



Police and Crime Prevention Plan for Gloucestershire 2021 – 2025

Working together for a
safer Gloucestershire

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Our Plan on a page



Foreword from Police and Crime Commissioner Chris Nelson

I feel hugely privileged to be able to present my first Police and Crime Prevention Plan and, as I do, I am reminded of all those people I met during my campaign to become the Police and Crime Commissioner (PCC) for Gloucestershire. People who shared their views and concerns about policing and crime on doorsteps and at public meetings.

This plan reflects what I heard whilst campaigning and what I have learned whilst in office. I am not afraid to say I have learned so much over the past few months and that, even in the time between drafts of this Plan, my thinking has evolved. Following recent tragic events that have occurred elsewhere in the country, and through consultation on the Plan for example, I have decided to add a specific priority on tackling violence and intimidation against women and girls. I believe we are at a watershed moment to make real progress on this agenda and I want to make sure my Plan seizes this opportunity.

I also want victims to be at the heart of everything we do. I appreciate even more now that tackling crime and disorder is not simply a matter of tackling offenders. We need to understand and acknowledge victimisation and vulnerability and constantly seek the earliest opportunity in order to intervene and to prevent future harm. When offences do occur, we must learn from experiences and work, with others, to support victims in their recovery journey.

Whilst much of this Plan will be related to my vision for policing in Gloucestershire, it should not be forgotten that my role as PCC is wider than simply holding the Chief Constable to account for the performance of the Constabulary, though clearly this is a significant part of the job. The role of PCC includes the

commissioning of support services for those who have been a victim of crime; working with partners to help keep communities safe; and a duty to collaborate with other forces and other emergency services with a view to keeping individuals and communities safe from harm.

I am committed to ensuring that this is truly a living document, and will undertake regular reviews to ensure that the priorities it contains remain fit for purpose and still address the threats, risks and concerns identified by the police, partners and – most importantly – by you who live or work in Gloucestershire.

It is a huge honour and responsibility to be the Police and Crime Commissioner for Gloucestershire and as your PCC, I am here to listen and will continue my regular community engagement. I am also here as your representative to hold the Chief Constable to account and to ensure that Gloucestershire continues to be one of the safest places to live and work in the country.

I look forward to working with you and for you.



Chris Nelson
Police and Crime Commissioner



Message from Chief Constable Rod Hansen

Chris Nelson's appointment as Gloucestershire's Police and Crime Commissioner in May 2021 came at an unprecedented time of emergency for us as a Constabulary, as we continued to manage our response to the international COVID-19 pandemic alongside a number of other challenging issues.

I very much welcome the Commissioner's new Police and Crime Prevention Plan as not only does it give us a strong steer about where to focus our resources, it also gives due regard to the many other national priorities, strategies and organisations we are measured against.

It also builds on our commitment to being closer to all communities in Gloucestershire, whether that is for prevention, justice or restorative work. In each of these areas, working in partnership and collaboration is crucial and immensely valued.

I have very much appreciated the time Chris has taken in his first few months in office to understand the complexities of our work before creating this carefully considered and public focused Plan. I also appreciate the investment in policing in the form of additional police officers and staff that will be realised from next year and beyond. It is this that will enable us to achieve all we need to achieve as laid out in this Police and Crime Prevention Plan, and in our work to keep people safe from harm.



Rod Hansen QPM, MBA, BSc (Hons), Dip Appl Crim
Chief Constable



The role of the Police and Crime Commissioner and the Police and Crime Prevention Plan

'Police' and 'Crime'

As your Police and Crime Commissioner (PCC), you have elected me to be your voice, as residents of Gloucestershire, and to hold the Chief Constable to account for the delivery of efficient and effective policing. I will do this by:

- ✓ Setting the strategic direction for policing
- ✓ Holding the Chief Constable to account for the delivery of local policing
- ✓ Publishing a Police and Crime Prevention Plan
- ✓ Setting the Force budget and precept
- ✓ Commissioning services and awarding grants and
- ✓ Appointing the Chief Constable.

PCCs have wider responsibilities beyond their remit for crime that also include engaging with communities to ensure the public's policing needs are met effectively and to oversee how the police and other organisations are tackling crime in Gloucestershire. This includes monitoring the whole Criminal Justice System (CJS) and being accountable for how the CJS and partner agencies work together to keep Gloucestershire safe and feeling safe.

The role and responsibilities of PCCs are distinct from Chief Constables who are responsible for the control, direction and delivery of operational policing for the force area.



The Police and Crime Prevention Plan

This, my first Police and Crime Prevention Plan, sets the strategic direction for the Office of the Police and Crime Commissioner (OPCC), Gloucestershire Constabulary and other partners. I will use it to hold the Constabulary to account for its delivery in keeping our communities safe, to direct use of resources, for scrutinising the use of public monies and to ensure we are all working together for a safer Gloucestershire.

It sets out what we are going to deliver, how we are going to deliver, and when we – and most importantly the public – will know we have delivered.

Working to achieve community safety is not the sole responsibility of Gloucestershire Constabulary. This plan provides a framework for the OPCC's activities and how we can empower local people and partners to work with us to help deliver our stated outcomes and tackle our priorities together.

My Plan will be reviewed annually to make sure that we continue to meet the needs of our communities as we work to keep people safe and feeling safe.



Due regard

While the Plan is naturally focused on the priorities identified by Gloucestershire residents, it is vitally important that it also reflects national threats. It is for this reason that the plan has due regard for the Strategic Policing Requirement (SPR).

The SPR is issued by the Home Secretary and requires that forces must be equipped to deal with:



Other key national documents and strategies are reflected in this Plan, including the new Beating Crime Plan, launched by HM Government in July 2021 and the National Police Chiefs’ Council’s (NPCC) Policing Vision 2025.

The Beating Crime Plan sets out the Government’s ambition to increase trust in the Criminal Justice System with a targeted approach to beat crime by focusing on three key areas:

- ✔ **Cutting homicide, serious violent crime and neighbourhood crime.** These crimes impact communities the most and can have a devastating, long-lasting impact. By focusing on these offences, the Government is indicating the importance of individual and community safety in a strong, thriving society.
- ✔ **Exposing and ending hidden harms and prosecuting perpetrators.** This focuses on those crimes that are hidden from public view and often ‘behind closed doors’ such as domestic abuse, child sexual exploitation, rape and other sexual violence.
- ✔ **Building capability and capacity to deal with fraud and online crime.** Fraud and cyber related offences now make up more than 50% of all crime and include attempts not only to defraud businesses and individuals of finances, but also includes spreading hate, selling illegal goods and by abusers taking their behaviour online.

Success of the Plan will, in part, be measured by the newly introduced [National Crime and Policing Measures](#), introduced in March 2021 and reported regularly on the [OPCC website](#).

National Crime and Policing Measures

Priority area	National metrics	Data source
Reduce murder and other homicide	Homicide	Police recorded
Reduce serious violence	Hospital admissions of under 25s for assault with a sharp object.	NHS
	Offences involving discharge of a firearm.	Police recorded
Disrupt supply and county lines	Drug related homicides.	Police recorded
	Police referrals into drug treatment.	Public Health England
Reduce neighbourhood crime	Burglary, robbery, theft of and from a vehicle, theft from a person.	CSEW ¹
Improve satisfaction among victims, with a particular focus on victims of domestic abuse	Satisfaction with police among victims of domestic abuse.	CSEW
	Victim satisfaction with the police.	CSEW
Tackle cyber crime	Confidence in the law enforcement response to cyber crime.	Department for Digital, Culture, Media and Sport survey
	Percentage of businesses experiencing a cyber-breach or attack.	

¹Crime Survey of England and Wales

The [Policing Vision 2025](#) was published in 2016 and set out the policing plan for the following decade with an eye on transformation and value for money. It focuses on:

- ✔ **Local policing** with the delivery of public protection being informed by community priorities and robust evidence-based demand analysis
- ✔ **Specialist capabilities** that are available to support communities quickly and are able to adapt to emerging crime types
- ✔ **A workforce** that is strong, confident and accountable and reflective of the communities they serve
- ✔ **Improved digital policing** to support communication with the public and criminal justice agencies with better use of digital intelligence
- ✔ **Joined-up service delivery** with partner agencies, with the aim of improving overall community safety.

In March 2021, the Home Secretary announced the conclusion of [part one of the Police and Crime Commissioner review](#) and the plan for [part two of the review](#).

Part one identified additional responsibilities for PCCs around transparency with regards to performance and holding to account. It included a new Information Specification Order that requires PCCs to publish performance against the new National Crime and Policing Measures as well as responses to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection reports and Independent Office for Police Conduct (IOPC) police complaints performance updates.

This expanding remit will be explored further under part two of the review with regards to offender management arrangements and leadership responsibilities in relation to [Community Safety Partnerships \(CSPs\)](#) and [Local Criminal Justice Boards \(LCJBs\)](#).

CSPs are statutory local partnerships, operating at a district level with the role of preventing crime and anti-social behaviour and include, as responsible authorities, local councils, health partners and the Fire and Rescue Service. There are six CSPs across Gloucestershire – one for each district:

- Cheltenham Borough Community Safety Partnership
- Cotswold District Community Safety Partnership
- Forest of Dean Community Safety Partnership
- Stronger and Safer Gloucester Partnership
- Stroud District Community Safety Partnership
- Tewkesbury Borough Community Safety Partnership



The local CSPs are supported by an umbrella partnership of local agencies called Safer Gloucestershire. The relationship between the CSPs and Safer Gloucestershire is one which acknowledges that many of our key challenges are best tackled by agencies structured at a county level. Safer Gloucestershire is funded and administered by Gloucestershire OPCC and chaired by the Deputy Police and Crime Commissioner, Nick Evans.

