

AVON AND SOMERSET POLICE AND CRIME PANEL

REPORT OF THE AVON AND SOMERSET POLICE AND CRIME COMMISSIONER

21 MARCH 2014

POLICE AND CRIME PLAN REFRESH 2014-17

1. BACKGROUND

- 1.1 The Police and Crime Plan is a statutory requirement for all Police and Crime Commissioners (PCCs) that must be 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 The first Police and Crime Plan was issued in March 2013 setting out the Commissioner's strategic priorities of anti-social behaviour, domestic and sexual violence, burglary, putting victims at the heart of the Criminal Justice System. The plan also set the commissioner's core principles of partnership working, integrating services, value for money and improving accountability.
- 1.3 The Police and Crime Plan is reviewed and updated on an annual basis in order to ensure that it remains relevant, up to date and responsive to key changes in the local and national environment. The 2014/17 review has been informed by:-
 - The Avon and Somerset Police and Crime Needs Assessment – a multi-agency review of the issues, risks and threats that are likely to impact crime and community safety environment over the next four years
 - Our learning and experiences in 2013, including consultation and engagement findings and problem profiles relating to each of the PCC priorities
 - Organisational change, including work to reshape the way the Constabulary operates and changes to the offender management landscape under the Transforming Rehabilitation agenda
- 1.4 Final revisions will be made to the draft plan after consolidating feedback from the public and partner consultation process¹ and feedback received directly from the Police and Crime Panel at its meeting in March 2014.

¹ Formal consultation closed on 10th March 2014

2. SUMMARY OF KEY CHANGES TO DATE

- 2.1 The priorities of the Plan remain unchanged, recognising the focus and momentum that has been developed over last year and the level of support for the priorities identified via the Police and Crime Survey 2013.
- 2.2 The main updates reflected in the 2014-17 Police and Crime Plan include:-
- Increased focus on the Police and Crime Objectives. These are now highlighted in the plan and will be directly reported against throughout the year
 - Emergence of three further strategic themes: 'connecting the police with local people', 'improving transparency and accountability' and 'providing local leadership in bringing agencies together to tackle community priorities. These themes were largely present within the 2013/14 plan, but have been brought together to form a more cohesive strategy. Early intervention, prevention and working with young people also remain central to the Commissioner's approach.
 - Inclusion of the Constabulary's new 'service promise' which sets out the service that local people can expect from their police. This is fully endorsed by the Commissioner
 - Broadening the approach to monitoring progress against the plan. The nine headline measures will continue to provide an indication of delivery and direction of travel, but will be supplemented by wider assurance mechanisms, including the new annual HMIC inspection programme.
 - Changes to the police, criminal justice and offender management landscape, new responsibilities in the area of victims commissioning and an updated profile of budgets, grants and commissioning arrangements

3. LOCAL PLANS

- 3.1 The Commissioner developed six local police and crime plans in 2013 – one for each policing district - in addition to the statutory four year plan. This recognised Avon and Somerset's complex and diverse composition and differences in the extent and nature of crime and community safety issues faced by local communities. The district plans provided local context to the statutory plan and set out how residents could contribute towards delivering the objectives of the plan.
- 3.2 In 2014/15, the number of local plans developed across Avon and Somerset has been increased to nine – which includes one for each district authority area in Somerset. These plans have been developed by Area Commanders in partnership with partner agencies, practitioners and other stakeholders.
- 3.3 Local plans have been updated to include progress on 2013/14. The 2014/15 plans are shorter, more accessible and focus on a smaller number of deliverable objectives than those developed during the previous year. The force-level plan, by contrast, remains a strategic document aimed primarily at partners and practitioners.

4. CONSULTATION AND REVIEW

- 4.1 The PCC has a statutory duty to consult the Police and Crime Panel on any revisions to the Police and Crime Plan, allowing a reasonable amount of time for the panel to review the draft and make a report or recommendations². The Panel reviewed the first iterations of the draft plan at its meetings in February and provided feedback in advance of their meeting in March.
- 4.2 The Commissioner has also captured the views of over 2,000 local residents in 2013/14 as part of her Police and Crime Survey – a representative randomised telephone survey. The survey identified the issues that residents most commonly want the police and council to tackle in their local area as:-
- | | |
|---|-----|
| • More police on streets / increased visibility | 40% |
| • 'Nothing' | 26% |
| • Speeding traffic | 15% |
| • Anti-social behaviour | 8% |
- 4.3 The most significant local problems identified were:-
- | | |
|---|-----|
| • Speeding traffic | 59% |
| • Rubbish / litter lying around | 44% |
| • Vandalism, graffiti or other damage | 33% |
| • People being drunk or rowdy in public | 33% |
- 4.4 The areas in which residents want to see resources focused across Avon and Somerset more broadly are:-
- | | |
|--|-----|
| • Responding to 999 emergencies | 99% |
| • Investigating serious crimes (e.g. rape, murder) | 99% |
| • Tackling burglary | 98% |
| • Tackling domestic and sexual violence | 98% |
| • Protecting vulnerable people | 98% |
- 4.5 Specific feedback on the revised Plan for 2014-17 was obtained from around 35 respondents. The majority were in support of the approaches set out in the plan, with only one respondent stating that in each case they did not. Reducing the impact of **anti-social behaviour** was strongly supported by 72% of respondents...
- "ASB is the most wide-spread of problems, so anything done to reduce it is good"
 - "Too often ASB is treated as low priority. This results in problems becoming far more serious"
 - "I am very much in favour of any initiatives that are being sought"
 - "As a GP and a commissioner for health services, I am very pleased to see your focus on alcohol licensing. There is a real opportunity here to give a collective voice across police, public health, other aspects of local authority and health to achieve a new and better way of managing the access of cheap alcohol"

However, some felt that **more detail** was required as to how the approach to ASB would be implemented...

- "*It will be useful for residents and communities to know exactly what will be done to tackle anti-social behaviour and how those communities who are most affected will be supported*" "
- "*I would like to see some more content in here*"

² s5 Police Reform SR Act 2011

4.6 Tackling domestic and sexual violence was strongly supported by 83% of respondents...

- “*This PCC priority is very much welcomed*”
- “*The main thing is that these victims are taken seriously*”
- “*More needs to be done to raise the public's awareness of this type of crime*”
- “[compared to previous experiences] *I think this is a much wider and more thought out approach and should fill more victims with confidence*”
- “*Communities need real support in helping to prevent this and be reassured that they can report their concerns without any fear from those who are responsible*”

However some felt that the priority should be clearly extended to encompass **male victims**...

- “*I am extremely disappointed that all the concentration is on female victims/children. Surely [males are] far more under-represented than females*”
- “*The headline priority would be more inclusive to all victims of these offences if it read: 'To tackle domestic and sexual violence'*”
- “*I would wish to see at least a mention that men can also be victims*”

4.7 Preventing and reducing burglary was strongly supported by 73% of respondents...

- “[*The plan will have] a major impact on confidence – burglary destroys a person's sense of safety and peace in their home*”
- “*I am please to see that there is some acknowledgement that burglary is not a victimless crime covered by insurance*”
- “*Anything to reduce crime in general is good - as long as resources thrown at burglary are not at the expense of other areas of crime*”

However some felt that more focus needs to be placed on **enforcement and tougher sentencing**...

