

**POLICE AND CRIME PANEL
11TH MARCH 2015**

POLICE AND CRIME PLAN REFRESH 2015-17

1. OVERVIEW

- 1.1 In March 2013, the Avon and Somerset Police and Crime Commissioner issued her statutory Police and Crime Plan in accordance with the requirements of the Police Reform and Social Responsibility Act 2011. The plan set out the Commissioner's strategic priorities of:-
 - Reducing the impact of anti-social behaviour;
 - Tackling domestic and sexual abuse, particularly towards women and children;
 - Preventing and reducing burglary and fear of burglary; and
 - Putting victims at the heart of the criminal justice system.
- 1.2 In 2014-15, the Commissioner launched nine supplementary non-statutory plans covering each of the district and unitary authority areas within Avon and Somerset. These aimed to communicate the Commissioner's priorities to local residents, provide details of key activity in each area and inform residents on how they can get involved in delivering the plan.
- 1.3 The statutory Avon and Somerset plan and local authority level plans are revised on an annual basis to ensure that they remain relevant and up to date and take account of the changing social, economic and organisational environment. The plans are informed, in particular, by issues highlighted via the multi-agency Police and Crime Needs Assessment¹ and public and partner consultation.
- 1.4 The updated plans cover the period 1st April 2015 to 31st March 2017 and include an additional strategic priority to improve road safety for all road users. Progress in delivering the Police and Crime Plan is formally reported as part of the Commissioner's Annual Report in May each year.

2. PROCESS

- 2.1 The Police Reform and Social Responsibility Act 2011 requires that the Police and Crime Plan, and any subsequent update of the plan sets out for the Commissioner's remaining period in office² the:-
 - policing of the police area which the chief officer of police is to provide;

¹ <http://www.avonandsomerset-pcc.gov.uk/Your-PCC/Police-and-Crime-Needs-Assessment.aspx>

² Up to the point at which the following statutory Police and Crime Plan must be issued by (in this case 31st March 2017).

- financial and other resources which the Commissioner is to provide to the chief officer of police;
- means by which the chief officer of police will report to the Commissioner on the chief officer's provision of policing;
- means by which the chief officer of police's performance in providing policing will be measured; and
- crime and disorder reduction grants which the Commissioner is to make and the conditions (if any) of those grants.

- 2.2 The plan has been developed in consultation with the Chief Constable, as required by the Act. This included dedicated review meetings to oversee development of the Plan and jointly develop the performance framework that will support it. The Office of the Police and Crime Commissioner has also worked closely with Constabulary priority leads and key departments such as Strategic Service Improvement in developing the revised plan.
- 2.3 The plan has been informed by extensive public consultation, primarily via the Commissioner's Police and Crime Survey and local engagement activity and events. Key areas of consultation have included attitudes and preferences with regard to the policing precept and public priorities for policing in Avon and Somerset. The latter, in particular, has led to the inclusion of road safety as an additional priority as part of the 2015-17 Plan.
- 2.4 A wide range of partner organisations have been consulted on the draft Avon and Somerset and Local Authority level plans, including local authority, community safety and youth offending team partners, the Criminal Justice Board, Fire and Rescue services, Health and Wellbeing Boards, NHS and CCG Commissioners, Voluntary and Community sector umbrella organisations, children's Trusts and adult and children's safeguarding services.
- 2.5 The Police and Crime Panel, who are statutorily required to provide feedback on the Avon and Somerset plan, were also consulted during February and March 2015 before formally reviewing the draft plan on 11th March 2015.

3. KEY CHANGES AS PART OF THE 2015-17 PLAN REFRESH

- 3.1 The 2015-17 Police and Crime Plan introduces **Road Safety** as a police and crime priority for 2015-17 in response to a high degree of public concern and increases in risk of harm identified during 2014. The Police and Crime Survey identifies speeding and road safety amongst the issues residents would most like the police to prioritise – second only to increased police visibility and reassurance policing. The Police and Crime Needs Assessment also highlighted a 5% increase in the number of people killed or seriously injured on Avon and Somerset's roads since 2011, which compared to a 6% reduction nationally.
- 3.2 The revised plan introduces a **broader performance framework** that strengthens the focus on quality of service and wider aspects of the plan such as 'connecting the police

with local people', being 'open, transparent and accountable' and 'delivering greater value for money'. The performance framework has also been strengthened by the introduction of the annual HMIC PEEL assessment in 2014, which provides a more holistic and independent source of assurance on how well the Constabulary is tackling crime and ASB, protecting vulnerable people and delivering an efficient, fair and legitimate service. Despite these changes, the original suite of indicators set as part of the original plan in 2013 have been retained³ along with the ambition to become a top performing force across all priority areas by 2017.

- 3.3 Priority sections and objectives have been updated to reflect **new commissioning arrangements**, most notably with regard to victim services, restorative justice and the development of a framework to support victims and witnesses in coping and recovering from the impact of crime and ASB.
- 3.4 The plan includes the introduction of a **vision for the future of policing** in Avon and Somerset which will see better integrated and co-ordinated local services and greater collaboration – particularly with Wiltshire police in building upon the strategic alliance announced in 2015.
- 3.5 Details relating to **grants and commissioning** arrangements for 2015/16 and the **financial position** for the remaining period of the Comprehensive Spending Review have been updated to reflect the current profile. Progress in closing the organisation's funding deficit has also been included as part of the monitoring framework which supports the plan.
- 3.6 **Local Authority level Police and Crime Plans** have been fully updated in collaboration with the Constabulary, local authorities and community safety partners to reflect changes the changes set out above and progress in delivering the Police and Crime Plan.

4. EQUALITY AND DIVERSITY CONSIDERATIONS

- 4.1 The Police and Crime Plans set a framework for the delivery of police and crime services and funding allocations between 2015 and 2017. The statutory plan includes details of the PCC's commitment to equality and diversity, including the commitment to monitoring the Constabulary Equality and Diversity Objectives.
- 4.2 Accessibility for all sectors of our communities is critical to the delivery of the Police and Crime Plan and consideration has been given to channels of communication which are tailored to different needs throughout the consultation and drafting process. The documents are 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

³ Note: Police 'detection' indicators for burglary and serious sexual offences have been updated to reflect changes in the Home Office Crime Outcomes framework in 2014 and are now captured within the category of 'investigations fully resolved'.

5. RECOMMENDATIONS

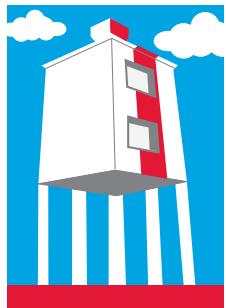
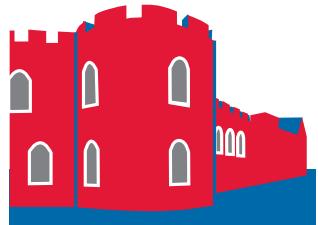
- 5.1 The Panel is asked to note the revised Police and Crime Plan for 2015-17.
- 5.2 The Panel is asked to note the responses to consultation on the revised plan which will be made available to the Panel following the feedback deadline of 10th March 2015.
- 5.3 The Panel is invited to make final recommendations on the draft Police and Crime Plan and ratify the Plan subject to those recommendations.

