



**AVON &  
SOMERSET**  
POLICE & CRIME  
COMMISSIONER



# AVON & SOMERSET POLICE & CRIME PLAN

SUPPORTING YOU TO BE SAFE AND FEEL SAFE





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# welcome

“

**I return as your PCC more determined than ever to listen to all voices; particularly the quiet voices. To listen to victims of crime; our children and young people; our elderly and those who are mentally ill and to protect those that cannot speak up. I have worked hard to bring your voice to this Plan”**

*Police and Crime Commissioner* **Sue Mountstevens**



“

**This Police and Crime Plan articulates a vision for policing in Avon and Somerset that I share with the Police and Crime Commissioner. By working towards the Police and Crime Plan and taking steps to be as agile, efficient and cost-effective as we can, we aim to be an outstanding force providing an effective, efficient and legitimate service that our staff, officers, volunteers and the people we serve can rely on and be proud of”**

*Chief Constable* **Andy Marsh**



# WELCOME TO YOUR POLICE & CRIME PLAN FOR AVON & SOMERSET

**I promised to bring your voice to policing and I hope that you can see that your views are reflected in this Plan. Listening to you is vital to better understand your needs and to make sure that the police are meeting them and improving your experience of policing. As your Police and Crime Commissioner (PCC) I want local people to have confidence in the police and for our communities to be safe and feel safe.**

This Plan is my commitment to you. I will work hard to ensure that your police service is open, transparent, operating efficiently and effectively and delivering value for money. Over the next four years, priority will be given to those who are most vulnerable to harm. Your police service will focus on crime prevention, victim support and enforcement of the law. And the Constabulary's workforce will treat people respectfully, fairly and be representative of the communities it serves.

There is no doubt that there are challenges ahead with an ever changing policing and crime landscape and reducing finances. I think most people are aware of the financial picture for public services, but are perhaps less clearly sighted on the changing policing landscape. The crime types that most people are familiar with such as burglary or car crime could be conceived as the tip of an iceberg. This is because crimes involving abuse are less visible take far more time to investigate, complete a prosecution process and safeguard victims. These crimes are increasingly being reported.

A lot of police time can involve no criminality whatsoever, for example looking for missing people, or working to protect people from victimisation. In such a climate, working with our local communities and partners has never been

more important. Working together we can be more efficient, resolve problems and reduce vulnerability and risk. This means that we keep your neighbourhoods safe and, where there are victims, support them to cope and recover from their experience.

Strong communities are weakened by inequality but strengthened by tolerance and understanding. There can never be any excuse for hate crime in any shape or form and this criminality will not be tolerated. We need to be inclusive, accepting, welcoming and celebrate the difference that makes our communities so rich, rather than letting it divide us.

***“Policing is too big a job for the police alone and your support will be vital in delivering this Plan”***

We all want to live in safer and stronger communities where we look out for one another and feel empowered to tackle the issues that matter most. There are many ways that you can be involved in keeping your community safe and I hope that this Plan inspires you to take up that challenge.

Together, we will continue to work hard to keep our communities safe and feeling safe.



*Sue Mountstevens*

**SUE MOUNTSTEVENS**

Avon and Somerset  
Police and Crime Commissioner

# MY COMMITMENT TO YOU

## I WILL:

- ✓ be **open and transparent** about plans and performance, how money is spent and the basis for decisions
- ✓ **drive collaboration** and integrate services in the interests of local people
- ✓ **speak out locally and nationally** about the vulnerability of children to abuse and exploitation including Female Genital Mutilation (FGM)
- ✓ **encourage innovation** to address community problems and deliver the Police and Crime Plan objectives
- ✓ **maintain independence** and keep politics out of policing
- ✓ ensure the Plan will be a living document that is **regularly reviewed**
- ✓ **continue to listen** to issues, concerns and accounts of what's working



## I will work together with the police, other local organisations, victims and local people to:

### **Protect the most vulnerable from harm**

I want to be a fierce advocate for victims and ensure the most vulnerable are protected.

### **Strengthen and improve your local policing teams**

I want to ensure the police are accessible and tackle the crimes that matter most to you.

### **Ensure that Avon and Somerset Constabulary has the right people, right equipment and right culture**

I intend to work with the Chief Constable, focusing on supporting the representative

workforce programme, providing suitable equipment and technology, developing leadership capability to embed a positive culture and to reform how complaints are handled.

### **Work together effectively with other police forces and key partners to provide better services to local people**

I plan to work with other Constabularies and other public sector partners to: share estates and enabling services and make savings for reinvestment in priority areas; transform the criminal justice system locally into a criminal justice service; and support delivery of this Plan.

# THE CHIEF CONSTABLE'S FOREWORD

**A**s Chief Constable it's my job to ensure that our communities across Avon and Somerset are safe and feel safe, and have the highest confidence in our policing.

Like many of my officers and staff, I see policing as a vocation and I feel deeply passionate about wanting us to be the very best we can be. Over the years since the start of austerity the force has lost 600 officers and we are still embedding new ways of working to be as agile and efficient as we can. We, along with health, local government and other blue light services such as fire and ambulance, see the importance of working more closely together to intervene early and protect the most vulnerable. Increasingly we are taking advantage of the opportunities that digitalisation and predictive analytics offer to help us achieve that.

Although the basic principles of our work remain the same, community expectations and the context within which we police have changed dramatically. In this global and digital world, the emphasis on communications and engagement has shifted, and we have had to move with the times too. Many in our communities no longer seek their information and contact through traditional communication and contact channels, but turn instead to active online conversations and debate about almost anything, from police operations to views on the culture and ethics of the service. And the expectations of a 24/7 response are high, even when the call for service is not a policing matter.

## MANAGING COMPLEX PRESSURE

Managing the complex pressure on our service is one of the greatest challenges within national policing. The world within which we operate is more complex. Some of the crimes we deal with – such as burglary – remain the same and are still as much of a priority for us as they always were. But other types of criminality are increasingly organised, globally focused and technologically enabled, often targeting the most vulnerable in society. Traditional methods of crime prevention and investigation are less effective in tackling such criminality and we need to become more agile and innovative in our ability to investigate and disrupt criminality within this more complex landscape.



## BEING THERE FOR OUR COMMUNITIES

At the same time, we know that communities value and expect a visible police presence on their streets and in their villages to challenge behaviour and be there on hand to deter criminals, investigate crimes and support victims when they need us. All of this takes money and it's no secret that the need to identify cost savings and work as cost effectively as possible still remains. The changing crime profile means we must fund more complicated and time-intensive investigations where victims are often the most vulnerable. At the same time we need to maintain our neighbourhood presence which is so critical to raising public confidence, increasing community empowerment, working with others to solve problems locally and sustainably, and intelligence gathering.

Her Majesty's Inspectorate of Constabulary (HMIC) carries out annual core inspections of the Constabulary's effectiveness, efficiency and legitimacy.



This means HMIC evaluates how well the Constabulary operates, how well it manages its finances and how fairly it operates.

## LAST YEAR'S RESULTS

<b>Efficiency</b>	<b>Good</b> (overall rating)
<b>Effectiveness</b>	<b>Requires Improvement</b> (overall rating)
<b>Legitimacy</b>	<b>Good</b> (overall rating)
<b>Leadership</b>	not given a grading in 2015-16 but will be graded in 2016-17

# OUR PRIORITIES

## PRIORITY 1

### PROTECT THE MOST VULNERABLE FROM HARM

In my first term I prioritised tackling domestic and sexual abuse as I was very aware that these crimes were under-reported and that the service victims were receiving was not good enough. While awareness and reporting is improving, we still face challenges in effectively identifying, resourcing and delivering support to victims. Under this new priority I will continue to be a fierce advocate for victims and ensure the most vulnerable are protected.

I have extended this priority to recognise the range of needs that many vulnerable people who come into contact with the criminal justice service have, so that we create a more victim-centred approach to vulnerability and victimisation. As such, while I would like to see progress in a number of specific crime types, I am also looking to see improvements in outcomes for vulnerable victims of any crime type. In this approach, I am prioritising children as our focus for safeguarding and to create a society free from violence and abuse.

I want organisations within Avon and Somerset to take on the challenge set by government policies such as in the Home Office Violence Against Women and Girls Strategy, and the Mental Health

Crisis Care Concordat, to work together and focus on early intervention. Under this Plan, I am looking for agencies to learn from models such as Think Family and Multi-Agency Safeguarding Hubs (MASH) to provide effective multi-agency responses to the most vulnerable in our communities.

This priority aims to improve services for victims of crime and vulnerable people in contact with the criminal justice service, including victims of:

- **Child Abuse including Female Genital Mutilation (FGM)**
- **Exploitation including modern slavery and child (sexual) exploitation**
- **Domestic abuse, including so called 'honour' based abuse**
- **Sexual abuse**
- **People experiencing a mental health crisis who come into contact with the Police**
- **Hate crime**

It should be recognised that these issues do not always occur in isolation: organisations need to be able to support victims with multiple or complex needs.

#### KEY OBJECTIVES

#### WHAT DO WE PLAN TO ACHIEVE BY 2020



Understand the pressure facing organisations, ensuring that they are able to use this information to effectively resource their work



Ensure the provision of services to enable victims to cope and recover



Take a preventative approach and raise awareness of these crimes to challenge perpetrators and give victims confidence to report



Organisations work together to provide integrated services and share information and intelligence to provide an effective victim-centred response



Deliver high quality effective public sector services that are well-informed, victim-centred where appropriate, with a focus on early intervention



Tackle the dangerous offenders who perpetrate these crimes to reduce future harm



## UNDERSTAND THE PRESSURE FACING ORGANISATIONS, ENSURING THAT THEY ARE ABLE TO USE THIS INFORMATION TO EFFECTIVELY RESOURCE THEIR WORK

Protecting the vulnerable is not the responsibility of a single organisation in isolation, and with increased pressure on all of our resources it is imperative that the Constabulary and our partners come together to understand the pressures which we are all facing. We cannot provide effective support without first identifying victims. This is particularly relevant online with the increase in cyber-enabled exploitation and grooming. I would like to see further development of innovative approaches such as predictive analytics which will allow for a better understanding of the pressure placed upon our services.



