

**AVON AND SOMERSET POLICE AND CRIME PANEL
5th JUNE 2013**

**REPORT OF THE POLICE AND CRIME COMMISSIONER
POLICE AND CRIME ANNUAL REPORT 2012-13**

- 1.1 The Police and Crime Commissioner has a duty under section 12 of the Police Reform and Social Responsibility Act 2011 to produce an annual report after the close of each financial year. This duty applies to the 2012/13 inaugural year, despite Commissioner's having only been in office for four months. The Home Office has advised, however, that there is no obligation for Commissioners to report on the work of the Police Authority prior to Commissioners taking office.
- 1.2 The Annual Report should provide details of the exercise of the Commissioner's functions in each financial year and progress that has been made in meeting the objectives set out in the Commissioner's police and crime plan. The annual report (attached at Annex A) details progress made during the statutory review period of 15th November 2012 to 31st March 2013, in addition to progress made up to 15th May 2013, marking the Commissioner's first six months in office. This has enabled the Commissioner to provide a substantive update on progress made and ensure that the reporting period remains aligned to the annual planning process. Future annual reports will be based on the financial year April to March and issued in May each year.
- 1.3 The Commissioner is required to present the annual report to the Police and Crime Panel and provide responses to any report or recommendations made by the panel on the report.
- 1.4 In addition to the Annual Report, the OPCC presents a performance paper and scorecard for review (attached at Annex B). This focuses on the Commissioner's nine key performance ambitions for 2013-17 to become a top ten performing force nationally. The performance update will be made available on the Commissioner's website and provided to the panel on a quarterly basis.

1.5 The Commissioner and Chief Constable have agreed Guiding Principles (attached at Annex C) to underpin delivery of the Police and Crime Plan and the Change Programme to respond to reduced funding levels under the current and forthcoming Comprehensive Spending Review.

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Attachments

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

Annex B – OPCC Performance Summary – May 2013

Annex C – Guiding Principles for the Change Programme

ANNEX A



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

2012/13

Published June 2013

FOREWORD

2012/13 was a landmark year for crime and policing nationally, as a new governance framework brought about by the Police Reform and Social Responsibility Act 2011 came into fruition.

This included the introduction of Police and Crime Commissioners in November 2012 that have been tasked with the responsibility for reconnecting the public with their Police Service, driving improvements in the criminal justice system and putting the voice of residents and victims of crime at the heart of Police and Criminal Justice services.

This is a challenging agenda, particularly in light of the ongoing reductions in public sector funding that are affecting all of our statutory partners and the changing profile of need across communities, victims and perpetrators of crime and anti-social behaviour.

My first six months in office have been a steep learning curve and I have focused my time on listening to local communities and organisations about what is important to them and the issues they face. This has informed the development of my first Police and Crime Plan, in which I set strategic priorities to tackle and reduce ASB, domestic and sexual violence and burglary, and put the voice of victims at the heart of the criminal justice system. In addition, to these priorities, local consultation identified road safety and relationships with the police as issues that are important to residents, and I have highlighted these issues as specific areas for improvement.

The Police and Crime Plan sets my aspiration to become a top performing force by 2017 across all of my priority areas. We have begun the year with an encouragingly strong baseline and Avon and Somerset saw a further reduction in total recorded crime of 14% in 2012/13 and a further increase in the overall detection rate to 36.5% - the highest ever recorded locally.

These achievements have been a testament to the commitment and dedication of local officers, staff, partners and colleagues, not least our former Chief Constable, Colin Port, and the outgoing Police Authority who have worked tirelessly over recent years to make the residents of Avon and Somerset safer and feel safer. For this, I extend my sincerest gratitude to you all.

As we move into 2013/14 and delivering the aspirations of the Police and Crime Plan, I welcome our new Chief Constable Nick Gargan, whom I appointed to lead policing across Avon and Somerset in March 2013. Together we are planning for the changes and challenges that ongoing financial constraints will bring in an effort to ensure that the residents of Avon and Somerset continue to receive the effective, visible and accessible service they deserve.

I have also begun to forge strong relationships with voluntary sector organisations and business communities across Avon and Somerset, particularly in preparing for my new responsibilities for commissioning victim services and in establishing a Business Crime Forum. I look forward to further strengthening these relationships as we work to improve local services and tackle and reduce crime in a more joined up way.

I issued a number of Community Safety, Youth Offending and Substance Misuse and Drug Intervention grants in April and May 2013 and launched a Community Action Fund for small community grants. I will be monitoring the delivery of these services, projects and initiatives throughout 2013/14, which are all contributing in some way towards achieving my strategic priorities.

Since taking office in November 2012, I have met many dedicated and truly inspiring people who are involved in vitally important work within our police force area. I have been encouraged by the ideas and innovation you have shared and I want to continue to work with you to make a real difference for the people of Avon and Somerset.

Sue Mountstevens
Avon and Somerset Police and Crime Commissioner

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1. INTRODUCTION

- 1.1 The Police Reform and Social Responsibility Act 2011 places a duty on Police and Crime Commissioners to produce an annual report setting out the progress that has been made in the previous financial year in meeting the police and crime objectives. The annual report is an important milestone in our strategic planning cycle by providing feedback to the Police and Crime Panel, public and other stakeholders on how the police and crime objectives are being delivered and informing our approach to the year ahead.
- 1.2 This report details progress made during the statutory review period of 15th November 2012 to 31st March 2013. Recognising, however, the March 2013 publication date for the Commissioner's Police and Crime Plan, this report also includes progress made up to 15th May 2013, marking the Commissioner's first six months in office. Future annual reports will be based on the financial year April to March and issued in May each year in line with the budget book and annual governance statement.

2. STATUTORY FUNCTIONS

- 2.1 *The Police and Crime Commissioner has a legal duty to decide the police budget, allocating assets and funds to the Chief Constable and setting the council tax precept for the Avon and Somerset area under section 40 of the Local Government Finance Act 1992.*

The Commissioner maintained her election pledge to freeze the council tax precept at £168 for an average band D property in 2013/14 based on extensive public feedback during her campaign. This was the same level as for 2011/12 and 2012/13 and resulted in the award of a Government grant equivalent to 1% council tax increase each year. The precept level in Avon and Somerset is in line with the average for all policing areas across England. Further details of the financial outturn for 2012/13 can be found in the annual budget book at:-

<http://www.avonandsomerset-pcc.gov.uk/Openness/How-we-spend-your-money.aspx>

- 2.2 *The Police and Crime Commissioner has responsibility for the removal and appointment of the Chief Constable.*

Following the resignation of Colin Port in December 2012, the Commissioner appointed Nick Gargan as the area's Chief Constable on 14th January 2013. Following an intensive two day selection process, Nick Gargan began his appointment on 4 March 2013.

