offenders outside of the criminal justice system
- Better **co-ordinating and integrating local services** so that we can be more effective in tackling the issues that are important to you and get a better deal for your money
- **Building strong relationships** between communities and the crime, community safety and criminal justice agencies that serve them. I want to ensure that every person accessing these services is treated fairly with dignity and respect, listened to and given the support and information they need

This plan also sets out the policing that the Chief Constable will provide and the resources that I have made available to deliver the plan. This information can be found on pages 10 to 13 and includes police and crime objectives relating to **policing services** and **value for money**.

Our consultation has identified a range of issues that are important to local communities, including for example **road safety** and **rural crime**. My commitment to tackling more locally based issues is set out in the Police and Crime Plan for your in your area.



Your Area

Avon and Somerset is one of the largest police force areas in England and Wales. It covers an area of around 1,855 square miles and is home to a growing and diversifying population of around 1.6 million people. Avon and Somerset takes in virtually every type of landscape, from city centres and commercial industrial complexes to vast rural areas and busy holiday resorts.

There are currently six policing districts across Avon and Somerset - Bristol, South Gloucestershire, Bath and North East Somerset, Somerset East, Somerset West and North Somerset. Policing districts are divided into neighbourhood areas that are managed locally by Neighbourhood Inspectors.

The area comprises four unitary authorities - Bristol, Bath and North East Somerset, North Somerset and South Gloucestershire, and a two-tier authority made up of Somerset County Council and five district councils - West Somerset, Taunton Deane, South Somerset, Sedgemoor and Mendip.

Each unitary authority and the County Council have a Community Safety Partnership, Youth Offending Team and Drug and Alcohol Action Team.

The area also has

- **Six Magistrates Courts** – Bath, Bristol, North Somerset, Taunton Deane, North Avon in Yate and South Somerset and Mendip in Yeovil
- **Two Crown Courts** - Bristol and Taunton
- **Four prisons** - Bristol, Eastwood Park, Leyhill and Ashfield.

A wide range of statutory and independent victim services are provided in the area with responsibilities for keeping victims informed, providing support through the Criminal Justice System and helping victims cope with the impact of crime and recover from any harm experienced.

These agencies collectively deal with a complex and diverse range of issues across Avon and Somerset on a day to day basis, from criminal and non-criminal neighbourhood problems through to public protection, major incidents and issues such as terrorism and serious and organised crime. As a result we have to manage our limited resources intelligently.

Risk of crime in Avon and Somerset remains comparatively low when compared to other forces nationally and levels of recorded crime and anti-social behaviour have been falling steadily over recent years.

Improvements in partnership working are considered to be amongst the main drivers of crime reduction over recent years, particularly in addressing the needs of the most complex cases. Improvements in policing techniques and practices, drug treatment outcomes, planning and home and vehicle security are also considered to be strong contributory factors.

As the largest urban area, Bristol accounts for around 41% of all recorded crime in Avon and Somerset. It is important to note, however, that recorded crime does not provide a full picture of victimisation as levels of crime reporting vary significantly by type of crime and victim circumstance. Furthermore, some of the most vulnerable victims of crime can be found across all areas of the force.

I recognise that in an area as large and diverse as Avon and Somerset, a 'one size fits all' approach does not work. For this reason, our District Commanders have worked with local partners to develop district level police and crime plans that set out what we aim to achieve in your area. These are based on the statutory plan and the issues you have highlighted to me. The full plan for your area can be found at:- www.avonandsomerset-pcc.gov.uk

For information about levels and trends in crime, policing and criminal justice in your area, visit www.police.uk