## ORGANISATIONS WORK TOGETHER TO PROVIDE INTEGRATED SERVICES AND SHARE INFORMATION AND INTELLIGENCE TO PROVIDE AN EFFECTIVE VICTIM-CENTRED RESPONSE

Across Avon and Somerset there are some fantastic examples of organisations coming together and working to provide effective services to some of our most vulnerable. Effective information sharing and use of intelligence will allow the Constabulary and our partners to safeguard the vulnerable and disrupt those who target and exploit them.

## PREDICTIVE ANALYTICS

**Predictive analytics is a tool that enables actions to be taken in relation to a person or location.**

Unlike traditional data reporting practices, which typically report what has happened, predictive analytics uses an approach that focuses on generating intelligence to prompt an action based on the data. Predictive analytics can therefore be used to get an early insight into risk and behaviours at an early opportunity in order to minimise threat, harm, risk and to prevent future problems.

The Constabulary are actively utilising predictive analytics techniques to:

- Identify the risk of a victim being a repeat victim in the future
- Identify high risk offenders
- Identify vulnerable children at risk of child sexual exploitation (CSE)
- Identify high risk victims of anti-social behaviour
- Identify high risk victims of domestic abuse
- Forecast local pressure to better manage resources

### TAKE A PREVENTATIVE APPROACH AND RAISE AWARENESS OF THESE CRIMES TO CHALLENGE PERPETRATORS AND GIVE VICTIMS CONFIDENCE TO REPORT



Many of the areas covered by this priority are still hidden and that is something I am committed to change. I want to raise awareness of crimes such as child sexual exploitation so that as a community we can all begin to recognise the signs that a child might be at risk. I want to ensure we highlight the many ways in which people can report their concerns and the routes victims can take if they wish to report. Alongside this, organisations will need

to increase engagement with vulnerable communities and those at risk from harm. I will continue to push, both locally and nationally, to make Personal, Social, Health and Economic education (PSHE) statutory so that our children are educated about healthy relationships and empowered to speak out. I will add my voice to campaigns such as #thisisnotanexcuse so that we can demonstrate that victims are never to blame.

### ENSURE THE PROVISION OF SERVICES TO ENABLE VICTIMS TO COPE AND RECOVER

Effective support services are central to enabling victims to cope and recover. I want to work with our partners to explore opportunities around the commissioning of services which meet the needs of our most vulnerable. I would also like to learn from innovative approaches, such as the Icelandic Barnahus model which provides a child-centred response to sexual abuse.

### DELIVER HIGH QUALITY EFFECTIVE PUBLIC SECTOR SERVICES THAT ARE WELL-INFORMED, PERSON / VICTIM-CENTRED, WITH A FOCUS ON EARLY INTERVENTION

At the heart of high quality effective services are staff and officers who are well trained and work within a culture which is continuously learning and evolving. I want to see the Constabulary learning from inspections and implementing recommendations for improvement, and to work with our partners to explore opportunities for joint training which will provide further understanding about the needs of our most vulnerable. In particular, I would like to see



Launch of the Mental Health Crisis Care Concordat

continued development of local responses to national strategies such as the Mental Health Crisis Care Concordat. In addition I want to see an end of the inappropriate use of police custody for those experiencing mental health crisis.

## ▀ TACKLE THE DANGEROUS OFFENDERS WHO PERPETRATE THESE CRIMES TO REDUCE FUTURE HARM

Only supporting victims will not prevent further crimes being committed; disrupting offenders and bringing them to justice is also key. Through the roll out of technology such as body worn videos to all officers and PCSOs I want to see a focus on evidence-led prosecutions, which should mean more offenders are convicted.

### 🔍 SUPPORTING THOSE EXPERIENCING A MENTAL HEALTH CRISIS

It is important that people in mental health crisis receive the right care and support and at the right time. I have always felt strongly that the use of police custody cells as a place of safety for people experiencing a mental health crisis is inappropriate.

We are finding innovative ways to support vulnerable people. Working with Avon and Wiltshire Mental Health Partnership NHS Trust (AWP), Somerset Partnership NHS Foundation Trust and Clinical Commissioning Groups (CCGs), the Constabulary have introduced a consistent application of the national policy (effective from June 2016) to limit cell use under the Mental Health Act to 'exceptional circumstances' only – specifically where a person would present an unmanageable risk in a health setting.

The Constabulary have made other improvements in the way it works with partners to help people experiencing a mental health crisis.

There are now mental health professionals based in the police control room, advising officers and staff on supporting people experiencing a mental health crisis.

***“The introduction of these new innovative mental health initiatives has already reduced the number of people detained under the Mental Health Act by our officers”***

*Assistant Chief Constable **Nikki Watson***



Launch of mental health control room triage

# PRIORITY 2

## STRENGTHEN AND IMPROVE YOUR LOCAL POLICING TEAMS

I know how important your local police are to you. Since 2010, Avon and Somerset Constabulary has had to respond to significant financial cuts, requiring an organisational restructure. This was designed in a way that best matched resources to where and when they were most needed.

**“It is a challenge to maintain visibility of policing in neighbourhoods where the pressure to respond and investigate crimes of a complex nature such as child abuse, sexual offences and domestic abuse is increasing. However, provided there is no further reduction in government funding, I am committed to protecting the number of frontline policing officer posts in place as at 2015/16 to deliver an efficient and effective local policing service”**

### KEY OBJECTIVES

### WHAT DO WE PLAN TO ACHIEVE BY 2020



The police are accessible and responsive when needed



Increase community involvement to deliver the Police and Crime Plan



Victims are satisfied with the service they have received



Local priorities are addressed



Improve crime prevention and reduce reoffending

### THE POLICE ARE ACCESSIBLE AND RESPONSIVE WHEN NEEDED

The Constabulary typically handles just under one million calls for service in a year. Cuts in funding to other organisations have resulted in increased calls and pressure on the police. In the past year, the service local people have received when calling the police has not been as good as I would have liked, and I am working with the police to address this.

Investment in technology will support the management of police time and in turn increase the visibility of officers on patrols.

During my election campaign I received feedback regarding the closure of police stations. I have reflected on this and asked the Constabulary to re-evaluate their estates strategy. The Chief Constable and I are both clear on the Constabulary's commitment to serving our communities, while being aware of the need to be more efficient and cost-effective with our buildings. I will ensure that options around closures and alternative locations are clearly communicated and that the impact of any decision is carefully thought through.

## LOCAL PRIORITIES ARE ADDRESSED

I will ask the Constabulary to take a flexible approach to local policing, focusing on the priorities raised by you. Priorities vary across communities but the most typical are road safety, anti-social behaviour (ASB), drug crime and burglary.

Feedback from partner and community meetings and data from the call centre makes clear that ASB is commonly an issue affecting local residents where police intervention is wanted. I recognise that ASB can have a serious impact on daily life. The Constabulary's Local Policing teams have been found to be good at preventing crime and ASB by Her Majesty's Inspectorate of Constabulary (HMIC). However, I want to see an improvement in the outcomes for victims.

I am concerned that the numbers of burglaries in the area has risen over the past year. This is an issue that is affecting the South West generally and I want to see the Constabulary do more, working with partners, to prevent burglaries, to prosecute more offenders and to recover more property and proceeds of crime. Investigative standards from the first opportunity to secure forensic evidence, through to the completion of investigation and preparation of cases need to be improved to achieve this.

Illegal drug use is a significant factor in acquisitive crime, ASB, offences of violence and even those offences involving extremism. The harm caused by illegal drugs are significant, wide-ranging and costly and they are a major issue of local concern. The impact of illegal drugs is at all levels of

criminality so it is essential that the enforcement of drug offences is tackled in a joined up way by those teams dealing with "street level" drugs and those dealing with organised crime. All levels of illegal drug criminality have a negative impact on our communities and over recent years Avon and Somerset Constabulary have shown the success that can be achieved when allowing the community to take a full and active role in drug enforcement activity.

To continue to impact on these offences the Constabulary will concentrate on those drugs that cause the most harm to our communities. Improved intelligence gathering and sharing between Neighbourhood Policing Teams and the Intelligence Directorate will ensure that all levels of drug criminality will be monitored and acted against. Working together with our partners and communities and combining education, enforcement and treatment will give the Constabulary the best opportunity of diverting offenders away from problematic drug use.

I understand that road safety is a very important issue to local people. The risk of being killed or seriously injured on Avon and Somerset roads is lower than most other parts of the country. However, it continues to be a concern raised by residents. I will therefore ensure that I have clear oversight of the Constabulary's road safety strategy and ensure the Constabulary involves partners and communities in making our roads as safe as possible.

## IMPROVE CRIME PREVENTION AND REDUCE REOFFENDING

I want to improve crime prevention and reduce reoffending. Prolific offenders are identified and targeted by an innovative multi-agency approach which was pioneered in Avon and Somerset. The Constabulary looks for opportunities to continuously improve and is currently developing their model of offender management. They are also considering perpetrator programmes that support people to fundamentally change their behaviour.

Cyber-enabled crime is increasing in line with technological advances and is used in several crime types such as fraud, drug crime, domestic abuse and child sexual exploitation. We know that prevention plays a critical role

in keeping people safe online and we have developed a number of crime prevention and educational guides to help keep people safe online. A number of guides can be found on the Constabulary's website.

Working alongside the Constabulary, keeping the vulnerable safe, the Senior Citizen Liaison Team ([www.sclt.us](http://www.sclt.us)) give presentations to community groups and organisations, as well as sitting at board-level on a number of social advocacy forums and organisations which work to support the older adult population.