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POLICE & CRIME
COMMISSIONER

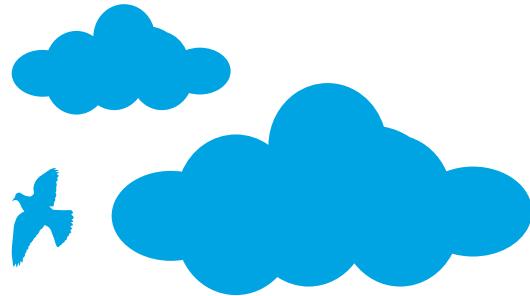


AVON & SOMERSET

SUPPORTING YOU TO
BE SAFE
AND FEEL SAFE

**POLICE AND CRIME PLAN
2015-2017**





The environment in which our policing, criminal justice and community safety organisations operate is changing rapidly, and so too must those organisations themselves.

The last year has seen continued changes in the nature and profile of offending and victimisation, alongside political and economic reform that is impacting upon all aspects of policing and criminal justice. Government spending has continued to reduce across all of our public sector agencies as demand on those services is becoming increasingly complex, particularly in areas such as public protection, safeguarding, mental health and the risk of on-line victimisation.

We have many difficult decisions ahead as we work to deliver further financial savings by 2017/18, but the Constabulary has prepared itself well in meeting that challenge. In 2014, Avon and Somerset was one of only five police forces nationally to be graded 'outstanding' in delivering efficiencies as part of Her Majesty's Inspectorate of Constabulary's new annual 'PEEL' assessment. This was enabled in no small part by a fundamental review of the way the organisation operates. We have continued to build upon this work by entering into a strategic alliance with Wiltshire police which will help us to find further savings and improve our efficiency and resilience.

Change of this scale has presented performance challenges during the period of transition, but I am confident that the Constabulary will emerge stronger as result and be better equipped to tackle the issues affecting your area. Integrated partnership working remains very much at the heart of my vision for policing, community safety and criminal justice agencies over the coming years and I am pleased to see new approaches such as 'Lighthouse' integrated victim and witness care are continuing to deliver improvements in the way we identify and support vulnerable people and tackle complex need.

Against this backdrop, my priorities for policing in Avon and Somerset set in 2013 remain as relevant today as they were when the Police and Crime Plan was first launched.

They are based on my understanding of the issues, risks and threats that our policing area faces and the issues that you have and continue to tell me are important to you:-

- Reducing the impact of anti-social behaviour;
- Tackling domestic and sexual abuse;
- Preventing and reducing burglary;
- Improving road safety for all road users;
- Putting victims first.

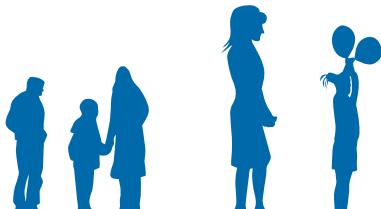
Beyond these five priorities, I also remain strongly committed to:-

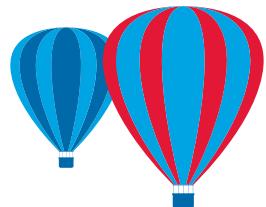
- Connecting the police with local people so that you can see how the service is working for you on your priorities and in your community
- Ensuring greater transparency in policing so that you can see how we are performing, how your money is being spent and what is being delivered as a result.
- Providing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

I will continue to work with partner agencies to identify new areas for collaboration over the coming year and above all, I will continue to listen to your issues and concerns and work with you to make your streets and homes safer.

Sue Mountstevens

Sue Mountstevens
Avon and Somerset Police and Crime Commissioner





The Police And Crime Plan

As your Police and Crime Commissioner I have a duty to secure an efficient and effective police service, ensure the police are accountable and responsive to your needs and to work with communities, community safety and criminal justice agencies to make your streets and homes safer. This plan sets out my aims, objectives and priorities in doing so.

My Commitment to You

I want the people of Avon and Somerset to **BE SAFE** and **FEEL SAFE** in their community and have the highest level of confidence in their Police, Community Safety and Criminal Justice services. My priorities are:-

Tackling anti-social behaviour and reducing its impact on victims and communities

I will support multi-agency approaches to tackle the issues affecting your area, focusing in particular on reducing the risk of harm to the most vulnerable and repeat victims and improving their quality of life.

Preventing and reducing 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.

Tackling 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.

Improving road safety for all road users

I will support multi-agency activity to improve safety for all road users in your area, particularly through evidence-led approaches to enforcement, education and road engineering.

Putting victims first

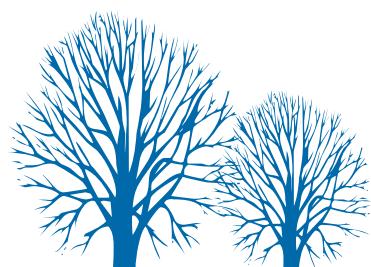
I will support joined up approaches to victim care that have the voice of victims at their heart. I will be a fierce advocate for victims – particularly young people, who are more likely than any other group to be victims of crime

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

- **Connecting the police with local people** to tackle issues of local concern, such as rural crime and ensuring that the police are **open, transparent and accountable to you**
- **Prevention** and early intervention approaches to safeguarding people from harm and reducing offending – particularly in working with **young people**
- Ensuring communities and organisations are **working together**, integrating and co-ordinating services and improving their efficiency and effectiveness to deliver greater **value for money**

I continue to monitor and support the Constabulary in delivering its promise to you, ensuring that they:-

- 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
- Endeavour to prevent crime and protect you from criminals
- Keep you informed and updated



Avon and Somerset

Avon and Somerset is one of the largest police force areas in England and Wales, covering many diverse physical, economic and social environments – from the cities of Bristol and Bath to rural and coastal areas. Bristol is a major transport hub, intersected by the M4 and M5 motorways and main rail routes from London to South Wales and the South West, and home to Bristol International Airport and Avonmouth Docks.

People and Communities

Avon and Somerset has a growing and diversifying population of around 1.6 million people, which is expected to rise by a further 128,000 over the next ten years. As such, ensuring that our local services are visible, accessible and responsive to local cultural and community needs remains an important challenge for us. The Constabulary has set a number of Equality and Diversity Objectives to:-

- Improve understanding and involvement of diverse communities;
- Improve quality and use of management data on equality issues;
- Integrate equality across the whole organisation and;
- Develop a workforce which represents our diverse communities.

Our understanding of the needs of communities and vulnerable people has improved significantly over recent years as a result of improvements in recording practices, risk management processes and information sharing. These factors, combined with increases in cases involving **mental health** and other complex need continue to place considerable strain on all **safeguarding** agencies, which is set to increase over the coming years.

Crime and Anti-Social Behaviour

The risk of being a victim of crime or anti-social behaviour remains lower than average in Avon and Somerset, however, this can vary significantly across the area. Risk of victimisation is highest in urban areas where it is compounded by population density, social and economic deprivation and the prevalence of **drugs and alcohol**.