- 2.3 *The Police and Crime Commissioner has a statutory duty to set the strategic direction and objectives of Avon and Somerset Constabulary through the Police and Crime Plan.*

The Commissioner issued her statutory plan in March 2013, alongside six district level non-statutory plans for each of the area's policing districts. The plan sets out the commissioner's strategic priorities for tackling and reducing ASB, domestic and sexual violence and burglary and putting victims at the heart of the criminal justice system. The plan also included a series of objectives against which progress will be monitored and reported. Further details of progress made in these areas can be found in section 3. The full Police and Crime Plan for Avon and Somerset can be found at:- <http://www.avonandsomerset-pcc.gov.uk/Your-PCC/Police-and-Crime-Plan.aspx>

- 2.4 *The Police and Crime Commissioner has a duty to work in partnership with other statutory agencies to reduce crime and disorder.*

The 2013-17 Police and Crime Plan set out the Commissioner's commitment to working in partnership with communities and statutory and non-statutory agencies to deliver shared outcomes, particularly in recognition of the Commissioner's broader role with regard to Community Safety and the wider Criminal Justice System.

The Commissioner has held a series of introductory meetings with Chairs and lead officers of the new Health & Wellbeing Boards in addition to discussions with local Clinical Commissioning

Groups. There is a strong shared commitment to improving outcomes across a number of key agendas, which include mental health, drugs and alcohol, victims and domestic violence. The Commissioner is appointing an officer to lead this area of business in along with responsibilities in relation to young people. Health and Wellbeing Boards have also been integrated into the Commissioner's strategic planning arrangements for 2013/14.

The Commissioner announced the creation of a new Business Crime Forum that she will facilitate and chair. This Forum is the result of wide consultation with the Constabulary, businesses and business groups and will enable business leaders to meet with the Commissioner and Chief Constable. Scoping and round table discussions have already proved productive and the Commissioner has received substantial support and interest from the business community. The Constabulary has worked to develop a consistent definition and measure of business crime to assist the forum in improving our understanding of the issue and track performance. The Business Crime Forum also aims to:-

- Listen to business concerns, share intelligence and help business to help themselves
- Improve the dialogue and coordination of activity between business leaders and police
- Share information on emerging threats, risks and trends
- Discuss how business can assist the police prevent and reduce crime
- Establish and share best practice

2.5 *Police and Crime Grants and Commissioning – 2012/13*

In 2012/13, the Police Authority / OPCC issued grants totalling £141,141 to the five Youth Offending Teams in Avon and Somerset. The funding supported the delivery of activities to reduce first time entrants into the criminal justice system and improve substance misuse outcomes for young people.

The number of first time entrants (FTE) into the youth justice system fell by just over 30% in 2013/13 to 920 young people. This continues the long term year downward trend and further narrows the gap between Avon and Somerset and regional and national average. FTE rates are falling across all districts, supported by changes in the way minor offending is dealt with via alternative disposals and restorative justice approaches. Bristol (-45%) and Somerset (-32%) have achieved the largest reductions, while rates in North Somerset have remained relatively static in 2012/13, following above average reductions in 2011/12.

85.6% of those completing drug treatment journeys were successful in 2012/13, exceeding the target for the year of 85%. This target was exceeded in BaNES (100%) and South Gloucestershire (87%), and narrowly missed in Bristol and North Somerset (83%). Planned / successful completions in Somerset were notably lower at 65%, with providers feeling that the rural nature of the County, changes to the Commissioning of the European Social Fund and the economic climate have impacted negatively upon this group of vulnerable young people. Further information can be found in Annex 1.

The Office of the Police and Crime Commissioner made preparations for new commissioning arrangements in April 2013. In addition to the Youth Offending and Substance Misuse Grant, the Commissioner received Home Office grant funding for the commissioning of Community Safety, Drug Intervention and youth diversionary activity totalling £2.4m. This correlated to a 12% reduction in funding from various Home Office funding streams from the previous year.

The OPCC have engaged with partners to develop a process for awarding grants based on the following principles:-

- Retaining continuity of key local activities where possible in this first transition year
- Funding projects and outcomes rather than individual posts
- Requiring clear business plans for funds
- Aligning funding to the Commissioner's priorities
- Allocating funding fairly across the Force area

Performance reporting and monitoring arrangements have been developed and will be made available on the Commissioner's website on a quarterly basis. The details of grant allocations made for 2013/14 can be found in Annex 2.

3. POLICE AND CRIME PRIORITIES

“In my first six months in office, I have focussed my time on listening to and learning from local people about the issues that are important to them and putting in place infrastructure that will enable me to deliver my police and crime plan”

This section details progress made in delivering the Police and Crime Commissioner's Police and Crime Plan Priorities and Objectives during April and May 2013.

3.1 Anti-social Behaviour

The Police and Crime Plan set objectives to improve awareness and access to the services available for victims of ASB, having been identified as an issue via public consultation. The Commissioner has appointed a Champion to lead this area of business which includes oversight of partnership delivery plans for 2014/15. The Office of the Police and Crime Commissioner and Constabulary have also designed a general population survey that will be used to improve our understanding of the issue and response to aspects of perception, fear and experience of ASB.

The Commissioner has issued community safety grants in each policing district area that will contribute to the reduction of ASB and perceptions of ASB across the force area. These include youth diversion schemes, ASB Multi-agency Risk Assessment Conferences (MARAC) processes and targeted initiatives in the night time economy. Details of these projects can be found in Annex 1, and delivery outcomes relating to each project will be published on the Commissioner's website on a quarterly basis.

3.2 Domestic and Sexual Violence

The Commissioner's Police and Crime Plan sets out her commitment to improving reporting, understanding and awareness of domestic and sexual violence, improving the effectiveness of Public Protection Teams and local domestic violence services, and strengthening the focus on perpetrators of violence.

The Commissioner centrally commissioned the Independent Sexual Violence Advisor (ISVA) services in April 2013 in order to provide continuity and stability to this important service. A multi-agency exit survey has also been developed in order to improve our understanding of the victim experience and drive further improvements in this service.

The Commissioner has appointed a Champion to lead this area of business, which includes oversight of partnership delivery plans and representation on relevant partnership boards. The Commissioner is represented on the Avon and Somerset Violence Against Women and Children Strategy Group, the SARC Strategic Commissioning Board and a range of other internal Constabulary meetings relating to this area.

The Commissioner has issued community safety grants in each policing district area that will contribute towards tackling Domestic and Sexual Violence in Avon and Somerset. These include a domestic violence empowerment group, perpetrator scheme, research in to the prevalence of Female Genital Mutilation (FGM), child exploitation MARAC process and domestic and sexual violence awareness raising campaigns. Details of these projects can be found in Annex 1, and delivery outcomes relating to each project will be published on the Commissioner's website on a quarterly basis.