The Constabulary will adopt a consistent and robust approach to offenders that will seek to identify them at the earliest opportunity and disrupt their criminal activity.

# WHAT'S IT LIKE TO BE A SPECIAL CONSTABLE?

Kelly MacBryde from Bristol is a full-time Exams Officer at a college as well as being a Special Inspector.

Kelly says: "It's not all about arresting people, there is so much more to it and sometimes helping someone can give you the biggest reward. Reuniting a parent with a missing child or working with other emergency services to help an injured person is just as rewarding as keeping the peace on a busy Friday night."

***"An incident which I was proud to be able to help in was when we, as a group of Specials, were able to secure the scene of a serious assault and administer first aid to the badly injured victim. Because of our fast response, we not only managed to contribute towards saving the victim's life but also allowed other officers to gather evidence and secure the conviction of the offender"***



Specials perform a minimum monthly average of 16 hours' duty, spread evenly throughout the year, exclusive of training.

You can read more on the Constabulary website:

**[www.avonandsomerset.police.uk/newsroom/features/day-in-the-life-of-a-special](http://www.avonandsomerset.police.uk/newsroom/features/day-in-the-life-of-a-special)**

To find out more about recruitment of Special Constables, please visit:

**[www.avonandsomerset.police.uk/about-us/recruitment/special-constabulary](http://www.avonandsomerset.police.uk/about-us/recruitment/special-constabulary)**

## INCREASE COMMUNITY INVOLVEMENT TO DELIVER THE POLICE AND CRIME PLAN



Sue Mountstevens visiting Community SpeedWatch volunteers

I want to ensure everyone has an opportunity to support our Plan. The Constabulary want to promote more productive relationships with the community. I want to see an increase in the number of people joining the Special Constabulary and volunteering to support the Constabulary through groups such as Neighbourhood Watch, Farm Watch and Community SpeedWatch. I will continue to support rural crime and business crime forums as well as the dedicated rural crime team and wildlife officers.

With a focus on independence and the building of a structure to support Neighbourhood Watch, the national body is supporting the formation of a Neighbourhood Watch Association in Avon and Somerset.

***“ The aim of this is to strengthen community safety, and improve accountability and communication between Neighbourhood Watch and the police ”***

Neighbourhood Watch volunteers provide invaluable support to the police and local communities and ensuring they are effectively supported is vital. Volunteering provides opportunities to gain valuable skills and experience, to meet new people and work as part of a team, while making a positive contribution to your local community. Find out more on Avon and Somerset Constabulary's website.

These contributions, supported by the Local Policing teams, can make a real difference to communities.



PCSO Yvonne Mears promoting Farmwatch

### ▀ VICTIMS ARE SATISFIED WITH THE SERVICE THEY HAVE RECEIVED

I want to improve victims' satisfaction with the services they receive. I will work closely with the police and partners to ensure that victims experience high quality, joined-up, support that is tailored to their needs and that the voice of the victim continues to be heard in the criminal justice system.

Restorative justice – which brings together those harmed by crime or anti-social behaviour and those responsible for the harm – empowers the victim by providing an opportunity to explain the real impact of the crime. I am keen to see an increase in the offer and take up of restorative justice because government research shows that restorative justice has a positive impact on victim satisfaction and reducing reoffending.

I will ensure all the services I commission will support victims in a way that helps victims to cope and recover from their experience.

The police must consistently identify, protect and support victims and deliver the service promise.



## FIND YOUR VOICE...

“ **WHEN WE LEFT THE RESTORATIVE JUSTICE MEETING WE FELT A LOT SAFER IN OUR HOME AND OUR NEIGHBOURHOOD. WE FELT EMPOWERED** ”

**ED AND RUMBIE**

Have you been a victim of crime? Ever thought of talking to the person responsible? It can help you move on - find your voice at [www.lighthousevictimcare.org](http://www.lighthousevictimcare.org) or email: [restorativejustice@avonandsomerset.police.uk](mailto:restorativejustice@avonandsomerset.police.uk)



## Q DELIVERING THE SERVICE PROMISE

The Service Promise is what the Constabulary must do day-in and day-out to meet the expectations of the communities they serve:

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

**“The Service Promise is the Constabulary’s pledge to the public. We asked local people what mattered to them, and subsequently defined what they can expect from the Constabulary”**

*Assistant Chief Constable  
Sarah Crew*

THERE ARE FIVE CORE PROCESSES THAT NEED TO BE DELIVERED IN TANDEM TO ACHIEVE THE SERVICE PROMISE:



Processes **1**, **2**, and **3** are 'reactive' and designed to deliver an excellent service to people who seek policing support directly. Processes **4** and **5** are 'proactive' processes that aim to prevent crime and disorder, reduce the risk of reoffending and of victimisation, and to address the needs of vulnerable people early and holistically.

# PRIORITY 3

## ENSURE AVON AND SOMERSET CONSTABULARY HAS THE RIGHT PEOPLE, RIGHT EQUIPMENT AND RIGHT CULTURE



**G**ood relationships between the police and local people are the key to making Avon and Somerset a safe place to live and work. Having the right people in the Constabulary, behaving in a way that aligns with the organisational values is vital to fostering those good relationships.

Since 2010, the Constabulary has faced notable challenges including restructuring in response to financial pressures and changes of leadership.

Led by Chief Constable Andy Marsh, the organisation now needs to ensure it embeds a positive culture and new technology to empower and support police officers, staff and volunteers, to deliver an excellent police service to our communities.

### KEY OBJECTIVES

### WHAT DO WE PLAN TO ACHIEVE BY 2020



Diverse communities will be engaged, well-understood and represented in the workforce



All victims, witnesses, suspects and detainees will be treated fairly and respectfully



The Constabulary will consistently and accurately record crime, believing victims when they report crimes



Technology will support officers and staff in their roles



The working environment within the Constabulary will be fair, respectful, equitable and one where people flourish, allowing the best possible delivery of services to our communities



The complaint handling process will be reformed to be more customer-focussed

## ACHIEVING A REPRESENTATIVE WORKFORCE

As part of implementing its Equality Action Plan, the Constabulary has developed a five-year strategy to improve recruitment, retention and progression of communities currently under-represented in its workforce. The Constabulary recognises the need to give particular focus to ethnicity because this is an area that is particularly under-represented, while not diminishing opportunities for other under-represented groups.

**“We will know we are successful when we see an increase in the number of successful applicants from diverse communities; our workforce reflects our diverse communities; and when our culture supports and encourages a more diverse and more highly engaged workforce”**

*Chief Inspector Norman Pascal, leading the work on achieving a representative workforce*



Avon and Somerset has a growing and diversifying population of **1.65 million** people. The area is very diverse. Bristol has a population of over **428,000** living in the city, with just under **1 million** people living in the Bristol area as a whole. The other areas within Avon and Somerset are less densely populated by comparison.

There are just under **110,000** people with a 'black and minority' ethnicity (BME) in Avon and Somerset, representing **7%** of the population. In Bristol, the BME population is **16%**.

There are small populations of Portuguese and Lithuanian people living in Somerset, with Bristol having larger populations of people from

China, Hong Kong, India, Pakistan, Bangladesh, Somalia and Poland.

The Constabulary currently has **5%** BME\* Police Community Support Officers (PCSO's), **2%** BME\* Police Officers, and **2%** of BME\* staff within Avon and Somerset.

*\*including mixed ethnicity*

### POPULATION

**1.65m**  
AVON & SOMERSET POPULATION

**1m**  
BRISTOL POPULATION

**428,000**  
PEOPLE LIVING IN BRISTOL CITY

### HOW MANY ARE OF BLACK AND MINORITY' ETHNICITY (BME)

**110,000**  
BME IN AVON & SOMERSET

**7%**  
OF THE AVON & SOMERSET POPULATION

**16%**  
OF THE BRISTOL POPULATION

### THE CONSTABULARY WITHIN AVON & SOMERSET CURRENTLY HAS:

**5%**  
BME POLICE COMMUNITY SUPPORT OFFICERS

**2%**  
BME POLICE OFFICERS

**2%**  
BME POLICE STAFF

*figures are rounded to whole figures*

## TECHNOLOGY WILL SUPPORT OFFICERS AND STAFF IN THEIR ROLES

The Constabulary needs to ensure its workforce has the right knowledge, skills and behaviours to prevent crime, support victims and enforce the law. For example, it needs to expand its capabilities in relation to responding, investigating and preventing cyber-crime. These capabilities relate both to knowledge, skills and equipment.

In the latest Constabulary staff survey, over half the respondents indicated they felt they did not have the resources and tools that enabled them to perform their role well.

On joining Avon and Somerset Constabulary, the Chief Constable placed addressing this issue among his top priorities, indicating he was committed to equipping people to do their job by mobilising and digitalising the ways people work.

A new software tool has been developed to give a real time picture of pressures on requests for service. This is supporting the police to improve their responsiveness and to balance investigative workloads.

***“Body worn video cameras can have a powerful effect on attempts to bring offenders to justice. When an officer wears a camera, the evidence captured is often of higher quality – I’ve seen earlier admissions, quicker pleas and better-informed sentences and sanctions from courts”***

*Chief Constable Andy Marsh*



The Constabulary invested in a new IT system in 2015 that replaced two separate systems. This has offered opportunities to improve data management and analysis of information. This was delivered as part of a wider digital policing programme which will also equip officers with body worn video (BWV) cameras and officers and staff with mobile devices.

The BWVs will support enforcement activity through the capture of evidence in relation to the Police and Crime Plan priorities. By the start of 2017, all frontline police officers and staff will be equipped to carry BWVs. Footage will form part of the judicial process and should improve the service for vulnerable victims as they will capture evidence that can act as first-hand accounts of what has happened.