- “*I would like to see tougher sentences for persistent offenders that don't take the opportunities to change their ways*”
- “*The word 'victim' is mentioned so frequently that one might think we have lost sight of the principal duty of police officers - to detect offenders, to apprehend them and to bring them to justice*”
- “*I suspect many officers feel the same frustration at CPS and magistrates sentencing guidelines*”
- “*If you want to give people the confidence to start reporting again then the CPS must partner with the Police to make this an important area that will treat criminals effectively*”

4.8 Putting victims at the heart of the criminal justice system was strongly supported by 96% of respondents...

- “*the support of victims of crime, particularly in cases of interpersonal crime is important in terms of improving outcomes for children, and a shared priority for the LSCB*”
- “*I agree – but you have a long way to go*”
- “*I like everything in this section*”
- “*It is about time the rights of victims are put above that of the perpetrators*”
- “[*Based on previous experience, this is] a welcome change of emphasis*”
- “*Better communication with and feedback to victims is important*”

4.9 Respondents also demonstrated strong support for partnership working...

- “*I am pleased to see the emphasis on a multi-agency approach. ASB cannot be tackled by the Police alone*”

- “Focussing on a multi-agency approach to the few disruptive individuals and families is a sensible and effective strategy”
- “We welcome and share the PCC’s focus on service integration and are keen that North Somerset continues to lead the way in these developments, building on the success of existing initiatives such as the Town Hall Gateway and Home Office Innovation Fund project”
- “We welcome your stated intention, and progress to date to foster stronger relationships with Health and Wellbeing Boards”

Increased **community engagement**, social responsibility and further work with **Voluntary and Community Sector organisations** were also noted...

- “A lot more needs to be done to try to involve the public in reporting and responding to issues. Television and media could be used far more effectively to try to develop a sense of civic responsibility and community awareness and personal responsibility”
- “I support all of the ‘modern’ ways of Policing, but the general public must understand that they have to play their part”
- “Communities need to be directly involved in helping to make [the plan] a reality”
- “[Plan] could be improved further with an emphasis on working with churches and community groups to support problem children also may be a link to your domestic abuse goal.”
- “Perhaps more is needed on voluntary as well as statutory organisations”

4.10 Issues/priorities felt by some to be **missing or under-represented** within the plan included:-

Cyber and organised crime:

- “I see very little in the plan which addresses the huge issues of fraud and cyber-crime to which individuals and businesses are subjected”
- “The priorities give insufficient attention to electronic fraud and identify theft as growing risks”
- “The plans include limited reference to organised crime particularly linked to drugs supply but could also include exploitation of migrant workers etc.”

Mental health issues and learning disability in offenders:

- “[The BaNES Health and Wellbeing Board] would encourage [the PCC] to mention any plan to identify and deal with the high prevalence of mental health issues and learning disability in offenders, and how the police and health-related organisations might work together to ensure that appropriate identification and referral to care is available”

Road safety:

- “The plan entirely fails to address danger from road traffic and fear thereof”

Female Genital Mutilation:

- “I would like to see a statement that Avon and Somerset are pushing for a change in the law with regard to FGM [which makes those] arranging trips abroad [or those failing to disclose information] culpable. This would remove any ambiguity about what should be reported”

Neighbourhood policing and police visibility:

- “I am concerned that the vision of Neighbourhood Policing and the high visibility of police around the neighbourhood appears to have diminished or disappeared”
- “I think that more visible policing would certainly help in [tackling and reducing burglary]. Bobbies on the beat where you can and police cars in high risk areas”

4.11 Some respondents felt that the plan remains relatively **short-term** or fails to take account of the full four year period that it covers...

- *"I am not sure that the plan addresses potential changes over the 4 years it covers"*
- *"The plan is shown as being valid for a 4 year period – potentially some initiatives could be effective over shorter timescales. Flexibility in reviewing effectiveness and reallocating resources over the full timescale of the plan does not appear to be addressed"*

4.12 While some respondents wanted to understand more about the **implementation and resourcing** of the plan...

- *"Great to see it in writing, but will it work on the ground and are resources in place to carry it out?"*
- *"It's a good piece of writing, but a guideline means nothing if it's not acted on in real terms"*
- *"It's all down to manpower for this plan to work"*
- *"Good intentions, now comes the hard part"*

5. EQUALITY AND DIVERSITY CONSIDERATIONS

5.1 The Police and Crime Plan sets a framework for the delivery of police and crime services and funding allocations between 2014 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.

5.2 Accessibility for all sectors of our communities is 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. The document is available in 'easy read' format and can be made available on request in audio, Braille, large font formats or translated into other languages. Provision has been made to deal with such requests

6. RECOMMENDATIONS

6.1 The Panel is asked to note the revised Police and Crime Plan for 2014-17

6.2 The Panel is asked to note the responses to consultation on the revised plan

6.3 The Panel is invited to make final recommendations on the draft Police and Crime Plan and ratify subject to those recommendations



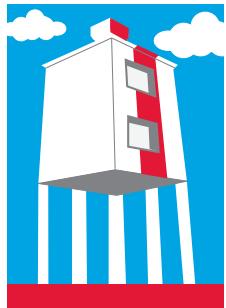
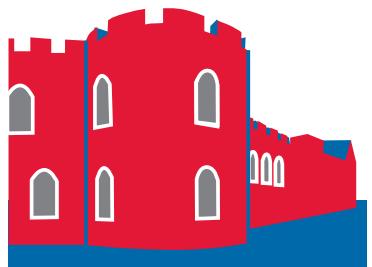
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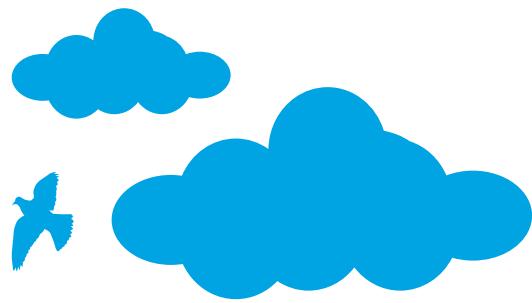


AVON & SOMERSET

POLICE AND CRIME PLAN 2014-2017

SUPPORTING YOU TO
BE SAFE
AND
FEEL SAFE





We are making significant progress in delivering the aspirations of the Police and Crime Plan, but still have a long way to go.

Since launching my plan in 2013, I have been overwhelmed by the level of energy, enthusiasm and commitment that it has received and the progress we have made. I am proud to see that agencies across Avon and Somerset are putting your voice at the heart of the services they deliver, that crime and risk of crime continues to fall and that together we have a better picture than ever before of the issues that are harming your community.

Over the last year, I have listened extensively to your concerns and priorities and will continue to do so. My focus now is on ensuring that those priorities and the aspirations of the Police and Crime Plan are delivered.

We have made a promising start. Satisfaction levels amongst victims of crime have increased to the highest level ever recorded in Avon and Somerset and risk of domestic burglary in the area is now one of lowest in the country.

Despite these improvements, there is still much more we can do to improve our knowledge of and response to hidden harm. This is particularly true in the areas of domestic and sexual violence, exploitation and hate crime which remain significantly under-reported. The way we work across agencies to assess and manage risk so that we can be best placed to protect and safeguard our most vulnerable people.

The Government's ongoing austerity measures continue to present significant challenges. As public sector budgets continue to fall we must find smarter and more innovative ways of doing more with less.

2014 will be marked by a major review of the way in which our Constabulary delivers services. It will also see rapid changes to the offender management landscape and the transformation of victim services as I take on a responsibility for commissioning across the area.

These developments are invariably leading to closer and more effective partnership working, more integrated services and a greater role for victims and local people in shaping the services they receive.