3.3 Reducing Burglary

The Commissioner set the stretching ambition to become a top ten performing force nationally in terms of reducing and detecting burglary offences. In doing so, the Commissioner set Police and Crime objectives to tackle burglary hotspot locations, improve integrated offender management and criminal justice outcomes and improve the access to information available to

the public. The Commissioner has been encouraged by the Constabulary's initial response, which has included a wholesale review and reconfiguration of the way in which serious acquisitive crime processes are managed and overseen.

The Commissioner has engaged extensively with local communities to understand their concerns, including attendance and engagement at a number of Neighbourhood Watch and PACT meetings. The OPCC has also worked with the Constabulary to develop a police and crime survey that will provide a more robust measure of fear, perception and experience of crime that will be used to inform our strategic and operational responses.

The Commissioner has appointed a Champion to lead this area of business which includes oversight of the Constabulary's response to burglary and serious acquisitive crime more generally through oversight of the IMPACT programme and SAC Delivery Plan. The Commissioner issued grant funding to support the Drug Intervention Programme across Avon and Somerset in March 2013 and will monitor and publish delivery outcomes on a quarterly basis throughout 2013/14.

The Commissioner has also issued community safety grants in each policing district area that will contribute towards reducing burglary in Avon and Somerset. These include an alley gating scheme, crime prevention and youth diversion and substance misuse projects. Details of these projects can be found in Annex 1, and delivery outcomes relating to each project will be published on the Commissioner's website on a quarterly basis.

3.4 Victim Services

The Commissioner set out her commitment to improving victim care, particularly through improving our understanding of victim's experience supporting the Integrated Victim Service pilot via the Police and Crime Plan in March 2013.

The Commissioner has appointed a Victims Champion to lead this area of business and make preparations for the commissioning of victim services in 2014/15. This has included facilitating a Victims Roundtable event on 17 May 2013 to enable early discussion with key stakeholders and initiating a project to map the victim services landscape with support from the University of the West of England. The Commissioner has also formally responded to Ministry of Justice consultation on the Victim's Code of Practice, highlighting potential risks in proposed changes to referral arrangements.

The Commissioner has issued community safety grants in each policing district area that will contribute towards improving victim care across Avon and Somerset, in addition to those relating specifically to ASB, domestic and sexual violence and burglary. These include Neighbourhood Justice Panels and a range of hate crime services. Details of these projects can be found in Annex 1, and delivery outcomes relating to each project will be published on the Commissioner's website on a quarterly basis.

3.5 Road Safety

Road safety was identified as an additional priority issue for residents across Avon and Somerset as a result of extensive local consultation. As the nature of the issue differs from area to area, the priority was incorporated into district level police and crime plans. A review of the effectiveness of fixed speed and red light cameras, mobile cameras and speed awareness courses was commissioned in April 2013, alongside a review of potential costs and revenues. The findings will be used to inform commissioning decisions during the 2013/14 year.

4. ACTIVE CITIZENSHIP AND COMMUNITY ENGAGEMENT

“I aim to ensure that people have real and practical opportunities to shape their policing and community safety services and I want to build upon the energy and innovation I have seen”

- 4.1 The Commissioner received 2,725 individual contacts from members of the public between November 2012 and May 2013, which compares to 174 received by the Police Authority during the same period in 2011/12. This has been due, in part, to an increased profile of the role, a single point of focus for the public and an increased level of community engagement.
- 4.2 The Commissioner committed to spending at least one day a week engaging with local communities to better understand their local needs. This programme commenced 23rd November 2012, with a particular focus on hearing from underrepresented groups and victims of a range of crime types. The programme has also enabled meaningful engagement with a wide range of voluntary and community groups and organisations which informed development of the Commissioner’s Police and Crime objectives. An overview of the Commissioner’s engagement schedule to May 2013 can be found in Annex 2
- 4.3 The OPCC consulted more specifically on the priorities of the police and crime plan between December 2012 and March 2013 which resulted in commitments to improve visibility and accessibility of police services, road safety and relationships between communities and the police. Consultation mechanisms included:-
- a questionnaire available online, by telephone, in hard copy and via social media which received responses from 1,179 people, including over 600 victims of crime
 - consultation events in each policing district and every local authority area
 - other dedicated consultation events, including the Force Forward project, which explored the priorities of around 500 young people
- 4.4 The OPCC is working to develop a Communications Strategy for 2013/14 which has objectives to inform people about the role and work of the Commissioner and drive engagement with the OPCC and the police. The strategy sets out an annual cycle of informing, consulting, listening and engaging the public, and is supported by a co-ordinated approach to public engagement via the police and local authority partners as well as with other local, regional and national stakeholders. The OPCC has also worked with the Constabulary to develop joint communication plans across priority areas which create a clear focus for communications and a shared narrative for both organisations.
- 4.5 The Commissioner committed to appointing a Youth Champion and Health and Wellbeing Officer in April 2013 to develop relationships with and improve understanding of the issues affecting young people, particularly vulnerable and hard to reach young people. The Commissioner is also developing a Youth Forum and supporting BME Focus Groups and round table event for young people to explore issues of significant concern to those participating.
- 4.6 The Commissioner has been working pro-actively with the Community and Voluntary Sector to develop relationships with CVS umbrella organisations and key partners. This has included work with Voscur, South Somerset and Taunton Voluntary Action and the West of England Rural Network to promote the Commissioner’s Community Action Fund and support applicants in making their applications and work to scope and Victims Commissioning and Community Safety Grant opportunities.
- 4.7 The Commissioner launched her Community Action Fund of £200,000 on 1 May 2013 to support local voluntary and community groups in responding to the Police and Crime priorities. The fund is administered by the Police Community Trust, which is a well-established charitable grant giving organisation. In order to make the scheme as accessible as possible the Commissioner has sought advice from VCS umbrella organisations on the application process and arranged for grants advisors to be at the launch event in order to support potential applicants. Further details regarding the fund can be found at:-www.avonandsomerset-pcc.gov.uk/Partnerships/Commissioners-Community-Action-Fund.aspx

5. TRANSPARENCY, FAIRNESS AND EQUALITY

“It is paramount to me that communities have trust and confidence in the crime and community safety services they receive. Good governance, openness and transparency will be critical to ensuring that this is the case”.