The mobile devices will reduce the pressure on the 101 service as officers can provide local people with their contact details where appropriate. In the longer-term, apps will be developed on devices to enable easy keying of information which will increase visibility of officers as it will extend patrol time, reducing reliance on returning to a station to work on a computer.

## ▾ THE CONSTABULARY WILL CONSISTENTLY AND ACCURATELY RECORD CRIME, BELIEVING VICTIMS WHEN THEY REPORT CRIMES

The Constabulary will follow recommendations from HMIC inspections on crime data integrity in order to deliver continued improvements in compliance with the Home Office Counting Rules and National Crime Recording Standard. The Constabulary has made concerted efforts in improving its crime recording performance since 2014. This has led to improvements in recording accuracy and timeliness in all areas, but there is still work to be done.

.....

## ▾ THE COMPLAINT HANDLING PROCESS WILL BE REFORMED TO BE MORE CUSTOMER-FOCUSSED

I will focus on improving how we coordinate and handle complaints and correspondence from local residents. Proactive customer-focused handling of complaints is critical and the Chief Constable and I are committed to getting this right.

New processes will be implemented to deal with complaints in a more customer-focussed and proactive way, while remaining legally and ethically compliant. An opportunity has been identified to gain insight from introducing a systematic analysis of complaints and this will be explored.

## Q MOBILISATION OF THE WORKFORCE

Technology provides opportunities to reduce pressure, support truly integrated working with partners, deliver swifter justice and improve the policing service.

A key aspect of mobile data technology is the impact it can have on increasing the visibility and accessibility of Police Officers and Police Community Support Officers. Enabling officers to access key systems wherever they are means that they can patrol for longer without having to return to a station. This will help to increase visibility by freeing up officer time and minimising bureaucracy.

**“The success of the mobilisation programme is key to increasing visibility of policing, which I know is so important to local people and provides reassurance as well as helps to prevent crime”**

*Police and Crime Commissioner  
Sue Mountstevens*

In order to ensure the Constabulary make the most of mobile and digital technology opportunities, they will ensure:

- **People are trained and supported to use new devices**
- **Accurate information can be accessed by officers and staff when they are working away from police premises**
- **Web-services and technology solutions are built around user needs**

## OUR PRIORITIES

### ALL VICTIMS, WITNESSES, SUSPECTS AND DETAINEES WILL BE TREATED FAIRLY AND RESPECTFULLY

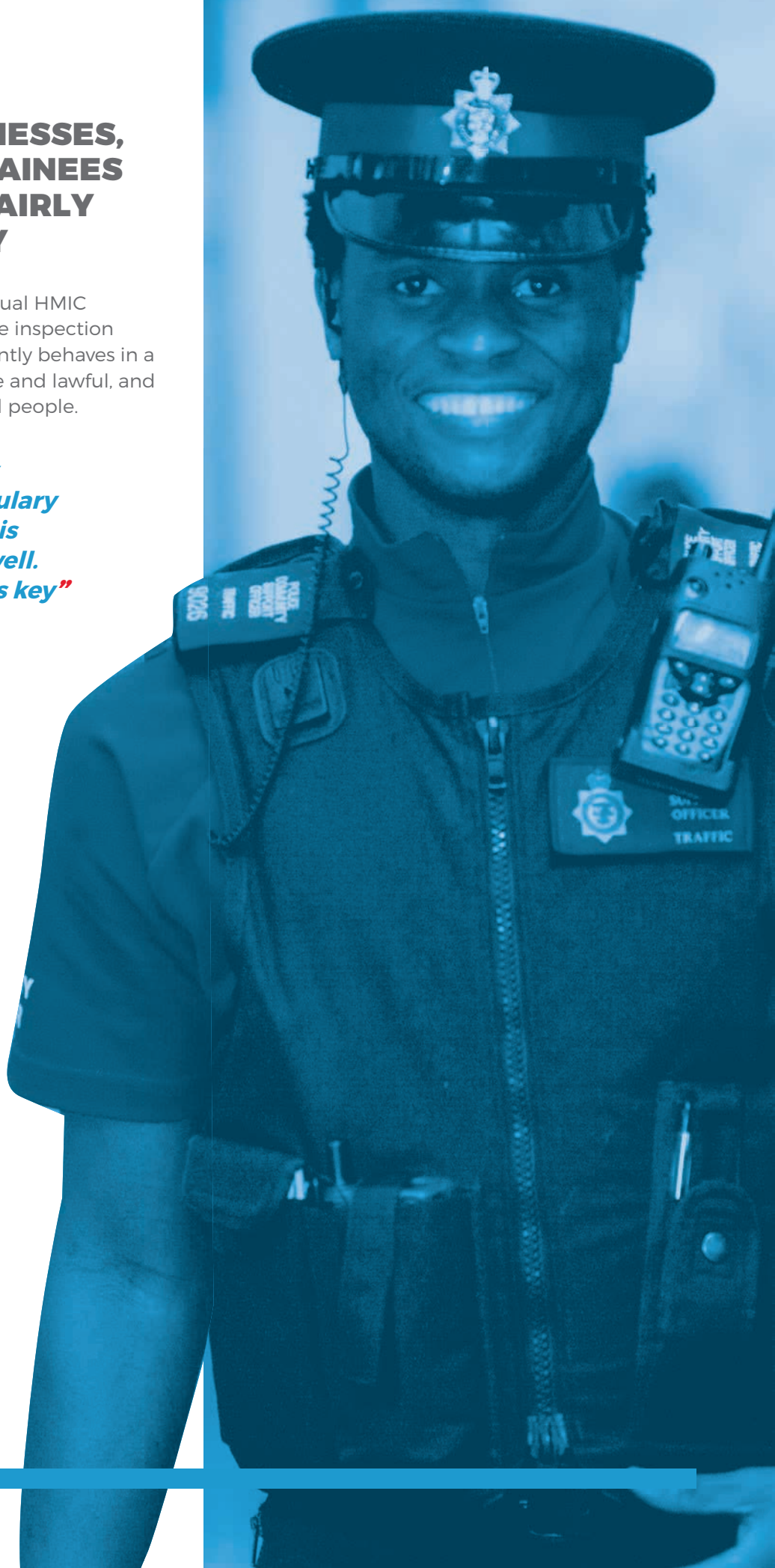
Legitimacy is a core part of the annual HMIC inspections of the Constabulary. The inspection looks at whether the force consistently behaves in a way that is fair, reasonable, effective and lawful, and if they have the consent of the local people.

***“Policing must be done by consent and the Constabulary are more likely to have this when they treat people well. Having the right culture is key”***

*Police and Crime Commissioner  
Sue Mountstevens*

The Constabulary will recruit and train its staff and officers with the aim that all victims, witnesses, suspects and detainees will be treated fairly and respectfully.

The Independent Custody Visitor scheme exists to ensure detainees in custody are held in safe and appropriate conditions in accordance with their rights.



## THE WORKING ENVIRONMENT WITHIN THE CONSTABULARY WILL BE FAIR, RESPECTFUL, EQUITABLE AND ONE WHERE PEOPLE FLOURISH, ALLOWING THE BEST POSSIBLE DELIVERY OF SERVICES TO OUR COMMUNITIES

The Chief Constable has set out his ambition to review and improve leadership within Avon and Somerset Police. Delivery of this ambition will result in:

Recognition and development of leadership excellence

Proactive identification and supported development of talented individuals

Promotion of diversity and inclusivity in our current and future leaders

Leaders effectively evaluating and taking risks appropriately

An embedded culture of learning

Delivery of the Constabulary's well-being strategy to develop resilient teams

Recognition and reward of people's achievements

Ethical leadership being at the core of all action

Ability to measure the effectiveness of leadership across the organisation



A Chief Constable Commendation being presented to Sergeant Stuart Dalton

# PRIORITY 4

## WORK TOGETHER EFFECTIVELY WITH OTHER POLICE FORCES AND KEY PARTNERS TO PROVIDE BETTER SERVICES TO LOCAL PEOPLE

**Delivery of the priorities set out in this Plan cannot be achieved by our police service alone. Success will depend upon effective partnership working to deliver the best possible service and outcomes for the communities of Avon and Somerset. A core part of my role and responsibility as PCC is to bring partners together and to provide strong local leadership and accountability to the communities we serve.**

The draft National Policing Vision sets out the vision for the transformation of policing in the UK. Its ambition is to see forces collaborating, services that are aligned, and where appropriate, integrated with other local public services to improve outcomes for local people. Avon and Somerset Constabulary is committed to collaborating with police, blue light and other public sector partners.

Together we are facing a time of significant challenge. The police, in common with our partners, face a growing challenge of rising pressure and increasingly complex need, set against reducing budgets. This is not a time to retreat into silos. I will strive to provide strong local leadership and forge effective partnerships to make best

use of limited resources, and get ahead of the pressures on policing earlier with a focus on intervention and prevention.

I will seek to make the most of new opportunities for PCCs to work with local criminal justice agencies and emergency ('bluelight') services with the aim of driving efficiencies and improving services for local people.

Our ability to continue to deliver a high quality service to the communities we serve depends on protecting the frontline. Together with the PCCs in Wiltshire and Gloucestershire, we will drive forward an ambitious programme of collaboration to share resources, and deliver savings to reinvest in areas of growing need.

### KEY OBJECTIVES

### WHAT DO WE PLAN TO ACHIEVE BY 2020



Work with Local Authority Leaders, strengthening effective partnerships to intervene earlier and build safer, stronger and more cohesive communities



Transform the local criminal justice service in order to make it speedy, effective and improve the experience of victims



Work more closely with other police forces to drive efficiencies, enabling re-investment in areas of growing need



Encourage and support emergency service collaboration



Strengthen opportunities for residents to interact with the police



## WORK TOGETHER TO DRIVE EFFICIENCIES, ENABLING REINVESTMENT IN AREAS OF GROWING NEED

**Jointly with Wiltshire and Gloucestershire Constabularies, Avon and Somerset Constabulary are undertaking a programme of work to share core enabling services such as ICT, HR and Finance.**

The programme was initiated as a result of the collective ambition of all three Police and Crime Commissioners and Chief Constables to provide future generations with excellent policing and transform the way front line policing is supported.