The risk of becoming the victim of crime or ASB has fallen over recent years, alongside reductions in prolific offending and youth offending in particular. The risks of becoming a victim on-line as a result of **cyber-crime** or cyber-enabled offending, however, continues to increase – including on-line theft, harassment and sexual offending. This presents new challenges and opportunities for the Police and partner agencies in protecting vulnerable people and tackling and reducing offending.

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

Our Organisations

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 area 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.

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 the impact of any crime or anti-social behaviour experienced.

All public sector agencies have been subject to considerable **government austerity measures** over recent years which continue to drive changes in the way they are delivered. This has resulted in greater use of technology to drive efficiencies, a narrower focus on those most vulnerable or in greatest need and major organisational restructuring. Further cuts in government spending and ongoing **organisational change** over the coming years will see the performance and delivery challenges for policing and criminal justice agencies become more acute.



The Future

Given these many challenges we have agreed a vision for policing, community safety and criminal justice agencies over the next two years that will see:-

- Better integrated and co-ordinated local services
- Ongoing modernisation and investment in new technology
- Continued exploration of new ways of working, particularly in tackling new and emerging threats
- Improvements to the way agencies work together to identify, safeguard and protect vulnerable people
- Greater collaboration within Avon and Somerset and with Wiltshire Police and other regional forces.



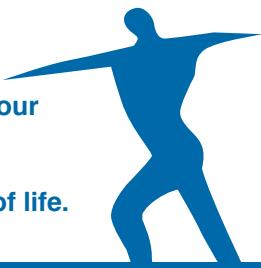
More Information

More information about the area's changing profile of need can be found in the Avon and Somerset Police and Crime Needs Assessment at
www.avonandsomerset-pcc.gov.uk/Your-PCC/Police-and-Crime-Needs-Assessment.aspx



Tackling anti-social behaviour and reducing its impact on victims and communities

I want to enable you to live without harassment, abuse, or threatening behaviour or fear of it. I will do this by supporting multi-agency approaches to tackle anti-social behaviour, reduce the risk of harm it presents – particularly to vulnerable and persistently targeted victims - and improve residents' quality of life.



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

ASB can involve issues as wide ranging as persistent low level nuisance, such as noisy neighbours and drug and alcohol-related disorder in our towns and cities, through to acts of criminal behaviour such as damage to property or graffiti. These problems are often most effectively resolved through shared problem solving approaches between local people and agencies such as the police, council, housing associations and the fire service.

In 2014 Avon and Somerset Constabulary was assessed as being 'good' at tackling ASB as part of HMIC's annual 'PEEL' inspection. While this is encouraging, we recognise that there is still room for improvement in the way we identify and respond to victims. We know that some people choose not to report ASB because they feel that their issue is too trivial or they are in fear of intimidation by the offenders. Others are unaware of opportunities such as 'Partners and Communities Together (PACT)' which give communities the chance to meet their Local Policing Team and influence what happens in their neighbourhood.

It is also important that we hear the quiet voices and our most vulnerable victims and communities, including people under the age of 25 who are more likely to be a victim of ASB, and far less likely to report it.

Therefore, my approach will be to:-

- Ensure that victims of ASB receive the same opportunities as a victim of crime in accessing victim services.
- Make sure people are aware of how they can have their say about the issues affecting their community.
- Make sure people are aware of what can be done to tackle ASB and the support that is available.
- Build on the ways that our agencies work together and share information from the first point of contact to assess, manage and tackle ASB - particularly those involving repeat and vulnerable victims.

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

- Put victims at the heart of service delivery, particularly those who may be vulnerable or repeat victims by:
- Ensuring that there are a number of easy and accessible ways that you can report ASB.
- Continuing to improve the consistency, connectivity and quality of services.
- Helping victims of ASB to cope and recover from the harm they experience through our integrated victim care approach.
- Predict, identify and manage harm or potential harm to vulnerable and repeat victims from the first point of contact. Improve information sharing and tackle complex local problems by embedding good practice, drawing on evidence of what works and continually improving our service to victims and communities.
- Prevent and reduce ASB caused by the most problematic individuals, families and areas by supporting problem solving approaches that to tackle the underlying causes of ASB, schemes such as the Troubled Families initiative and by using the full range of ASB tools and powers available such as community resolution or taking action through the court process.

As a result of this plan we aim to:-

- Achieve an 'outstanding' quality of service for victims of ASB by 2017 - as assessed by HMIC's PEEL assessment.
- Improve satisfaction amongst victims of ASB to a level equivalent with that of victims of crime by 2017.
- Deliver year on year improvements in the proportion of ASB cases effectively resolved.
- Continue to reduce the risk of harm to vulnerable people by effectively predicting, identifying and managing risk at the earliest point of contact.



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 support prevention and early intervention approaches, encourage and enable reporting and improve access to services that deliver long lasting positive outcomes for victims - particularly those most vulnerable to harm.

Domestic and sexual abuse can include many serious and high impact crimes that require many agencies to work together to support victims and ensure their safety, health and wellbeing. Recent years have seen an increase in both the volume and complexity of crimes being brought to the attention of the Police and other safeguarding agencies. This has been partly due to more people feeling confident to report victimisation and improvements in processes for managing risk and recording crime.

At a time when budgets are reducing, it is important that the people and agencies of Avon and Somerset recognise and play their part in tackling this priority, which includes Female Genital Mutilation (FGM), modern slavery, so called 'honour' based abuse, child abuse and Child Sexual Exploitation (CSE). These crimes are everyone's business and it will only be by working together across organisational boundaries that we will be able to effectively support victims and reduce future victimisation. A move towards Multi Agency Safeguarding Hubs (MASHs) and the introduction of 'Lighthouse' integrated victim and witness care are already providing opportunities for us to do this better, but we still have a long way to go.

In 2014, HMIC identified a number of improvements required locally and nationally in the police response to domestic abuse and we recognise that more can be done to prevent and respond to the widespread risk of abuse conducted on-line. Changes in the way that the Constabulary operates and the introduction of new tools and powers, such as Domestic Violence Protection Orders (DVPOs) are all providing further opportunities to better support victims and tackle offending in Avon and Somerset.

I will continue to encourage reporting of these crimes across all social, cultural and demographic groups and to make it clear that there is no excuse for abuse. If victims do decide to report to the Police, I want them to be listened to, understood, taken seriously and be supported to achieve long lasting positive outcomes.

My approach will be to:-

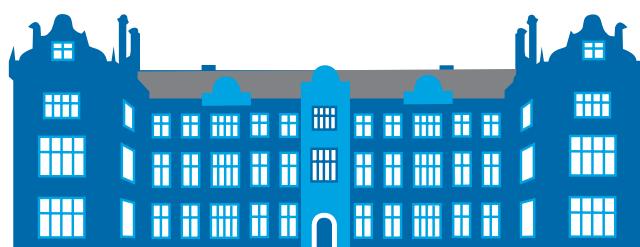
- Improve the way agencies work together to provide efficient and effective support and prevent victimisation through early intervention.
- Encourage victims to access the support services available to them.
- Raise awareness and be a visible leader in the campaign against these forms of abuse and exploitation.
- Support, monitor and oversee improvements in the consistency, quality and stability of critical services being provided to victims.