- 5.1 The Commissioner has worked to improve the accessibility of local information and ensure that key decisions are made in an open and transparent way. The Commissioner’s website is compliant with the requirements of the Elected Local Policing Bodies Publication Scheme including details of office holders, salaries, expenses and register of interests, organisational budget and asset information, register of decisions and policies. The OPCC dealt with 24 Freedom of Information Requests between November 2012 and May 2013, which was comparable to the number received (27) during the same period in 2011/12. Further details of the Commissioner’s approach to openness and transparency can be found on the PCC website at:- <http://www.avonandsomerset-pcc.gov.uk/Openness/Openness.aspx>
- 5.2 The Police and Crime Panel has a statutory responsibility to scrutinise and maintain a regular check and balance on the performance and activities of the Commissioner. The OPCC has actively engaged with the panel having established joint agenda briefings and a joint work programme for 2013/14. The Panel met six times between November 2012 and May 2013 to confirm appointment of Chief Constable, confirm the precept level and review the Police and Crime Plan. The Commissioner has committed to maintaining an open and transparent approach, provide regular updates to the panel and involve panel members in relevant engagement activities where beneficial. Further information can be found at:- <http://www.bristol.gov.uk/page/council-and-democracy/avon-and-somerset-police-and-crime-panel>
- 5.3 The Police and Crime Panel’s role in handling complaints against the Commissioner has been delegated to the Chief Executive and Monitoring Officer for the OPCC who produces a regular report to the Panel for review. The Panel also conducts routine dip sampling of complaints. Between November 2012 and May 2013, the OPCC received 9 complaints against the Commissioner, of which 8 were immediately resolved by way of explanation and one was escalated to the Police and Crime Panel and resolved by explanation and recommendations to the OPCC. No complaints were received against the Chief Constable during this period.
- 5.4 The OPCC has developed and recruited individuals to a Volunteer Panel that will dip sample complaints made against the Constabulary in order to provide increased transparency, openness, independence and oversight of the process.
- 5.5 The Commissioner also held 6 weekly performance scrutiny meetings with the Deputy Chief Constable between November 2012 and May 2013 and reviewed progress via a monthly performance scorecard. Routine updates are provided on the Commissioner’s website on the Constabulary and OPCC’s performance in delivering the objectives of the police and crime plan. The Commissioner also published her response to key HMIC Inspection reports during this period, including a follow up to the ‘Without Fear or Favour’ integrity inspection in December 2012 and Custody inspection in February 2013.
- 5.6 The OPCC continues to manage the statutory Custody Visiting Scheme for Avon and Somerset, which provides independent oversight of custody facilities and detainee welfare. The Annual Report for the scheme can be found on the Commissioner’s website at:- <http://www.avonandsomerset-pcc.gov.uk/Openness/Reports-meetings-decisions.aspx>
- 5.7 The Commissioner is committed to ensuring an equitable distribution of funding across Avon and Somerset. This was marked in 2013 by the introduction of a needs-based formula for Community Safety Grant allocations which was reviewed and agreed by key stakeholders. The Commissioner has committed to developing a commissioning strategy which will inform the approach to commissioning and formula grant distribution during the 2014 to 2017 period.

6. EFFECTIVENESS AND VALUE FOR MONEY

“The Constabulary has excelled in meeting the challenges of budget reductions in 2012/13 while safeguarding local services. This measured and strategic approach will stand the organisation in good stead for the further financial challenges that lie ahead”.

- 6.1 The Commissioner has been working with the Constabulary to meet challenge of delivering savings of £42 million between 2011/12 and 2014/15 arising from the current Comprehensive Spending Review. By May 2013, savings of £35 million had been identified for delivery up to the end of 2013/14. This is set out in the Medium Term Financial Plan as part of the Commissioner's Statement of Accounts:- <http://www.avonandsomerset-pcc.gov.uk/Openness/Finance.aspx>

The Commissioner set her budget for 2013/14 which included provisions for the normal inflationary cost increases for pay, goods and services, and recognised a commitment to:

- Delivering the aims and objectives of the Commissioner's Police and Crime Plan;
 - Successful delivery of the accommodation strategy to rationalise and modernise the estate and the associated PFI project;
 - Continued commitment to collaboration projects in the region including serious and organised crime in the South West region;
 - Continued investment in technology to provide an efficient and effective service;
 - Investment in the Commissioner's Public contact and engagement programme and setting aside £2.4 million for community safety projects.
- 6.2 The Commissioner has also been working closely with the Chief Constable in considering various scenarios for further funding reductions in the next CSR and options for the re-configuration of police services to meet public demand with fewer resources. The Commissioner and Chief Constable have agreed a set of guiding principles to govern this change-program and will remain very closely involved in all proposed strategic changes. Recent inspections by HMIC have been supportive of the approach taken in Avon and Somerset and recognise that savings are being achieved ahead of plan and the public are being put first during these challenging times.
- 6.3 The OPCC has been working with partners to address issues relating to detainees held in police custody under s136 of the Mental Health Act 1983 'places of safety'. The OPCC is also working with the Constabulary and partners to commission drug referral services in police custody in the new PFI buildings from 2014/15. Preparations are also being made to work with partners to review the use of community impact statements, victim personal statements and scrutiny of out of court disposals.
- 6.4 Following extensive public consultation, the Commissioner identified an additional public priority as part of the Police and Crime Plan to ensure that the Constabulary provides a visible and accessible service. The Commissioner has committed to launching a Police and Crime Survey in collaboration with the Constabulary to improve understanding and monitoring of public perceptions of police accessibility and visibility. This will be monitored throughout the Commissioner's term in office alongside a programme of activity to maintain and enhance the visibility and accessibility of local services where ever possible.

7. NATIONAL POLICING REQUIREMENTS

“My initial meetings with regional Police and Crime Commissioner counterparts have been truly encouraging and it is clear that we all share a vision to improving services and resilience to crime across the South West Region”.

- 7.1 The Commissioner has reviewed the Constabulary’s local assessment and gap analysis in response to the Home Office Strategic Policing Requirement (SPR). The Commissioner has gained assurance that the force has the capacity and capability to respond to significant cross border risks and threats as set out in the SPR through oversight and scrutiny at the Constabulary’s Protective Services Leadership Board. The Commissioner also continues to oversee delivery against key action plans across this area of business.
- 7.2 The five regional Police and Crime Commissioners have met regularly since the election in November. The Commissioners have agreed a joint vision which was incorporated into each respective police and crime plan. They have also agreed a number of collaboration projects including a regional scheme for the protection of witnesses. The Commissioners are also working to expand an existing Special Branch collaboration and to develop Tri-Force Specialist Operations between Avon and Somerset, Gloucestershire and Wiltshire.

8. PERFORMANCE OUTCOMES

“I am pleased with the ongoing performance improvements seen across many areas of service in 2012/13, but recognise that we still have some way to go in order to meet my aspiration of becoming a top 10 performing force in my priorities by 2017”.