The three Constabularies and Commissioners will work together to transform and integrate enabling services to be more efficient and more effective, which will provide opportunities to realise savings, release capacity and protect local frontline policing services.

We want to ensure that enabling services provide a seamless service for officers who are operating in our collaborations and support further moves towards interoperable practices that will help to enhance the service received by people across our boundaries. We will also ensure any solution is designed flexibly to allow for future regional opportunities where these help improve public services.

Combined with other efficiency initiatives, Avon and Somerset has a savings target of £17.5m by March 2020 of which £5m would be made available for reinvestment into areas of growing need. However further savings to balance the books beyond this will be required.



The official opening of Blackrock Specialist Training Centre

I will continue to support the Constabulary to engage in existing collaborations to tackle crime and deliver better value for money.

These include:

- A Regional Organised Crime Unit which aims to identify, disrupt and dismantle organised crime groups impacting on the South West of England. A collaboration between Avon and Somerset, Devon and Cornwall, Dorset, Gloucestershire and Wiltshire
- A four force regional Special Branch collaboration that sits within the South West Counter Terrorism Intelligence Unit, which works to keep people safe from terrorism and domestic extremism activity
- Tri Force Specialist Operations, a collaboration between Avon and Somerset, Gloucestershire and Wiltshire delivering a borderless specialist policing function with regards to firearms, roads policing (inclusive of collision investigation) and dogs capability
- South West Forensics, a regional collaboration that provides a streamlined state-of-the-art forensic services at a lower cost to the forces involved
- A Major Crime Investigation Team (Brunel MCIT), Avon and Somerset, Gloucestershire and Wiltshire work together to tackle major crime - responding to offences of murder, manslaughter, workplace deaths and suspicious deaths. When not committed, staff are deployed to support local crime initiatives in their home forces
- The Blackrock Specialist Training Centre, a collaboration between Avon and Somerset, Gloucestershire and Wiltshire. It provides the opportunity for specialist firearms training to be conducted under one training programme across the three forces, aligned to the national firearms training curriculum which in turn creates a seamless boundary for operational deployment

### ► TRANSFORM THE LOCAL CRIMINAL JUSTICE SERVICE IN ORDER TO MAKE IT SPEEDY, EFFECTIVE AND IMPROVE THE EXPERIENCE OF VICTIMS

Close and effective partnership working by criminal justice agencies is essential in ensuring support for victims and witnesses, bringing offenders to justice and ensuring effective punishment and rehabilitation of offenders.

However, the criminal justice system is complex, expensive, time-consuming and inefficient. Significant progress has been made in improving the experience of victims with the introduction of the Lighthouse Service, and in streamlining the criminal justice service through the Transforming Summary Justice and Better Case Management programmes, however, there is a long way to go. I will support and challenge criminal justice partners to increase efficiency and improve the experience of victims by:

- Commissioning a criminal justice review to identify 'pinch points' to drive efficient and effective partnership working, improve victims' experience and transform the local criminal justice service
- Making best use of technology by investing in Body Worn Videos, and supporting criminal justice partners in moving to a fully digitalised criminal justice system through the Common Platform Programme
- Enabling use of 'soft suites' so that vulnerable victims are able to give their evidence in a safe and comfortable environment without having to face the trauma of going to court
- Strengthen PCC engagement in the Avon and Somerset Criminal Justice Board and Reducing Reoffending Board – support and challenge effective partnership working to reduce reoffending
- Further develop independent scrutiny involving residents and people with relevant expertise and experience



### ► ENCOURAGE AND SUPPORT EMERGENCY SERVICE COLLABORATION

**T**he government is committed to ensuring that emergency services work more closely together to deliver more effective and efficient services for local people. They acknowledge that the three 'blue light' services play an essential role in serving their communities and keeping them safe. While the police, fire and rescue and ambulance services all have distinct front line roles, the government believes that much closer collaboration between the three services can provide real benefits for local people and help each service better meet the needs and challenges they face.

To facilitate broader collaborative working between the blue light services in the South West, the South West Emergency Services Forum (SWESF) has been established. It will review current working practices, seek opportunities to strengthen these for the future and explore new ideas and options for more collaborative and innovative approaches to working together. It will focus on improving public safety and improving organisational efficiency and effectiveness through working collaboratively and working together to:

**CREATE EFFICIENCIES**

**IMPROVE SERVICES**

**REDUCE PRESSURE**

## WORK WITH LOCAL AUTHORITY LEADERS, STRENGTHENING EFFECTIVE PARTNERSHIPS TO INTERVENE EARLIER AND BUILD SAFER, STRONGER AND MORE COHESIVE COMMUNITIES

The task of supporting vulnerable people and helping the communities of Avon and Somerset to be safe and feel safe cannot be achieved alone. Working closely with Local Authority leaders, I will strive to provide strong local leadership and forge effective partnerships with Community Safety Partnerships (CSPs), Youth Offending Teams (YOTs), safeguarding and health partnerships to make best use of limited resources by:

- Strengthening our approach to sharing information, expertise and evidence-based practice to shift focus onto prevention and early intervention
- Supporting the development of integrated services to break down silos, reduce costs, transforming services and improving outcomes
- Maximising opportunities through a changing partnership landscape, such as the West of England and Devon and Somerset 'Devolution Deals', and changes to Youth Justice arising from the Taylor Review

### Q PARTNERSHIP WORKING TO ADDRESS CHILD SEXUAL EXPLOITATION

Since the launch of the West of England Child Sexual Exploitation Victim Identification and Support Service last year, over 200 sexually exploited children are now receiving the support they need – an example of how partnership

working can change the lives of abused children and young people who desperately need our help.

The service ensures the police, local authorities, health agencies and voluntary

organisations work together to tackle CSE in a number of ways, including the introduction of specialist workers to work alongside professionals, share information and best practice, raise awareness of CSE and increase training for professionals.

But CSE is still happening. Using insights from children and young people who have been victims of these crimes, the Constabulary are working to better understand the interventions that could be made to help them escape sexual exploitation.

***“Neglect, abuse, and exploitation are all abhorrent crimes and some of the most emotionally challenging to deal with. We need to work together across all professions – with teachers, GPs, social workers, and youth workers – to spot the signs early and put a stop to child abuse. It’s a shared responsibility. We need to tackle it together”***

*Chief Constable Andy Marsh*

**Befriended  
Accepted  
Groomed  
Exploited  
Controlled**

**Child  
Sexual  
Exploitation  
is happening**

Exploited children are led to believe they are in a loving relationship, or feel too scared to tell anyone about the abuse they are suffering.

**Ask me. Ask me again. Keep asking...**

[www.avonandsomerset.police.uk/cse](http://www.avonandsomerset.police.uk/cse)

### STRENGTHEN OPPORTUNITIES FOR RESIDENTS TO INTERACT WITH THE POLICE AND GET FURTHER INVOLVED IN SUPPORTING POLICING



The PCC's Independent Residents' Panel

The police service is here to serve local people. Policing by consent is the bedrock of our police service – building a relationship of trust and confidence between the police and the communities they serve is crucial to an effective policing service.

The local community have an invaluable role to play in shaping and supporting their local police service.

#### THERE ARE MANY WAYS IN WHICH LOCAL PEOPLE CAN TAKE PART IN IMPROVING THE POLICING SERVICE FOR LOCAL PEOPLE:

**TAKING UP A VOLUNTEERING ROLE** such as the Neighbourhood Watch Scheme, Community SpeedWatch Scheme, or becoming a Special Constable

**SUPPORTING THE PCC IN INDEPENDENT SCRUTINY** – join the Independent Custody Visiting Scheme; become a member of the Independent Residents Panel (scrutinising police complaints), Taser Panel or Out of Court Disposals Scrutiny Panel

**HAVE YOUR SAY** in issues affecting your local area – get involved in local partnership or community meetings or submit online comments via the Constabulary's website

# STRATEGIC POLICING REQUIREMENT

## ► FURTHER TO THE WORK THE CONSTABULARY DOES AT A LOCAL LEVEL, IT HAS TO BE RECOGNISED THAT THERE ARE NATIONAL THREATS. THESE THREATS ARE SET OUT IN THE HOME SECRETARY'S STRATEGIC POLICING REQUIREMENT (SPR)

**T**hese threats are to national security, public safety, public order and public confidence and are of such gravity as to be of national importance or can only be countered effectively or efficiently by national policing capabilities. While treated separately, many of these threats overlap. They are:

- **Serious and organised crime:** Serious and organised crime also includes serious crimes which demand a national coordinated response, notably cyber-dependent crime and cyber-enabled crime and online CSE
- A **national cyber-security incident** which may require an aggregated police response under the guidelines set out by the UK's Computer Emergency Response Team (CERT-UK) with appropriate links to the National Crime Agency (NCA), civil contingencies and public order policing as needed
- **Threats to public order or public safety** that cannot be managed by a single police force acting alone
- **Civil emergencies** that require an aggregated response across police force boundaries
- **Child sexual abuse:** whilst this is not a threat to national security, it is a threat of national importance. Its potential magnitude and impact necessitate a cohesive, consistent, national effort to ensure police and partners can safeguard children from harm. CSE offences that are attributed to serious and organised crime, including those which take place online, will continue to be captured under the existing serious and organised threat in the SPR
- **Terrorism** threat to the UK from international terrorism has increased and is currently assessed as severe

***“I will ensure that the Constabulary has the capability and capacity to tackle these major challenges to public safety, and I will hold the Chief Constable to account for responding to these national threats. Greater capability and capacity is currently required to tackle child sexual abuse and cyber-crime and these are areas I have identified should receive further investment using money generated from efficiency savings”***

*Police and Crime Commissioner  
Sue Mountstevens*

**TERRORISM**  
**SERIOUS AND ORGANISED CRIME**  
**NATIONAL CYBER-SECURITY INCIDENT**  
**CIVIL EMERGENCIES**  
**CHILD SEXUAL ABUSE**  
**THREATS TO PUBLIC ORDER OR PUBLIC SAFETY**

# RESOURCES

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 ensure resources are organised in a way that enables delivery of the Police and Crime Plan. Value for money (effective and efficient services) will be evaluated through both internal (Office of Police and Crime Commissioner, OPCC evaluation) and external assurance processes (HMIC efficiency and effectiveness inspections).