LCJBs are partnerships that bring together criminal justice leaders to maintain oversight of the system and promote a collaborative approach to addressing its challenges. Gloucestershire Local Criminal Justice Board is managed by Gloucestershire OPCC and chaired by myself. It has a number of delivery groups that have the overarching aim of reducing reoffending and improving the Criminal Justice System for victims.



Golden threads

There are a number of themes running through this Plan that link across all priorities and ambitions. Firstly, a Public Health Approach to Policing. Articulated in the College of Policing document [Public Health Approaches in Policing](#), there are five core elements that make up this approach:

- ✓ Looking at the whole population of Gloucestershire
- ✓ Seek to understand and address the 'causes of the causes' of crime and anti-social behaviour
- ✓ Use prevention and early intervention to reduce crime, so that there are fewer victims and communities stay safe
- ✓ Intelligent use of data and evidence base
- ✓ Partnership working across agencies and communities.

This approach is driven by data and recognises that 80% of demand in policing is linked to vulnerability. It also shows that 80% of offending is reoffending and that the later an intervention is adopted, the higher it will cost and less likely it is to be effective². For a Public Health approach to work in our County, good partnership relationships across agencies is crucial, so this will be a key focus for our plan, powered by an ethos of working **with** communities rather than doing **to**.

Acknowledging that in order to tackle crime sustainably we must focus on addressing the causes of crime, means it's important to understand how [Adverse Childhood Experiences \(ACEs\)](#) can have a fundamental impact on future violence, victimisation and perpetration, as well as the lifelong health and opportunity of an individual.

As such, I fully support the Constabulary's drive to be a trauma informed organisation and will continue to support this learning across all areas within my responsibility and sharing this work across our partners in Gloucestershire, such as through the County Council's Health and Wellbeing Board.

We also need to be innovative in how we deal with offenders, using evidence of what works to reduce crime. This includes restorative practices, championed by organisations such as the [Centre for Justice and Reconciliation](#) which can:

1. Substantially reduce repeat offending for some offenders
2. Reduce repeat offending among adults and children
3. Double (or more) the offences brought to justice as diversions from criminal justice
4. When used as a diversion, help reduce the costs of criminal justice
5. Provide victims with more satisfaction that justice has been done, and within a shorter time period than traditional criminal justice
6. Reduce crime victims' post-traumatic stress symptoms and the related costs
7. Reduce crime victims' desire for violent revenge against their offenders.

² <https://www.leics.pcc.police.uk/Document-Library/About-Us/PCC-briefing-pack-2016/College-of-Policing-Incoming-Demand.pdf>

It is for these reasons that my next 'golden thread' is to champion restorative practices. This will be supported by the positive work delivered by [Restorative Gloucestershire](#), one of the leading Restorative Justice organisations in the UK.



Linked to restorative approaches, this Plan recognises the positive influence [Gloucestershire's Children First](#) initiative has been shown to have on diverting children and young people away from the CJS. Avoiding criminalising children helps improve their life chances and avoids them being stuck in a cycle of crime. Children First aims to progressively replace criminalising sanctions with restorative practice approaches where appropriate.

Children First links nicely to my next 'golden thread' which is to embrace the ethos of Child Friendly Gloucestershire and to put children at the heart of what we do. This means asking, valuing and acting on what young people tell us is important to them, particularly with regards to their actual and perceived safety, but also by working with [Future Me Gloucestershire](#) to help shape policies and practices in the future.

My last 'golden thread' is an accessible police force that is built on the foundations of a strong neighbourhood policing model which reflects the community it serves. After all, we must never forget the founding principle of policing in the UK, which is as true today as it was when Sir Robert Peel said it in 1829: *"The Police are the Public; the Public are the Police"*.

MRE3

“MRE3”. This is an easy mnemonic for me and my staff to remember and helps remind me of my key priorities. It comes from my time with the American military in the First Gulf War and it originally stood for Meals Ready to Eat! For this purpose though, MRE3 is an additional commitment from me, your PCC. It stands for;

- ✓ **Manifesto:** delivering on the challenges I set myself in my election campaign and the mandate on which I was elected
- ✓ **Resources:** putting every available pound into improving our Constabulary, tackling crime and anti-social behaviour and promoting community safety
- ✓ **Exemplar:** making Gloucestershire Constabulary lead the way nationally in as many ways as possible, setting standards for other forces to follow – whether as the safest county in the country in tackling rural crime, investigative standards or engaging and working with communities in real, grassroots partnerships
- ✓ **3 years:** to get all this done, and deliver my pledges and this Plan in my term of office.

Throughout this Plan I am often identifying areas where I want to see more activity or improvements within the Constabulary. In the interest of balance it is really important that we celebrate the areas in which the Constabulary is already an exemplar.

The list below is just an indication of where Gloucestershire Constabulary leads other forces, nationally and sometimes even internationally:

- ✓ **The Flare App:** A free anonymous reporting app for reporting incidents of violence and intimidation against women and girls. The report will include location information so that further preventative action can be taken by partner agencies. 
- ✓ **Operation Odyssey:** Innovation in the gathering of disclosable information from victims' phones which negates the need for the Constabulary to keep devices for long periods of time.
- ✓ **Doggy DNA:** An international first DNA marker system developed to help investigate criminal cases involving the theft of dogs through forensic analysis. 
- ✓ **'Long Ranger' camera:** Gloucestershire Constabulary was the first force to use a 'Long Ranger' camera that can spot drivers breaking the law up to 1km away not just for speed but other forms of anti-social driving including non-wearing of seatbelts, mobile phones and tailgating. In 2020 the Constabulary detected 1,406 seatbelt offences. In the 10 months to the end of October 2021, 2,255 offences had been captured – more than 95% of these were by long range cameras.
- ✓ **The Sabrina Centre:** An award winning training centre for innovation and design. 
- ✓ **Environmental certification:** Gloucestershire Constabulary was the first force nationally to receive ISO 14001 certification in environmental management. 
- ✓ **Electric fleet:** The largest proportion of electric vehicles in the country for any force.
- ✓ **Supportive leadership and wellbeing:** Strong leadership training and emphasis on employee wellbeing within the Constabulary.



- ✓ **Better Together:** The introduction of the Better Together team has been commended by HMICFRS for their work in improving diversity within the Constabulary workforce, the introduction of the Community Legitimacy Panel and reverse mentoring programme which pairs colleagues from underrepresented groups with senior leaders. The scheme helps improve leaders' understanding of how to better support and be an ally of those that are traditionally underrepresented in the service. 
- ✓ **Restorative Gloucestershire:** The approaches taken by the award winning team in developing restorative practices across the county have been recognised nationally as best practice. 
- ✓ **Children First:** Working with partners to divert young people from the Criminal Justice System, the scheme has achieved national recognition including commendation from the Howard League in their 2019 Community Awards for restorative approaches. 
- ✓ **Electronic monitoring of offenders:** Gloucestershire is one of only six forces conducting a pathfinder trial with the Ministry of Justice on the extended use of electronic monitoring.
- ✓ **The Special Constabulary WAPO Team:** The Wanted, Arrestable and Priority Offender Team are a dedicated team of Special Constables that track and arrest domestic abuse suspects. The team recently won a South West Regional Special Constable and Police Support Volunteers' award for their work which has led to more than 50 people being put before court. 
- ✓ **Domestic Homicide Reviews:** The partnership approach to managing and sharing the learning from Domestic Homicide Reviews has been recognised by the Home Office as best practice. Through the Safer Gloucestershire partnership, learning is shared across all relevant agencies following the most tragic circumstances so that together we can improve our local response to domestic abuse.

Priority 1



Creating safer communities

Reducing crime and anti-social behaviour and increasing feelings of safety

I have spent a great deal of time talking to residents in Gloucestershire and it is clear that being and **feeling** safe are absolute priorities. When you don't feel safe, it can affect your quality of life and how connected you feel to your community. Conversely, if you feel safe in your community, it builds civic pride and improves everything from the local environment to your own personal health.

It is for this reason that relentlessly tackling anti-social behaviour and neighbourhood crimes was a manifesto pledge and is my first Police and Crime Prevention Plan priority. I want Gloucestershire to be the safest county in the country and it is for that reason that I have set my sights on a highly ambitious 50% reduction in neighbourhood crimes and anti-social behaviour. While I appreciate that this may be difficult to achieve, and that through taking a zero tolerance approach we may see reports initially increase, it is an aspiration I am committed to working towards nonetheless. I firmly believe that, through working in partnership with others, we can ensure that victims feel that their concerns are taken seriously.

Working in partnership

We can only crack down on crime by tackling its causes, and that means taking a partnership approach, working across the County to make the most appropriate interventions. This is the concept at the heart of the [Crime and Disorder Act 1998](#) which acknowledges in law that community safety is everyone's business and all of us in the public sector have a vested interest in working with communities to promote safer, stronger neighbourhoods.

Using this Act as a lever, I want to support the fantastic work done by local [Community Safety Partnerships](#) (CSPs) and see more joined up county-wide activity, including with our local parish and town councils and [Victim Support](#), to improve community safety and tackle concerns in our communities.