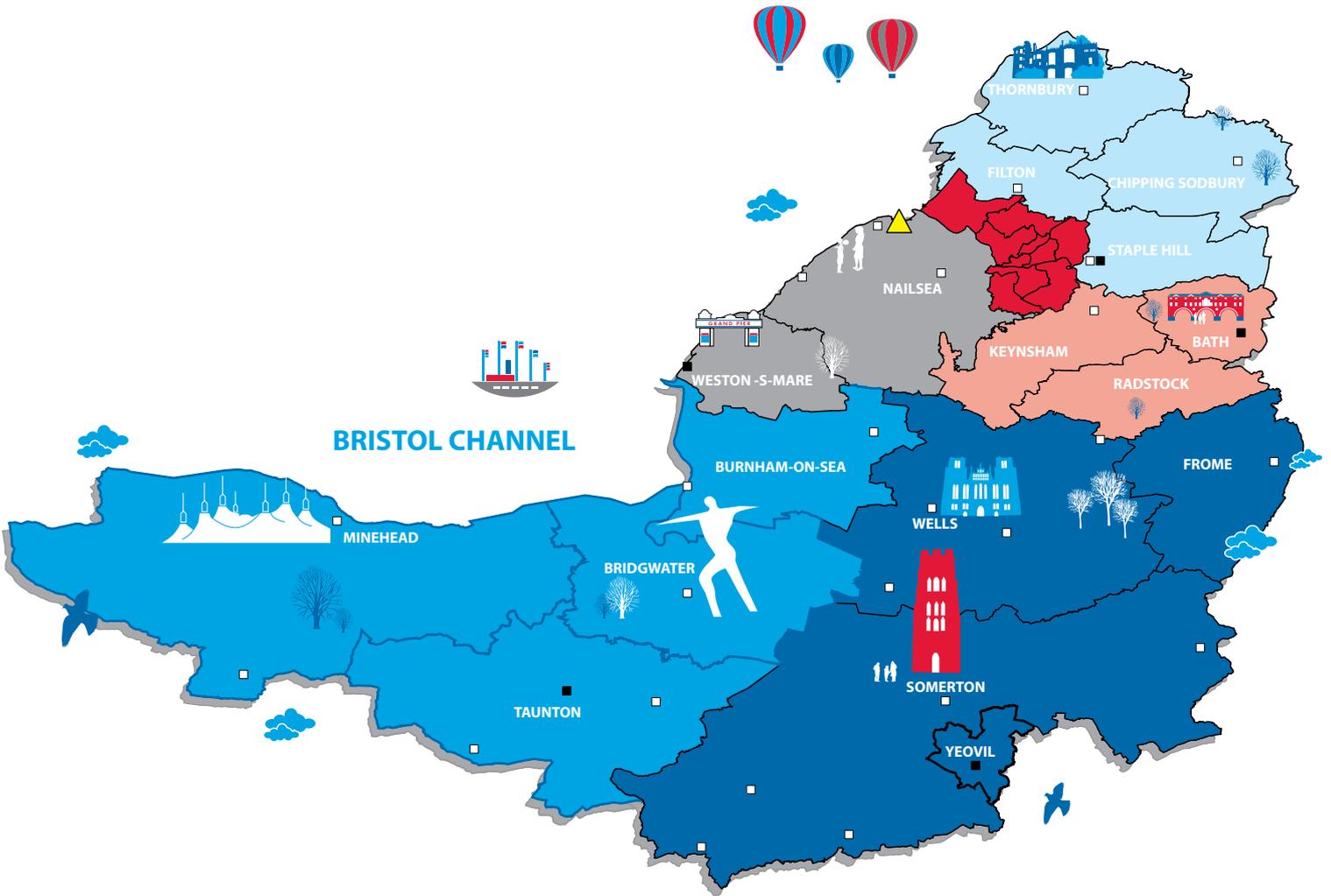


BRISTOL

AVONMOUTH
SOUTHMEAD

BRISTOL EAST
ASHLEY
LAWRENCE HILL
CABOT

BROADBURY
BISHOPSWORTH
BRISLINGTON



MAP LEGEND

-  POLICE HEADQUARTERS
-  DISTRICT HEADQUARTERS
-  POLICE STATIONS

DISTRICTS

-  BRISTOL
-  BATH AND NORTH EAST SOMERSET
-  NORTH SOMERSET
-  SOUTH GLOUCESTERSHIRE
-  SOMERSET EAST
-  SOMERSET WEST

Reducing the impact of anti-social behaviour in your community

“I want to enable you to live without fear of harassment, abuse, or threatening behaviour. I will do this by supporting multi-agency approaches to tackling the issues affecting you or your area. I will focus in particular, on reducing risk to the most vulnerable and repeat victims.”

Anti-social behaviour (ASB) affects and hurts daily lives. It is also the single most common reason that the public contact the police and the issue I always see raised at Partners and Communities Together (PACT) meetings, neighbourhood beat surgeries, community events, panels, surveys and in focus groups.

ASB can involve issues as wide ranging as persistent low level nuisance, such as noisy neighbours, through to acts of criminal behaviour, such as damage to property or graffiti. In many cases, these problems are most effectively resolved through shared problem solving approaches between residents and agencies such as the police and council. The PACT process has been effective in tackling local issues, and the number of areas reporting that they have ‘no issues’ of concern has increased year on year. Still many residents are unaware that these processes are operating in their area, while others choose not to report ASB because they feel that the issue is too trivial or for fear of intimidation by the offenders in their community.

My approach will be to:-

- Make sure that residents are aware of the support that is available to them and how they can have their say about the issues affecting their community by promoting PACT and other engagement opportunities
- Improve the way that our agencies work together to assess, manage and tackle anti-social behaviour cases, particularly those involving repeat and vulnerable victims. I will also support shared case management systems and integration and co-location of services where it makes practical and economic sense to do so
- Establish a strategic ASB Review Group that will capture learning from evidence of best practice and our knowledge of what works

I will hold the Chief Constable to account for delivering the following objectives, working alongside residents, businesses, criminal justice and community safety agencies to:-

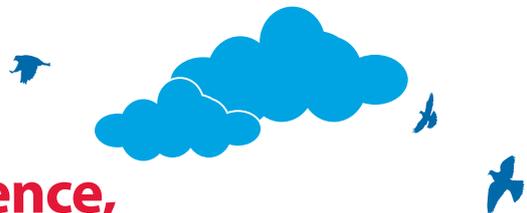
- Improve awareness of and access to services available for victims of ASB, particularly amongst vulnerable and hard to hear communities. I want to ensure that you have appropriate options to report ASB and are aware of what those options are

- Increase the proportion of ASB cases effectively resolved by developing and promoting common service standards for ASB and ensuring that agencies and communities are aware of and using the full range of ASB tools and resolutions available to them including, for example, Community Resolution approaches
- Prevent and reduce ASB caused by the most problematic individuals and families, particularly by supporting the Troubled Families Initiative, youth diversionary activities and other multi-agency problem solving approaches that tackle the longer-term underlying causes of ASB
- Reduce the impact of alcohol-related anti-social behaviour in communities and the night time economy, particularly by supporting robust alcohol licensing enforcement where the ‘polluter pays’ and recognised good practice in managing the night time economy
- Reduce the risk of harm to vulnerable and repeat victims of ASB by improving the way agencies work together to identify risk at first point of contact, share information and tackle complex local problems
- Improve feelings of safety and perceptions of your neighbourhood by empowering communities to tackle the ASB issues that are affecting them, with support from visible and available Neighbourhood Policing Teams, including Specials, PCSOs, Cadets and volunteers in your area

I will measure success in delivering these objectives based on:-

- Improved ASB victim satisfaction levels in line with crime satisfaction rates
- Increased proportion of ASB cases effectively resolved





Tackling domestic and sexual violence, particularly violence towards women and children

“I want to ensure that victims of domestic and sexual violence get the help they need when they need it. I will do this by encouraging and enabling reporting, supporting early intervention and improving access to support and services, particularly amongst those most vulnerable to harm”.

Tackling violence against women and children is something that agencies across Avon and Somerset take extremely seriously and are committed to improving. These offences, including abuse against children, online and street grooming, sexual exploitation, so called ‘honour’ based violence and Female Genital Mutilation (FGM), are often high impact, long term and life changing.

Women and girls account for around 90% of all victims of sexual assault in Avon and Somerset but it is estimated that fewer than 15% of victims report the crime to police. We know that domestic violence is similarly under reported, with many victims being caught in a cycle of abuse. There is growing evidence that children who live in families where there is violence between the parents can suffer serious long-term emotional effects.