This 'refresh' of my Police and Crime Plan has been informed by our listening, learning and experiences during 2013. My priorities are unchanged and remain focused on the issues that you have told me are important to you:-

- Reducing the impact of anti-social behaviour;
- Tackling domestic and sexual abuse;
- Preventing and reducing burglary;
- Putting victims at the heart of criminal justice.

As part of this approach, I aim to:-

- Connect the police with local people so that you can see how the service is working for you on your priorities and in your community
- Ensure greater transparency in policing so that you can see how we are performing, how your money is being spent and what is being delivered
- Provide local leadership in bringing agencies together to tackle priority issues that are of greatest concern to your community

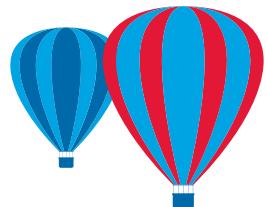
As no single agency alone can deliver the aspirations of this plan - I need your support. Whether you are a local resident or represent a public, private, voluntary or community sector organisation – you have a voice and a role to play.

Only by working together can we have a real impact on making our streets and homes safer.

Sue Mountstevens

Avon and Somerset Police and Crime Commissioner





The Police And Crime Plan

This plan sets the police and crime priorities and objectives for Avon and Somerset between 2014 and 2017. It has been developed in consultation with local people and service providers and has been informed by an understanding of the issues, risks and threats that they face.

My Commitment to You

You have a right to **BE SAFE** and **FEEL SAFE** in your community and it is my aim to ensure that this is the case. I want the people of Avon and Somerset to have the highest level of 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 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 abuse, particularly 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

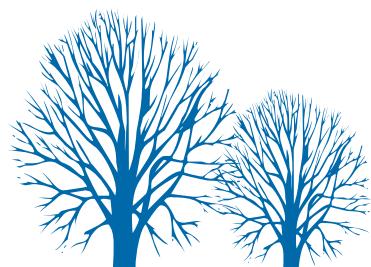
I will support and enable a joined up approach to victim services that has the voice of victims at its heart. I will be a fierce advocate for all victims, and young people in particular, who are more likely than any other group to be victims of crime

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

- Improving public confidence in the police by increasing **transparency and accountability and connecting the police with local people to tackle issues of local concern** such as road safety and rural crime
- Reducing risk of offending and safeguarding from harm, particularly **young people** and other vulnerable groups by working in partnership to develop **prevention** and early intervention approaches
- Providing local leadership in ensuring communities and organisations are **working together**, integrating and co-ordinating local services and improving their efficiency and effectiveness to deliver greater **value for money**

I also support the Constabulary's promise to you, in that they will:-

- Respond to your requests for service in an appropriate way
- Provide an accessible police service 24 hours a day, 365 days a year
- Treat you professionally with fairness and respect
- Tackle issues that matter most to you
- Endeavor to prevent crime and protect you from criminals
- Keep you informed and updated



Your Area

Avon and Somerset is one of the largest police force areas in England and Wales. It spans 1,855 square miles and covers a diverse range of physical, economic and social environments, including the cities of Bristol and Bath and vast rural areas across Somerset and South Gloucestershire. The M4 and M5 motorways intersect the area, which is also served by main rail routes from London to South Wales and the South West, and by Bristol International Airport and the Avonmouth Docks.

People and Communities

Around 1.6 million people live within the police force area. This resident population is expected to rise by a further 36,000 over the next two years as a result of natural population growth (39%), migration from other parts of the UK (38%) and international migration (20%).

The continued growth and diversification of the local population presents new challenges in providing visible local services, maintaining awareness of cultural needs and ensuring equality of access to key services for all.

The Constabulary has set the following Equality and Diversity Objectives which I will continue to support and monitor

- Understanding and involving diverse communities;
- Supporting vulnerable victims, witnesses, suspects and detainees;
- Integrating equality across the whole organisation;
- Developing a workforce which represents our diverse communities;
- Promoting a fair and equitable working environment for all employees.
- Improving quality and use of our management data on equality issues

Crime and Incidents

The risk of being a victim of crime or anti-social behaviour is generally lower than average in Avon and Somerset, however, this can vary significantly across the area. Risk of crime generally increases in urban areas, for example, partly affected by factors such as population density, deprivation, lifestyles and other social and economic patterns.

The risk of being a victim of violence or a property crime such as theft and burglary continues to fall, particularly in Bristol where levels of crime are falling at a higher rate than that nationally.

For more information about crime in your area, visit www.police.uk

Avon and Somerset has a complex public services landscape which includes:-

- Four unitary authorities – Bristol, Bath and North East Somerset, North Somerset and South Gloucestershire
- A two tier authority made up of Somerset County Council and the district councils of West Somerset, Taunton Deane, South Somerset, Sedgemoor and Mendip
- Six magistrates courts – Bath, Bristol, North Somerset, Taunton Deane, North Avon, South Somerset and Mendip
- Two crown courts – Bristol and Taunton
- Three prisons – Bristol, Eastwood Park and Ashfield.

Each council has its own structures and arrangements for providing all local government services, including responsibilities across Community Safety, Youth Offending and Drug and Alcohol support services.

A wide range of statutory and independent victim services are also provided in the area with responsibilities for keeping victims informed, providing support through the criminal justice service and helping victims cope and recover from any crime experienced.

The partnership environment is changing rapidly in response to reducing public sector budgets, commissioning and legislative changes and our understanding of what local people need and want.

In 2014 this will be marked, in particular, by:-

- Changes in arrangements for managing low and medium risk offenders – with new voluntary and private sectors providers bidding to deliver services previously provided by the Probation Service
- The Police and Crime Commissioner becoming responsible for commissioning local victim services
- The introduction of “resettlement prisons” where offenders will be relocated to a prison near to their home in the lead up to their release.



Organisational Change

Avon and Somerset Constabulary has reviewed the way it operates and delivers services across the area and reduced the number of Basic Command Units to three – Bristol, North East and Somerset. These areas are subdivided into 8 ‘Local Policing Areas’ which are aligned to local authority boundaries.