Concerns like persistent anti-social behaviour can have a big adverse impact on residents' quality of life. That's why I am reaching out to partners to ensure that we take a 'One Gloucestershire' approach and do all that we can collectively to respond to community concerns and reduce neighbourhood crime.

To this end, I would like to explore opportunities with partners to broaden best practice across the county under the already established [Solace](#) banner. This scheme has already proven to be effective and brings together all of the different agencies and bodies involved to intervene early and stop problems from escalating.

This is how I see my zero- tolerance approach to anti-social behaviour (ASB) developing and by 'zero-tolerance' I do not mean enforcement, enforcement, enforcement. I firmly believe that no incident or offence should be considered low-level or inconsequential. Zero-tolerance to me means that behaviours that cause alarm and distress to individuals and communities should receive the right intervention and at the earliest opportunity. This intervention can be from a variety of organisations but is vital so that the public have confidence that we, the appropriate authorities, care about our communities we serve.

When incidents do occur I want to make sure that we have the best support in place via our victims' services. Through my office, we

commission support for victims of antisocial behaviour as well as crime, and a bespoke service for young victims delivered by [Victim Support](#). That service includes working with partners, such as housing providers and local authorities, as well as the police, to provide the best service possible for our victims and I remain committed to this approach as we move on. Where this doesn't work, I will encourage and oversee the use of the [Community Trigger](#) to make sure that victims are getting the response they need.

Feelings of safety

Making sure that our residents **feel** safe, is just as important to me. So I am commissioning work to understand why communities feel unsafe – or why there is a lack of confidence in the police and partners in tackling crime and anti-social behaviour.

We will only help people feel safe, and give Gloucestershire's residents the confidence that we are doing all we can to keep them safe, if we prioritise the crimes they are most worried about.

Measurement	Success
✓ Constabulary Victims' Code of Practice (VCOP) compliance data	✓ Compliance with the Victims' Code (VCOP)
✓ Constabulary Crime Data Integrity (CDI) information	✓ Percentage increase in CDI compliance
✓ Constabulary and Local Authority ASB data	✓ Long term reduction in anti-social behaviour reported to the police and Local Authorities: <div><div><div>✓ Abandoned vehicles</div><div>✓ Excessive noise</div><div>✓ Fly tipping</div><div>✓ Fly posting</div><div>✓ Illegal parking</div><div>✓ Illegal use of scooters</div></div><div><div>✓ Anti-social neighbours</div><div>✓ Unauthorised encampments</div><div>✓ Substance abuse</div><div>✓ Street drinking</div></div></div>
✓ Constabulary crime data	✓ Long term reduction in neighbourhood crimes: <div><div><div>✓ Residential burglary</div><div>✓ Robbery</div><div>✓ Theft of and from a vehicle</div><div>✓ Pet theft</div></div><div><div>✓ Theft from a person</div><div>✓ Criminal damage</div><div>✓ Arson</div><div>✓ Theft of a bicycle</div></div></div>
✓ Constabulary customer satisfaction survey data	✓ High victim satisfaction with the police service
✓ Constabulary victims' data	✓ Reduction in repeat victimisation
✓ Victim Support data	✓ Increase in self-referrals to Victim Support
✓ Crime Survey of England and Wales	✓ Improved confidence in local agencies in tackling crime and anti-social behaviour
✓ Local perception and confidence survey (OPCC)	✓ Improved confidence in local agencies in tackling crime and anti-social behaviour
✓ Constabulary RTC data	✓ Reduction in number of killed and seriously injured on the road
✓ HMICFRS PEEL inspection reports	✓ Positive PEEL assessment by HMICFRS

How we will deliver

- **Being present and listening to people.** Listening to our communities to focus attention on the crimes which have the greatest impact on them
- **Understanding our communities.** Monitoring levels of crime and anti-social behaviour and ensuring that the police and partners are tackling them
- **Working together.** Working with partners and building the response to crime and ASB in our communities by working with not doing to, so that we have the best chance for sustainable change
- **Improving our services.** Evaluating policies, practices and performance to ensure that we are constantly improving the way we work to provide local services that the public have confidence in
- **Providing resources.** Supporting and resourcing community initiatives that divert people away from criminal behaviour, particularly supporting children, and helping to build safer and stronger local communities
- **Providing resources and improving visibility.** Protecting frontline policing, enhancing community safety through volunteers and providing resources for the police to deter, detect and deal with criminals
- **Meeting the needs of Gloucestershire residents.** Using contract development and monitoring to ensure the right service is delivered to Gloucestershire residents.



Priority 2

Tackling violence against women and girls

Challenging unacceptable attitudes and behaviour

I have been profoundly affected by the stories I hear about the abuse regularly endured by women. We know that women and girls often feel unsafe both at home and out in their communities, with day to day decision making impacted by their desire to increase personal safety. Recent events have, I believe, made this a watershed moment for action, and I am determined that we do not miss this opportunity to have a lasting impact on this agenda.

It is for this reason that I am absolutely committed to tackling all forms of violence and intimidation that women experience, whether it's catcalling, harassment, rape or domestic abuse. Our goal should be to ensure that women are safe no matter where they are; in their home or in public, no matter the time or location. Society must change drastically, and we need more men calling out bad behaviour, becoming our allies, teaching their sons about what good behaviour looks like and condemning inappropriate behaviour. This includes inappropriate behaviour by Constabulary employees, which is why I support the Constabulary adopting the United Nation's [HeForShe](#) approach.

The term Violence and Intimidation Against Women and Girls (VIAWG) includes a range of offences including sexual violence (SV), domestic abuse (DA), stalking, honour-based violence and forced marriage. Intimidation is included as we recognise the increasing problem of online harassment and other forms of mental and emotional abuse.

By focusing on offences against women and girls we are not in any way saying that we are not interested in tackling violence against men or any other group in society. Quite the contrary. Anyone suffering violence and intimidation as a result of their gender identity, sexual orientation, ethnicity, religion, disability or any other protected characteristic will continue to be prioritised as a victim of hate crime. This priority simply reflects the fact that these offence types disproportionately affect women and girls. Our communities are crying out for action to stop VIAWG.

These deeply harmful crimes have a profound effect on victims, survivors and family and friends of those impacted by these crimes. The harms are felt further within wider society, impacting on the freedom and equality which should be accessible to all. They also have a huge impact on our economy. DA alone is estimated to cost the police £1.3 billion per year in response, with further costs to the health service, economic activity and emotional impact totalling some £66 billion per year.

Key statistics

- ✓ There are approximately three domestic homicides per week in England and Wales
- ✓ DA is estimated to have effected 2.3 million people in the last year
- ✓ DA accounts for 38% of all violent crime recorded in Gloucestershire
- ✓ Stalking is estimated to effect 19.9 percent of women and 9.6 percent of men at some point in their lifetime
- ✓ Reports of stalking in Gloucestershire have increased by 95% from 2020 to 2021
- ✓ Sexual assault is estimated to have impacted more than 770,000 adults aged 16–74 in the last year nationally
- ✓ Sexual assault crimes are estimated to affect four times as many female victims as male victims
- ✓ Reported sexual offences in Gloucestershire increased by 6% from 2019 to 2020.

I welcome the national drive to tackle VIAWG and my office will do all it can to support the aspirations and requirements of new legislation and a national strategy from Government:

- ✓ The [Domestic Abuse Act 2021](#) sets out 123 commitments, both legislative and non-legislative, designed to promote awareness of domestic abuse; protect and support victims and their families; transform the justice process to prioritise victim safety and provide an effective response to perpetrators; and to drive consistency and better performance in the response to domestic abuse across all local areas, agencies and sectors
- ✓ The 2021 national [Tackling Violence Against Women and Girls Strategy](#) outlines the actions the Government will take to increase support for survivors, bring perpetrators to justice and, ultimately, reduce the prevalence of violence against women and girls.

Partnership working

Tackling VIAWG is not the sole responsibility of the police and criminal justice agencies and it is for this reason that I endorse the continuation of existing established partnership arrangements in Gloucestershire.

The Domestic Abuse Partnership Board and Sexual Violence Partnership Board both bring together a range of key agencies, including, police, OPCC, local authority, health agencies, Probation, Crown Prosecution Service and specialist support services, in order to co-ordinate a multi-agency response. These partnership boards ensure local need is regularly assessed and formal strategies are developed with delivery plans in place to ensure a robust local response to VIAWG.

Unfortunately, VIAWG offences remain underreported, often because victims fear that they will not be believed and in many cases that the risk to them will increase. It is therefore essential that a key role of these partnerships is to reach out to survivors and ensure their voices are at the heart of decision-making and responses. Through learning from people with previous experience, we can continually improve services, ensure that we meet the needs of local people better and build confidence to report more incidents. It is for this reason that I have committed OPCC funding to support a joint engagement and consultation role with Gloucestershire County Council to reach out, work with and learn from victims and survivors of domestic abuse and sexual violence.

Gloucestershire has been recognised by the Home Office as achieving a best practice approach to [Domestic Homicide Reviews](#). Through the [Safer Gloucestershire](#) partnership, we ensure learning is shared across all relevant agencies following the most tragic circumstances so that together we can improve our local response to domestic abuse. All relevant agencies in the county are held accountable for the learning from these reviews, with the OPCC central to this accountability structure.

Our process also, and vitally, ensures the voice of family is central to our reviews, and specialist advocacy support forms part of our process to enable families to contribute and offer an insight into the lives of their loved ones.