- 8.1 Total recorded crime fell by a further 13.7% in 2012/13, continuing the long term reduction in crime recorded by both police statistics and the Crime Survey for England and Wales since 2001/02. Despite more than 15,000 fewer crimes and improvements on 2011/12, the performance position fell marginally short of the 2010/11 baseline at 30th nationally.
- 8.2 The overall detection rate in Avon and Somerset reached 36.5%, also continuing the year on year increase since 2001/02 and reaching the highest level ever recorded locally. The Constabulary’s relative position increased from 17th nationally to 11th in last year, meeting and exceeding the performance aspiration set.
- 8.3 The Police Authority set a further seven performance aspirations as part of the 2012/13 Policing Plan in the areas of serious violence against the person, serious acquisitive crime, crime and ASB victim satisfaction and serious sexual offence detections. Of these of which four were met and three were narrowly missed.
- 8.4 Most notably, the Constabulary achieved top ten national performance positions for reducing serious violent crime and detecting serious sexual assaults. The Constabulary also maintained strong satisfaction levels amongst ASB victims (80.9%) and improved performance with regard to serious acquisitive crime detection rates, moving from 28th nationally to 23rd.
- 8.5 Performance fell marginally short of a top ten national position in the areas of overall victim satisfaction (13/43) and detection rates for serious violence (11/43). Similarly, the performance position with regard to serious acquisitive crimes failed to improve beyond 24th nationally, despite a further 7% reduction in offences in the last year.

Table 1. 2012/13 Policing Plan Performance Outcomes: National Position and Outturn

	2010/11 Baseline		2011/12		2012/13 Aspiration	2012/13	
	Position	Outturn	Position	Outturn		Position	Outturn
1a. Overall satisfaction - crime victims	16/43	(87.1%)	10/43	(87.3%)	Top 10	13/43	(86.7%)
1b. Overall satisfaction - ASB victims	*	(80%)	*	(80.0%)	>80%	*	(80.9%)
2a. Total recorded crime rate	29/43	(118,961)	33/43	(115,129)	Improve on baseline	30/43	(99,322)
2b. Detections crime (sanction)	21/43	(33.8%)	17/43	(35.0%)	Improve on 2011/12	11/43	(36.5%)
3a. Serious violence rate	6/43	**	14/43	**	Top 10	8/43	(278)
3b. Detected serious violence	7/43	(62.9%)	11/43	(69.1%)	Top 10	11/43	(65.5%)
4a. Serious acquisitive crime rate	24/43	(18,286)	24/43	(15,963)	Improve on 2011/12	24/43	(14,799)
4b. Detected serious acquisitive crime	27/43	(14.7%)	28/43	(14.3%)	Improve on baseline	23/43	(13.3%)
5a. Detected serious sexual offences	10/43	(35.2%)	10/43	(36.1%)	Top 10	6/43	(33.6%)

* Comparative ASB victim satisfaction rates are not available across all police forces nationally

** Serious violence rates post April 2012 are not comparable due to changes in recording categories

8.6 The performance aspirations set out within the Commissioner's 2013/14 Police and Crime Plan present a number of key challenges for the Constabulary. These include:-

- Delivering consistently high satisfaction rates to achieve a 'top 10' national position for crime victims and over 82.8% satisfaction rate for ASB victims
- Tackling and developing our understanding of recent reductions in public confidence to achieve a top 10 national position (currently 34th)
- Maintaining strong detection rates for serious sexual offences while increasing levels of reporting for these offences

By 2017, ambitions include:-

- Improving and sustaining burglary detection rates from 29th to 24th nationally in the next year and becoming a top 10 performer by 2017
- Further reducing burglary levels from 24th to 20th nationally in the next year and becoming a top 10 performer by 2017

ANNEX 1. COMMISSIONED SERVICES OUTCOMES– 2012/13

YOUTH CRIME AND SUBSTANCE MISUSE – £141,141

Table 2a. NI111: First Time Entrants by financial year (Per 100,000 10-17 year olds)

	2010/11	2011/12	2012/13	2012/13 Aim	Diff to baseline	Diff to Aim
Bath And North East Somerset	1059.0	706.0	584.3	n/a	-17.2%	n/a
Bristol	1241.0	1220.0	669.9	n/a	-45.1%	n/a
North Somerset	904.0	708.0	699.2	> 800.0	-1.2%	-12.6%
Somerset	873.8	901.5	615.7	n/a	-31.7%	n/a
South Gloucestershire	925.0	711.0	565.5	> 800.0	-20.5%	-29.3%
Avon and Somerset (PNC)	996.5	900.0	658.0	> 800.0	-30.4%	-21.8%
South West (PNC)	822.0	722.0	TBC			
England (PNC)	876.0	747.0	TBC			

Table 2b. Young People (YOT) Discharged from Treatment Through Planned Completions (Percentage)

	2011/12 Actual	2012/13	2012/13 Aim	Diff to baseline	Diff to Aim
Bath and North east Somerset	n/a	100.0%	n/a	n/a	n/a
Bristol	n/a	83.0%	n/a	n/a	n/a
North Somerset	n/a	83.3%	90.0%	n/a	-7.4%
Somerset	76.7%	65.0%	n/a	-15.3%	n/a
South Gloucestershire	86.7%	87.1%	85.0%	+0.5%	+2.5%
Avon and Somerset	n/a	85.6%	85.0%	n/a	+0.6%

ANNEX 2. SUMMARY OF GRANTS ISSUED – 2013/14

The Commissioner allocated a £281m budget to the Constabulary in 2012/13 for the delivery of policing services. In addition to this allocation, the Commissioner has issued the following grants for 2013/14:-

GRANT PROFILE 2013/14

GRANT	RECIPIENT	SERVICE / PROJECT
Drug Intervention Programme (Test on Arrest): £355,000	Avon and Somerset Constabulary	Drug intervention: Providing drugs testing on arrest service and consumables across Avon and Somerset
Drug Intervention Programme (Arrest Referral): £846,000	Drug & Alcohol Action Teams: Bath and NES £ Bristol £653,339 North Somerset £33,306 Somerset £82,501 South Gloucestershire £71,640	Drug and Alcohol arrest referral: Supporting criminal justice intervention services in referring individuals who are in police custody and are identified to be misusing drugs and alcohol into treatment
Youth Crime and Substance Misuse: £245,000	Youth Offending Teams: Bath and NES £15,626 Bristol £49,788 North Somerset £19,245 Somerset £39,959 South Gloucestershire £16,523	Provide specialist services for young people across Avon and Somerset
Community Safety Grant: £650,000	Community Safety Partnerships: Bath and NES £60,000 Bristol £240,000 North Somerset £75,000 Somerset £193,000 South Gloucestershire £82,000	Supporting various Community Safety projects which contribute towards delivery of the Commissioner's Police and Crime priorities. See full summary below.
Positive Futures: £202,000	Diversionsary Projects: Youth Moves £75,422 Riverside Project £62,070 Positive Engagement £64,508	Supporting youth diversionary projects in Bristol
Independent Sexual Violence Advisor Service: £88,000	Next Link	Centrally commissioned service providing confidential emotional and practical support to all victims of rape or sexual assault across Avon and Somerset
Community Action Fund: £200,000	Community and Voluntary Organisations	Various Community and Voluntary Sector projects which contribute towards delivery of the Commissioner's Police and Crime priorities. Allocations to be confirmed.
TOTAL: £2,586,000		

