



# Police and Crime Plan 2017-21

## Mid-way refresh

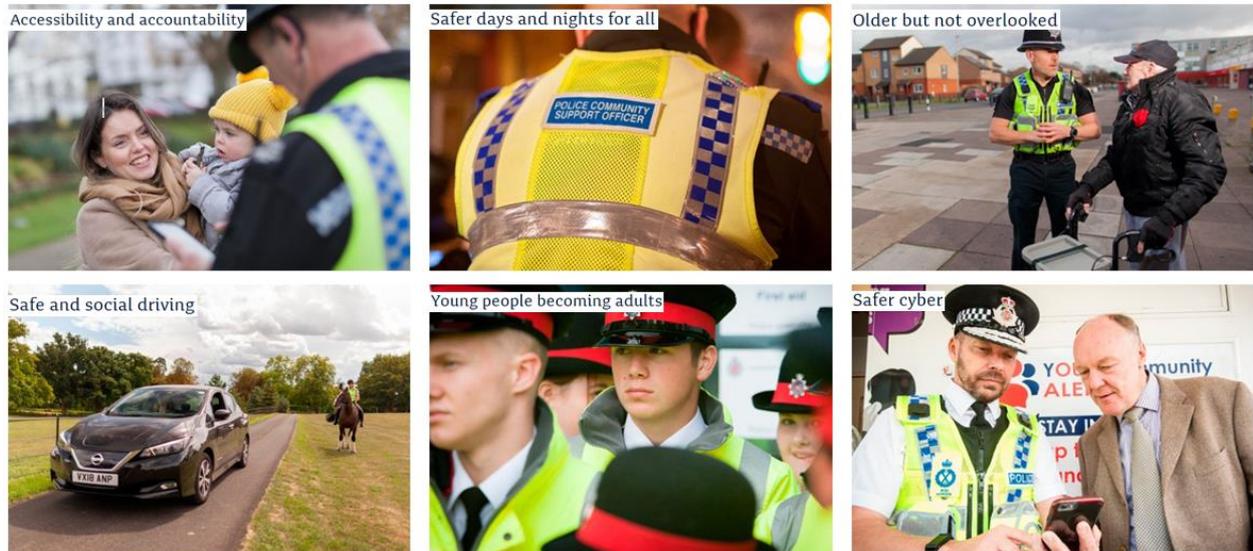
Office of the Police and Crime Commissioner for Gloucestershire





# The Police and Crime Plan 2017-21

The priorities of the [Police and Crime Plan](#) have remained the same since my first Plan in 2013 (albeit Safer Cyber was a later addition). They are:



In addition to the six priorities above, there are two additional 'commitments' in the 2017-21 Plan. These are:



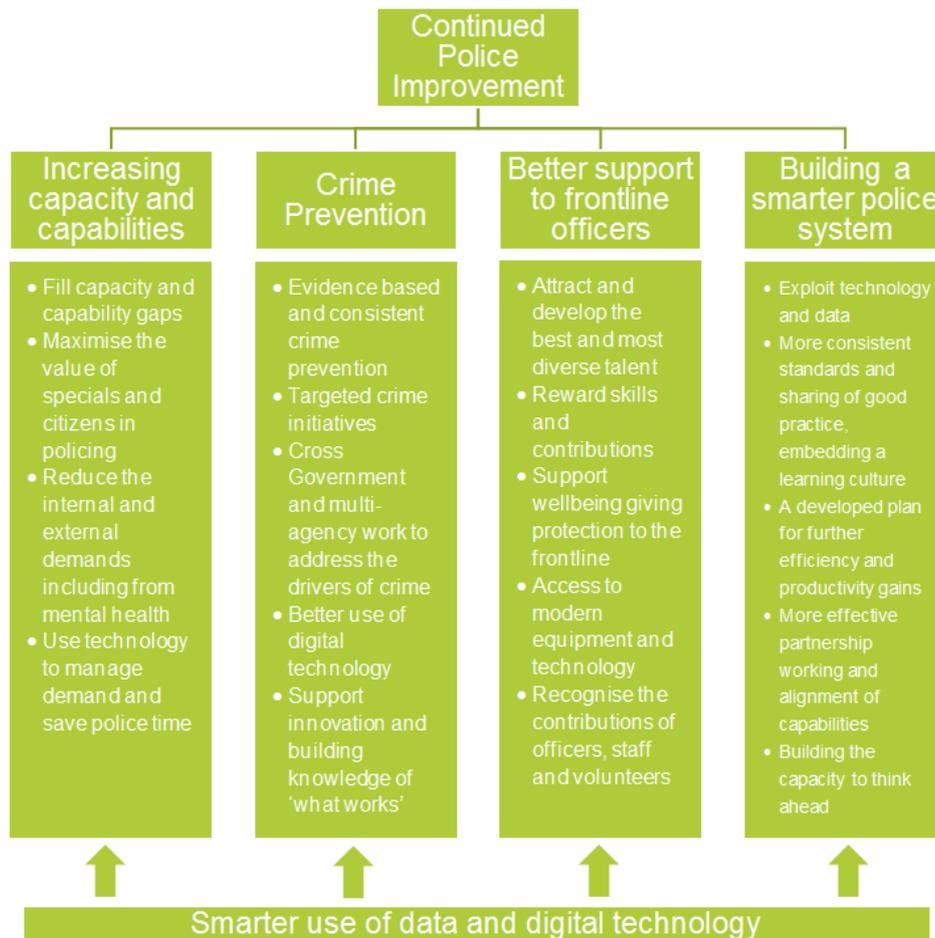
The priorities and commitments within the [Police and Crime Plan](#) are broad meaning activity can easily be attributed to the different areas and show due regard to the [Strategic Policing Requirement](#) and other national strategic documents for policing such as [Policing Vision 2025](#).