The Home Office and Treasury intend to consult on the policing funding formula, which works out the amount each police force receives from the Government. I will continue to argue for a fairer funding formula for local people. Avon and Somerset is under-funded by the government for the amount of people who live in the force area. I would like to see 'population' given a greater emphasis in any new proposed formula for policing.

Her Majesty's Inspectorate of Constabulary reviews police efficiency on an annual basis as part of its core PEEL inspection. In their latest report, HMIC judged the force as being "good". I want to see the Constabulary achieving "outstanding", as only through maximising efficiency opportunities can we realise savings that are required for investment in areas of growth and need. The Constabulary also needs to ensure that it delivers efficiencies without compromising effectiveness.



Avon and Somerset Constabulary has already made savings in excess of £60 million since 2010, largely due to organisational restructures, and employees leaving or retiring which released savings in departmental budgets. A further £17.5 million of new savings have been identified from current forecasts as being required to generate funds for reinvestment and balance the budget between 2016/17 and March 2020.

The Chief Constable and I are committed to achieving these efficiencies in order to be able to make reinvestments in areas of growing pressure and complexity: for example, to address crimes such as child sexual abuse including exploitation and cyber-crime. The largest programme of savings is the collaboration with Gloucestershire and Wiltshire Police on enabling services.

## KEY OBJECTIVES WHAT DO WE PLAN TO ACHIEVE BY 2020



Close the future budget deficit (balanced budgets in long-term)



Generate required savings, enabling reinvestment in areas of growth/need



Improve efficiency in Avon and Somerset Constabulary

## POLICING PART OF THE COUNCIL TAX

I took the decision to raise the policing part of the council tax by 1.99% in the 2016/17 year in light of the financial challenges that lie ahead. This equates to an additional £3.48 per year for the average (band D) 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 an annual 1.99% increase in the policing part of the council tax over the next four years.

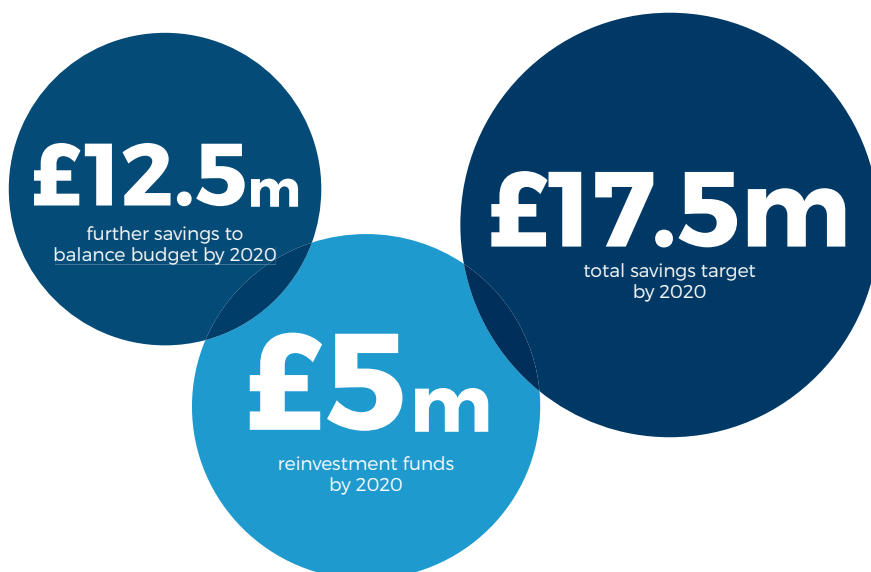
## MEDIUM TERM FINANCIAL OUTLOOK

	2016/17	2017/18	2018/19	2019/20
Constabulary	271.3	279.3	284	288
Office of the PCC	1.4	1.4	1.5	1.5
Commissioning	3.4	3.4	3.4	3.4
<b>TOTAL Gross Budget Spend</b>	<b>276.1</b>	<b>284.1</b>	<b>288.9</b>	<b>292.9</b>
Main Grant	161.5	159.9	158.3	156.8
Council Tax	97.9	99.7	103.2	106.9
Other Grant	16.7	16.7	16.7	16.7
<b>TOTAL Funding and Income</b>	<b>276.1</b>	<b>276.3</b>	<b>278.2</b>	<b>280.4</b>
<b>DEFICIT: Further Savings Required</b>	<b>0.0</b>	<b>7.8</b>	<b>10.7</b>	<b>12.5</b>

The PCC will approve the final 2017/18 budget in February 2017

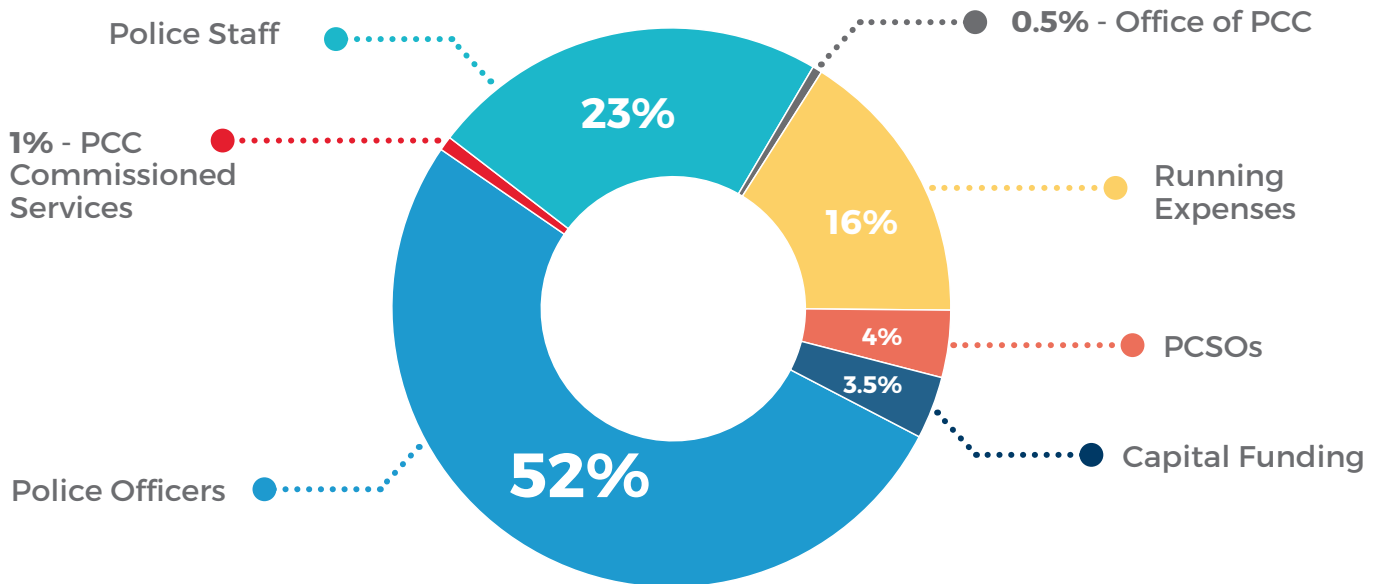
### NOTE

As shown above, a further £12.5 million of savings will be required to balance the budget by March 2020. In addition, new reinvestment funds of £5 million are being sought over this time frame, making a total new savings target of £17.5 million required by March 2020.



We have set a balanced policing budget of **£276.1 million** for 2016/17 which is funded by a combination of central government grants (64.6%) and council tax contributions (35.4%).

## SPENDING



# GRANTS AND COMMISSIONING

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 and in line with this Plan
- ✓ Work with the market to **enable optimum service delivery** and put in place proportionate and transparent commissioning 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
- ✓ Work in partnership **with other commissioners** on shared outcomes and issues of joint priority

Supporting the delivery of this Plan will be approximately £3m of funding for projects and services. This will include grants to support the victim and witness care unit 'Lighthouse,' youth crime and substance misuse services, a wide range of victim support services as well as the new Mental Health Control Room Triage arrangement. There will also be further joint funding with local partners to support victims of CSE. In addition, the Commissioner's Community Action Fund, administered by the Police Community Trust will continue to support voluntary and community sector projects.

For further details please visit the PCC website.