Innovation

My commitment to this agenda has recently been bolstered by my office successfully bidding for Home Office Safer Streets funding to tackle VIAWG. The total funding of over £1million provides more funding to Gloucestershire from the fund than was obtained by the whole of London combined and the highest in the South West and was achieved by working with partners such as Gloucestershire Constabulary, the University of Gloucestershire, Gloucester City Council, and Gloucestershire Rape and Sexual Assault Centre (GRASAC). This is an example of how we can maximise available resources to help deliver my plan.

The first bid focused on Gloucester City Centre and sees more than £540,000 to fund cameras and lighting around Gloucester Park; a dedicated community engagement role to work on outreach with women and girls around the Gloucester Park area; and, finally, financial support for The Nelson Trust's Sex Worker Outreach programme, which helps vulnerable women in the city.

The second countywide bid for just under £520,000 will pay for cameras which can be deployed where women and girls tell us they feel unsafe. It will also help fund a Bystander Intervention Training Programme which aims to make cultural change by giving people the confidence to call out inappropriate or misogynistic behaviour. The funding will also support the 'Boost' children's programme, which teaches supportive leadership skills to children.

Finally, the Safer Streets Fund will support the development and roll-out of the Flare app – a new, free mobile phone app to anonymously report incidents of VIAWG in just a few interactions. The report will, however, include non-specific location data, allowing for place-based trends to be identified and allocated to safeguarding partners, to take preventative action. The application will further facilitate safeguarding referrals.

The activity funded by the grant will act as a catalyst for further innovation aimed at protecting women by addressing those responsible for VIAWG, not by women changing their behaviour and I will continue to bid for further such funding opportunities in the future. Stopping VIAWG should be all about a focus on perpetrators.

Measurement	Success
✔ Constabulary data	<div>✔ Compliance with the <u>Victims' Code</u> (VCOP)</div> <div>✔ Percentage increase in Crime Data Integrity (CDI) compliance</div> <div>✔ Increase reporting of (and confidence to report) incidents of domestic and sexual abuse and child exploitation and assault</div> <div>✔ Increase in charge rate for domestic abuse and sexual violence</div> <div>✔ Increase in positive outcomes at the magistrates' court for domestic abuse and sexual violence offences reported to the Constabulary</div> <div>✔ High victim satisfaction with the police service with regards to domestic abuse</div> <div>✔ Reduction in repeat victimisation for domestic abuse, sexual violence and child sexual exploitation and abuse</div>
✔ Crime Survey of England and Wales and OPCC survey	✔ Improved confidence in local agencies in tackling crime and anti-social behaviour
✔ Victim Support data	✔ Increased in self-referrals to Victim Support
✔ HMICFRS PEEL inspection reports	✔ Positive PEEL assessment by HMICFRS

How we will deliver

- **Improving our understanding.** Listening to our victims and survivors to help improve policies and practices and using innovative new tools to help promote anonymous reporting
- **Working together.** Working with partners and building the best collective response to improving safety and confidence in women and girls to report VIAWG
- **Improving our services.** Evaluating policies, practices, and performance to ensure that we are constantly improving the way we work to provide local services that the public have confidence in
- **Focusing on the perpetrator.** Working in partnership to address the unhealthy and threatening behaviours and cultures through early intervention and ongoing education. This includes support within the Constabulary
- **Providing resources.** Supporting and resourcing support services for victims and survivors
- **Meeting the needs of Gloucestershire residents.** Using contract development and monitoring to ensure the right service is delivered to Gloucestershire residents.



Priority 3**Strengthening your Constabulary****A trusted, visible and responsive policing family**

As your Police and Crime Commissioner, I will do all that I can to ensure the right level of funding is available for the Chief Constable to deliver the ambitions of this plan and to meet the needs of future policing challenges. This means lobbying Government, applying for additional funds via grants and, of course, identifying efficiencies within existing budgets that can be diverted to support frontline policing activity.

This also means tapping into the wealth of support the community has for our Constabulary and harnessing this through volunteer and support opportunities within Gloucestershire's policing family.

Increase Constabulary staff numbers

My mission, during my time in office, is to improve accessibility, visibility, investigative standards and engagement of the Constabulary by enhancing the deployable strength of the Force. My manifesto spoke about recruiting additional police and volunteers and I remain 100% committed to achieving this.

Through the [Government's Beating Crime Plan](#), Gloucestershire will receive an additional 150 Police Constables as part of the national commitment to recruit an additional 20,000 officers across the UK. I am going to go further than this and set an ambitious target of at least 300 extra personnel into our Constabulary. I am pleased to say that I have already begun this work which includes the recruitment of more than 50 additional police staff focused on delivering improved services.

Increase community volunteers

On top of this, I want to reach out to our communities with the support of parish and town councils to encourage at least 200 local people to support the Constabulary through volunteering opportunities such as becoming a local member of the Special Constabulary or a volunteer Police Community Support Officer (PCSO).

Improved ease of access

Of course, the public also need to have confidence that when they contact police there will be someone there to answer their call, or deal with their web enquiry. During my campaign, dissatisfaction about our 101 service was raised with me over and over again.

The service that Gloucestershire provides at the moment is simply not good enough. We are letting down the public and our hardworking staff by not investing in 101 or in maintaining contact with victims following a report of crime. I want to be sure that we are not missing vital information from victims and witnesses who may be frustrated by an inability to make and maintain contact with our Constabulary. These are, in fact, some of the fundamental principles of the [Victims' Code](#) (more details in priority five) for which I have responsibility for holding the Chief Constable to account.

Over the period of this plan I am therefore committed to improving the policies, technology and practices relating to police contact in all its many forms so that the public can rely on our capacity, capability and the service that the Constabulary provides them.

Innovations

It is my vision that the deployable strength of the force is reinforced beyond the additional warranted officers and that improvements in public contact are realised that will benefit the service provided to Gloucestershire residents overall. This includes:

- ✓ Modernising the workforce so that if a role is best suited to a trained, specialist staff member, that's who does it, enabling police officers to return to the frontline
- ✓ Supporting investment in new technology, particularly if it reduces bureaucracy or supports investigations such as the gathering of mobile phone evidence and additional ANPR (Automatic Number Plate Recognition) cameras
- ✓ Increasing the number of ways that the public can contact the Constabulary if it is not an emergency, including improving our response to 101
- ✓ Supporting the development of apprenticeships across all areas of the Constabulary
- ✓ Supporting and enhancing the work already underway by the Chief Constable to promote wellbeing and reduce staff sickness
- ✓ Exploring collaborative and innovative commissioning opportunities with our partners to provide more cohesive, cost efficient and effective services to communities and victims.

Collaboration

The Policing and Crime Act 2017 places a duty on the Constabulary to seek collaborative opportunities wherever possible with other emergency services. This is something that I have progressed in my short time in office and we are already in discussion with Gloucestershire Fire and Rescue Service (GFRS) about how we can work closer together to benefit Gloucestershire residents.

I want our police officers to be more visible to the public, particularly in our rural, isolated communities. I will do this through estate collaboration with other public sector partners such as GFRS and also through partnership working with parish, town and district councils supported by the additional police volunteers.

I will also use my office to work with other PCCs and Chief Constables in the South West region wherever possible on joint initiatives. By working in this way, we aim to create an approach which is more than the sum of its parts and that harnesses the collective strength of South West policing.

The first area of focus agreed by all PCCs and Chief Constables will be joint endeavours to tackle drug crime in the region. This will be achieved through the coordination of disruption activity and increased confidence in communities to report drug related issues.

Finally, I am committed to working with other public and private sector organisations to reduce the Constabulary's impact on the climate while making Gloucestershire safer. While some might see this as not primarily a policing issue, tackling climate change will require a collaborative approach across all partners, locally and nationally, and this is something I will strive to encourage.

Measurement	Success
✔ Constabulary data	<div>✔ Compliance with the <u>Victims' Code</u> (VCOP)</div> <div>✔ Percentage increase in Crime Data Integrity (CDI) compliance</div> <div>✔ Increased number of staff and officers within the Constabulary</div> <div>✔ Improved diversity of staff within the Constabulary</div> <div>✔ Increased use of apprenticeships across the Constabulary</div> <div>✔ Increased number of police volunteers</div> <div>✔ Increased number of Special Constables</div> <div>✔ Improvements in call answering times particularly for 101 in the Force Control Room</div> <div>✔ High victim satisfaction with the police service</div> <div>✔ Increase in the percentage of people that believe the police do a good or excellent job</div>
✔ Crime Survey of England and Wales / OPCC survey	<div>✔ Increase in the percentage people that believe the police or council are dealing with crime</div> <div>✔ Increase in the percentage of people that believe the police deal with community priorities</div>
✔ OPCC/Constabulary budget monitoring	✔ Successful funding applications (OPCC and Constabulary)
✔ Commissioned services data	✔ High satisfaction levels of the police among service users of our commissioned services
✔ ISO14001 certification	✔ Maintaining environmental management certification
✔ HMICFRS PEEL inspection reports	✔ Positive PEEL assessment by HMICFRS

How we will deliver

- **Delivering an efficient and effective force**, as determined by HMICFRS
- **Identifying and applying for funding opportunities** for the Constabulary and partners which are consistent with our strategic priorities, or help in the reduction of crime and antisocial behaviour and to support innovation in policing and community safety
- **Increasing deployability of Constabulary staff and officers** through wellbeing and workforce modernisation
- **Developing volunteer opportunities** within the Constabulary and increasing the number of volunteer hours delivered
- **Working with partners to identify opportunities for future collaboration**
- **Being present and listening to people.** Listening to our communities to focus attention on the crimes which have the greatest impact on them
- **Understanding our communities.** Monitoring levels of crime and anti-social behaviour and ensuring that the police and partners are tackling them
- **Improving our services.** Evaluating policies, practices and performance to ensure that we are constantly improving the way we work to provide local services that the public have confidence in
- **Providing resources and improving visibility.** Protecting frontline policing, enhancing community safety through volunteers and providing resources for the police to deter, detect and deal with criminals
- **Continually seeking to improve technology.** Ensuring our contracts are robust while delivering value for money and always with an eye to the future
- **Strong collaboration.** Ensuring collaborative opportunities are always explored with local, regional and national partners.