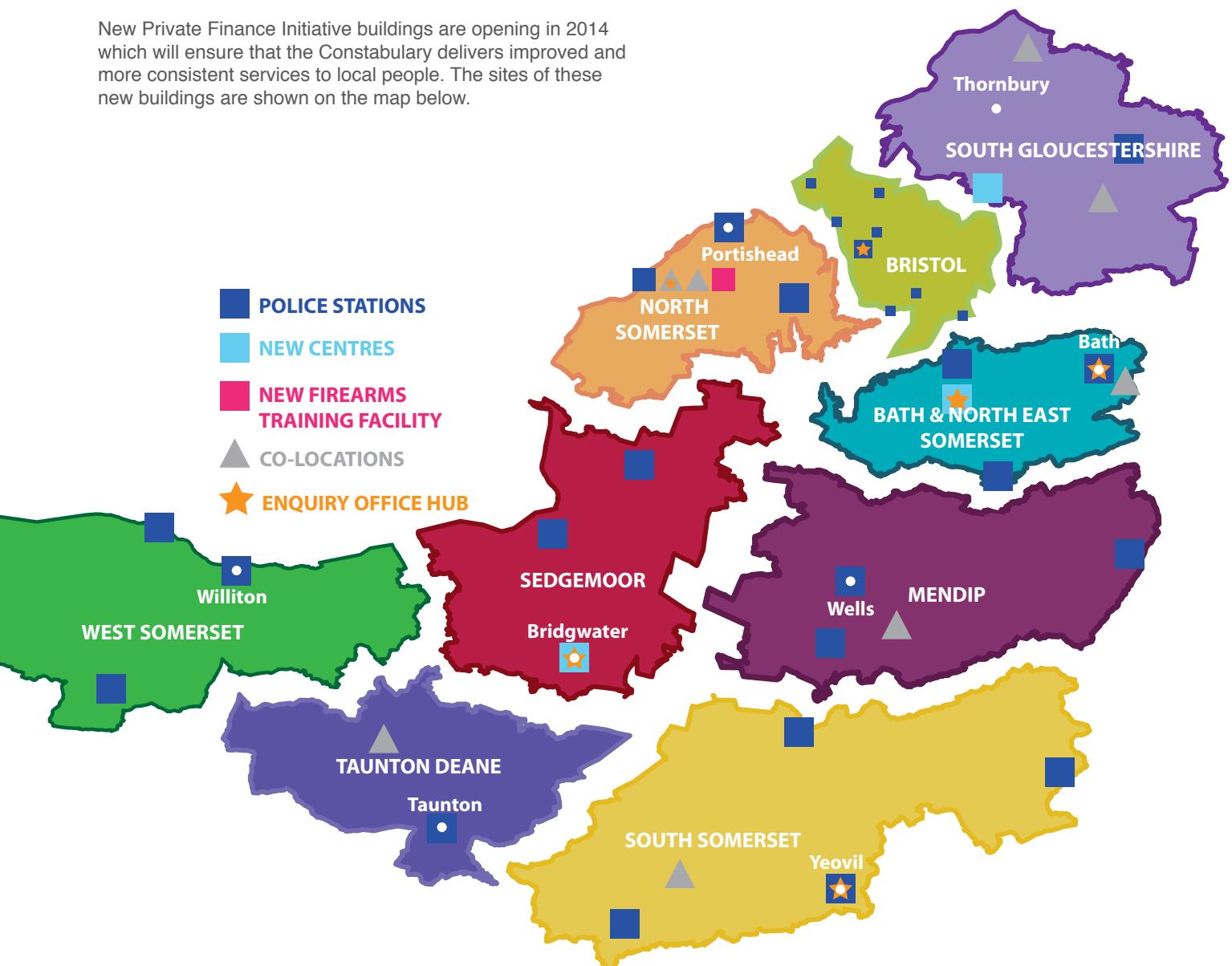
Neighbourhood policing, however, continues to be at the heart of how services are delivered and the number of neighbourhood areas managed locally by local inspectors remains unchanged.

As a commitment to the local policing model and as part of my aim to connect police with local people, I have issued nine local Police and Crime Plans for 2014-17 – one for each unitary and district authority area.

More information about the plan for your area can be found on our website.

Three new police centres opening

New Private Finance Initiative buildings are opening in 2014 which will ensure that the Constabulary delivers improved and more consistent services to local people. The sites of these new buildings are shown on the map below.



Reducing the impact of anti-social behaviour in your community

I want you to be able to live without fear of harassment, abuse, or threatening behaviour. I will support multi-agency approaches to tackling the issues that affect you or your community and will focus in particular, on reducing risk to our most vulnerable and repeat victims.



Anti-social behaviour (ASB) affects and hurts daily lives. It is the single most common reason that residents contact the police and the issue I always see raised at local community meetings, beat surgeries, events, panels and through surveys and 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 Partners and Communities Together (PACT) process can be effective in tackling local issues and each year, the number of areas reporting issues of concern has fallen. Still many residents are unaware that these processes are operating in their area. Others choose not to report ASB because they feel that the issue is too trivial or are in 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
- Improve the way that our agencies work together to assess, manage and tackle anti-social behaviour cases, particularly those involving repeat and vulnerable victims.
- Support a strategic approach to ASB that is informed by knowledge of best practice and evidence of what works

As a result of this plan we aim to:-

- Improve ASB victim satisfaction levels – I want satisfaction to increase in line with that of crime
- Increase the proportion of ASB cases effectively resolved
- Improve partnership responses to ASB and reduce the risk of harm to vulnerable people

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

- Improve awareness of and access to services for victims of ASB, particularly the quiet voices and our most vulnerable communities. I want to ensure that there are suitable opportunities available for you to report ASB and that you are aware of what they are
- Improve the quality and consistency of our response to ASB by developing and promoting common service standards and ensuring that agencies and communities are using the full range of ASB tools and resolutions available to them including, 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 ASB in communities and the night time economy, particularly by supporting robust alcohol licensing enforcement 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 identify risk at first point of contact, share information and tackle complex local problems.

You can find out when your next 'Have your say' meeting is by entering your postcode into the 'your area' section of the Constabulary's website:

www.avonandsomerset.police.uk/your-area/

Tackling domestic and sexual abuse, particularly towards women and children

I want to ensure that all victims of domestic and sexual abuse get the help they need when they need it. I will encourage and enable reporting, support early intervention and improve access to support and services, particularly amongst those most vulnerable to harm.

Domestic and sexual abuse is a high impact category of crimes that require many agencies to work together to support victims and ensure their safety, health and wellbeing.

Women and girls account for around 80% of all known victims of domestic violence, however evidence suggests that less than 20% of victims report incidents to the police. Male victims by comparison are even less likely to report their victimisation and less likely to pursue a criminal justice outcome.

Reports of serious sexual offences and child abuse began to increase in 2013, partly due, to the increased national attention brought about by the Operation Yewtree investigations. I will continue to encourage reporting across all social, cultural and demographic groups, particularly in the area of domestic abuse - which has not seen the same increase.

I want the people and agencies of Avon and Somerset to understand and play their part in tackling this priority, which includes crimes such as Female Genital Mutilation (FGM), human trafficking, child abuse and Child Sexual Exploitation (CSE).

We need to work together to ensure that the voice of victims is heard, services reflect the needs of those victims and that we continue to deliver improvements in the efficiency and effectiveness of local services – particularly through the sharing of best practice.

My approach will be to:-

- Encourage victims of domestic and sexual abuse to report their victimisation and access the support services available to them
- Improve the way agencies work together to prevent domestic and sexual abuse, particularly through early intervention and work with children and young people
- Support, monitor and oversee improvements in the consistency, quality and stability of critical services being provided to victims of domestic and sexual abuse.

I will hold the Chief Constable to account for delivering the following objectives, working alongside residents, businesses, and local agencies to:

- Build confidence amongst all victims and witnesses of domestic and sexual abuse to report their victimisation and ensure that victims are always taken seriously, listened to and understood
- Continue to improve the effectiveness of local services by actively seeking feedback from victims, improving the way we share information to protect people from harm, improving joint working and embedding multi-agency co-location arrangements
- Continue to develop prevention and education activity and innovate and implement best practice - including Domestic Violence Protection Orders, disclosure schemes and specialist investigation approaches
- Strengthen our multi-agency focus on perpetrators of abuse and progress Integrated Offender Management approaches to dangerous and high risk offenders, such as the 'Integrated Response, Integrated Services' model
- Increase awareness and understanding of domestic and sexual abuse including issues such as Female Genital Mutilation, Child Sexual Exploitation and human trafficking

As a result of this plan we aim to:-

- Increase confidence amongst victims of domestic and sexual abuse to report their victimisation, particularly amongst groups known to be less likely to report
- Identify perpetrators of domestic and sexual abuse and tackle the factors that cause them to offend
- Improve the consistency and quality of services provided to victims of domestic and sexual abuse.