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

- **Build confidence** amongst all victims and witnesses to report abuse, safe in the knowledge that they will be protected and supported to secure justice.
- Reduce harm and **prevent** victimisation by working effectively across safeguarding agencies, particularly in engaging with children other vulnerable people.
- Strengthen the multi-agency focus on **perpetrators** of abuse through positive action, high quality investigations and Integrated Offender Management approaches.
- Continue to improve the **effectiveness** of the police response to these crimes by building upon feedback from victims, inspections and reviews, improving partnership working and making best use of new powers.

As a result of this plan we aim to:-

- Improve the consistency and quality of services provided to victims of domestic and sexual abuse.
- Increase confidence amongst victims of these crimes to report their victimisation, particularly amongst groups known to be less likely to report.
- Improve the proportion of domestic and sexual offence suspects identified and dealt with effectively – I want Avon and Somerset to be a top performing force in this area by 2017.



Preventing and reducing burglary and fear of burglary in your area

I want to continue to prevent and reduce burglaries in Avon and Somerset, identify more offenders and put them on pathways out of offending, and improve the quality of the services we provide to those unfortunate enough to be burgled.

The last two years have seen a strong focus on tackling burglary in Avon and Somerset which saw the number of recorded offences reach an all-time low in February 2014. Sustaining and achieving further reductions, however, remains a significant challenge for the Constabulary and our partner organisations in light of ongoing cuts in government funding, major organisational reform and changes in the way offenders are managed and supervised. Furthermore, it remains the case that over two thirds of burglary cases result in no suspect being identified – which I feel to be highly unacceptable for this most serious and intrusive crime.

Given these factors, burglary reduction remains an important priority for local crime, community safety and criminal justice agencies, as it does for our residents, communities and businesses. We will remain focussed on addressing the complex needs of the most persistent burglary offenders, which is only possible by working in partnership to tackle lifestyle, substance misuse and other issues related to their re-offending.

We will also continue to ensure robust enforcement action is taken where offenders choose to re-offend and continued improvements are made in safeguarding and securing vulnerable properties and locations.

My approach will be to:-

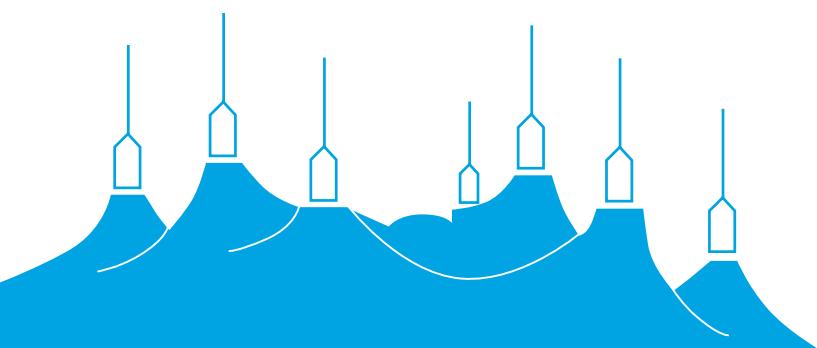
- Prevent burglary through partnership approaches that engage communities in reducing their vulnerability to victimisation and removing the opportunities and motivation for crime to take place.
- Pursue those that chose to commit burglary offences through robust investigation and offender management.
- Protect those most vulnerable to victimisation and improve the consistency and quality of the services they receive.

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

- **Prevent burglary** by tackling long term priority locations and protecting vulnerable people and property from victimisation.
- **Improve investigation and criminal justice outcomes** for burglary, particularly by improving the use of technology, community intelligence and analytical processes.
- **Improve satisfaction** with the quality of service provided to burglary victims and those vulnerable to victimisation.
- Deliver continued improvements in the 'IMPACT' integrated offender management approach to tackling the complex needs of **prolific offenders** – particularly in managing changes to offender management and organisational processes.

As a result of this plan we aim to:-

- Reduce the level of burglary – I want Avon and Somerset to have one of the lowest rates of burglary nationally by 2017
- Improve the proportion of burglary investigations fully resolved, with suspects identified and dealt with effectively – I want Avon and Somerset to be a top performing force in this area by 2017
- Improve the quality and consistency of service provided to burglary victims, particularly our most vulnerable victims supported by the Bobby Van scheme.



Improving road safety for all road users

I want to ensure that Avon and Somerset's roads remain amongst the safest nationally. I will do this by supporting multi-agency activity to improve safety for all road users in your area, particularly through evidence-led approaches to enforcement, education and road engineering.

I know through my interactions and consultation with local residents how important the issue of road safety is to our communities. It remains one of the most common issues raised through our consultations and community meetings with over a third of all respondents to my Police and Crime Survey feeling that speeding traffic is a problem in their area and more than a fifth citing speeding as something they would like the police to prioritise.

The risk of being killed and seriously injured on Avon and Somerset's roads remains low compared to other police forces nationally however, I recognise that there is still much more the Constabulary and other organisations can do to improve safety for drivers and other vulnerable road users such as cyclists and pedestrians.

We launched a 'Policing the Roads' Strategy in 2014 which is being delivered with partner agencies across Avon and Somerset. This includes the reactivation of static enforcement cameras, both for speed enforcement and red traffic light offenders. Our enforcement cameras are intended to be self-financing, with any surplus funds being invested into areas of prevention and education.

Reducing excessive and inappropriate speed is only one aspect of keeping our roads safe. Through the 'Policing the Roads' Strategy we remain committed to tackling other issues shown by research to increase the risk of harm, such as seat belt offences, drink and drug driving and distraction - mainly as a result of mobile phone use. We also continue to work in partnership to address issues such as reckless and anti-social driving, anti-social cycling on pavements, use of untaxed or unroadworthy vehicles and criminal use of the roads.

My approach will be to:-

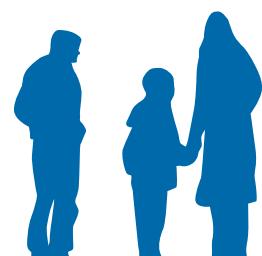
- Support evidence-led multi-agency responses to road safety for the benefit of all road users, and particularly those who are more likely to be killed or seriously injured.
- Work with partners to deliver visible enforcement activity targeting areas of community concern and offences which evidence suggests, present the greatest risk of death or serious harm.
- Raise awareness and availability of free road safety education such as 'Road Smart' and further develop options to prevent and educate offenders presenting the greatest risk of harm.
- Work with partner agencies to ensure engineering improvements at collision sites are made in a proportionate and evidence-based way.

I will hold the Chief Constable to account for delivering the following objectives working alongside communities and partner agencies:-

- Support practical and evidence-led **partnership** approaches to road safety initiatives, including enforcement and education.
- Support the further development and co-ordination of **Community SpeedWatch** and other volunteers to support road safety such as the Special Constabulary Road Safety team.
- Ensure high quality injury road collision **investigations** and continue to improve the quality and management of collision investigation data.
- Improve the **visible policing** of our roads, including the appropriate use of mobile and static enforcement cameras, trained and equipped Special Constables and volunteers such as Community SpeedWatch.