Targeting the causes of crime

Prioritising those most at risk of harm

I want to make sure that victims are at the centre of this plan. This commitment includes the identification, protection and support of those people who are at the greatest risk of becoming victims of crime, or indeed victims of criminalisation.

A focus on vulnerability and victimisation must include focusing on those crimes that are disproportionately suffered by particular groups. Offences here include domestic abuse, hate crime, sexual offences, Child Sexual Exploitation and Child Criminal Exploitation and modern day slavery. This also includes those at most risk of radicalisation and I therefore commit to support the ongoing work of the [Channel and Prevent](#) programmes.

National Beating Crime Plan

I am pleased to see that the national [Beating Crime Plan](#) includes the specific ambition to expose hidden harms and perpetrators of these types of offences, and I will do all that I can to raise awareness in communities and schools about risk and prevention, working with partners to find solutions and improve the criminal justice outcomes for all. I will therefore use my position to hold the Chief Constable to account and ensure [Victims' Code](#) compliance for all Criminal Justice agencies through the [LCJB](#), as well as ensuring investigative excellence, proper victim and witness support and, ultimately, more convictions.

The Government's [Beating Crime Plan](#) specifically mentions the harm caused by cyber-crime – something that has been exacerbated by the COVID-19 pandemic. We know locally that some of our [older communities were particularly victimised](#) during the pandemic and I am encouraged by the proactive response from the Constabulary to this. We also know that the risk of victimisation among children from online bullying, grooming, sexting and identity theft is contributing to a growing concern about the mental health of our nation's young people.

Tackling scams was one of the key manifesto challenges I set myself and the Constabulary, so I

fully support the national and local prioritisation of tackling cybercrime to help reduce further victimisation. During my time in office, I will back the ongoing efforts by the Constabulary to tackle all forms of cybercrime in support of the Government's [Serious and Organised Crime Strategy](#) and the relentless effort to prevent crime and protect communities.

Identifying the causes of the causes and improving our understanding

Improving our collective awareness and understanding of the factors that increase vulnerability is essential to the prevention of harm. In doing this, the OPCC, Constabulary and partners are better equipped to identify and support those most at risk of these serious offences. At its worst, harm can result in death, with almost 80% of homicide victims killed by their current or former partner³.

I have already mentioned the importance of being 'trauma informed' and understanding the impact [Adverse Childhood Experiences](#) (ACEs) can have, for some, on future criminality and victimisation. It is recognised that crimes such as domestic and sexual abuse are among the most harmful and damaging in terms of their effects on both victims and witnesses (often children). It is essential, therefore, that those agencies that



have the ability and responsibility to do so, do all that they can to support early identification and then channel resources to support early intervention and safeguard against potential victimisation. This is the [public health approach](#) to tackling crime I want to see across all of my priorities, and will therefore support schemes like the Gloucestershire Mentoring Programme coordinated by [The Door](#) to prevent at risk women from being drawn into the criminal justice system – another £1m of extra resources focused solely on Gloucestershire.

Tackling hate crime

Hate crime is any incident which is, or is perceived to be, motivated by prejudice based on a person's disability, race, religion, gender identity or sexual orientation, as well as other elements of an individual's identity. In Gloucestershire, we also include within the hate crime category crimes where a person is victimised because of their age or gender. No-one should have to live with the fear, anxiety and consequences of hate crime, and I will make sure we work with partner organisations and communities to raise awareness of its impact and address underreporting. People need to recognise what hate crimes are, how to report them, and who they can contact to get the support that they need if they become a victim.

Partnership working

I am committed to working with the police, partners and local communities to improve our knowledge of what works, to help empower victims and provide effective and accessible specialist support services. It is for this reason that I am committed to continue allocating resources to the Commissioner's Fund, particularly where the link between intervention and crime reduction is evidenced. This may extend to commissioning new services with partners where the need is identified. It is also why I am committed to championing best practice. Improving victims' experience of the criminal justice system is vital because a negative experience of the CJS can be nearly as devastating as the incident itself.

I will also use my office to support partnerships such as the [Gloucestershire Safeguarding Children Partnership](#) and [Gloucestershire Safeguarding Adults Board](#), to do all we can to tackle exploitation, to continually improve safeguarding arrangements in the county and continue to support victims outside of the CJS through commissioned services. To this end, I fully support the Government's plans to bring forward a Victims' Bill.

I am also keen to explore how, by working with other emergency services and health and social care partners, we can continually improve the collective response to people in mental health crisis. This includes the response to vulnerable missing persons and suicide prevention, and from initial call for service to care thereafter.

This work also includes working with the charitable sector, particularly where we know there are increased risks of harm such as following detention in police custody. I am therefore committed to the work my office is developing with [Samaritans](#) to offer support to detainees in and recently released from custody.

Information sharing

Key to tackling victimisation and criminalisation is improving information sharing among agencies. We know that individuals at most risk of harm in a ‘policing’ context are often identified to other agencies for other reasons. It is vital that wherever possible, and within all relevant information sharing legislation, agencies work together by sharing information to help protect those that we are seeking to help.

Measurement	Success
✔ Constabulary data	✔ Compliance with the <u>Victims’ Code</u> (VCOP) ✔ Percentage increase in Crime Data Integrity (CDI) compliance ✔ Percentage increase in Crime Data Integrity (CDI) compliance ✔ Increase reporting of (and confidence to report) incidents of domestic and sexual abuse and child exploitation and assault ✔ Increase in charge rate for domestic abuse, sexual violence and child exploitation and assault ✔ Reduction in murder and other homicides including drug related ✔ Reduction in serious violent crime ✔ Reduction in suicides ✔ Increase in positive outcomes at the magistrates’ court for offences reported to the Constabulary High victim satisfaction with the police with a particular focus on domestic abuse ✔ Improved and utilised multi-agency safeguarding processes ✔ Reduced victimisation and, in particular, repeat victimisation
✔ Crime Survey of England and Wales / OPCC survey	✔ Improved confidence with the police and Criminal Justice agencies
✔ OPCC contract monitoring information relating to commissioned victims’ services	✔ High satisfaction rates among service users of locally commissioned victims’ services
✔ Reoffending rates available to the Gloucestershire Criminal Justice Board	✔ Reduced offending and seriousness (harm) of offending
✔ NHS data	✔ Hospital admissions of u25s for assault with a sharp object
✔ Public Health England	✔ Police referrals into drug treatment
✔ HMICFRS PEEL inspection reports	✔ Positive PEEL assessment by HMICFRS

How we will deliver

- **Improving our services.** Evaluating policies, practices and performance to ensure that we are constantly improving the way we work to provide local services that the public have confidence in. This should include providing additional support for those with vulnerabilities during their journey through the criminal justice system, and listening to the experiences of vulnerable people to improve the support that we offer
- **Providing resources.** Supporting and resourcing community initiatives that divert people away from criminal behaviour, particularly supporting children, and helping to build safer and stronger local communities
- **Listening to people and, in particular, victims / survivors.** Understanding experiences and using them to improve agency knowledge, policies, practices and contracts
- **Broaden our understanding.** Working with all sectors including researchers and commissioned specialists to deepen our understanding of the factors that increase the risk and vulnerability of individuals and communities
- **Working together.** Encouraging statutory and non-statutory partners to work together to develop and strengthen our collective safeguarding efforts whether with regards to victimisation or criminalisation
- **Preventing and intervening earlier.** Exploring evidence-based initiatives and opportunities to safeguard vulnerable people at the earliest opportunity and – if necessary – create, commission, or promote pathways of support to agencies who can help through the Commissioner’s Fund
- **Improving our services.** Identifying and sharing good practice across local and regional partner organisations, to improve our overall response and engender confidence in the whole system.





Priority 5

Supporting victims and reducing reoffending

A people centred justice system

Most people know my role as focusing on policing and holding the Constabulary to account via the Chief Constable, but my responsibilities do not stop there. I am the Police and Crime Commissioner and I intend to do all that I can to improve people's experiences within the Criminal Justice System (CJS) in Gloucestershire. This includes doing all I can to support swift justice for victims and witnesses – an issue of particular importance in the pandemic recovery.

Crime is a societal issue that can only really be prevented through agencies and communities working together. But when an offence does occur, other agencies are involved and this jigsaw of services needs to work together to ensure the correct outcomes for offenders and victims.

Partnership working

I will continue to hold the Chief Constable to account for the police part of the jigsaw – in particular in raising investigative standards through improved capacity and capabilities.

Through the support of my Office, I will also use my position as chair of the Gloucestershire Local Criminal Justice Board to bring other services together to meet the needs of the county as best they can. In doing so, my office will also continue to support the aims and aspirations of the Gloucestershire Youth Justice Partnership Board which includes lowering the number of first time entrants (FTE) into the Criminal Justice System and ensuring that we no longer see a disproportionate number of children from ethnically diverse communities entering the criminal justice system.