Co-located specialist teams and multi-agency approaches have been effective in improving outcomes for victims. These services include The Bridge Sexual Assault Referral Centre (SARC), Bristol’s specialist rape investigation unit - Operation Bluestone, Independent Sexual Violence Advisors (ISVAs), Independent Domestic Violence Advisors (IDVAs) and Multi-agency Risk Assessment Conferences (MARACs).

My approach will be to:-

- Support initiatives that encourage and build confidence amongst victims to report these offences, to feel that they will be believed, they will be taken seriously and there are support services that can help
- Support and promote consistent and stable funding for critical services across Avon and Somerset, centrally commission ISVA services from April 2013 and continue to fund the Sexual Assault Referral Centre
- Ensure that the voice of victims and communities in relation to domestic and sexual violence is listened to and understood

I will hold the Chief Constable to account for delivering the following objectives, working alongside residents, criminal justice and community safety agencies to:-

- Build confidence amongst victims and third parties to report domestic and sexual violence, particularly amongst those less likely to report incidents to the police and other agencies

- Increase awareness and understanding of domestic and sexual violence including specific issues such as FGM, Child Sexual Exploitation and human trafficking , particularly by focusing on preventative work, engaging with children and young people and promoting available services
- Continue to improve the effectiveness of our Public Protection Teams by exploring joint working, opportunities for joint commissioning and the way we share information to protect those most vulnerable to harm
- Strengthen our multi-agency focus on perpetrators and explore and evaluate Integrated Offender Management approaches to dangerous and high risk offenders, such as the ‘Integrated Response, Integrated Services’ model (IRIS)
- Continue to improve the quality and consistency of local services by developing a co-ordinated framework to identify and implement good and best practice, such as Operation Bluestone, Domestic Violence Protection Orders and the introduction of the ‘Claire’s Law’ Domestic Violence Disclosure Scheme
- Deliver continued improvements in service satisfaction, particularly by working with partners to align and enhance performance monitoring across all aspects of the victim journey in these cases

I will measure success in delivering these objectives based on:-

- Improved levels of reporting amongst victims of domestic and sexual violence, particularly amongst groups known to be less likely to report
- Increased detection rates for serious sexual offences



Preventing and reducing burglary and fear of burglary in your area

“I want to further reduce burglaries, both domestic and commercial, and improve feelings of safety in your area. I will work to tackle the causes of burglary and support integrated prevention, enforcement, rehabilitation and criminal justice approaches to youth and adult offending”.

Burglary rates have been falling year on year across Avon and Somerset since 2007, reaching their lowest ever recorded level in 2012. Despite this trend, burglary remains a significant concern to local residents, partly due to the high financial and emotional impact it has on vulnerable households, communities and businesses. There also remains room for improvement, particularly with regard to distraction burglary, ensuring offenders are brought to justice and developing our understanding of the impact of burglary on the business community.

The most persistent burglary offenders generally have highly complex needs that are related to their re-offending, including drugs and alcohol, accommodation, employment and educational issues. The ‘Integrated Offender Management’ (IOM) approach, known locally as IMPACT, has been successful in bringing agencies together to address these complex needs. This approach, supported by robust enforcement and improvements in policy, practices and security are considered to have contributed to reductions in burglary and other serious acquisitive crimes over recent years.

I want to maintain and strengthen our focus on preventing burglary, particularly through early intervention, ‘designing out’ crime and enabling residents to take sensible precautionary measures.

My approach will be to:-

- Support the further embedding of integrated offender management, fund drug testing interventions and work with partners to review arrangements for drug intervention arrangements in line with our Private Finance Initiative for new custody suites
- Promote and support crime prevention activity working in partnership with the public, voluntary and community and business sectors via initiatives such as Neighbourhood, Business and Farm Watch
- Support initiatives to ensure that you have access to the information you need to be safe and feel safe

I will hold the Chief Constable to account for delivering the following objectives, working alongside residents, businesses, criminal justice and community safety agencies to:-

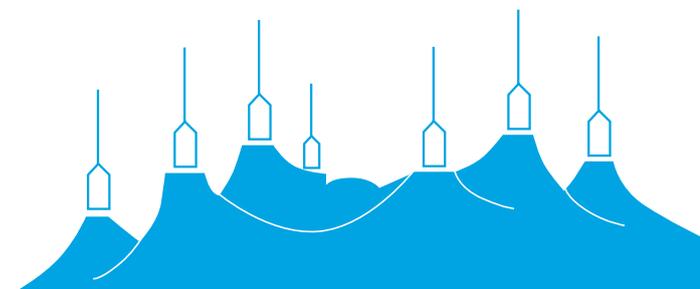
- Deliver continued improvement in the outcomes of the Integrated Offender Management programme by promoting further collaboration and information sharing between agencies in identifying and dealing with the most

active and prolific burglary offenders

- Further prevent burglary, particularly amongst repeat and vulnerable victims by working with communities and organisations to tackle long term priority locations for burglary and improving the use of intelligence and making use of evidence based policing and predictive analysis
- Improve feelings of safety by ensuring that households, communities and businesses have access to the advice and information they need to prevent crime and accurately judge the risk they face
- Making a more hostile environment for burglars to operate in by supporting initiatives that tackle the stolen goods markets and making effective use of community information and intelligence through initiatives such as Crimestoppers
- Improve criminal justice outcomes for victims of burglary by making better use of technology, improving the presentation of evidence and ensuring that the Police, Crown Prosecution Service, Probation, prisons, judiciary and voluntary organisations are working towards the same outcomes for victims
- Tackle and reduce burglary that affects business communities in both rural and urban areas. We will start by defining and analysing commercial burglary and working with local businesses to improve our understanding and approach to tackling these offences

I will measure success in delivering these objectives based on:-

- Reduced levels of burglary, particularly distraction burglaries and those affecting vulnerable people
- Increased police detection rates for burglary



Putting victims at the heart of the Criminal Justice System

“I want to improve victim’s satisfaction with and influence over the services they receive. I will do this by supporting the development of a joined-up approach to victim services that has the voice of victims at its heart. I will be a fierce advocate for all victims, and young people in particular, who are more likely to be victims of crime than any other group”.

There are many services offering support to victims in Avon and Somerset, which can come in many forms. Victims can be contacted numerous times by different people and organisations and this may not be necessary or especially helpful. I will support improvements to simplify and improve the experience of victims throughout their journey.