COMMUNITY SAFETY GRANT 2013/14: SUMMARY OF PROJECTS

PROJECT	DETAILS
BATH AND NORTH EAST SOMERSET	
Independent Domestic Violence Advisor Service: £30,000	Providing immediate crisis support to anyone experiencing domestic abuse or sexual violence.
Young People's substance misuse service: £15,000	Outreach advice and support service for young people using, recreational drugs in rural areas of BaNES (Midsomer Norton and Keynsham)
Supporting Vulnerable Victims: Integrated service: £15,000	Supporting a single integrated service for victims of crime.
BRISTOL	
Female Genital Mutilation Prevalence Report: £35,000	Research on prevalence of Female Genital Mutilation in Bristol and activity to raise awareness of the issue.
Domestic & Sexual Violence and Abuse Campaign: £20,000	A year-long campaign to prevent and raise public awareness of domestic and sexual violence
Hate Crime – Victim / Service User Support: £35,000	To develop and victim / service user base that would lead to the creation of a service user forum for victims of hate crime.
Neighbourhood Delivery Team (NDT) Burglary Fund: £25,000	Support for work of multi-agency Neighbourhood Delivery tasking teams for burglary work
Young Person's Substance Misuse Service: £65,000	Work with young people who are misusing drugs and alcohol or whose parents are doing so and provide specialist support
Targeted technical solutions to reduce Burglary/ASB: £15,000	Purchase of CCTV cameras & equipment for covert deployment in locations identified as potential for repeat victimisation for burglary & ASB
Neighbourhood Justice Project: £10,000	To support Restorative Justice Conferences which deal with low level criminal matters and ASB
Alleygating: £10,000	Match funding to encourage community led alley gating schemes in hotspot areas for burglary and ASB
Reducing Racially Motivated Perpetrating: £20,000	Working with young people who are expressing racist or prejudicial views, behaviour or offending (RJ, mediation and awareness raising programmes)
<i>£5,000</i>	<i>Details to be confirmed</i>
NORTH SOMERSET	
Integrated Community Safety Services: £75,000	Supporting the integration and co-location of services to provide a more effective, streamlined and cost effective victim and offender services.
SOMERSET	
Street Pastors: £10,000	Supporting the development of street pastor schemes through additional training and resources
CCTV enhancement: £98,000	Supporting the installation and redeployment of CCTV in various locations in Somerset
Tackling Child Sexual Exploitation: £35,000	Improving intelligence in relation to the prevalence and patterns of child sexual exploitation in Somerset and specialist support to child victims
Make the Change programme: £30,000	Supporting delivery of a voluntary perpetrator programme for perpetrators of domestic abuse
Dreamscheme: £9,886	Increasing awareness of the current 'Dreamschemes' in Somerset and increasing the number in operation
<i>£10,114</i>	<i>Details to be confirmed.</i>
SOUTH GLOUCESTERSHIRE	
Domestic Violence Empowerment Group: £6,075	Supporting delivery of an empowerment group for women who have been victims of domestic violence
Hate Incidents Response Service: £20,513	Extending the service for victims of race hate incidents to include support for disablist and homophobic hate crime and signposting for age and gender hate crime
Youth Outreach: £16,767	Supporting outreach youth work with young people on the streets of South Yate
<i>£38,645</i>	<i>Details to be confirmed</i>

ANNEX 3. ENGAGEMENT ACTIVITY

DATE	EVENT / PROJECT	LOCATION
23/11/2012	Hamp Recreation Centre	Bridgwater
30/11/2012	Weston College	Weston-super-Mare
30/11/2012	Graham House	Weston-super-Mare
30/11/2012	IMPACT/Early Intervention Project	Weston-super-Mare
30/11/2012	Alliance Homes	Weston-super-Mare
07/12/2012	Safer Stronger South Gloucestershire	Thornbury
07/12/2012	Southern Brooks Community Partnership	Patchway
07/12/2012	Chase & Kings Forest Community Project	Warmley
12/12/2012	SARI AGM	Bristol
13/12/2012	Julian House Homeless Shelter	Bath
13/12/2012	CCTV Control Room	Lewis House, Bath
13/12/2012	Business Crime Reduction Partnership	Bath
13/12/2012	Developing Health and Independence	Bath
13/12/2012	Project 28	Bath
17/12/2012	Building The Bridge	St Werburghs
21/12/2012	Safer Bristol Team	Princess House, Bristol
21/12/2012	Emergency Control Centre	Brunel House, Bristol
21/12/2012	Hartcliffe Gatehouse Centre	Hartcliffe
21/12/2012	FIP Shadowing/Briefing	Symes Building, Hartcliffe
21/12/2012	Dog Warden	Hartcliffe
21/12/2012	Community Building	Cutler Road
21/12/2012	Operation Tonic	Filton
25/01/2013	Aspire Bristol	Barton Hill
25/01/2013	Survive	Kingswood
25/01/2013	Sudanese Community Association of Bristol	Filton
25/01/2013	Hanham Friday Night Project	Hanham
28/01/2013	Bristol Museum and Art Gallery	Bristol
28/01/2013	Easton Community Centre	Easton
28/01/2013	Minehead Customer Contact Centre	Minehead
28/01/2013	Bridgwater Library	Bridgwater
28/01/2013	Wellspring Leisure Centre	Taunton
01/02/2013	Mankind	Taunton
04/02/2013	Keynsham Leisure Centre	Keynsham
04/02/2013	Midsomer Norton Town Hall	Midsomer Norton
04/02/2013	Bath One Stop Shop	Bath
07/02/2013	Coniston Community Centre	Patchway
07/02/2013	Hanham Library	Hanham
07/02/2013	Hanham Youth Club	Hanham
08/02/2013	Nailsea Precinct	Nailsea
11/02/2013	Wells Town Hall	Wells
11/02/2013	Yeovil Town Centre	Yeovil
11/02/2013	Business Crime Forum	Taunton
12/02/2013	Weston-super-Mare Town Hall	Weston-super-Mare
13/03/2013	Creative Youth Network	The Station
13/03/2013	Bristol Women's Voice	Easton Community Centre
13/03/2013	Bristol Drugs Forum	Broadbury Road
13/03/2013	Knowle West Health Association	Knowle West
13/03/2013	Knowle West Health Association	Knowle West
13/03/2013	RE-Work	Knowle West
14/03/2013	Winscombe Annual Parish Assembly	Winscombe
19/03/2013	Turning Point	Yeovil