A large proportion of offences are committed by people who have previously been convicted of a crime, and it is my job to always remember the huge impact the actions of these criminals have on victims and wider communities.

However, if we can stop these people from reoffending by following national and international best practice, making the appropriate interventions at the right time and working with partners and local services to support their needs, then we will cut crime in the longer term.

A considered approach

Offenders are more likely to have lived through adverse childhood experiences, less likely to be registered with a GP or dentist, more likely to have attempted suicide and misuse drugs and/or alcohol, more likely to have truanted and been excluded from school, lack basic numeracy, reading and writing skills, more likely to be in debt, less likely to have settled accommodation and therefore more likely to be homeless. I firmly believe all local services have a responsibility to do all that they can to be mindful of, and address, these inequalities – the underlying causes of crime – and this concerted, joined-up action will lead to sustained reductions in crime and victimisation. This is the public health approach to tackling crime and anti-social behaviour that I advocate.

I want to see a considered approach in dealing with offenders where rehabilitation is built around what works and with the best interests of all individuals involved. This includes (although not exclusively), supporting ongoing activity led by the Constabulary in looking at alternative rehabilitation solutions for female offenders, addressing substance misuse, supporting with accommodation needs, addressing debt and problematic gambling and helping to get the right physical and mental health support.

Victims' services

My Office is responsible for the commissioning of victims' services in the county and we will always take an evidence-led approach to this, basing any service provision on the identified needs of local people. This includes working with our county's diverse communities to increase reporting and access to support services. Placing the voice of victims at the heart of any policy or commissioning development to learn from their experiences to continually improve services. Commissioned victims' services include more general victim support as well as more specialised services such as those for victims of rape and sexual and domestic abuse.

Restorative Gloucestershire

Since coming into office, I have been very impressed with the work of Restorative Gloucestershire (RG) and want to see this effective, problem-solving approach promoted and expanded. Restorative justice seeks to understand and address individual victims' unique needs, enhances victim satisfaction and give victims a voice in the criminal justice system. Victims and offenders can be given the opportunity to meet to discuss the harm caused if both agree, or be supported, to communicate safely with each other in another way that suits them. Agencies can refer offenders to Restorative Gloucestershire and restorative justice can be used alongside the criminal justice process.

Victims' code

I fully support the Government's plan to create legal rights for victims through the Victims' Code (VCOP), and want Gloucestershire Constabulary to be an exemplar in its implementation.

The 12 over-arching rights are:

1. To be able to understand and be understood
2. To have the details of the crime recorded without unjustified delay
3. To be provided with information when reporting the crime
4. To be referred to victim support services and have services and support tailored to your needs
5. To be provided with information about compensation
6. To be provided with information about the investigation and prosecution
7. To make a Victim Personal Statement
8. To be given information about the trial, trial process and your role as a witness
9. To be given information about the outcome of the case and any appeals
10. To be paid expenses and have property returned
11. To be given information about the offender following a conviction
12. To make a complaint about rights not being met.

Ensuring that the Constabulary and other CJ partners meet their statutory obligations with regards the VCOP will be a priority of mine and my office throughout the life of this plan.

Measurement	Success
✔ Constabulary data	<div>✔ Compliance with the <u>Victims' Code</u> (VCOP)</div> <div>✔ Percentage increase in Crime Data Integrity (CDI) compliance</div> <div>✔ High victim satisfaction with the police service</div> <div>✔ Reduced offending and seriousness of offending (harm) – overall and Integrated Offender Management cohort</div> <div>✔ Reduced victimisation and, in particular, repeat victimisation</div> <div>✔ Improved outcomes rate at the magistrates' Court for offences reported to the Constabulary</div> <div>✔ Increased proportion of successful out of court disposals (formal and informal)</div>
✔ Crime Survey of England and Wales / OPCC survey	<div>✔ Improved confidence with the police and Criminal Justice agencies</div>
✔ Local perception and confidence survey (OPCC)	<div>✔ Improved confidence with the police and Criminal Justice agencies</div>
✔ OPCC contract monitoring information relating to commissioned victims' services	<div>✔ High satisfaction rates among service users of local commissioned victims' services</div>
✔ Gloucestershire Criminal Justice Board	<div>✔ Reduced offending and seriousness of offending (harm)</div> <div>✔ Improved access to services for offenders with regards to pathways out of offending (for example access to accommodation, reduced harmful substance misuse, access to employment, training and education, etc.)</div>
✔ Gloucestershire Youth Justice Partnership Board (via Criminal Justice Board)	<div>✔ Reduction in first time entrants to the CJS</div> <div>✔ Reduction in youth reoffending rate</div> <div>✔ Reduction in children in custody</div> <div>✔ Reduce disproportionality of children in the CJS from ethnically diverse communities</div>
✔ Restorative Gloucestershire data	<div>✔ Successful delivery of restorative practices delivered by Restorative Gloucestershire and particularly by the Children First initiative</div>
✔ Public Health England	<div>✔ Police referrals into drug treatment services</div>
✔ HMICFRS PEEL inspection reports	<div>✔ Positive PEEL assessment by HMICFRS</div>

How we will deliver

- **Preventing and intervening earlier.** Identifying and implementing best practice to reduce crime and anti-social behaviour in Gloucestershire, starting with a focus on prevention, intervention and desistance at the earliest opportunity, especially for young people
- **Restorative approaches.** Through continued support of Restorative Gloucestershire and Children First, improving outcomes for offenders and victims
- **Working in partnership.** Working with partners to develop and progress a criminal justice recovery plan, learning from adapted business models to ensure new working practices are more efficient and effective than before, using the response to COVID-19 as a catalyst for change
- **Working together.** Utilising and sharing new and existing data to understand the demands faced by the criminal justice system locally. We will use this to inform future activity in order to deliver a criminal justice service which supports and provides outcomes for victims and helps rehabilitate offenders
- **Improving our services to ensure VCOP compliance.** Through partnership efforts, continue to engage those involved in the criminal justice system, keeping them informed and supported in appropriate and effective ways, helping to maximise the chances of justice being achieved for victims, witnesses, offenders, and communities
- **Proactive community engagement.** Listening to the needs of vulnerable people and victims of crime to support their journey in the criminal justice system
- **Provide and pool resources.** We will seek opportunities to do this where a need is identified to work together with criminal justice partners to improve local provision, where the spend is within the Policing objectives. This may include reviewing opportunities for a Nightingale Court on the police estate.



Priority 6



Empowering local communities

Giving you a voice in policing

Empowering communities is, for me, about finding every opportunity to work with people, to identify issues early and prioritise them, so that we can find practical solutions to tackle these problems as partners.

I will always be driven by evidence, but that doesn't always have to be data.

What communities tell us is important to them must be a priority – even if the volume data isn't there – if I am to demonstrate that I have been elected to represent the public in policing. After all, feelings of safety and confidence in those responsible for keeping us safe, will only improve if crimes communities tell us are causing them harm, are prioritised.

For this reason, this priority is most likely to evolve over the period of this plan. However, there are a number of fundamentals that I am, and will remain, committed to. These are:

- ✓ **Reaching out.** During my time in office I will invest effort and resources to go out into your communities and build relationships. This will include regular contact and meetings with parish and town councils in partnership with the Chief Constable and my Deputy Police and Crime Commissioner, as well as weekend engagements with as many communities as possible
- ✓ **Improving our understanding.** This will be achieved through the introduction of a regular representative survey of local people's feelings, fears, confidence and satisfaction in the way agencies tackle crime and anti-social behaviour in Gloucestershire. My office will be able to benchmark this against similar national surveys and use this to develop plans and evaluate our future activity as well as monitoring changes over time and this will be used to support planning with our local CSPs
- ✓ **Acting on what we hear.** My office will look into any concerns you raise to try to find a solution. This may require working with another agency or using the Commissioner's Fund to catalyse additional activity. Again, this is the public health approach to policing in action, using early intervention and prevention to solve problems. It also includes listening to the experience of victims and ensuring that what they tell us influences policies and practices in the future, creating a cycle of constant improvement
- ✓ **Feeding back.** I see this approach as a continual cycle where your ability to raise concerns is just as important as hearing what has happened. I want to build an open relationship with communities where my office, the Constabulary and I are seen as active partners with communities where we show the positive impact that working together has on strengthening our county and making it safer.

Community building

As already mentioned, I am committed to working with communities as equal partners in any problem solving activity. To this end I remain committed to the advances already made by the OPCC, Constabulary and many other Gloucestershire partner agencies in further developing how we build stronger, safer and more resilient communities through community building.

Community building (sometimes called Asset Based Community Development or ABCD) is an approach to problem solving whereby agencies continually seek to identify the best opportunities, or 'assets' as the basis to connect local people and act together with a common purpose. Assets can include interests, skills, knowledge and places.

Any subsequent activity is done 'with' the people involved and practice shows the benefits of this way of working are more sustainable in the long term, than when an intervention is led by the police or other statutory agencies. Both local and international research also shows that people acting together with a common purpose increases feelings of wellbeing and safety.

Through this plan, I am keen that the Constabulary continues to embed community building practices in their neighbourhood approach to policing with communities. This includes the expansion of Neighbourhood Watch as a means of enhancing community assets and Community Alerts to strengthen communication from and to the Constabulary and OPCC.