# EVALUATION & PERFORMANCE MEASURES

Assurance or scrutiny on the delivery of this Plan and the impact it has will be carried out at a number of different levels:



**Delivery plans underpin the strategic Police and Crime Plan.  
A range of management information is used to track progress**

*\*The PCC chairs a monthly Police and Crime Board with the Chief Constable and senior officers. It focuses on key decisions, assurance and accountability in relation to delivery of the Police and Crime Plan as well as associated risks and issues.*

# EVALUATION & PERFORMANCE MEASURES

ASSURANCE MECHANISM	HMIC	PCC Audit / Service Delivery Assurance	Quantitative Measures
<b>PROTECT THE MOST VULNERABLE FROM HARM</b>	How effective is the force at protecting from harm those who are vulnerable and supporting victims?	Child abuse inc. female genital mutilation	Vulnerable victim surveys
<b>STRENGTHEN AND IMPROVE YOUR LOCAL POLICING TEAMS</b>	How effective is the force at preventing crime and anti-social behaviour, and keeping people safe? How effective is the force at investigating crime and managing offenders? How well does the force use its resources to meet its needs?	Exploitation inc. modern slavery and child sexual exploitation Domestic abuse Sexual abuse People experiencing mental health crisis who come into contact with the police Hate crime Capability and capacity to tackle cyber-crime Enhanced victim support effectiveness Service Promise Voice of the Victim Accessibility Officer mobility/visibility Custody Manage Integrated offender management Manage – safeguarding Manage – integrated victim care Recruitment and promotion process Complaints procedure Enabling services tri-force	Public Confidence Measure Tackling community priorities Active citizenship Victim satisfaction survey 999 abandonment rate 101 abandonment rate
<b>ENSURE,,, THE RIGHT PEOPLE, RIGHT EQUIPMENT, RIGHT CULTURE</b>	How effective is the force at tackling serious and organised crime, including its arrangement for fulfilling its national policing responsibilities? How sustainable and affordable is the workforce model? To what extent does practice and behaviour reinforce the well-being of staff and an ethical culture? To what extent are forces recording crimes in accordance with the Home Office Counting Rules? How well does the force understand, engage with and treat fairly the people it serves to maintain and improve its legitimacy? To what extent are decisions taken on the use of stop and search and Taser fair and appropriate?	Supporting victims through Criminal Justice system Emergency service 'bluelight' collaboration Local partnership working Leadership Volunteers (including specials and cadets)	Workforce Representativeness Employee Engagement Tools and resources to do job Complaints of police incivility
<b>WORK TOGETHER EFFECTIVELY...</b>			Successful Criminal Justice Outcomes Tri-force enabling services savings

\*HMIC Questions are illustrative of those asked in the Effectiveness, Efficiency, Legitimacy and Leadership inspections.

# OPENNESS AND TRANSPARENCY

**I have adopted an ethical framework to operate within, recognising the standards of conduct expected of those in public service and aligning with the Policing Code of Ethics. I have therefore agreed to abide by nine principles in relation to selflessness, integrity, objectivity, accountability, openness, honesty, leadership, fairness and respect. Find out more on the PCC website.**

I am committed to pro-actively publishing important information that will enable good governance and judgements to be made as to whether the OPCC and the Constabulary are operating ethically and within the law. This will include information relating to decisions; quality, compliance and standards of service; registers of gifts and hospitality; policies and procedures; business interests and Senior Officer expense claims, and the outcomes of misconduct hearings. Find out more at [www.avonandsomerset-pcc.gov.uk/Openness](http://www.avonandsomerset-pcc.gov.uk/Openness)

## PROGRESS AGAINST THIS PLAN

I hold regular meetings with the Chief Constable to oversee and scrutinise progress against the Plan. A summary of our 1:1 conversations and the discussion and issues raised at the monthly Police and Crime Board meetings are published on the PCC website. If issues persist, I intend to host a web-stream with the Chief Constable to publicly hold the Chief to account.

Progress against the Police and Crime Plan is regularly reported to the Police and Crime Panel and will be available online. The panel meeting is held as a public meeting.

More information can be found at [www.bristol.gov.uk/policeandcrimepanel](http://www.bristol.gov.uk/policeandcrimepanel).

HMIC reports are published on the HMIC website: <http://www.justiceinspectors.gov.uk/hmic/peel-assessments/peel-2015/avon-and-somerset/>

The minutes of Joint Audit Committee meetings (where reports from the internal auditors are reviewed) and the reports from the OPCC Service Delivery Assurance audits are published on the PCC website.

## ENGAGEMENT

I want to use my role to be the voice of the people; the bridge between residents and the police to ensure that policing and criminal justice services meet local people's needs. Especially important to me is listening to the 'quiet voices' and those who have been victims of crime.

Engaging with the community should be done in many different ways in order to gather community views that are representative and reflect a true picture of the kind of service people want to receive.

In 2016 a new engagement strategy will be developed to put effective and meaningful community engagement at the heart of my drive to secure better policing services, greater community participation and increased public confidence.



## SUSTAINABILITY

As responsible organisations, my office, the Constabulary, and partner agencies must aim to minimise the impact on the environment in which we all live and work. The Constabulary will continue to set sustainable objectives which will include reducing the amount of energy and water used in its buildings and the fuel used by its fleet, reducing waste and recycling more, minimising business travel and making sustainable buying decisions. The Constabulary's sustainability performance is overseen by my Chief Financial Officer.

### SUSTAINABILITY OBJECTIVES



## EQUALITY AND DIVERSITY

Part of my role is to ensure that the Chief Constable fulfils his duty relating to equality and diversity. In carrying out the Constabulary's Equality Action Plan, I consider the Chief will be fostering the right culture and complying with his public sector equality duty to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not share it

### Objectives within the Constabulary's Equality Action Plan:

- Improve how our human resourcing processes and organisational culture impact on the diversity of our workforce
- Develop a culture which enables the best possible service to be delivered to our diverse communities
- Ensure that equality and diversity sit at the heart of our Continuous Improvement Framework so that we continue to improve in all we do
- Ensure that our services and information are user-friendly and our engagement is tailored to meet the needs of all our communities
- Develop an approach to improve stop search processes
- Support our diverse communities who are more likely to be a victim of crime

Both the OPCC and the Constabulary must publish information that demonstrates compliance with the Equality Duty. Equality objectives are set and published at least every four years.

## POLICE AND CRIME PANEL

**INCLUDES LOCAL COUNCILLORS AND RESIDENTS.  
PANEL REQUIRES A POLITICAL AND GEOGRAPHICAL BALANCE**

The role of the Panel is to scrutinise, challenge and support the PCC in the effective exercise of her functions. The roles and responsibilities of the Police and Crime Panel are set out in the Police Reform and Social Responsibility Act 2011 (Police Reform and Social Responsibility Act).

### Scrutinises the work of the PCC by:

- Reviewing the Police and Crime Plan and Annual Report
- Scrutinising (and potentially vetoing) the proposed council tax precept for policing
- Holding confirmation hearings for the PCC's proposed appointments of a Chief Constable, Chief Executive and Chief Finance Officer (the panel may veto the Chief Constable appointment)
- Scrutinising the actions and decisions of the Commissioner (but not the performance of the police force)
- Considering complaints against the PCC of a non-criminal nature



## POLICE AND CRIME COMMISSIONER

- ✓ Sets the strategic direction for policing in Avon and Somerset
- ✓ Publishes a Police and Crime Plan, in consultation with the Chief Constable and local people
- ✓ Sets the budget for the police
- ✓ Sets the policing part of the council tax
- ✓ Holds the Chief Constable to account for delivering policing
- ✓ Appoints, and if necessary, dismisses the Chief Constable
- ✓ Commissions services and awards grants
- ✓ Supports and challenges police performance
- ✓ Engages with communities



## CHIEF CONSTABLE

- ✓ Responsible for day-to-day operational policing
- ✓ Directs and controls the Constabulary's officers and staff
- ✓ Maintains the Queen's Peace
- ✓ Personally sets and promotes high standards of professional conduct
- ✓ Leads by example to create and uphold a quality service to local people
- ✓ Keeps the communities of Avon and Somerset safe
- ✓ Delivers the Police and Crime Plan

KEY FACTS



FORCE AREA



**1,844**  
square miles

POPULATION



**1.65**  
million  
people

**8%**  
local 10 year  
change

PARTNER ORGANISATIONS  
(FOUR UNITARY AUTHORITIES)



**BRISTOL**

**BATH & NORTH  
EAST SOMERSET**

**NORTH  
SOMERSET**

**SOUTH  
GLOUCESTERSHIRE**

A TWO TIER AUTHORITY  
AREA MADE UP OF:



**SOMERSET  
COUNTY  
COUNCIL**

DISTRICT COUNCILS OF:  
**WEST SOMERSET**  
**TAUNTON DEANE**  
**SOUTH SOMERSET**  
**SEDGEMOOR**  
**MENDIP**

CRIMINAL JUSTICE



**5** 

**MAGISTRATES  
COURTS**

(in Bath, Bristol, Weston Super Mare, Yeovil and Taunton)

**2** 

**CROWN  
COURTS**

(in Bristol and Taunton)

**4** 

**PRISONS**

(Ashfield, Bristol, Eastwood Park and Leyhill)

# MAKE A DIFFERENCE AND GET INVOLVED

If you care about making your community safer and stronger and you want to get involved, you could...

## Join Neighbourhood Watch

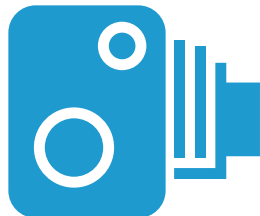
Find further details on the Constabulary's website. Being part of Neighbourhood Watch means looking out for members of the community, helping to prevent and tackle crime.

Find further details on the Constabulary website.



## Set up a Community SpeedWatch scheme

Community SpeedWatch is a partnership between the community, police, fire service, and local authority with an aim to tackle the problem of speeding motorists.



## RURAL CRIMES CAN BE REDUCED BY THE USE OF WATCH SCHEMES

By using your knowledge and awareness of what is happening on and around your land, you can help to reduce crime and deter criminals.



To join a **Farm Watch or Horse Watch scheme** please email [ruralcrimeteam@avonandsomerset.police.uk](mailto:ruralcrimeteam@avonandsomerset.police.uk)

## COMMUNITY SPEEDWATCH

Volunteers monitor vehicle speed at approved locations, send the information to the police and then the police write a warning to the driver who was speeding.