The likelihood of reporting a crime varies according to offence and victim characteristics. Sexual offences, domestic violence and hate crime are amongst the offences less commonly reported. Young people in particular, are less likely to report victimisation and yet are more likely to be victims of more serious crime.

My approach will be to:-

- Support initiatives to ensure that at every stage of their journey victims experience high quality support that is tailored according to need, is joined up across criminal justice agencies and makes use of restorative approaches wherever appropriate
- Seize opportunities to reshape services and place victims at the heart of the criminal justice system through the new Victim Code of Practice
- Work closely with the Constabulary, criminal justice agencies and partners over the coming year to prepare for new responsibilities for commissioning victim services. I will ensure that support is directed at those that have suffered the greatest impact from crime – particularly those that are persistently targeted and the most vulnerable

I will hold the Chief Constable to account for delivering the following objectives with community safety and criminal justice agencies to:-

- Ensure a consistent approach to victim care so that every victim knows what support they can expect from the first point of contact onwards
- Make use of innovative technology so that officers and staff have the tools they need to provide victims with high quality care and that victims are kept informed of progress in their case in ways that they choose

- Enhance ways of understanding the experience of victims, especially young, hidden, repeat and other vulnerable victims so they all have increased confidence that they will be taken seriously and that their feedback will influence future services
- Put in place future services to provide practical and emotional support so that victims with the greatest need have access to appropriate support
- Make it easier for victims to complain and review learning so that victims see an improvement in their experience with criminal justice services
- Support and complement the development of the Integrated Victim Service pilot so that the most vulnerable victims have access to high quality, joined up care

I will measure success in delivering these outcomes based on:-

- Maintaining a top ten national position for victim satisfaction with police services
- Increase in successful criminal Justice outcomes for the most serious crimes



Partnership working and integrated services

“I am committed to supporting the co-ordination and integration of local services so that we can be more effective in tackling the issues that are important to you and get a better deal for your money”.

Tackling crime and anti-social behaviour involves a wide range of partner organisations which must work together to deliver their shared objectives and, where beneficial, provide integrated and seamless services to the public. There are many examples of good and innovative partnership working across Avon and Somerset, which include the Bridge Sexual Assault Referral Centre and the approach to Integrated Offender Management.

My role as Police and Crime Commissioner extends beyond policing to include a new emphasis on joint working with community safety and criminal justice partners. I am committed to engaging and working together with Community Safety Partnerships, the Avon and Somerset Criminal Justice Board, and Health and Wellbeing Boards and Local Safeguarding Boards, particularly in the following areas:-

I will work with **Community Safety Partnerships, Youth Offending Teams** and **Drug and Alcohol Action Teams** to commission community safety services in 2013 and promote multi-agency working to deliver our shared outcomes. I will support partnership initiatives that aim to prevent crime and reduce re-offending including Integrated Offender Management and Troubled Families and work closely with Local Authorities, housing and health partners to influence action in dealing with the issues that matter to local communities. I will aim to ensure that activity is aligned with other local commissioning arrangements to make sure our limited resources are used in the most effective way.

I will work with the **Regional** and **Local Criminal Justice Boards** to improve the victim experience at every stage of their journey through the criminal justice system. I will work with criminal justice agencies to support and oversee modernisation through the Criminal Justice Efficiency Programme, and respond to structural changes and budget reductions. I will support measures to strengthen coordination across the criminal justice agencies and improve the monitoring of performance and satisfaction. I will also work closely with criminal justice agencies and other statutory and voluntary and community sector partners to prepare for new responsibilities for commissioning victim support services from 2014.

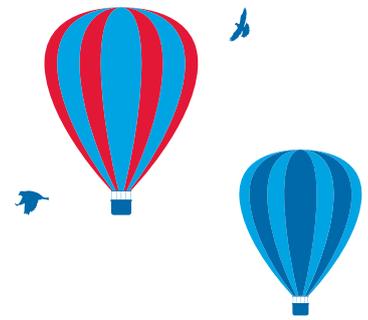
I will seek to engage with the newly established **Health & Wellbeing Boards** in areas of shared interest. These include reducing the impact of drugs and alcohol, supporting those in need of mental health services, working together to provide robust safeguarding for children and adults and tackling sensitive and high risk issues including sexual exploitation and Female Genital Mutilation. In particular I will support Health and Wellbeing Boards in influencing licensing powers and ensuring that appropriate alternatives are available so that individuals with mental health issues are not held in police custody.

I support the priorities of responsible authorities in delivering this plan and I am committed to continued innovation across all sectors to:-

- Improve information sharing on specific and high risk cases, implement shared case management systems and consider co-location where it makes practical and economic sense to do so
- Establish a Business Crime Forum that will enable local businesses work together to make Avon and Somerset a safer place
- Work closely with partners to respond to consultations on key changes such as the future of the Probation service
- Work in partnership with communities to support the expansion of the Special Constabulary, Volunteers and Neighbourhood Watch
- Work with the Police, local authorities and communities to reduce dangerous driving, particularly by visible policing of our roads and supporting initiatives such as Community Speedwatch



Collaboration



“I am committed to collaborating with other agencies to improve services, increase capability and achieve cost savings wherever it is in the interests of the people of Avon and Somerset to do so”

The five Police and Crime Commissioners of the south west of England are committed to collaboration so that, working together, their constabularies deliver efficient and effective policing to meet the needs of the communities they serve.

Commitment to five independent constabularies

The Commissioners recognise that there are five independent policing constituencies in the south west of England. Each Commissioner is responsible for ensuring that locally responsive and effective policing services are available to the public in their area. This is central to their planning. Alternative collaborative or partnership arrangements are not precluded, but the default position will be collaboration within the region.

Interoperability

The Commissioners consider that interoperability between constabularies is a critical requirement and should be built into all planning assumptions in the region. In that regard, we have already commissioned a regional inter-operability audit with a particular focus on Protective Services, but with an overarching aim to achieve broader inter-operability across all business areas.

Trust and Confidence

The five Commissioners will work together in the best interests of the communities they serve, being open in approach and with a positive mind-set in their work with other Commissioners and their constabularies.