Volunteer supported scrutiny

In order that I carry out the many functions of my role, I often need the support of volunteers such as with the Independent Custody Visitors. Independent Custody Visitors (ICV) schemes exist to provide assurance to local communities that they can have confidence in the way in which the police treat people who are held in their custody. Ensuring effective management and oversight of the ICV Scheme is a statutory responsibility of the PCC.

During my time in office, I will continue to support the development of the ICV scheme in Gloucestershire as an excellent method of scrutiny of Constabulary functions and practices. I also want to expand this form of scrutiny to other areas of business. I support the development of the Animal Welfare Scheme which allows independent members of the public to visit police dog training centres, accommodation and police stations to observe, comment and report on the conditions under which police dogs are housed, trained and transported.

I am also keen to progress further opportunities for volunteers to support scrutiny such as with complaints. Under my leadership my office will develop a panel of local people, reflective of our diverse communities, to help review how complaints are managed within the Constabulary and OPCC. The panel will assess complaints for efficiency, fairness, transparency and service to the public. Their aim will be to 'act as a critical friend' by providing feedback on completed complaint files to the OPCC and the Constabulary's Professional Standards Department (PSD) to ensure the police maintain a high quality approach to complaints which focuses on accountability, transparency and learning.

Acting on community concerns

During my election campaign, I built-up a good knowledge of the issues that concern Gloucestershire's residents. While the measures I have already outlined will act as a check to make sure I don't miss any new or emerging concerns, I am taking action on the priorities that you have already raised with me on the doorstep. I want to list those here so that you, the public, can hold me to account in the future in how I am delivering on your priorities.

1. Road safety

Time and time again communities have told me about concerns relating to road safety, particularly with persistent and problem speeding. Working with our parish and town councils I am committed to finding sustainable solutions that a) act as a deterrent and b) support enforcement of the most dangerous and persistent offenders. I want to see more community volunteer Speed Watch schemes and support local councils in utilising technology like low-cost speed monitoring devices and / or high end ANPR (Automatic Number Plate Recognition) cameras for evidence gathering, and my office will facilitate this.

I am also committed to working with partner agencies such as Gloucestershire County Council Highways Department, Gloucestershire Fire and Rescue Service and other agencies like local schools and colleges to promote road safety education and awareness. By working together, with our communities, we can and must explore ways we can work together better and improve the Gloucestershire road network for all.

Through this partnership working for example, I am hopeful that we can develop a new approach to 20mph zones and trial a range of solutions to speeding across the county.

2. Pet theft

According to CrimeStoppers, pet theft has risen by almost a fifth during lockdown and this is certainly one area that generates much debate with members of the public. The loss of a family pet can be devastating but so too can be the fear of losing a pet. In fact, in a recent national survey carried out by the PCC for Sussex, more than three quarters of the 124,729 respondents said they were more scared of walking their pet because of the heightened risk that it would be stolen.

It is for this reason that I have already launched the "Doggy DNA" scheme in Gloucestershire – a world first in pet theft prevention. It is also the reason I was part of a national Government Pet Theft Task Force. The Taskforce was established to understand the factors that may be contributing to any perceived rise in thefts and to recommend any necessary measures to tackle the problem. The work of the taskforce led to the Government-accepted recommendation for a new law in pet abduction which will focus on protecting the welfare of animals.

I will also be holding the Chief Constable to account for the way pet thefts are investigated and how victims are supported.

3. Internet and phone scams and fraud

Internet (or cyber enabled) crime and fraud offences now make up over 50% of all crime and are very often targeted at vulnerable communities such as the elderly as well as our business community.⁴

Tapping into the knowledge and advice offered by organisations like the National Cyber Security Centre, I want to make sure that we do all that we can to support victims and prevent such crimes occurring in the first place. To do this, I will use my office to seek best practice and to liaise with relevant partners locally, regionally and nationally to understand the problem and deal with it better.

4. Retail and business crime

Supporting businesses, especially as we recover from the pandemic, is clearly a priority for us all. During my time in office, I want to develop a close working relationship with businesses to understand how those of us with responsibilities to reduce crime and disorder can work in partnership with local businesses in the future.

I am really keen to explore, for example, how the benefits of the City Safe scheme in Gloucester could be expanded across the County and how my office can facilitate this.

I want to build on the learning already gathered by the OPCC about areas for improvement with regards to retail crime reporting and put this into action. I also want to ensure any focus on phone and internet scams includes businesses as victims as well as householders.

I also want to understand the nature and scale of the problem of violence against shop workers and use my position to progress the recommendations contained in the recent Home Affairs Select Committee report into violence and abuse towards retail workers.

5. Rural, wildlife and heritage crime

As a predominantly rural county, we must never underestimate the impact that rural crime can have on our communities and the fear that can be engendered when crime strikes in isolated areas. This is one of the loudest messages I heard during my campaign and it is why tackling rural crime was one of my manifesto pledges.

It is vitally important that we, the OPCC and Constabulary, understand the impact rural isolation can have on victims as well as the harm crimes like poaching and hare coursing can have on our environment and rural businesses. One of my early commitments as PCC was to speak at the Rural, Wildlife and Heritage Crime Workshop, hosted by Gloucestershire Constabulary, where listening to the real stories from victims of crime had a profound effect on me. These victims encountered everything from theft of fuel and property to finding slaughtered animals on their properties for online bets and receiving threats against them and their families. I will not accept this sort of lawlessness in our County.

Since coming to office I have been very encouraged to learn more about the Constabulary's Rural Crime Team, how they engage and work with rural communities with the use of social media and other tools at their disposal including drones and quad bikes to tackle criminal and anti-social behaviour. I am especially encouraged to hear how Gloucestershire Constabulary is leading the way for other Forces with officers often asked to support training regionally and nationally.

I want to build on these strong foundations. It is essential we recognise that organised criminality is often behind rural, wildlife and heritage crime. I have already used my position as your PCC to stress this to the Regional Organised Crime Unit and will continue to do so at every opportunity.

I will also do all that I can to increase police visibility in our rural communities with the additional officers and volunteers I pledge to bring into the Constabulary in partnership with parish and town councils. Finally, and as I have said already, I want to explore more innovative use of publicly owned buildings to provide places of contact for members of the public to engage with the police. I will work with partners, including Gloucestershire Fire and Rescue Service, to explore how and where we can develop shared emergency contact points particularly in our more rural and isolated communities and encourage other organisations to come forward to offer similar facilities.



⁴ <https://www.gov.uk/government/publications/beating-crime-plan/beating-crime-plan#chapter-4--building-capability-to-deal-with-fraud-cyber-and-online-crime>



Measurement	Success
✓ Constabulary data	<div>✓ Compliance with the <u>Victims' Code</u> (VCOP)</div> <div>✓ Percentage increase in Crime Data Integrity (CDI) compliance</div> <div>✓ Reduction in reports of speeding and anti-social driving</div> <div>✓ Reduction in number of killed and seriously injured on the road</div> <div>✓ Increase in Neighbourhood Watch schemes</div> <div>✓ Increased take-up of Community Alerts</div> <div>✓ Reduction in rural crime</div> <div>✓ Reduction in shop lifting</div> <div>✓ Reduction in cyber-crime</div> <div>✓ High victim satisfaction with the police service</div>
✓ OPCC volunteer data	<div>✓ Increase in volunteers working with the OPCC</div>
✓ Constabulary and Local Authority ASB data	<div>✓ Long term reduction in neighbourhood crime and anti-social behaviour reported to the police and Local Authorities</div>
✓ Crime Survey of England and Wales / OPCC survey	<div>✓ Increase in the percentage of people that believe the police do a good or excellent job</div> <div>✓ Increase in the percentage people that believe the police or council are dealing with crime</div>
✓ Department for Digital, Culture, Media and Sport survey	<div>✓ Increase in the percentage of people that believe the police deal with community priorities</div> <div>✓ Confidence in the law enforcement response to cyber crime</div>
✓ HMICFRS PEEL inspection reports	<div>✓ Percentage of businesses experiencing a cyber-breach or attack</div>

How we will deliver

- **Being present and listening to people.** Listening to our communities to focus attention on the crimes which have the greatest impact on them through roadshows, consultation and engagement
- **Understanding our communities.** Monitoring levels of crime and anti-social behaviour and ensuring that the police and partners intervene early to prevent crime and prevent escalation
- **Working together.** Working with partners and building the response to crime and ASB in our communities by working with communities, not doing to them so that they have ownership and create the best chance for sustainable change
- **Improving our services.** Evaluating policies, practices, and performance to ensure that we are constantly improving the way we work to provide local services that the public have confidence in
- **Providing resources.** Supporting and resourcing community initiatives that divert people away from criminal behaviour, particularly supporting children, and helping to build safer and stronger local communities
- **Providing resources and improving visibility.** Enhancing frontline policing, improving community safety through volunteers and providing resources for the police to deter, detect and deal with criminals
- **Building networks.** Working with local, regional and national partners to improve the service we offer to the public and make it greater than the sum of its parts.





Delivering the Plan



Under each priority listed in this plan there is a list of how we will measure success and how we will deliver. These are indicative only, as under each priority my office will develop delivery plans with action-owners, milestones and – where applicable and available – baseline measurements and targets. These will be implemented and monitored through my office and with partners including Gloucestershire LCJB, Safer Gloucestershire and the Health and Wellbeing Board. The plans will be informed and scrutinised by the Gloucestershire Police and Crime Panel. Once developed, these delivery plans will be published alongside this plan on the [OPCC website](#).