Community SpeedWatch is a positive example of the use of the community itself to raise awareness and educate those who cause risk and harm in our community.

over  
**130**  
active schemes

approximately  
**700**  
volunteers

**AGED BETWEEN 14-17?**

## BECOME A POLICE CADET

After initial training, Cadets get involved in a range of activities and have the chance to patrol with regular officers as well as going behind the scenes to learn about all aspects of policing.

**Avon and Somerset Police Cadets** have ten units based in Bath, Churchill, Downend, Hartcliffe, Henbury, Portishead, Speedwell, Street, Taunton, and a newly-established one in Easton. Visit the Constabulary's website for more details.

## IF YOU ARE INTERESTED IN SCRUTINISING POLICE PERFORMANCE, YOU COULD...

- Join our **Independent Residents Panel** where members of the public review police complaints files and also scrutinise the use of Tasers
  - 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
  - Join our **Out of Court Disposal Panel** and help us to ensure that these disposals are being used in an appropriate and proportionate way
  - Join our new **Stop and Search scrutiny panel** which will scrutinise the use of stop and search by the police
  - You can find out more on the PCC website
- .....

## IF YOU OWN A BUSINESS

If you own a business and are interested in protecting it from cyber-crime, you could join the CiSP (Cyber Information Sharing Partnership). This is a secure platform for UK-registered companies or other legal entities which operate networks and would like to share threats they have identified and benefit from the sharing of information and advice. For further details visit [www.cert.gov.uk/cisp](http://www.cert.gov.uk/cisp)

Also if you are interested in joining the Business Crime Forum contact the PCC's office.

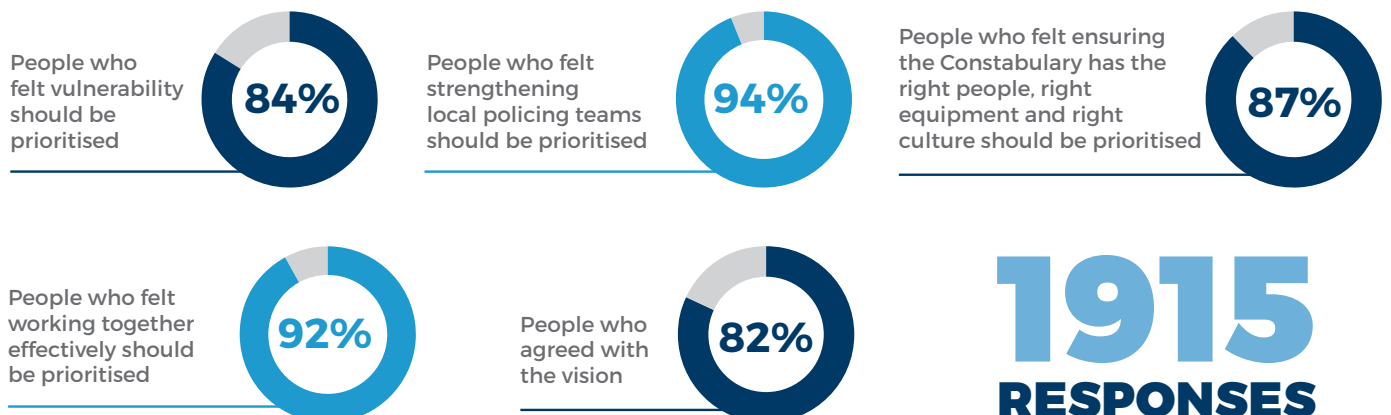
If you want to be more generally informed about your area sign up for the Constabulary's new local newsletter by visiting their website.



## HOW WAS THIS PLAN DEVELOPED?



## RESULTS FROM PUBLIC CONSULTATION HELD ON PRIORITIES FOR THE PLAN



# USEFUL CONTACT INFORMATION

## 999 IS AN EMERGENCY NUMBER

An emergency would be:

- 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

## FOR NON-URGENT CRIMES & INCIDENTS

Non-urgent crimes and incidents can be reported using an online form available on the Police webpage at: <https://www.avonandsomerset.police.uk/contact-us/report-a-crime-or-incident>

Alternatively you can call: **101** or Minicom and Typetalk: **01275 816888**

## CONSTABULARY ONLINE

Visit the Constabulary website [www.avonandsomerset.police.uk](http://www.avonandsomerset.police.uk)

 **ASPolice**  **avonandsomersetpolice**

## COMMISSIONED SERVICES CONTACT INFORMATION

SERVICE	SUMMARY	CONTACT INFORMATION
<b>CRIMESTOPPERS</b>	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	web: <a href="http://crimestoppers-uk.org">crimestoppers-uk.org</a> tel: <b>0800 555 111</b>
<b>LIGHTHOUSE INTEGRATED VICTIM CARE</b>	Victims who are vulnerable, persistently targeted or experience serious crime are offered practical and emotional support and guided through the criminal justice process by specially-trained staff	web: <a href="http://lighthousevictimcare.org">lighthousevictimcare.org</a> tel: <b>101</b>
<b>EMOTIONAL SUPPORT SERVICE FOR VICTIMS OF CRIME AND ASB</b>	Emotional and practical support for victims of crime and ASB	web: <a href="http://victimsupport.org.uk">victimsupport.org.uk</a> tel: <b>0300 3031 972</b>
<b>ADULT ADVOCACY SERVICE - AVOICE</b>	Avoice is a specialist advocacy support service for victims of crime or ASB who require enhanced support relating to mental health, learning difficulties, physical disabilities, problems associated with isolation, race, religion, or sexuality	web: <a href="http://thecareforum.org.uk">thecareforum.org.uk</a> tel: <b>01179 654 444</b>
<b>CHILDREN AND YOUNG PEOPLE ADVOCACY SERVICE - YOUNG VICTIMS' SERVICE</b>	Young Victims' Service is a specialist advocacy support service for young victims of crime or ASB up to the age of 18 and aged 18-25 where additional needs are identified	web: <a href="http://youngvictims.wordpress.com">youngvictims.wordpress.com</a> tel: <b>01275 884 488</b>
<b>INDEPENDENT SEXUAL VIOLENCE ADVISOR (ISVA) SERVICE</b>	Specialist advocacy support for victims of rape and sexual assault	web: <a href="http://safelinksupport.co.uk">safelinksupport.co.uk</a> tel: <b>0333 3231 543</b>

SERVICE	SUMMARY	CONTACT INFORMATION
<b>SEXUAL ASSAULT REFERRAL CENTRE (SARC)</b>	Specialist medical and forensic services and support for anyone who has been raped or sexually assaulted	web: <a href="http://turntothebridge.org">turntothebridge.org</a> tel: <b>01173 426 999</b>
<b>MODERN SLAVERY SUPPORT SERVICE</b>	Specialist support service focusing on the needs of victims of modern slavery before engaging in nationally commissioned services as well as the period after that support ends	web: <a href="http://unseen.uk.org">unseen.uk.org</a> tel: <b>0300 0200 290</b>
<b>SUPPORT FOR VICTIMS OF CHILD SEXUAL ABUSE (INCLUDING CSE)</b>	Somerset & Avon Rape and Sexual Abuse Support (SARSAS)	web: <a href="http://sarsas.org.uk">sarsas.org.uk</a> Womens & Girls tel: <b>0808 8010 456</b> Men & Boys tel: <b>0808 8014 564</b>
	The Green House	web: <a href="http://the-green-house.org.uk">the-green-house.org.uk</a> tel: <b>01179 350 033</b>
	Southmead Project	web: <a href="http://southmeadproject.org.uk">southmeadproject.org.uk</a> tel: <b>01179 506 022</b>
	Barnardo's	web: <a href="http://barnardos.org.uk">barnardos.org.uk</a> tel: <b>01179 375 500</b>
<b>RESTORATIVE JUSTICE</b>	The Neighbourhood Justice Team in Bristol offers restorative interventions to anyone that come into contact with the criminal justice service, or in conflict within the community	web: <a href="http://restorativebristol.co.uk">restorativebristol.co.uk</a> tel: <b>01179 529 742</b>
	Bristol mediation offers a holistic approach that supports the victim, their family and communities enabling their voice to be heard and empowering them to move towards closure and for perpetrators to have greater insight into the impact of their behaviour	web: <a href="http://bristol-mediation.org">bristol-mediation.org</a> tel: <b>01179 415 379</b>
	Somerset Community Justice Partnership offers multiple services including restorative justice conferences, offering victims and perpetrators a safe and controlled environment in which to come together. They also train and support people from the local communities who volunteer as restorative practitioners	web: <a href="http://scjp.org.uk">scjp.org.uk</a> tel: <b>01935 415 732</b>
<b>LOST PROPERTY</b>	Report lost property online at <a href="http://reportmyloss.co.uk">reportmyloss.co.uk</a>	
<b>E-SAFETY AND CYBER-SECURITY</b>	For general help and advice about e-safety, visit <a href="http://getsafeonline.org">getsafeonline.org</a> , which has lots of information for individuals and families, or read the '10 Steps to Cyber-Security', which contains advice for businesses	
	The Government also offers the Cyber Essentials Scheme, to help small businesses achieve a reasonable level of protection: <a href="http://gov.uk/government/publications/cyber-essentials-scheme-overview">gov.uk/government/publications/cyber-essentials-scheme-overview</a>	
	Report fraud and cyber-crime to Action Fraud on <b>0300 123 2040</b> or visit <a href="http://actionfraud.police.uk">actionfraud.police.uk</a>	
<b>THE SENIOR CITIZEN LIAISON TEAM (SCLT)</b>	SCLT give presentations to community groups and organisations to support the older adult population to prevent crime and support victims against internet fraud: <a href="http://www.sclt.us">www.sclt.us</a>	



**AVON &  
SOMERSET**  
POLICE & CRIME  
COMMISSIONER

*contact the pcc*

 [avonandsomerset-pcc.gov.uk](https://www.avonandsomerset-pcc.gov.uk)

 01275 816 377 |  @aandspcc |  aandspcc