As a result of this plan we aim to:-

- I want Avon and Somerset to maintain one of the lowest rates of people killed and seriously injured on its roads when compared to other police forces nationally.
- I want to see a significant reduction in levels of concern about speeding traffic as measured via the Avon and Somerset Police and Crime Survey.
- I want to see a significant improvement in the quality of injury road collision investigation.



Putting Victims First

I want to improve victims' satisfaction with and influence over the services they receive. I will support a joined up approach to service delivery that has the voice of victims at its heart. I will be a fierce advocate for all victims, particularly those that are vulnerable, intimidated or persistently targeted, victims of serious offences such as domestic abuse, sexual abuse and hate crime.

There are many services offering support to victims in Avon and Somerset, which can come in many forms. Historically we know that many victims have been contacted numerous times by different people and organisations. Over the last year significant work has been undertaken to address this and simplify and improve the experience for victims of crime and anti-social behaviour.

We have established 'Lighthouse' integrated victim and witness care – bringing together victim contact roles in the police, co-located with partners. 'Lighthouse' guides victims through their journey from first contact with the police, through the investigation and on to the end of the criminal justice process. The aim of 'Lighthouse' is to provide greater ownership of the whole journey of a victim, reducing handovers and providing a 'single point of contact' approach, radically simplifying the process for victims.

I have commissioned a range of external support services that will complement and enhance the work of 'Lighthouse' by providing additional and specialist support for victims. These include an emotional support service; adult and children advocacy services; independent sexual violence advisors and; a modern slavery support service.

My approach will be to:-

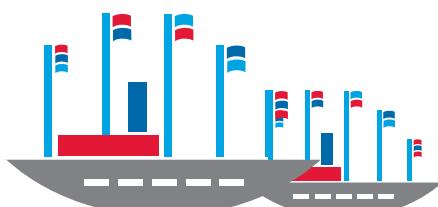
- Work closely with partners to ensure that victims experience high quality joined up support that is tailored to their need and that the voice of the victim continues to be heard in the criminal justice system.
- Ensure all the services I have commissioned to support the most vulnerable victims of crime and ASB are working effectively and helping victims to cope and recover from their experience.
- To support a consistent approach to Restorative Justice across Avon and Somerset, directly commissioning Restorative Justice services to ensure more victims are offered this resolution at a time that is appropriate to them.

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

- Ensure a **consistent approach** to victim care, making use of innovative technology and embedding a sense of personal responsibility amongst all staff in supporting victims of crime and ASB.
- Support and challenge criminal justice partners to improve the **efficiency and effectiveness of the criminal justice system** and oversee implementation of modernisation and reform programmes.
- Improve understanding of the experience of victims to influence future services and **build victim confidence** - especially amongst young, hidden, persistently targeted and other vulnerable victims.
- Ensure the services now in place to provide **practical and emotional support** to victims are working effectively and continuously improving.
- Ensure **Restorative Justice** is offered to all victims as appropriate and that systems and processes are improved to ensure timely and effective referrals and service delivery.

As a result of this plan we aim to:-

- Improve the quality and consistency of victim services and continue to improve the way we identify, protect and support our most vulnerable victims.
- Improve victim satisfaction with police services – I want Avon and Somerset to be a top performing force in this area by 2017.
- Increase successful Criminal Justice outcomes for cases that are taken to court – I want Avon and Somerset to be a top performing force in this area by 2017.



Connecting the police with local people

I believe that local people should have real and practical opportunities to shape the policing and the community safety services they receive. For this to be possible, it is important that we work to build strong relationships with communities and involve you wherever we can in delivering our shared priorities

Our policing and criminal justice agencies play a crucial role in keeping communities safe in what can often be very challenging circumstances. I am aware, however, that we 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 engage communities on the issues that are of most concern to them. I also want you to be able to see how your police are working to deliver local priorities in your area.

My approach will be to:-

- Involve, engage and empower communities in delivering the aspirations of my plan, particularly through:
 - Volunteers – it is my ambition for Avon and Somerset Constabulary to increase the number of volunteers it has to 1,000 by 2017.
 - Special Constabulary - it is my ambition for Avon and Somerset Constabulary to increase the number of Special Constables it has to at least 700 by 2017.
 - Community forums and 'Watch' schemes, such as Neighbourhood Watch, Rural Watch and Business Watch. I support improvements in the co-ordination and coverage of these schemes.
- Ensure that communities have access to the advice and information they need to be safe and feel safe.
- Increase awareness of the opportunities to influence policing, community safety and victim services through processes such as Partners and Communities Together (PACT) and our Public Forums.
- Aim to spend at least one day a week in the community listening to the concerns of individuals and groups to better understand your needs and make sure that your voices and priorities are heard.
- Ensure that the police and partner agencies are active and effective in tackling the issues that are important to you.

Young people

I want to improve the way we work with and engage young people who, as research indicates, are less likely to trust the police, less likely to report victimisation – including serious victimisation, and less likely to report feeling satisfied with the police service they receive.

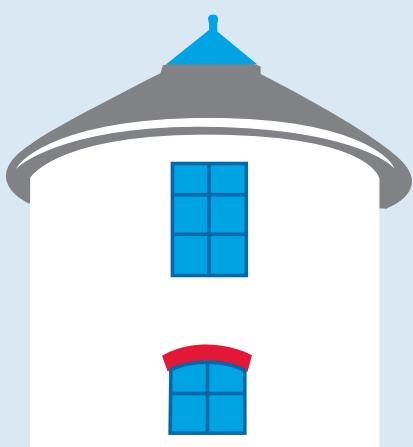
I will hold the Chief Constable to account for delivering the following objectives working alongside communities and partner agencies:-

- Continue to improve opportunities for engaging young people especially those with direct experience of the criminal justice system.
- Increase participation of younger people in policing, community safety and the delivering the aspirations of the Police and Crime Plan, including further development of Avon and Somerset's Cadet Scheme.

I recognise that there are many other issues and priorities that affect communities in different ways including, for example, rural crime, and drug-related crime. I have therefore issued nine local Police and Crime Plans for 2015-17 – one for each unitary and district authority area.

More information about the plan for your area can be found on my website at:

[www.avonandsomerset-pcc.gov.uk/
Your-PCC/Police-Crime-Plan-2015.aspx](http://www.avonandsomerset-pcc.gov.uk/Your-PCC/Police-Crime-Plan-2015.aspx)



Collaboration and Partnership Working

No 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. I am committed to providing local leadership in bringing agencies together to deliver our shared objectives.

While the partnership landscape in Avon and Somerset continues to undergo rapid and extensive change, I remain committed to supporting the well-established partnerships that exist across our area and exploring new opportunities to work together to deliver savings and improve value for money.

My approach will be to:-

- 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.
- Continue to develop strong local partnerships that deliver our shared outcomes, particularly with Local Authorities, Community Safety Partnerships, Youth Offending Teams, Drug and Alcohol Action Teams, Health and Wellbeing Boards, Local Safeguarding Boards, Regional and Local Criminal Justice Boards and our partnerships with the Community and Voluntary sector.
- Encourage innovative partnerships with the voluntary and community sector to better serve the needs of our communities.
- Support the partnership initiatives and agendas that can have a significant impact upon delivering the aspirations of my plan.