DATE	EVENT / PROJECT	LOCATION
19/03/2013	South Somerset Muslim & Cultural Assoc.	Yeovil Mosque
20/03/2013	Clevedon Neighbourhood Watch	Clevedon
27/03/2013	Community Alcohol Partnership	Midsomer Norton
27/03/2013	Southside Family Project	Bath
27/03/2013	Curo Homes	Bath
27/03/2013	Bath Royal Literary and Scientific Institution	Bath
28/03/2013	Bobby Van Service	Nailsea
28/03/2013	Operation Bluestone	The Bridewell
28/03/2013	The Bridge Sexual Assault Referral Centre	Bristol
28/03/2013	ASB Team	Downend
28/03/2013	Road Safety Team	Taunton
04/04/2013	Bristol City Community Trust	Ashton Gate
04/04/2013	Chandos House	Redland
04/04/2013	BCfm	Redfield
04/04/2013	One25	St Pauls
04/04/2013	Young Bristol	Avon Club for Young People
05/04/2013	Street Pastors	Weston-super-Mare
09/04/2013	Safe Links	Queen Square
09/04/2013	Bristol Women's Voice AGM	Bristol
10/04/2013	Bristol Drugs Project	Bristol
11/04/2013	IMPACT Daily Tasking	Weston-super-Mare
11/04/2013	Opening Ceremony Town Hall	Weston-super-Mare
11/04/2013	Addaction Arrest Referral Centre	Weston-super-Mare
11/04/2013	Bristol Restore Trust Birthday	Horfield
16/04/2013	Cheese and Grain – Public Engagement Event	Frome
24/04/2013	Radstock Parish Forum	Radstock
25/04/2013	Public Engagement	Yate Library
25/04/2013	1625 Independent People	Patchway
25/04/2013	St Mary Magdalene Church Luncheon Club	Stoke Bishop
25/04/2013	Public Protection Unit	Kingswood
25/04/2013	Brent Knoll House Making the Changes	Cribbs Causeway
29/04/2013	Chapel Allerton parish Council	Stone Allerton
30/04/2013	Federation of Small Businesses (FSB)	Frome
01/05/2013	Commissioner's Community Action Fund	Colston Hall
02/05/2013	Public Services Students	Somerset College
02/05/2013	RSPCA	West Hatch, Taunton
02/05/2013	YMCA	Bridgwater
02/05/2013	Somerset Rural Youth Project	Bridgwater

OPCC PERFORMANCE SUMMARY – MAY 2013

The Police and Crime Plan, which was launched on 28 March 2013 set performance ambitions for the four priorities across nine key areas with the aspiration to become a top 10 performing force by March 2017. This paper provides a summary of progress made to date across these priority areas.

PUBLIC CONFIDENCE

Public confidence in the local police as measured by the Crime Survey for England and Wales, fell from 72.9% to 70.9% in 2012/13, marking a shift in Avon and Somerset's national position to 34/43. Other supporting measures of local public confidence have demonstrated a similar trend. Final quarter data for 2012/13 is not yet available, however the Commissioner and Deputy Chief Constable are taking steps to re-launch the Avon and Somerset Public Confidence General Population survey in order to support delivery of the Public First agenda and Police and Crime Plan in this area. The Constabulary is also refreshing its neighbourhood newsletters and networks.

ANTI-SOCAL BEHAVIOUR

Satisfaction amongst victims of ASB remained consistent during 2012/13 and now stands at 81% satisfied compared to 87% of crime victims satisfied. Work continues to narrow the gap between ASB and crime satisfaction to achieve this stretching performance ambition. The proportion of ASB cases deemed to have been fully resolved by the victim has increased marginally (from 38.3% to 38.8%) in the first month of 2013/14, with particularly strong rates in North Somerset (43%). There are no comparable national performance measures for these ASB indicators.

DOMESTIC AND SEXUAL VIOLENCE

Reports of domestic and serious sexual violence have seen a marginal reduction of 77 offences in the first month of 2013/14, with around 2,326 offences being reported to police. Within BaNES and Somerset West there have been marginal increases in reported incidents of 1.5% and 2.2% respectively. There are early indications of an increase in reports of Serious Sexual Offences (making up 7% of overall reports) which rose by

19% in the first month. Work continues to build confidence in reporting, which includes a dedicated awareness raising campaign in Bristol supported via the Community Safety Grant allocation for the area. Detection rates for serious sexual offences have fallen from 37% to 33% in the last year, however the Constabulary position nationally has improved from 9/43 to 6/43, maintaining a national top 10 position.

DOMESTIC BURGLARY

Burglary levels continue to fall across Avon and Somerset, with 69 fewer offences in the first month of 2013/14. Although the national position has improved slightly from 24/43 to 23/43, the aspiration to have one of the lowest rates of burglary nationally by 2017 remains challenging. Somerset East and North Somerset saw marginal increases in domestic burglary rates in April 2013, which are being tackled via targeted policing activity. Burglary rates in BaNES and South Gloucestershire conversely have reduced by around 20% on the same period last year. Burglary detections remain a key challenge for the Constabulary, with the force standing in 26th position nationally (11.7% detected). The force has been working to improve burglary detection rates for a number of years, particularly via Operation Relentless and exploring best practice nationally. The Constabulary is taking measures to increase the numbers of detectives that are trained and accredited and has reviewed and reinvigorated the Serious Acquisitive Crime Strategy.

VICTIM SERVICES

Overall crime victim satisfaction remains strong and improving at 87.4%. This remains marginally short of a top ten national position at 13/43. Work continues to develop Integrated Victim services across Avon and Somerset alongside preparations for the commissioning of victim services in April 2014. Successful criminal justice outcomes for cases taken to court have fallen slightly during the first month of 2013/14, from 80.8% to 80.3%. There also remains significant room for improvement with regard to the area's national position, at 30/43 and 33/43 for magistrates and crown courts respectively.