Preventing and reducing burglary and fear of burglary in your area

I want to continue to reduce burglaries in Avon and Somerset, particularly through integrated prevention, enforcement, rehabilitation and criminal justice approaches to youth and adult offending. I also want to improve neighbourhood perceptions and feelings of safety in your area.

The last year has seen significant improvements in reducing burglary and increasing criminal justice outcomes amongst burglary offenders. These improvements place Avon and Somerset well on track to becoming a top 10 performing force by 2017.

A sustained focus on addressing the complex needs of our most persistent burglary offenders has been instrumental in achieving this and has only been made possible by working in partnership to tackle the lifestyle, substance misuse and attainment issues most related to their re-offending. This has been supported by robust enforcement measures where offenders choose to re-offend and improvements in techniques, practices and security which create an ever more hostile environment for burglars to operate in.

Despite these improvements, burglary remains an important priority for local residents, not least due to the high impact it can have on the households, communities and businesses that are vulnerable to victimisation.

My approach will be to:-

- Reduce the opportunities and motivation to commit burglary through robust enforcement, investigation and offender management
- Support partnership approaches to preventing burglary and engaging communities in reducing risk to vulnerable property
- Improve perceptions and feelings of safety, particularly through the provision of timely, accurate and up to date information

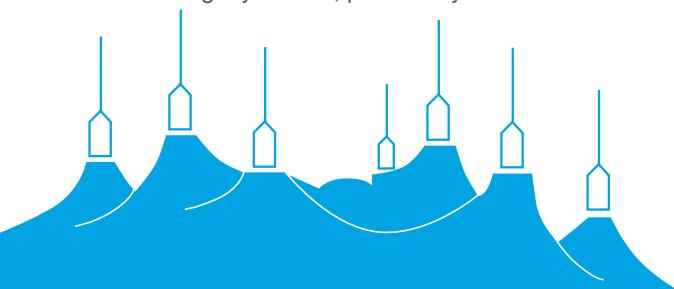
As a result of this plan we aim to deliver:-

- Reductions in the level and risk of burglary – I want Avon and Somerset to be top performing force by 2017
- Increases in the proportion of burglary offenders identified and dealt with effectively – I want Avon and Somerset to be a top performing force by 2017
- Improvements in the quality and consistency of service for burglary victims, particularly vulnerable victims

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

- Continue to improve police and partnership responses to burglary, particularly by improving the use of technology, the presentation of evidence, criminal justice outcomes and support and protect vulnerable victims
- Work with communities and partner agencies to prevent burglary, tackle long term priority locations and protect vulnerable people and property from victimisation
- Deliver continued improvements in the 'IMPACT' integrated offender management approach to tackling the complex needs of prolific offenders. Manage the impact of changes to the offender management landscape, new custody suite arrangements and organisational reform
- Improve agency information sharing and promote the sharing and use of community intelligence through initiatives such as Crimestoppers
- Work with local, regional and national partners to tackle organised criminality, particularly with regard to the markets in illicit drugs and stolen property

To register your property with immobilise simply visit www.immobilise.com or dial 101 and ask to speak to a member of your Neighbourhood Policing Team.



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 a joined-up approach to delivering services that has the voice of victims at its heart. I will be a fierce advocate for all victims, particularly young people who are more likely to be victims of crime than any other group and people vulnerable to targeted offences such as hate crime.

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. This is often unnecessary and can sometimes be distressing for victims. I will support improvements to simplify and improve the experience of victims throughout their journey.

Personally targeted offences such as hate crime, domestic and sexual violence and cyber bullying can have a high impact on victims and are generally less commonly reported. Young people are also less likely to report victimisation, but more likely to be victims of crime and serious crime.

My approach will be to:-

- Work closely with partners through the Avon and Somerset Integrated Victims Board to ensure that victims experience high quality joined up support that is tailored to their need. I will also support the use of restorative approaches wherever appropriate
- Support and challenge partners to reshape services to reflect the new Victims Code of Practice. I will make sure that the voice of the victim is heard in the criminal justice system
- Commission practical and emotional support for victims, focusing on those that have suffered the greatest impact from crime – victims of serious crime, those that are persistently targeted and the most vulnerable

As a result of this plan we aim to deliver:-

- Improvements in victim satisfaction with police services – with an aspiration to be a top performing force by 2017
- Increases in successful Criminal Justice outcomes for cases that are taken to court – with an aspiration to be a top performing area by 2017

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

- Ensure a consistent approach to victim care and embed a sense of personal responsibility in supporting victims of crime and ASB amongst all staff
- Make innovative use of technology so that officers and staff have the tools they need to provide high quality victim care and keep victims informed of progress in their case in ways that they choose
- Improve our understanding of the experience of victims to influence future services and build victim confidence - especially amongst young, hidden, repeat and other vulnerable victims. We will reshape services to reflect the new Victims Code of Practice and make it easier for victims to give feedback and see what has changed as a result
- Put in place services to provide practical and emotional support and develop a Directory of Services to ensure victims are aware of and have access to the support and information they need
- Bring together roles in the Constabulary and partner organisations that are focused on supporting victims and build an integrated team to deliver high quality, joined up care for victims at every stage of their journey.

To find out more about what services victims are entitled under the new Victims Code of Practice, visit
www.avonandsomerset.police.uk/services/victims/



Connecting the police with local people

I am committed to building strong relationships between communities and the agencies that serve them. I want you to be able to see how your police are working for you in your community to deliver your priorities.

The police play a critical role in keeping your communities safe in what can often be very challenging circumstances. I am aware, however, that our organisations are not always effective in providing feedback to victims and communities about that work, or at providing the information and advice you need to be safe and feel safe.

I want to improve the way we work with and engage communities on the issues that are of most concern to them. With regard to road safety, in particular, I will support practical and evidence led partnership approaches to enforcement, education and environmental improvement – including initiatives such as Community Speedwatch and the visible policing of our roads.

I also want to improve the way we work with and engage young people and black and minority ethnic communities in particular, as research suggests that these groups are less likely to trust in the police, less likely to report victimisation and less likely to report feeling satisfied with the police service they receive.

I will:-

- Improve feelings of safety by ensuring that households, communities and businesses have access to the advice and information they need to be safe and feel safe
- Continue to improve opportunities for engaging young people and minority communities, especially those with direct experience of the criminal justice system
- Empower communities to tackle the issues that most affect them – including road safety - with support from local authorities and visible and available Neighbourhood Policing Teams, Specials, PCSOs, Cadets and volunteers
- Spend at least one day a week in the communities listening to the concerns of individuals and groups to better understand your needs

Improving transparency and accountability

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 am working to bring greater transparency and openness to the police, recognising the impact that major local and national events can have on public confidence in the service generally.

Together with your Chief Constable, I regularly hold public meetings in each local policing area so that we can hear your views on how you would like the police to address local issues.

The Police and Crime Plan is reviewed annually to ensure that it remains up to date and focused on the most critical issues. There are a number of ways in which you can stay informed on my progress towards delivering this plan, including newsletters, public meetings and my Annual Report.

I will:-

- Monitor complaints made against officers and staff and investigate complaints against the Chief Constable
- Continue to facilitate an independent residents panel to dip-sample complaints against the police and to review with me other areas of police business in a transparent way
- Ensure that we pro-actively publish important information with regard to quality, compliance and standards of service, including the use of Stop and Search powers and compliance with crime recording standards
- Hold regular performance review meetings with the Chief Constable to discuss delivery against my plan and pro-actively publish the outcomes of these meetings at:-
www.avonandsomerset-pcc.gov.uk

My progress is also regularly reported to Avon and Somerset's Police and Crime Panel. 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 www.bristol.gov.uk/policeandcrimepanel

Building a Police Service for the Future

Our five year ambition

Working with your Police and Crime Commissioner, our guiding ambition is to ensure that the communities of Avon and Somerset are safe and feel safe. We also want the public to have trust and confidence in the Constabulary, for without these basic qualities, local people cannot work alongside us and other agencies in tackling crime and anti-social behaviour.