Community Safety and Criminal Justice issues

The scope of collaborative work will include the full range of the Commissioners' responsibilities including policing, criminal justice and community safety issues.

Avon and Somerset is engaged in a number of important crime and community safety-related collaboration projects both within the force area, across the South West region and with other police forces nationally.

These include:-

- **‘Zephyr’** – The Avon and Somerset-led regional multi-agency unit to tackle serious and organised crime was established in 2010. Within the first two years of operation, the team had confiscated over £6.8 million criminal assets, made over 190 arrests and seized over 25 kilos of class A drugs
- **‘Brunel’ Major Crime and Special Branch collaboration with Wiltshire Constabulary.** This is delivering improved capability and capacity to respond to major crimes such as rape and homicide for both forces
- **A Tri-force Firearms Training Facility in collaboration with Gloucestershire and Wiltshire police forces.** The facility will become available in 2014 and has already brought capital savings for each force
- **Learning and Development** – a regional drive to standardise training and reduce duplication of design and delivery of training resulted in cashable savings in excess of £4.25 million across the region.
- **West Coast Forensics Consortium** – made up of 14 forces aiming to improve the level of service for forensic investigations. The consortium has halved forensic analysis spend amongst the forces involved and achieved savings of over £20 million



Policing services

Visibility, accessibility, responding to need, and protecting the public from harm are at the heart of everything we do. Our aim is to continue to improve the services we provide to the communities we serve by putting the public first.

As Chief Constable it is my job to ensure that the communities of Avon and Somerset are safe and feel safe and that they have the highest confidence in our policing. Working together with our partners, we will:

- Be there to help when the public need us;
- Investigate crime and protect the public from criminals;
- Find satisfactory solutions to problems that affect the public and communities; and
- Bring offenders who commit crime to justice

I will ensure we are visible in your community and that our services are built with the public in mind and can be accessed in any way that suits the citizen.

Our overall ambition is to give the public the highest levels of service locally, at the best value to the local taxpayer.

We are committed to our neighbourhood policing model which has been successful in helping the constabulary achieve year on year reductions in crime and anti-social behaviour.

While local policing is the most visible part of our service to our communities, there are clearly other significant threats that the police deal with: for example, organised crime, terrorism and civil disasters and emergencies. I will ensure we have the right resources to tackle such risks, threats and challenges to public safety. This will allow us to work effectively with our Avon and Somerset Local Resilience Forum partners and support other police forces (and rely on their support), when it is needed.

We are also committed to collaborating with other police forces, and other partners, in pursuit of value for money and operational resilience, when this is the best way of delivering policing services.

Avon and Somerset Constabulary has always actively sought and participated in innovative ways of working, including public, private and voluntary sector partnerships. The current financial situation has placed an even sharper focus on the need to achieve savings, but our ambition to make more improvements in our services for the public is undiminished and we will continue to adopt new and innovative ways of delivering services for the public.

Our core values will shape how we will achieve our ambition. Our four values are:-

- Public First
- Quality Counts
- Today's Business Today
- Friendly, Professional and Interested

As Chief Constable I will ensure that Avon and Somerset has an efficient and effective police service, and especially that:

- We actively engage with the public, especially in problem solving and through increased volunteer and special constabulary schemes
- We put the right resource in the right place at the right time, responding to the community's needs and expectations
- Our IT, estate, and other supporting functions, systems and processes are adequate in supporting our officers and staff to delivering our core mission - keeping you safe and making you feel safe
- We have the right mix of police officers, police staff, Police Community Support Officers (PCSOs), Special Constables, Cadets and volunteers to deliver policing in Avon and Somerset. We also believe that the Police service should look like the community it serves and will work hard to become more representative

Nick Gargan QPM
Chief Constable

Delivering value for money

“I believe that more can be done to ensure value for money whilst delivering high quality services, but only by looking beyond agency and administrative boundaries and sharing innovation and good practice can we get the best deal for your money”.

Her Majesty’s Inspectorate of Constabulary reviews police delivery of Value for Money on an annual basis. The latest report for Avon and Somerset demonstrates that the force is delivering effective and efficient services with below average resources.

The disproportionate impact of ‘damping’ in the governments funding formula has, for a number of years, contributed to Avon and Somerset’s under-resourced position. This has seen funding redistributed to other areas in order to smooth annual changes in grant as opposed to being distributed on the basis of assessed need. Avon and Somerset Constabulary alone will be under funded by £10.7 million in 2013/14 relative to the amount it is assessed to need as a result of this formula and lost over £110m since 2006/07.

Agencies in Avon and Somerset have a strong track record of delivering improvements in value for money. In 2008, Avon and Somerset Constabulary, Somerset County Council, Taunton Deane Borough Council and IBM entered into the ten year Southwest One (SW1) joint venture. This delivers shared Human Resources, payroll, finance, IT, estates management and procurement services to all three public bodies which is on schedule to achieve over £15 million in procurement savings for the Constabulary alone over the period of the contract. I will monitor the outcomes of this contract and oversee the practical preparations for succession planning in 2017.

In September 2012, a £90m Private Finance Initiative (PFI) project was agreed for Avon and Somerset Constabulary which is set to deliver new accommodation facilities, an operational base, two custody and crime investigation centres, three police stations and a tri-force firearms training centre. As part of the accommodation strategy and a wider review and rationalisation of the force estate, I will work to ensure that the PFI delivers the agreed improvements in capacity, safety, sustainability and interoperability during my period in office.

I want to ensure that we get the best deal for your money. In delivering my priorities, I will work with the government, Chief Constable and organisations across all sectors to:-

- Secure efficient, effective and modern police and criminal justice services, particularly by supporting the Constabulary’s Transformation Programme and the Criminal Justice Efficiency Programme
- Ensure that we have a visible, responsive and accessible police service that is active in your community
- Challenge the government’s ‘damping’ mechanism which results in the area receiving substantially less grant funding that it is assessed to need
- Invest in technology to ensure that our officers are mobile and improve our interface with the public
- Reduce unnecessary bureaucracy to free up police time by reviewing policies and encouraging radical and innovative thinking



Our resources

The impact of the budget deficit and government's Comprehensive Spending Review (CSR) is placing considerable financial pressure on all of our crime, community safety and criminal justice agencies in Avon and Somerset. Many have been forced to review their financial priorities and the activities they fund as a result.