Safeguarding and Mental Health

Mental health demands on our local agencies continue to increase as a result of growing need, improvements in the way we identify vulnerable people and reductions in statutory service provision. This is placing considerable strain on safeguarding agencies with demand pressures expected to increase further over the next three years. Our capacity to prevent and respond to on-line safeguarding risks also presents some of the fastest growing challenges for local agencies.

I will work with local partner organisations to:-

- Ensure that sufficient hospital based places of safety are provided in our area and that police cells are only used as a place of safety for adults in truly exceptional circumstances.
- Ensure that our agencies are working together to manage growing demands in relation to mental health and fulfilling commitments set out by the Mental Health Concordat on crisis care.
- Roll out new Multi-agency Safeguarding Hubs to investigate high impact offences involving vulnerable victims.

Improve use, quality and sharing of information within and across agencies, particularly in improving arrangements for safeguarding vulnerable people.

Integrated Services

Integrated Victim Care, Integrated Offender Management, the Troubled Families Initiative and 'one team' neighbourhood-based models such those in Halcon and Bournville are demonstrating how effective integrated agency working can be in tackling complex long-term issues. Other multi-agency approaches such as the Sexual Assault Referral Centre are also helping to deliver improvements in the efficiency and effectiveness of the services we provide.

I am committed to exploring new ways of working and delivering services in a truly integrated way. I recognise that there is still much more we can do to manage the drug, alcohol, housing and mental health issues that impact upon all of our organisations and

I will work with local partner organisations to:-

- Promote and maximise opportunities for integrated and seamless services.
- Support the implementation of shared case management systems and co-location where it makes practical and economic sense to do so.



Reducing Offending

The emergence of Community Rehabilitation Companies, a National Probation Service and new offender resettlement arrangements have resulted in extensive changes to the offender management landscape over recent years. The Government's Serious and Organised Crime Strategy has also led to new responsibilities for Police and Crime Commissioners in establishing local organised crime partnerships.

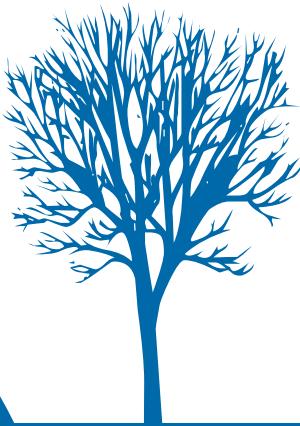
I will work with the Local Criminal Justice Board and other partner agencies to:-

- Reduce adult and youth re-offending and establish a Reducing Re-offending Partnership Oversight Board.
- Work with the Ministry of Justice and other partners to manage changes to the criminal justice landscape as part of the 'Transforming Rehabilitation' agenda.
- Ensure restorative approaches are embedded within the criminal justice system.

Co-ordinate and support the work of the new Serious and Organised Crime Partnership Board.

Strategic Alliance with Wiltshire Police

In 2015, Avon and Somerset and Wiltshire constabularies agreed to form a strategic alliance which will see us sharing working more closely and collaboratively to improve efficiency and resilience where it makes practical sense to do so. While both forces will retain their own leadership and identity – including separate PCCs and Chief Constables - we will continue to look at how we can share more of our resources to help find the savings that are required of both organisations. Local policing – which we know is so important to our communities – will continue to be delivered locally and in response to communities' needs.



Regional and National Collaboration

All Police and Crime Commissioners are independently responsible for ensuring that policing services are effective and locally responsive to their communities. We recognise, however, that there are threats and areas of policing that go beyond the resources we are able to commit to local policing. These include the national threats that are set out in the Home Secretary's Strategic Policing Requirement (SPR), of terrorism, civil emergencies, organised crime, threats to public order and large scale cyber incidents.

Together with our regional and national counterparts, we are working to ensure that we have the capability and capacity to support the SPR and deliver greater efficiencies and value for money in the services we provide. While alternative collaborative or partnership arrangements are not precluded, I am committed to collaborating primarily with my South West regional counterparts - the Police and Crime Commissioners of Devon and Cornwall, Dorset, Gloucestershire and Wiltshire.

We are already collaborating on issues such as Transforming Rehabilitation, Victims Commissioning and mental health. Avon and Somerset Constabulary is engaged in a number of important collaborations to tackle crime and deliver better value for money. These include:

- 'Zephyr' - a regional multi-agency unit tackling serious and organised crime.
- A four force regional Special Branch collaboration with Wiltshire, Devon and Cornwall and Dorset to improve our response to major crimes such as rape and homicide.
- Tri-force Specialist Operations Training Centre in collaboration with Gloucestershire and Wiltshire police forces to provide a joined up approach to roads policing, drugs and firearms policing and training.
- West Coast Forensics Consortium – made up of 14 forces aiming to improve value for money and levels of service for forensic investigations.

I will work with my south west counterparts, their constabularies and wider regional and national partner organisations in the best interests of the communities I serve to:-

- Ensure that we have the capability and capacity to tackle major challenges to public safety set out in the 'Strategic Policing Requirement' and hold the Chief Constable to account for responding to these national threats.
- Support implementation of the Serious and Organised Crime Strategy in collaboration with our local and regional partners and the newly established Serious and Organised Crime Partnership.
- Support the implementation of the Constabulary's Cyber Policing Strategy in order to continue to build capability and resilience against this local and national threat.

Delivering value for money

We 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 (HMIC) reviews police delivery of value for money on an annual basis. In their latest assessment, HMIC judged the force as being “**outstanding**” in providing a value for money service - one of only five forces nationally to receive this grading. This reflects the work that has been done to date in securing the financial position of the organisation, and transforming services to better deliver these to the public at a lower overall cost. Whilst this assessment is welcome, it does not make the size of future challenges any easier to bear. We recognise that we will need to make further tough decisions to enable the Constabulary to continue to balance the budget.

The disproportionate impact of ‘damping’ in the Government’s funding formula has, for a number of years, contributed to Avon and Somerset Constabulary’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 and lost over £110m since 2006/07. We welcome the Government’s commitment to reviewing the current funding formula, and the application of this to the distribution of funding. At present however, we have made no assumptions about the likely impact of this over the medium term.

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. We are now progressing the practical preparations for succession planning at the end of the contract.

During 2014, three new operational and custody bases opened. These represent the culmination of our £90m of Private Finance Initiative (PFI) project, which includes a new tri-force firearms training facility. These new buildings present opportunities to transform and improve services, as well as enabling us to deliver efficiencies across the wider estate.

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.
- Ensure work is undertaken to identify and adopt best practice and improve service delivery by using evidence of what works across all of my priorities.
- Ensure the Constabulary invests in and uses technology innovatively to enable police officers and staff to be more mobile, visible, responsive, active and accessible in your community.
- Ensure a modern, sustainable, flexible and efficient police estate that supports an effective Constabulary and the communities it serves.



Our resources

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

Avon & Somerset Constabulary has already made savings of £46m since 2010, largely due to organisational restructures, and natural attrition which released savings in departmental budgets and staff costs. The organisation has protected front line officer posts by better matching resources to where and when they are most needed.