POLICE AND CRIME PLAN INDICATORS TO MAY 2013

Published : 23/05/2013

	Outcome Measures	2012/13 (Baseline)	Year-To-Date Position		12 Month Rolling Position			Milestones and Ambitions			
			YTD Position (Actual)	YTD Position (% change on same period last year)	12 Month Rolling (Actual)	12 Month Position (% change on prev 12 months)	National position	2013/14 Milestone	2013/14 Numerical Milestone	2016/17 Ambition	2016/17 Numerical Ambition
Public Confidence	Percentage that have confidence in their local police	70.9%	n/a	n/a	70.9%	-3.6% pts	34/43	28/43	72.7%	Top 10 Nationally	78.7%
ASB	Overall ASB Satisfaction	80.9%	84.0%	-1.2% pts	80.9%	+0.9% pts	n/a	Same as crime satisfaction	82.8%	Same as crime satisfaction	86.7%
	Percentage of ASB Cases fully resolved	38.3%	44.9%	+4.9% pts	38.8%	+3.8% pts	n/a	Increase	38.4%	Increase	38.4%
Domestic and Sexual Violence	Reported domestic and serious sexual violence	20337	2651	-7.9%	20260	-0.6%	n/a	Increase	20337+	Increase	20337+
	Detection rates for serious sexual offences	33.6%	21.2%	-16.7% pts	32.6%	-3.8% pts	6/43	Top 10 Nationally	31.5%	Top 10 Nationally	31.5%
Burglary	Police Recorded Burglary	11729	1492	-10.7%	11660	-12.4%	23/43	20/43	-4%	Top 10 Nationally	-17%
	Police Detected Burglary	11.6%	11.9%	0.7% pts	11.7%	-0.8% pts	26/43	24/43	11.7%	Top 10 Nationally	15.6%
Victim Services	Overall Crime Satisfaction	86.7%	89.7%	+7.5% pts	87.4%	+0.9% pts	13/43	12/43	87.1%	Top 10 Nationally	87.4%
	Successful criminal justice outcomes for all crime	80.3%	n/a	n/a	80.3%	-1.9% pts	mag 30/43 crown 33/43	mag 25/43 crown 27/43	tbc	mag 10/43 crown 10/43	tbc

YTD position actual represents data from April 2013 to the present.

12 month rolling represents how the current national position is derived and represents a long term positional view against our ambitions.

Data notes:-

MSG/National iquanta reduction ranks based on crimes per 1000 population

Crime Data up to 22nd May 2013

Milestone equivalents are dynamic and subject to change as this is based on current national rates across forces.

Public Confidence - position at end December 2012

CJ Outcomes up to March 2013

Avon and Somerset Police & Crime Commissioner (“PCC”)

Guiding principles for the further stages of Avon & Somerset’s Change Programme – March 2014

The Chief Constable will lead strategic work in the coming months and years to review the shape, configuration and size of the Force in order to deliver the PCC’s Police and Crime Plan outcomes in an effective manner, whilst also working within the reduced funding levels from the current Comprehensive Spending review “CSR” and forthcoming CSR (2015/16 – 2018/19). The PCC in consultation with the Constabulary has therefore set out the following guiding principles which she wishes to inform the review work by the Constabulary.

1. Principles

1.1 Vision

The PCC and Chief Constable are committed to the safety of people in Avon & Somerset and delivering a policing service responsive to the needs and wishes of communities in the region and where public confidence and satisfaction with policing services continues to be enhanced.

1.2 Priorities

Priorities will be set based on public need, demand and risk and consider fully the Police & Crime Needs assessment, Police & Crime Plan, Strategic Policing Requirement and national crime initiatives. Savings should be targeted away from the highest priority areas.

1.3 Risk Management

Threat, risk and harm are central to the prioritisation process. The impact of changes on the public will be assessed and the risks associated with changes and reductions in levels of service considered. In particular, impacts on all aspects of society will be considered.

The deliverability risk of all savings programs and projects and plans will be tested and contingency built into the assessment of outcomes.

1.5 Overall Approach

Consistent with the Police and Crime Plan, the overall approach will encompass the following principles:

- A commitment to integrated and multi-agency working;
- A commitment to early intervention and prevention models;

- Solutions targeted at the needs of victims and targeting prolific offenders; and
- Identifying and promulgating best practice.

1.6 Neighbourhood Policing

The PCC and Constabulary are committed to the Neighbourhood Policing model with an important role for PCSOs and volunteers. Central versus local delivery models will be considered as part of the review and different options considered provided services to the public continue to be tailored to local need.

1.7 Efficiency, productivity and collaboration

Police services must be delivered in the most efficient and effective ways possible to enable continuing improvement in service delivered despite reducing resources and this will require:

- ongoing diligence to improve the productivity of officers and staff
- investment in the PFI project and other assets (including technology) to enable change and increased efficiency
- continuous improvement in how the public access and interact with the police service
- close collaborative working with other forces and other partners. The transition process will consider how to improve further interoperability of policing.
- managing demand down by getting Police service right first time.

1.8 Demand Management

Change programmes will be informed by a robust understanding of the need and demand for policing services in different areas and at different times and limited resources should be deployed and mapped effectively to meet peak demands.

1.9 Financial Accountability

There should be a continued focus on budget control, accountability and monitoring, coupled with a relentless drive to make cashable savings from budget under spends and removal of non-essential spend. Particular attention and discipline should be imposed on business cases for investment, scrutiny of non-pay budgets and under-spends and any proposed use of reserves.

1.10 People

The emphasis should remain on understanding, retaining and developing core capability and making people assets as productive as

possible including management of sickness, other restricted duties and use of overtime.

The morale of staff and officers through any change programme must be considered and aided by best practice, HR policies and communications to staff and officers.

1.11 PFI & Estate

The PFI programme will be used to maximise efficiencies in working practices, staff and officer posts and enhance productivity, whilst also making more efficient usage of estates. The estates disposal programme is essential to generate revenue savings and capital receipts to fund the rest of the capital programme.

1.12 Technology

Capital investment in ICT must be focused on generating efficiencies and savings as well as meeting operational need.

1.13 Communications

There should be an agreed, joint approach and plan for communications outside the PCC/Constabulary.

1.14 Funding

The PCC will carry out an extensive consultation process during 2013/2014 to agree the approach to setting precept for 2014/15 and will also continue to lobby effectively for a fairer allocation of Central Government funding. The Constabulary will seek to maximise other revenues and income generation wherever possible.

2. Timetable

The PCC and the Chief Constable will set a clear timetable for considering the next phases of the change programme and making the next wave of savings. This timetable will set out clearly how and when the PCC and her senior offices will be engaged in considering options and risks and then engaged in the scrutiny and development of the plans.

The timetable also needs to be sensitive to the requirements of scrutiny and oversight from the Police & Crime Panel and other bodies such as HMIC.

In turn, the PCC will support the Constabulary on any proposals to reduce bureaucracy which still enable priorities to be met. The PCC is

committed to carry out intelligent scrutiny always being mindful of the impact on resources.