The Constabulary has already made identifiable savings of around £35m in this CSR period, largely due to organisational restructure, a recruitment freeze and natural attrition which have released savings in terms of departmental budgets, officer and staff costs. We have also been able to protect front line officer posts in patrol and neighbourhood policing by continuing to improve our demand management processes, enabling us to better match police resources to where and when they are most needed.

We have agreed £6m of new savings for 2013/14 including the areas of pay budgets (£3.0m), supplies and services (£1.7m), transport (£0.8m) and premises (£0.4m).

It is our expectation that there will be a new CSR in 2015/16, although there remains considerable uncertainty as to what this will be. We are currently modeling scenarios for additional savings and potential precept options that would enable us to achieve a balanced budget.

Medium Term Financial Outlook

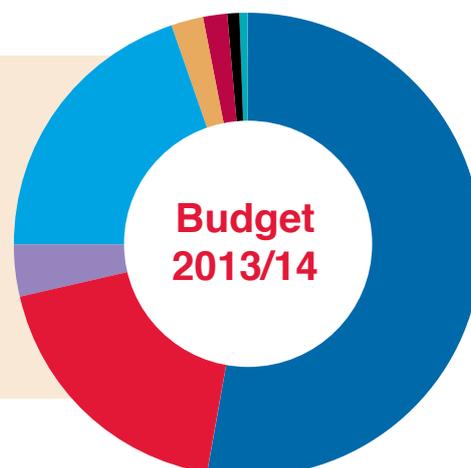
	2012-13	2013-14	2014-15
Constabulary	(281)	(276)	(276)
Office of the PCC	(1.4)	(1.4)	(1.5)
Commissioning	0	(2.4)	(2.3)
Budget Spend	(282)	(280)	(280)
Main Grant	173	177	167
Council Tax	97	86	86
Other grants	12	6	6
“Support” Grant	0	11	11
FUNDING	282	280	270
DEFICIT	Balanced	Balanced	(10)

Policing budget

I have set a net policing budget of £276 million for 2013/14 in consultation with you, the Constabulary and the Police and Crime Panel, which scrutinises the strategic decisions I make. The budget is largely funded by a combination of central government grant (63%) and council tax contributions (35%).

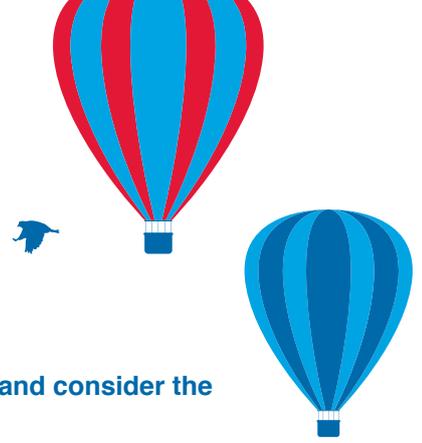
How we spend our budget

- Police Officers - £156.4m
- Police Staff - £54.7m
- Community Support Officers - £10.9m
- Running Expenses - £58.2m
- Police Pensions - £6.7m
- Capital Funding Costs - £4.7m
- Community Safety Fund - £2.4m
- Office of the PCC - £1.4m



I recognise the financial hardship that many households across Avon and Somerset are facing at the moment and have taken the decision to freeze the policing part of the council tax and accept the Government's grant of 1% - just under £1m for 2013/14 and 2014/15.

Grants and commissioning



“I want to ensure that the financial decisions I make are fair and transparent and consider the needs and the rights of different members of the community.”

In doing so, I aim to:-

- Ensure that resources are distributed fairly and equitably across the force area and matched to need
- Keep you informed about how we are spending your money and what is being delivered as a result
- Agree clear and measurable outcomes for the projects I commission that I will track and monitor throughout the year
- Maximise the positive social and environmental impact we have in delivering services and support the Constabulary's Carbon Management Programme

In 2013/14 I will commission community safety, drug intervention and youth services from a new £2.4m grant. Money provided by this grant replaces various funding streams previously allocated by the Home Office. The funding will be distributed equitably across the force area whilst also seeking continuity to key community projects that align to the priority areas

I am commissioning Community Safety Partnerships across Avon and Somerset to deliver outcomes that are linked to the delivery of this plan and providing £650,000 to fund outcomes. I have also agreed specific community safety grants to deliver:-

- Drug and Alcohol Intervention Programme (£845,000) to provide Criminal Justice Interventions for those in custody
- Youth Offending Service and youth diversionary projects (£450,000) to tackle youth offending and divert vulnerable young people away from crime
- Drug Testing on Arrest (£355,000) to provide drug testing on arrest and assessment in the custody suite for those arrested for serious acquisitive crimes
- The Independent Sexual Violence Advisor Service (£88,000) to provide support and advice to people that have suffered sexual violence

In addition to these grants, I have also established a Community Action Fund of £200,000 to deliver community safety initiatives linked to my priorities which will be administered by the Avon and Somerset Police Community Trust.

You can find out more about how these grants have been allocated and what is being delivered as a result

at my website at www.avonandsomerset-pcc.gov.uk.

You can also find out more about my financial plans in our Budget Book at www.avonandsomersetpcc.gov.uk

Equality and Diversity

I support the Constabulary's Equality and Diversity Objectives and will monitor their delivery by the Constabulary. I will also assess the impact that changes to policies and practices may have on different protected groups. The Equality and Diversity objectives are:-

- Improving satisfaction and confidence across diverse communities;
- Understanding and involving diverse communities;
- Supporting vulnerable victims, witnesses, suspects and detainees;
- Integrating equality across all of our business functions;
- Developing a workforce which represents our diverse communities
- Promoting a fair and equitable working environment for all employees





Being accountable to you

“I will ensure that you have access to the information you need to be able to judge how well police, community safety and criminal justice services are being delivered in your area and our progress in delivering this plan”

I will bring greater transparency and openness to the police. Together with your Chief Constable, I will regularly engage with the public by holding local meetings in each of the six districts so that we can hear your views on how you would like the police to address your local needs.