Examples of the performance framework for the Police and Crime Prevention Plan are shown over the following pages:

MSG	Most Similar Force. This is the group of eight forces nationally that the Home Office has deemed most similar demographically to Gloucestershire and used for peer comparative purposes. The Forces are: Cambridgeshire, Devon and Cornwall, Gloucestershire, North Yorkshire, Suffolk, Warwickshire, West Mercia and Wiltshire.
CSC	Priority 1: Creating safer communities
TVAWG	Priority 2: Tackling violence against women and girls
SYC	Priority 3: Strengthening your Constabulary
TCC	Priority 4: Targeting the causes of crime
SVRR	Priority 5: Supporting victims and reducing reoffending
ELC	Priority 6: Empowering local communities

Where percentages are colour coded, this represents the direction of travel being favourable (green) or unfavourable (red).

Crime related measures

Measurement	Aim	Baseline year data (Jan–Sep 2019) Source: iQuanta, Home Office			Most recent data (Jan–Sep 2021) Source: iQuanta, Home Office						Plan priority					
		No. recorded: Glos.	Rate per 1000 population: Glos.	Rate per 1000 population: MSG	No. recorded: Glos.	Difference in no. (current v baseline): Glos.	Rate per 1000 population: Glos.	Rate per 1000 population: MSG	% difference (current v baseline): Glos.	% difference (current v baseline): MSG	CSC	TVAWG	SYC	TCC	SVRR	ELC
All crime	Reduce	29243	45.65	48.94	31536	+2293	49.23	45.14	+7.84%	–7.75%	Yes					Yes
Murder and other homicide	Reduce	4	0.01	0.01	9	+5	0.01	0.01	+125%	+69.23%				Yes		
Most serious violence	Reduce	184	0.29	0.34	232	+48	0.36	0.35	+26.09%	+0.43%		Yes		Yes	Yes	
Violence against the person (ONS)	Reduce	9370	14.63	17.32	13562	+4192	21.17	19.28	+44.74%	+11.32%	Yes	Yes		Yes		
Vehicle offences	Reduce	2570	4.01	3.3	1344	–1226	2.1	2.08	–47.7%	–36.32%	Yes				Yes	Yes
Theft offences	Reduce	11409	17.81	17.06	7780	–3629	12.14	10.82	–31.81%	–36.56%	Yes				Yes	Yes
Arson and criminal damage	Reduce	3691	5.76	5.94	3617	–74	5.65	5.21	–2%	–12.23%	Yes					Yes
Sexual offences (ONS)	Increase	962	1.5	1.9	1232	+270	1.92	2.02	+28.07%	+6.34%	Yes	Yes		Yes	Yes	
Stalking and harassment	Increase	2428	3.79	4.29	4922	+2494	7.68	6.11	+102.72%	+42.47%	Yes	Yes		Yes	Yes	
Drug offences	Reduce	977	1.53	1.52	1045	+68	1.63	1.63	+6.96%	+7.23%	Yes			Yes	Yes	Yes
Racially / religiously aggravated offences	Increase	259	0.4	0.44	416	+157	0.65	0.53	+60.62%	+19.19%	Yes			Yes		
Burglary	Reduce	2645	4.13	3.49	1632	–1013	2.55	1.98	–38.3%	–43.32%	Yes			Yes	Yes	Yes
Robbery	Reduce	272	0.42	0.41	232	–40	0.36	0.3	–14.7%	–25.32%	Yes			Yes	Yes	Yes
Theft of vehicle	Reduce	413	0.64	0.71	285	–128	0.44	0.53	–30.9%	–25.09%	Yes			Yes	Yes	Yes
Theft from a vehicle	Reduce	1084	2.82	2.1	836	–248	1.3	1.22	–53.66%	–41.93%	Yes			Yes	Yes	Yes
Theft from a person	Reduce	284	0.44	0.46	142	–142	0.22	0.23	–50%	–50.48%	Yes			Yes	Yes	Yes
Theft of a bicycle	Reduce	640	1	1.15	356	–284	0.56	0.69	–44.38%	–40.37%	Yes			Yes	Yes	Yes
Theft from shops	Reduce	2306	3.6	3.94	1852	–454	2.89	2.347	–19.69%	–37.25%	Yes			Yes	Yes	Yes

ASB related measures

		Baseline year data (Jan-Sep 2019) Source: iQuanta, Home Office			Most recent data (Jan-Sep 2021) Source: iQuanta, Home Office						Plan priority					
Measurement	Aim	No. recorded: Glos.	Rate per 1000 population: Glos.	Rate per 1000 population: MSG	No. recorded: Glos.	Difference in no. (current v baseline): Glos.	Rate per 1000 population: Glos.	Rate per 1000 population: MSG	% difference (current v baseline): Glos.	% difference (current v baseline): MSG	CSC	TVAWG	SYC	TCC	SVRR	ELC
Anti-Social Behaviour – total recorded by Force area	Reduce	18304	28.57	24.89	32590	+14286	50.87	32.49	+67.43%	+130.51%	Yes			Yes		Yes
			Pers.: 40.1%	Pers.: 21.8%			Pers.: 25.8%	Pers.: 18.03%								
			Nuis.: 52.1%	Nuis.: 70.89%			Nuis.: 54.0%	Nuis.: 66.85%								
			Env.: 7.9%	Env.: 7.2%			Env.: 17.5%	Env.: 15.11%								

Key:

Pers.	'Personal' is designed to identify incidents that the caller, call-handler or anyone else perceives as either deliberately targeted at an individual or group or having an impact on an individual or group rather than the community at large.
Nuis.	'Nuisance' captures those incidents where an act, condition, thing or person causes trouble, annoyance, inconvenience, offence or suffering to the local community in general rather than to individual victims.
Env.	'Environmental' deals with the interface between people and places. It includes incidents where individuals and groups have an impact on their surroundings including natural, built and social environments.

Measurement – Crime Survey of England and Wales (CSEW) Note no survey taken in 2020/21 due to COVID-19	Aim	Baseline year	Percentage witnesses / experienced: Gloucestershire	Percentage witnesses / experienced: MSG	CSC	TVAWG	SYC	TCC	SVRR	ELC
Percentage witnessed / experienced ASB	Reduce	2019/20	37%	34%	Yes		Yes			Yes
Percentage witnessed / experienced drink related ASB	Reduce	2019/20	9%	9.6%	Yes		Yes			Yes
Percentage witnessed / experienced groups hanging around on the streets	Reduce	2019/20	12%	10.2%	Yes		Yes			Yes
Percentage that believe ASB is a problem in their area	Reduce	2019/20	1.1%	4.1%	Yes		Yes			Yes
Percentage that believe abandoned / burned out cars are a problem in their area	Reduce	2019/20	1.7%	1.2%	Yes		Yes			Yes
Percentage that believe people using / dealing drugs is a problem in their area	Reduce	2019/20	18.3%	17.4%	Yes		Yes			Yes
Percentage that believe people being drunk / rowdy is a problem in their area	Reduce	2019/20	8%	9%	Yes		Yes			Yes
Percentage that believe noisy neighbours is a problem in their area	Reduce	2019/20	3.1%	6.7%	Yes		Yes			Yes
Percentage that believe litter or rubbish is a problem in their area	Reduce	2019/20	14.1%	20.1%	Yes		Yes			Yes
Percentage that believe gangs hanging around is a problem in their area	Reduce	2019/20	6%	10.8%	Yes		Yes			Yes
Percentage that believe vandalism and graffiti is a problem in their area	Reduce	2019/20	6.3%	10%	Yes		Yes			Yes

Constabulary related measures

Measurement – Crime Survey of England and Wales (CSEW) Note no survey taken in 2020/21 due to COVID-19	Aim	Baseline year	Percentage witnesses / experienced: Gloucestershire	Percentage witnesses / experienced: MSG	CSC	TVAWG	SYC	TCC	SVRR	ELC
Percentage people that believe the police or council are dealing with crime	Increase	2019/20	48.8%	53.9%	Yes	Yes	Yes	Yes	Yes	Yes
Percentage of people that believe the police do a good or excellent job	Increase	2019/20	58.7%	57.6%	Yes	Yes	Yes	Yes	Yes	Yes
Percentage that believe the police are reliable	Increase	2019/20	56.2%	56.9%	Yes	Yes	Yes	Yes	Yes	Yes
Percentage that believe the police deal with people with respect	Increase	2019/20	88.1%	89.2%	Yes	Yes	Yes	Yes	Yes	Yes
Percentage that believe the police deal with people fairly	Increase	2019/20	67.2%	69.1%	Yes	Yes	Yes	Yes	Yes	Yes
Percentage of people that believe the police deal with community priorities	Increase	2019/20	47.7%	53.3%	Yes		Yes			Yes
Percentage that believe people being drunk / rowdy is a problem in their area	Reduce	2019/20	8%	9%	Yes		Yes			Yes
Percentage that believe noisy neighbours is a problem in their area	Reduce	2019/20	3.1%	6.7%	Yes		Yes			Yes
Percentage that believe litter or rubbish is a problem in their area	Reduce	2019/20	14.1%	20.1%	Yes		Yes			Yes
Percentage that believe gangs hanging around is a problem in their area	Reduce	2019/20	6%	10.8%	Yes		Yes			Yes
Percentage that believe vandalism and graffiti is a problem in their area	Reduce	2019/20	6.3%	10%	Yes		Yes			Yes



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