Our promise to you

We have agreed a service promise for 2014 and beyond which sets out what you can expect from us. It has been developed in response to what local communities have been telling us matters to them and will be the reference point when implementing changes to the way we operate.

We will:

- Respond to your requests for service in an appropriate way
- Provide an accessible police service 24 hours a day, 365 days a year
- Treat you professionally with fairness and respect
- Tackle issues that matter most to you
- Endeavor to prevent crime and protect you from criminals
- Keep you informed and updated

This promise is key to the service we provide and is supported further by our values of

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



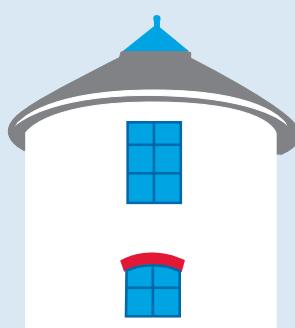
Reshaping our Operating Model

Our program to reshape the way we operate will ensure that we have the processes, people, culture and systems in place to deliver our promise. This will include

- A universal response to calls for service – this will mean that the highest possible service standards the public receive in one area will be the same across the entire Constabulary
- More evidence-based problem solving – this will help us to ensure that we can sustain the solutions we implement
- A more engaged, consulted and listened to workforce – this will aim to ensure that changes are embedded across the constabulary
- Improvements in information technology infrastructure and better equipment to do the job – we will invest in new and improved technology where necessary in order to enable our people to deliver a greater service to local people with less duplication and waste.

Our commitment to putting local people first by establishing a more corporate and engaged organisation will aim to ensure that the right service is delivered at the right times and in the right places. It will also aim to ensure that issues will be resolved at the first point of contact wherever possible and that our people have the skills, will and permission to do the right thing for local people and communities.

Nick Gargan QPM
Chief Constable



Working in partnership

No single agency alone can deliver the aspirations of this plan. Only by working in partnership can we be truly effective at reducing re-offending, safeguarding vulnerable people, tackling the issues that are important to you and getting a better deal for your money.

My role as Police and Crime Commissioner extends across crime, community safety and criminal justice agencies. In this unique position, I am committed to providing local leadership in bringing agencies together to deliver our shared objectives.

The partnership landscape is changing rapidly in response to reducing public sector budgets, government reform and new commissioning arrangements. In this regard, effective planning and co-ordination within and across agencies has never been more critical to ensuring that we effectively safeguard vulnerable people, tackle community issues, prevent and reduce crime and work effectively and efficiently in the interests of local people.

Community Safety Partnerships, Youth Offending Teams, Drug and Alcohol Action Teams and Regional and Local Criminal Justice Boards continue to play an important role in reducing re-offending and improving community safety. I am committed to supporting these well-established partnerships and their priorities, while also fostering stronger relationships with Health and Wellbeing Boards, Local Safeguarding Boards and the Community and Voluntary sector.

I recognise that there is much more we can do to manage the drug, alcohol, housing and mental health issues that impact upon all of our organisations and will work to ensure that sufficient hospital based places of safety are provided in our area and that agencies are working together effectively to manage growing demands in relation to mental health.

I am working with the Constabulary to pilot new Multi-agency Safeguarding Hubs to investigate high impact offences involving vulnerable victims. This may involve co-locating teams across partnerships to support the delivery of my priorities.

I will also continue to work with the Ministry of Justice and other partners to prepare for new arrangements under the Government's 'Transforming Rehabilitation' agenda. This will see the introduction of Community Rehabilitation Companies, a National Probation Service and new offender resettlement arrangements.

My approach will be to:-

- Support the partnership initiatives that can have a significant impact upon community safety and re offending - including the Integrated Offender Management and the Troubled Families programmes
- Continue to develop strong local partnerships to deliver our shared outcomes, particularly with Health and Wellbeing Boards, Local Safeguarding Boards and the Community and Voluntary sector
- Work with the Ministry of Justice and other partners to manage changes to the criminal justice landscape as part of the 'Transforming Rehabilitation' agenda and ensure restorative approaches are embedded within the criminal justice system

I will:-

- Work with the Local Criminal Justice Board and other partners to reduce adult and youth re-offending and establish a Reducing Reoffending Partnership oversight Board
- Support the priorities of responsible authorities and approaches that can have a significant impact upon crime and community safety - including Integrated Offender Management and the Troubled Families initiatives
- Promote integrated and seamless services and support the implementation of shared case management systems and co-location where it makes practical and economic sense to do so
- Improve use, quality and sharing of information within and across agencies, and improve arrangements for and safeguarding vulnerable people
- Strengthen strategic planning within and across agencies in light of the Transforming Rehabilitation agenda and ensure all key partners support Integrated Offender Management and the Integrated Victims Programme
- Continue to strengthen partnerships with residents, businesses, and the community voluntary sector, Health and Wellbeing Boards and Local Safeguarding Boards to tackle issues of community concern and effectively manage risk

Collaboration

Avon and Somerset is engaged in a number of important collaboration initiatives at local, regional and national levels. These include:-

- 'Zephyr' - a regional multi-agency unit tackling serious and organised crime and a four force regional Special Branch collaboration improve our response to major crimes such as rape and homicide
- Tri-force Specialist Operations and Firearms Training Facility in collaboration with Gloucestershire and Wiltshire police forces to provide a joined up approach to roads policing, drugs and firearms policing and training. A joint training facility will become available in 2015 and has already brought capital savings for each force.
- A regional drive to standardise training Learning and Development, reducing duplication and achieving cashable savings across all forces.
- West Coast Forensics Consortium – made up of 14 forces aiming to improve levels of service for forensic investigations.

Partnerships between the public and private sector have enabled Avon and Somerset to deliver cashable savings in areas such as payroll, finance, procurement, estates and IT since 2008. Opportunities to work with the private sector to deliver services within the Constabulary's new custody suites in 2014 are currently being explored.

I am committed to collaborating with my four regional counterparts in the south west of England - the Police and Crime Commissioners of Devon and Cornwall, Dorset, Gloucestershire and Wiltshire - so that, working together, our constabularies deliver efficient and effective policing to meet the needs of the communities we serve.

Each Commissioner is independently responsible for ensuring that locally responsive and effective policing services are available to the public in their area and this is central to their planning. While alternative collaborative or partnership arrangements are not precluded, our default position will be collaboration within the region.

We consider effective cross border working and between constabularies to be a critical requirement and aim to build this 'inter-operability' into all planning assumptions in the region. The scope for collaboration includes the full range of the my responsibilities, including policing, criminal justice and community safety and as Commissioners in the South West, we are already collaborating on issues such as Transforming Rehabilitation, Victims Commissioning and mental health.

The Strategic Policing Requirement

As an emergency service, the public rightly expects Avon and Somerset Constabulary to tackle the issues that most affect its local communities. However, there are other threats and areas of policing that go beyond the resources we are able to commit to local policing.

In addition to the priorities of this plan, the Home Secretary has set out a Strategic Policing Requirement (SPR) of national threats that require our attention and response. These threats include terrorism, civil emergencies, organised crime, threats to public order and a large scale cyber incident.