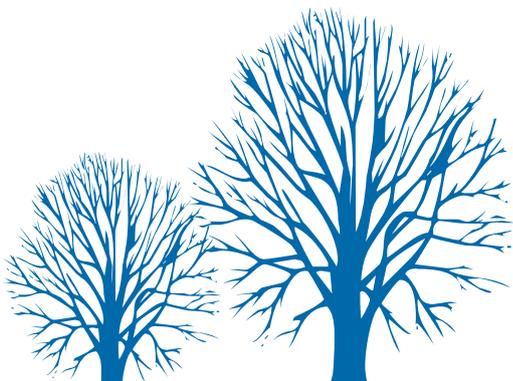
I will focus on outcomes and aspirational targets and will gauge my success as Avon and Somerset's first Police and Crime Commissioner on the basis of the performance indicators shown on page 15.

I will:-

- Spend at least one day a week in the communities listening to individuals, communities, small and large groups to better understand your needs
- Monitor complaints made against officers and staff and investigate complaints against the Chief Constable
- Set up a volunteer panel to dip-sample complaints against the police and to review with me other areas of police business in a transparent way
- Improve opportunities for engaging young people, especially those with direct experience of the criminal justice system
- Hold regular performance review meetings with the Chief Constable to discuss delivery against my strategic objectives and pro-actively publish the outcomes of these meetings on the performance pages of our website at:- www.avonandsomerset-pcc.gov.uk

My progress towards delivering the Police and Crime plan will also be reported to Avon and Somerset's Police and Crime Panel throughout my period in office. The panel is a public meeting, and if you would like to attend or are interested in finding out more about its role, please visit the following website:- www.bristol.gov.uk/policeandcrimepanel

The Police and Crime Plan will be reviewed on an annual basis to ensure that it remains relevant, up to date and focused on the most critical areas of business. There are a number of ways in which you can stay informed on my progress, including newsletters, public meetings and my Annual Report, which will be reviewed by the panel and published in June each year.



Outcomes for the Public

I have set the aspiration as part of this plan to achieve top ten / top quartile performance nationally across all of my priorities by 2017 and deliver continued year on year improvement. In a number of areas it is not possible to benchmark our performance against other force areas and in those cases I have set baselines for 2013/14 against which I will monitor progress.

I will use these outcome measures to hold the Chief Constable to account and measure the extent to which the Police and Crime Plan is being successfully delivered.

		2011-12 Actual	2012-13 Estimate	2013-14 Milestone	2016-17 Ambition
Public confidence*	% that feel very or fairly confident in the Police (CSEW)	76.2 (8/43)	71.1 (35/43)	Increase >28/43	Top 10 nationally
ASB	Victim satisfaction for ASB	80.0%	81.5%	Increase >82.8%	86.7**%
	ASB Cases fully resolved	35.0%	37.9%	Increase	Increase
Domestic and Sexual Violence	Reported domestic and serious sexual violence	18,454	18,612	Increase	Increase
	Increased detection rates for serious sexual offences	36.1% (10/43)	33.7% (11/43)	Increase (10/43)	Top 10 nationally
Burglary - domestic and non-domestic	Police recorded burglary	13,446 (27/43)	12,174 (24/43)	Decrease 20/43	Top 10 performer
	Police detected burglary	12.4% (28/43)	11.6% (29/43)	Increase >24/43	Top 10 nationally
Victim Services	Overall victim satisfaction (Police)	87.3	86.7 (12/43)	Increase >12/43	Top 10 nationally
	Successful Criminal Justice outcomes for serious crimes	TBC	TBC	TBC	Top 10 nationally

* Public confidence in the police, as measured by the Crime Survey for England and Wales can be a volatile indicator whereby results may fluctuate on account of the low numbers surveyed. We will monitor public confidence rates alongside a suite of supporting measures with a view to further improving our understanding of public perception across Avon and Somerset.

** Aspiration to bring satisfaction rates for ASB in line with satisfaction rates for crime

You can monitor our progress in delivering against these outcome measures at:- www.avonandsomerset-pcc.gov.uk.

How you can get involved

“Our Constabulary, Community Safety and Criminal Justice agencies can not deliver this plan alone. It is my aim that people have real and practical opportunities to shape their policing and community safety services. I want to build upon the energy and innovation I see in local communities and I am committed to involving you wherever I can in delivering our shared priorities”.

My approach will be to:-

- Be an ambassador for the many people who give their time freely to make our communities safer;
- Raise the profile of opportunities to participate in policing;
- Involve communities in shaping future roles for volunteers in policing

Through this approach, I will aim to:-

- Increase public awareness of opportunities to influence policing, community safety and victim services
- Encourage innovative partnerships with the voluntary and community sector to better serve the needs of our communities
- Encourage the development of volunteer opportunities which are focused towards the priorities of the plan, and open new areas of the Constabulary to public involvement
- Increase participation of younger people and minority communities in policing, through improved links with academic institutions and community organisations.

Join Neighbourhood Watch. Find further details on the Constabulary's website at:
www.avonandsomerset.police.uk/community_safety/nhw/whats_involved.aspx

Join our Volunteer Panel of independent members of the public who will be reviewing police complaints files. Find out more at: www.avonandsomerset-pcc.gov.uk

Join one of the local Independent Advisory Groups which work in partnership with the police to engage with local diverse communities, improve access to police services and quality of services provided. Find out more at: www.avonandsomerset.police.uk/diversity/IAG.aspx

There are many ways in which you can contribute towards the delivery of this plan and play an important role in improving the perceptions and feeling of safety in your local community. Why not become...