A further £13m of new savings have been identified for 2015/16 which, alongside a 1.99% increase in council tax

police precept, has enabled a balanced budget. A further £4m of savings have been identified from 2016/17 and we continue to model options for additional savings in 2016 and beyond. Our planning assumptions are that cuts to central government funding will remain for the entirety of the medium term which, when combined with growing inflationary cost pressures, creates a need for us to continue to identify and deliver savings in order to balance our budget. Our medium term outlook is summarised as follows.

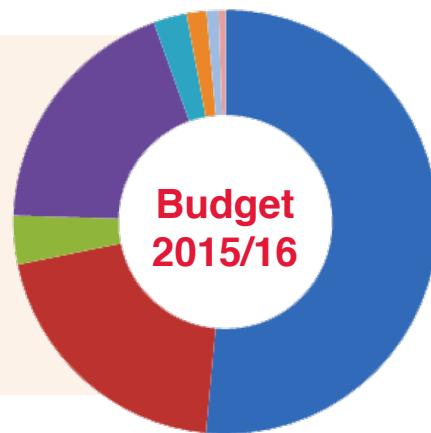
Medium Term Financial Outlook (£ million)

	2015-16	2016-17	2017-18	2018/19
Constabulary	268.3	272.7	278.4	283.1
Office of the PCC	1.4	1.4	1.4	1.5
Commissioning	3.3	3.3	3.3	3.3
TOTAL Gross Budget Spend	273.0	277.4	283.1	287.9
Main Grant	(162.4)	(157.2)	(152.2)	(143.3)
Council Tax	(94.1)	(95.4)	(98.2)	(101.2)
Other Grant	(16.5)	(16.5)	(16.5)	(16.5)
TOTAL Funding and Income	(273.0)	(269.1)	(266.9)	(265.0)
DEFICIT: Further savings required	Balanced	8.3	16.2	22.9

Policing budget

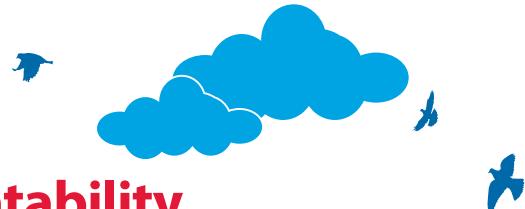
We have set a net policing budget of £273 million for 2015/16 which is funded by a combination of central government grants (66%) and council tax contributions (34%).

- Police Officers - £137.2m
- Police Staff - £56.3m
- Community Support Officers - £10.1m
- Running Expenses - £53.m
- Police Pensions - £7.1m
- Capital Funding Costs - £4.1m
- Community Safety Fund - £3.3m
- Office of the PCC - £1.4m



Policing part of the council tax

I took the decision to raise the policing part ("precept") of local council tax bills by 1.99% in 2015/16 in light of the financial challenges that lie ahead. This equates to an additional £3.41 per year for the average household. Having consulted extensively over the last year, I am confident that the majority of residents across Avon and Somerset are in favour of an increase. While I will continue to gauge local opinion on the matter, we have based our medium term planning assumptions on a 1.99% increase in the precept year on year.



Openness, transparency and accountability

The police and wider crime and criminal justice services can only fulfil their roles with the co-operation and support of local people. I am working to bring greater transparency and openness to the police service and ensure that policing powers and practices are being exercised in a legitimate way.

Public confidence in policing across Avon and Somerset has increased considerably since December 2012 – with the proportion of residents feeling very or fairly confident in the police rising from 71% to 79% (Crime Survey for England and Wales). While this is encouraging, a range of professional standards issues locally and nationally risk undermining the outstanding work that our officers and staff do to keep your homes and communities safe.

Inspections conducted by HMIC in 2014, for example, identified areas for improvement in the way Avon and Somerset Constabulary manages the risk of corruption and the processes and policies for recording crime and incident data. I will continue to work with the Constabulary to ensure that improvements are made across these areas in particular.

A national Code of Ethics has been introduced for the Police Service which defines how all officers and staff should interact with the public and one another. Within Avon and Somerset Constabulary, a programme of work has been developed to ensure that the Code of Ethics and organisation's values and service promise are part of all recruitment, selection and promotion processes, as well as being embedded throughout all training and leadership courses.

My approach will be to:-

- Monitor complaints made against the police and handle complaints against the Chief Constable. I will continue to facilitate an Independent Residents Panel to review complaints against the police and provide feedback on other areas of police business in an open and transparent way.
- Hold regular thematic scrutiny panels with involvement with local experts and members of the public. I will continue to facilitate an independent Out of Court Disposal Scrutiny Panel to ensure these disposals are being used in an appropriate and proportionate way.
- Continue to administer the Independent Custody Visiting Scheme to ensure that detainees are being held in the safe and appropriate conditions to which they are entitled.
- Continue to jointly commission an independent risk-led internal audit programme with the Constabulary focussing on areas of agreed risk in terms of governance and delivery.
- Hold regular review meetings with the Chief Constable to oversee and scrutinise progress against these areas and proactively publish the outcomes of these meetings at:- www.avonandsomerset-pcc.gov.uk

I will hold the Chief Constable to account for delivering the following objectives:-

- Supporting vulnerable victims, witnesses, suspects and detainees.
- Delivering marked and demonstrable improvements in compliance with the Home Office Counting Rules and National Crime and Incident Recording Standards.
- Pro-actively publishing important information that will enable good governance and judgements to be made as to whether the Constabulary is operating ethically and within the law. This will include information relating to quality, compliance and standards of service, registers of gifts and hospitality, business interests and Senior Officer expense claims, and the outcomes of misconduct hearings.
- Ensuring that officers and staff are aware of their responsibility to challenge and report integrity issues, including misconduct and unprofessional behaviour and that the new Code of Ethics is effectively communicated and embedded.
- Promoting a fair and equitable working environment for all employees.

As a result of this plan we aim to:-

- Ensure that levels of public confidence in Avon and Somerset police remain amongst the highest nationally.
- Achieve fairness and legitimacy to a 'good' or 'outstanding' standard by 2017– as assessed by HMIC's PEEL assessment.

Progress against the plan is regularly reported to Avon and Somerset's Police and Crime Panel. This is a public meeting composed of councillors from each authority in the area and three co-opted independent members. More information about the Avon and Somerset's Police and Crime Panel can be found at www.bristol.gov.uk/policeandcrimepanel

Performance and Oversight

I have set an ambition for Avon and Somerset to be a top performing force nationally across all of my priority areas by 2017 and make year on year improvements in the services it delivers.