We are working to ensure that we have the capability and capacity to support this requirement, particularly through our collaboration initiatives, Local Resilience Forum, Mutual Aid arrangements and work regionally and nationally with the National Crime Agency.

I will:-

- Support collaboration 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
- Work openly and positively with my south west counterparts and their constabularies in the best interests of the communities I serve
- Ensure that we have the capability and capacity to tackle major challenges to public safety set out in the Home Secretary's 'Strategic Policing Requirement' and oversee the Constabulary's response to these strategic threats.



Our resources

The impact of the budget deficit and government's Comprehensive Spending Review (CSR) is placing considerable pressure on all of our crime, community safety and criminal justice agencies.

The Constabulary has already made savings of around £35m during this Spending Review (SR) period, largely due to organisational restructures, and natural attrition which released savings in departmental budgets and staff costs.

We have been able to protect front line officer posts in patrol and neighbourhood policing by better matching resources to where and when they are most needed.

We have identified £12m of new savings for 2014/15, which alongside a 1.99% increase in council tax police precept, has enabled a balanced budget. We have identified a further £9m of savings for the 2015/16 and continue to model options for additional savings in 2016 and beyond. Our planning assumptions are: continued cuts to central government funding ongoing savings and various inflationary cost pressures.

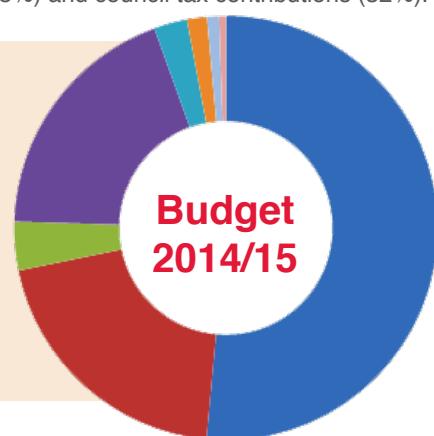
Medium Term Financial Outlook (£'000)

	2014-15	2015-16	2016-17
Constabulary	272.2	268.7	277.1
Office of the PCC	1.4	1.4	1.4
Commissioning	2.6	2.6	2.6
TOTAL Budgeted Spend	276.2	272.7	281.1
Main Grant	(171.2)	(166.0)	(162.2)
Council Tax	(90.3)	(91.5)	(94.0)
Other Grant funding	(14.7)	(11.4)	(11.4)
TOTAL Funding	(276.2)	(268.9)	(267.6)
DEFICIT to be closed through further savings	Balanced	3.8	13.5

Policing budget

I have set a net policing budget of £275.5 million for 2014/15 in consultation with you, the Constabulary and the Police and Crime Panel. This is funded by a combination of central government grants (68%) and council tax contributions (32%).

- Police Officers - £142.2m
- Police Staff - £56.0m
- Community Support Officers - £10.3m
- Running Expenses - £52.5m
- Police Pensions - £7.0m
- Capital Funding Costs - £4.2m
- Community Safety Fund - £2.6m
- Office of the PCC - £1.4m



Policing part of the council tax

I have taken the decision to raise the policing part of the council tax precept by 1.99% in 2014/15, which equates to an additional £3.34 per year for the average household. Having consulted extensively during 2013, I am confident that the majority of residents across Avon and Somerset are in favour of an increase in light of the financial challenges that lie ahead. While I will continue to gauge local opinion on the matter, I have based longer term planning assumptions on a 2% precept increase year on year.

Delivering value for money

I believe that we can do more to provide 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 Constabulary is delivering effective and efficient services with below average resources.

The disproportionate impact of 'damping' in the Government's 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 was 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.

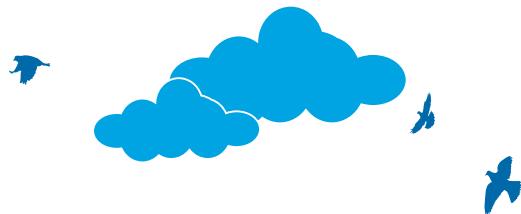
Agencies in Avon and Somerset have a strong track record of delivering improvements in value for money. In 2008, Avon and Somerset Constabulary, Somerset County Council, Taunton Deane Borough Council and IBM entered into the ten year Southwest One (SW1) joint venture. This delivers shared Human Resources, payroll, finance, IT, estates management and procurement services to all three public bodies which has achieved £16 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 includes the delivery of three new custody suites and a tri-force firearms training centre. As part of the wider review and rationalisation of the Constabulary's estate, I will work to ensure that the PFI delivers the agreed improvements in capacity, safety, sustainability and inter-operability during my period in office.

I will work with the government, Chief Constable and organisations across all sectors to secure efficient, effective and modern police and criminal justice services. I will:-

- Support the Constabulary's Transformation Programme and the Criminal Justice Efficiency Programme
- Invest in technology, such as body cameras, to ensure that our officers are effective, mobile, visible, responsive, active and accessible in your community
- Free up more police time by reviewing policies, reducing unnecessary bureaucracy and encouraging radical and innovative thinking
- Contribute towards the review of the government's funding formula for policing
- Ensure a modern, sustainable, flexible and efficient police estate that supports an effective Constabulary and the communities it serves





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.

There have been a number of changes to my responsibilities and arrangements for commissioning in 2014/15. These include the amalgamation of the historic Community Safety Grant issued by the Home Office into the main police fund, and my new responsibilities for commissioning local victim services from October 2014.

Community Safety

In 2014/15, I have made £2,500,000 available to support Community Safety activity and initiatives that are linked to the delivery of this plan across Avon and Somerset. This includes:-

- £1,202,000 made available via local Community Safety Partnerships
- £775,000 for a Drug and Alcohol Arrest Referral service across Avon and Somerset, commissioned centrally by my office
- £245,000 Youth Justice Diversion Fund which will be made available to Youth Offending Teams to deliver diversionary projects that tackle youth offending and divert vulnerable young people away from crime
- £88,000 to support the Independent Sexual Violence Advisor Service, which provides support and advice to people that have suffered sexual violence
- £231,000 to support the Sexual Assault Referral Centre in supporting vulnerable victims of sexual assault

Victim Services Commissioning

I have made £863,000 available for commissioning of victim services between October 2014 and March 2015. This ring fenced funding will support restorative approaches and the development of an integrated approach to victim service, focusing on those that have suffered the greatest impact from crime.

Community Action Fund

I will also make £200,000 available through my Community Action Fund of to deliver community safety initiatives linked to my priorities. This will be administered by the Avon and Somerset Police Community Trust.

To find out you can find out more about what is being delivered as a result of these grants via my website at: www.avonandsomerset-pcc.gov.uk/Partnerships/Grant-Monitoring.aspx

As part of my Commissioning approach, I will:-

- Ensure that resources are distributed fairly and equitably across the area and matched to need
- Keep you informed about how we are spending your money and what is being delivered as a result
- Agree, track and monitor clear and measurable outcomes for the projects I commission
- Work pro-actively with the Voluntary and Community Sector and representative agencies to develop my approach to engaging with voluntary sector organisations
- Maximise the positive social and environmental impact we have in delivering services and support the Constabulary's Carbon Management Programme

Voluntary and Community Sector

I have agreed a charter with the Voluntary Sector which sets out my commitment to liaising closely with voluntary sector umbrella organisations, consulting the voluntary sector in my decision making processes and respecting the capacity, needs and priorities of those organisations and their service users.