...A Special Constable

The Special Constabulary is a vital resource when it comes to tackling crime, providing valuable support to regular police officers and increasing the police presence within our communities. Special Constables are volunteers and have the same warranted powers as regular police officers. They work alongside their regular colleagues and also carry out their own operations, increasing visibility and engaging with the public. For more information on recruitment, please visit the Constabulary's website at: www.avonandsomerset.police.uk/recruitment/specials

...A Cadet

Our Cadet scheme provides young people aged 14 to 17 with an opportunity to gain a practical understanding of policing and the law while supporting their local community. We are currently running cadet schemes in South Gloucestershire, North Somerset and Taunton Deane in Somerset. To find out more, visit: <http://www.avonandsomerset.police.uk/recruitment/PoliceStaffVolunteers/cadets.aspx>

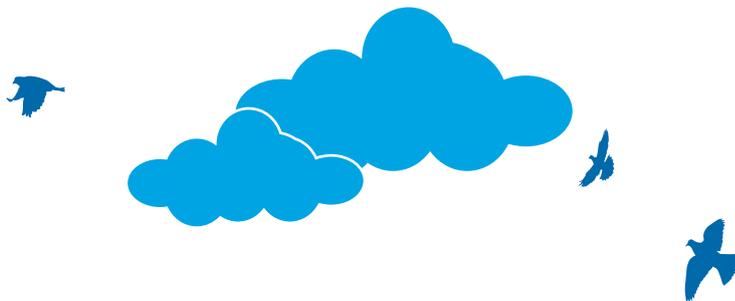
...A Custody Visitor

Independent custody visiting ensures the police service is open and accountable to the people it serves. For more information about custody visiting, the role of Custody Visitors and how to apply, contact the Office of the Police and Crime Commissioner or visit our website at: www.avonandsomerset-pcc.gov.uk

...A Volunteer

The volunteers programme provides a vast range of opportunities for people with enthusiasm and skills to support the police in the community or at stations. Find further details on the Constabulary's website at: <http://www.avonandsomerset.police.uk/recruitment/PoliceStaffVolunteers/>





Have Your Say

- Raise issues that concern you at our local public meetings. Details of your next local Neighbourhood meeting can be found online or by calling 101
- Use Freepost 'Have your Say' Postcards: Register your priorities in writing using postcards available from local police stations or other community locations
- Register your priorities on-line: Tell us what you think from the comfort of your own home.
- Join a webchat

Details of all "Have your Say" methods are on our website at:

www.avonandsomerset.police.uk/LocalPages/SSN/PACT.aspx

Giving Feedback or Making a Complaint

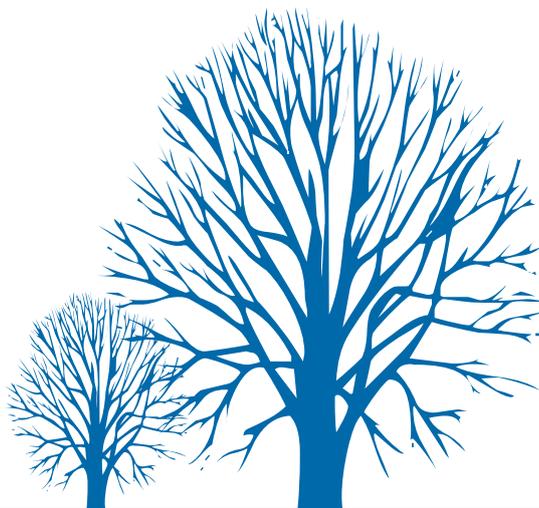
If you are dissatisfied with any aspect of the service you receive from the Office of the Police and Crime Commissioner or the Constabulary, there are a number of ways you can give us feedback or make a complaint:

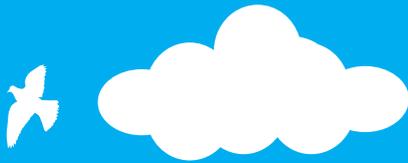
- Contact or go into any police station asking to make a complaint
- Make a complaint by completing our secure on-line form via the police website at:
www.avonandsomerset.police.uk/contact
- Give us feedback by writing to the Chief Constable or to the Office of the Police and Crime Commissioner
- Make a complaint via your solicitor, your MP, Citizens Advice Bureau or a support agency, such as SARI (Support Against Racism and Inequality)
- **Contact the Independent Police Complaints Commission (IPCC) at: PO Box 473, Sale, M33 0BW.
Tel: 0300 020 0096**

Ride Along

Ever wanted to know more about what the police do? Join an officer on the beat or see exactly what happens when we get a 999 call. **Visit <http://www.avonandsomerset.police.uk/LocalPages/RAS/index.aspx>**

If you want to know more about crime, policing and criminal justice in your area, you can also visit www.police.uk





AVON & SOMERSET POLICE & CRIME COMMISSIONER

OFFICE OF THE POLICE AND CRIME COMMISSIONER

Telephone: 01275 816377

Facsimile: 01275 816388

Email: pcc@avonandsomerset.pnn.police.uk

Address: Valley Road, Portishead, Bristol BS20 8JJ

www.avonandsomerset-pcc.gov.uk

STAY INFORMED

To sign up for a monthly newsletter and local news bulletins for your area register via our website:
[www.avonandsomerset.police.uk/
InteractiveWebsiteAccounts/Signup.aspx](http://www.avonandsomerset.police.uk/InteractiveWebsiteAccounts/Signup.aspx)

Follow us on Twitter @AandSPCC
@ASPolice @SuMountstevens

CONSULTING YOU

When budgets are tight, it is even more important that we understand what the public need from policing services. We have launched a website where residents are able to give their opinion and genuine discussion will influence our decision making and this plans development.
www.consultation.avonandsomerset.police.uk



Call 101 to contact the police to report less urgent crime and disorder or to speak to your local officers. For example, call 101:

- if your car has been stolen
- if your property has been damaged
- if you suspect drug use or dealing in your local area
- to give the police information about crime in your area
- to speak to the police about a general enquiry

Minicom and Typetalk: 01275 816888

Address: Valley Road, Portishead,
Bristol BS20 8QJ

www.avonandsomerset.police.uk

In an Emergency dial 999

- when the incident requires an immediate response
- when there is danger to life or risk of injury
- where a crime is in progress
- where an offender is still at the scene or has just left the scene.

ANTI-TERRORIST HOTLINE

If you think you have seen something suspicious or are unsure about somebody's activities or behaviour call this confidential hotline. Telephone: 0800 789 321

CRIMESTOPPERS

Call the independent charity Crimestoppers in confidence and anonymously if you have information about crimes but would prefer not to speak directly to the Police.

Telephone: 0800 555 111

If you need this document in a different format or another language please contact General Enquiries on 101 or Typetalk 01275 816888 or visit:
www.avonandsomerset.police.uk/WebsiteResources/accessibility/