I have set out the following indicators to monitor progress in delivering the plan and will continue to 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 Baseline	2014/15 Estimate	2016/17 Ambition	On Track?
Core Policing	1a.	Prevent, reducing and investigating crime	HMIC PEEL Assessment	n/a	Good	'Good' – 'Outstanding'	✓
Tackling anti-social behaviour	2a.	Tackling Anti-social Behaviour	HMIC PEEL Assessment	n/a	Good	'Outstanding'	✓
	2b.	Satisfaction amongst victims of ASB	Police Victim Survey	81%	82%	In line with crime (86%)	✗
	2c.	ASB cases fully resolved	Police Victim Survey	38%	56%	Year on year increase	✓
Tackling domestic and sexual abuse	3a.	Deliver high quality services for victims of domestic and sexual abuse	HMIC / Local Assessment	n/a	n/a	'Outstanding'	n/a
	3b.	Reported sexual violence and domestic abuse	Police recorded crime & incidents	20,336	25,528	Year on year increase	✓
	3c.	SSO investigations fully resolved	Police recorded crime outcomes	n/a	25%	Top 10 national (>35%)	✗
Preventing and reducing burglary	4a.	Satisfaction amongst victims of burglary	Police Victim Survey	92.3%	93.7%	Top 10 nationally	✓
	4b.	Burglary reduction	Police recorded crime	12,174	10,801	Top 10 nationally	✗
	4c.	Burglary investigations fully resolved	Police recorded crime outcomes	n/a	13% (16/42)	Top 10 nationally	✓
Improving road safety for all road users	5a.	People Killed / seriously Injured on Avon and Somerset's roads	Department for Transport	471	510	Top 10 nationally	✓
	5b.	Residents feeling that speeding traffic is a problem in their area	Police and Crime Survey	n/a	38.3%	Reduction	n/a
	5c.	Quality of investigation – road injury collision	HMIC / Local Assessment	n/a	TBC	TBC	n/a
Putting victims at the heart of Criminal Justice	6a.	Deliver high quality services for victims of crime and ASB	HMIC / Local Assessment	n/a	TBC	'Outstanding'	n/a
	6b.	Satisfaction amongst victims of crime	Police Victim Survey	87%	86%	Top 10 nationally	✓
	6c.	Successful Criminal Justice Outcomes	CPS Court Outcome Data	85%	87%	Top 10 nationally	✗
Connecting Police with local people	7a.	Increase community involvement in delivering aspirations of the plan	Local Assessment	n/a	Increase	Increase	✓
	7b.	Resident awareness of opportunities to 'Have Your Say'	Police and Crime Survey	TBC	TBC	TBC	n/a
Openness and transparency	8a.	% feeling confident in the police	Crime Survey for England & Wales	71%	79%	Top 10 nationally	✓
	8b.	Achieving fairness and legitimacy	HMIC PEEL Assessment	n/a	n/a	'Good' – 'Outstanding'	n/a
Delivering Value for Money	9a.	Delivering efficiency	HMIC PEEL Assessment	n/a	'Outstanding'	'Good' – 'Outstanding'	✓
	9b.	Achieving balanced budget by 2018/19	Constabulary Financial Position	-£62m	-£23m	+/-£0m by 2018/19	✓

To find out how we are performing against these indicators, visit
<http://www.avonandsomerset-pcc.gov.uk/Openness/police-performance.aspx>.

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.

I have developed a Commissioning and Grants Strategy which sets out my approach to commissioning services and outcomes for the communities of Avon and Somerset.

As part of my approach, I will:-

- Undertake effective planning so we have a clear rationale for commissioning activity with resources allocated according to need.
- Work in partnership with other commissioners on shared outcomes and issues of joint priority.
- Work with the market to enable optimum service delivery and put in place proportionate and transparent purchasing and outcomes monitoring.
- Remain outcome focussed so I know the impact we are having on service users and communities while maximising the positive social and environmental impact we have in delivering services. I remain committed to improving the economic, social and environmental wellbeing of Avon and Somerset and considering Social Value and sustainability in the decisions we make.

Community Safety

- In 2015/16, I have made £x available to support Community Safety activity and initiatives that are linked to the delivery of this plan across Avon and Somerset. This includes:-
 - £601,000 made available via local Community Safety Partnerships.
 - £730,000 for a Drug and Alcohol Arrest Referral service across Avon and Somerset, commissioned centrally by my office.
 - £237,000 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 and ASB.
 - £227,000 to support the Sexual Assault Referral Centre in supporting vulnerable victims of sexual assault.
 - £x to support Appropriate Adult Schemes.

Victim Services Commissioning

There have been a number of changes to my responsibilities and arrangements for commissioning in 2015/16, namely my new responsibilities for commissioning local victim services. I have made £x available for commissioning of victim services. This ring fenced funding will support the development of an integrated approach to supporting victims, focusing on those that have suffered the greatest impact from crime or ASB. This work is overseen by an Integrated Victims Board.

- £2,316,000 for 'Lighthouse' integrated victim and witness care.
- £357,000 for Restorative Justice.
- £329,467 for Adult Advocacy Service.
- £296,973 for Emotional Support Service for Victims of Crime and ASB.
- £194,580 for Independent Sexual Violence Advisor Service.
- £165,000 for Children and Young People Advocacy Service.
- £39,854 for Modern Slavery Support Service (one year pilot).

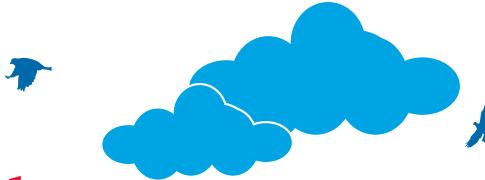
Community Action Fund

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.

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.

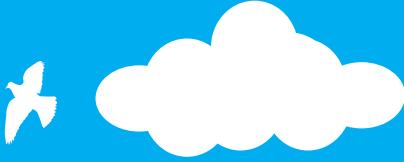
Further details about OPCC commissioning and grants can be found online: <http://www.avonandsomerset-pcc.gov.uk/Partnerships/Partnerships.aspx>



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 website at:
www.avonandsomerset.police.uk/services/watch-community-schemes/community-speedwatch/
- **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/Independent-Residents-Panel.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
- Become an **Independent Custody Visitor** and help us to ensure that detainees are being held in the safe and appropriate conditions to which they are entitled. Find out more at:
www.avonandsomerset-pcc.gov.uk/Take-Part/Custody-visiting.aspx
- Join our **Out of Court Disposal Panel** and help us to ensure that these disposals are being used in an appropriate and proportionate way. Find out more at:
<http://www.avonandsomerset-pcc.gov.uk/Openness/Avon-and-Somerset-Out-of-Court-Disposal-Scrutiny-Panel.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 Local Policing Directorate by calling 101 or contacting us online at:
www.avonandsomerset.police.uk/generalcontact
- Join the **Community Safety Accreditation Scheme (CSAS)** which allows organisations and their employees (such as street wardens', traffic management and security staff) to be granted targeted police powers. Find out more at: www.avonandsomerset.police.uk/csas





AVON & SOMERSET POLICE & CRIME COMMISSIONER

OFFICE OF THE POLICE AND CRIME COMMISSIONER

Telephone: 01275 816377

Facsimile: 01275 816388

Email: pcc@avonandsomerset.pnn.police.uk

Address: Valley Road, Portishead, Bristol BS20 8JJ

STAY INFORMED

To sign up for our newsletter and receive local news bulletins for your area by registering via our website: www.avonandsomerset-pcc.gov.uk

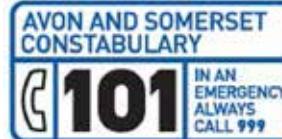
Follow us on Twitter @AandSPCC

@ASPolice @SuMountstevens

CONSULTING YOU

When budgets are tight, it is even more important that we understand what the public need from policing services. We want residents to be able to give their opinion and influence our decision making.

www.avonandsomerset-pcc.gov.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/>