My Commissioning and Grants Strategy, which includes the conditions of the grants I award, can be found on my website at www.avonandsomerset-pcc.gov.uk/Partnerships/Partnerships.aspx



Monitoring our progress

I have set the aspiration for Avon and Somerset to be a top performing force nationally across all of my priorities by 2017 and make year on year improvements in the services we deliver. My plan sets a broad agenda which has quality of service and responding to the needs of victims at its heart.

While no simple measures alone can tell us whether we are achieving the outcomes I have set, I have agreed a series of indicators which help to inform us of our direction of travel and the progress we are making.

In addition to these indicators, I also seek assurance from inspection findings, audits, evaluations and my interactions with residents, victims, perpetrators and other stakeholders to ensure we are delivering high quality victim-focused services.

Indicator (Source)	2012-13 Actual (national position)	2013-14 Actual (national position)	Ambition for 2016-17	Are we on track?
% feeling confident in the police (Crime Survey for England and Wales)	71% (35th / 43)	76% (21st / 43)	Top 10 performer	Yes
Service satisfaction amongst victims of ASB (Police Victim Survey)	81%	81%	Improve	No
ASB cases fully resolved (Police Victim Survey)	38%	40%	Improve	Yes
Reported domestic and sexual violence (Police recorded crime and incidents)	20,336	20,786	Increase	Yes
Serious sexual offence detection rates (Police recorded crime)	34% (11th / 43)	30% (20th / 43)	Top 10 performer	No*
Burglary rates (Police recorded crime)	12,174 (24th / 43)	10,391 (14th / 43)	Top 10 performer	Yes
Burglary detection rates (Police recorded crime)	12% (28th / 43)	14% (12th / 43)	Top 10 performer	Yes
Service satisfaction amongst victims of Crime (Police Victim Survey)	87% (12th / 43)	88% (9th / 43)	Top 10 performer	Yes
Successful Criminal Justice Outcomes (Crown Prosecution Service)	85% (33rd / 43)	87% (33rd / 43)	Top 10 performer	No

* While notable increases in the confidence to report serious sexual offences in the last year have led to reductions in the detection rate for these crimes, it should also be noted that the overall number of detections for Serious Sexual Offences has in fact increased by 5%

We are making strong progress against key aspects of my plan, particularly in reducing the risk of burglary, identifying and dealing with burglary offenders, increasing victim's confidence to report sexual abuse and increasing public confidence in the local police more generally.

The energy and focus that police and partner agencies have committed to my priorities has undoubtedly supported these improvements, but so too have external factors such as Operation Yewtree, which significantly raised the profile of sexual abuse at a national level.

I will continue to work with the Constabulary and partners to support the delivery of these outcomes, particularly in increasing victim satisfaction and successful resolution for cases of ASB, improving confidence amongst victims to report domestic violence and increasing successful criminal justice outcomes

This will include increasing victim satisfaction and successful resolution for cases of ASB, improving confidence amongst victims to report domestic violence and increasing successful criminal justice outcomes.

I will also review and respond to key inspection and audit findings and other sources of assurance to ensure that we:-

- Place our values and the needs of victims at the heart of everything we deliver
- Improve the quality and consistency of our services
- Effectively identify and manage risk amongst our most vulnerable victims of crime and ASB

For more information about how we are performing across these areas and our progress in delivering the aspirations of my plan, please visit

www.avonandsomerset-pcc.gov.uk/Openness/police-performance.aspx

How you can get involved

Our Constabulary, Community Safety and Criminal Justice agencies cannot deliver this plan alone. It is my aim that people have real and practical opportunities to shape their policing and community safety services. I am committed to involving you wherever I can in delivering our shared priorities.

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

...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. Avon and Somerset currently has around 200 cadets in schemes across Bristol, South Gloucestershire, North Somerset and Taunton Deane. To find out more, visit: www.avonandsomerset.police.uk/recruitment/PoliceStaffVolunteers/cadets.aspx

...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. Avon and Somerset has over 150 volunteers in roles ranging from community safety, roads policing, cadets, administration, advocates and co-ordinators. It is my ambition to increase the number of volunteers to at least 1,000 by 2017.

Find further details on the Constabulary's website at: www.avonandsomerset.police.uk/about-us/recruitment/volunteer-jobs/

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 delivering the aspirations of my plan



The Special Constabulary is a vital resource when it comes to tackling crime, providing valuable support to regular police officers and increasing our presence in communities. Special Constables are volunteers and have the same warranted powers as regular police officers. Avon and Somerset currently has around 530 Special Constables, but it is my aim to increase this to at least 700 by 2017.

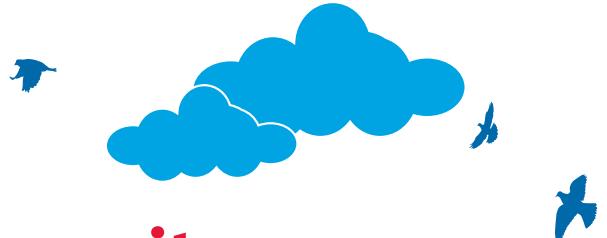
For more information on recruitment, please visit the Constabulary's website at: www.avonandsomerset.police.uk/recruitment/specials

...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/Take-Part/Custody-Visiting.aspx

I will:-

- 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 community needs
- 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 community safety and the delivering the aspirations of the Police and Crime Plan
- Work in partnership with communities to support the expansion of the Special Constabulary, Volunteers, Neighbourhood Watch and Community SpeedWatch



Be Active in Your Community

- **Join Neighbourhood Watch.** Find further details on the Constabulary's website at:
www.avonandsomerset.police.uk/services/watch-community-schemes/neighbourhood-watch-scheme/
- **Set up a Community Speedwatch scheme.** Community Speedwatch is a partnership between the Community, Police, Fire Service, Parish Council and County Council with an aim to tackle the problem of speeding motorists.
Find further details on the Constabulary's website at:
www.avonandsomerset.police.uk/services/watch-community-schemes/community-speed-watch/
- **Join our Independent Resident's Panel** of independent members of the public who will be reviewing police complaints files. Find out more at: www.avonandsomerset-pcc.gov.uk/Take-Part/Residents-Panel-Recruitment.aspx
- **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. For further information contact the Public Service and Local Policing Team by calling 101 or contacting us online at
www.avonandsomerset.police.uk/generalcontact

Have Your Say

- Raise issues that concern you at our local public meetings. Details of your next local Neighbourhood meeting can be found by entering your postcode into the 'Your area' section of the Constabulary website - www.avonandsomerset.police.uk/your-area/ - 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

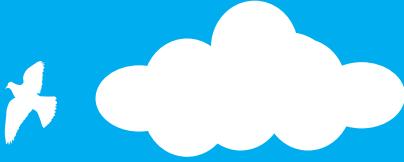
Giving Feedback or Making a Complaint

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-us/
- 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 (SupportAgainst 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 www.avonandsomerset.police.uk/services/ride-along-scheme/ 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

Faxsimile: 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/

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 influence our decision making.

www.consultation.avonandsomerset.police.uk



Call 101 to contact the police to report less urgent crime and anti-social behaviour 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.

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

An EASY READ version of this document can be found here:
www.avonandsomerset-pcc.gov.uk/Document-Library/Reference/EASYREAD.pdf

If you would like this information in Braille, audio, large print, plain text, on disc or in another language please contact General Enquiries on 101 or Typetalk 01275 816888 or visit: <https://www.avonandsomerset.police.uk/contact-us/>