The plan is deliberately designed to encourage innovation and to seek and draw upon the knowledge, expertise and thinking of the police and partners.

## Policing Improvement Pillars

In February 2019, I attended a meeting with the then Minister for Policing and Fire, Nick Hurd MP who presented his vision for the Home Office for the next two to three years. As PCC for Gloucestershire and Vice Chair of the APCC I contributed to this vision and broadly welcome the approach. A summary of the presentation is provided in the diagram below:

## Four pillars of improvement to complement the Policing Vision 2025



### Purpose of this report

Now that we are half way through the life of the current Police and Crime Plan, it is both right and timely to explore new areas of focus for both the '**police**' and the '**crime**' elements of the Plan and to refresh the priorities to reflect my understanding of what is important to the people of Gloucestershire with how that accords with current Home Office thinking.

This report outlines my thoughts about how we might achieve this at the same time as responding to what we hear from the Constabulary and, most importantly, the **public we serve**.

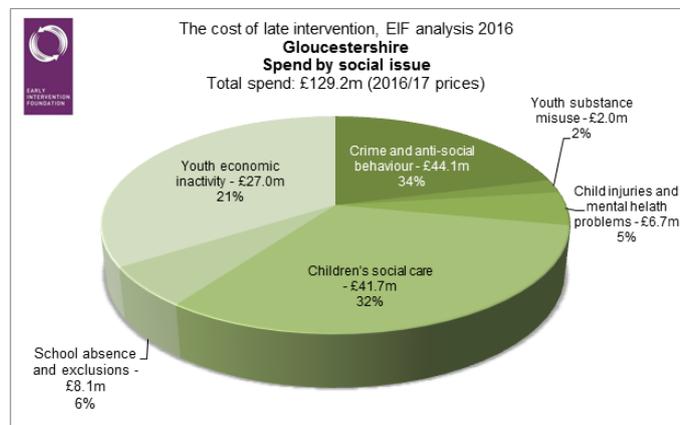
## My ethos

Without a strong ethos at the heart of its delivery, the Police and Crime Plan is nothing more than words on a page. I firmly believe that **working with communities** and establishing strong relationships with the **voluntary and community sector** remains the best ways to achieve sustainable improvements to the quality of life of Gloucestershire residents. This approach will always remain core to the Police and Crime Plan as socially inclusive communities not only feel safer, they are more resilient, happier and healthier places to live, work and play.

There is no doubt that **restorative practices and interventions**, championed and supported in this, and the previous police & crime plan, proved very successful and worthwhile and must continue. The approach championed by my office is now increasingly being used in schools, workplaces and communities across Gloucestershire and, of course, the criminal justice system. I therefore remain committed to, and immensely proud of, the positive work delivered by **Restorative Gloucestershire**.

Recent analysis from the Early Intervention Foundation into the cost of late intervention in Gloucestershire outlines why preventing offending, victimisation and associated mental health issues are a priority for local services. It shows the cost of late intervention in the county to be £129.2m:

But diverting people from crime isn't just about saving money: it's about improving life chances and therefore, quality of life in our communities.



Every crime matters as every crime has a victim and I will always put the **victim first** and at the heart of all that we do. I will continue to hold the Constabulary to account for the way in which it responds to The [Victim's Code of Practice](#) and ensure that the services we commission for victims meet the needs of Gloucestershire residents.

Throughout my time as Commissioner I have continued to **investment in the Constabulary**, often in the face of criticism. For this I refuse to apologise. We have, tragically, seen in only the past few months the risks our officers put themselves in to protect *our* lives and property and as PCC, I feel we owe it to them to make sure they have the best facilities and equipment to assist them in their duty. I will, therefore, continue to invest in the police estate to ensure security of tenure for future generations and, of course, for the benefit of today's workforce.

It is important to recognise the people and supporting structures required to put officers on the front line and I will always recognise the wider police family who work behind the scenes.

Key to supporting our officers and staff is a continued commitment to **supportive leadership**. I want a force which is compassionate to the people it serves but also the people who work for it. The Chief Constable has successfully embedded supportive leadership in the Constabulary and this needs to continue, not as a one off initiative but as business as usual.

Finally, in the 2017-21 Police and Crime Plan, I introduced two new commitments: **A Compassionate Approach** and **A Green and Pleasant County**. Just like supportive leadership, these are not time limited projects, but business as usual considerations in all that both my Office and the Constabulary do, for now and the future of our county.

# My priorities

It is really important to me that the Police and Crime Plan remains current and relevant. Whilst the priorities I identified through consultation with local people remain the same, I have identified a number of areas of focus for the remainder of the plan. The following section introduces and outlines these areas.

The new keys areas of increased focus are:

- **Every Crime Matters:** Inevitably, with every crime there is a victim and I want victims to feel that every crime matters because every victim matters. This means reasonable expectations about levels of police service should be agreed and maintained.
- **Burglary and Rural Acquisitive Crime:** Burglary is a heinous crime and its prevention and detection must be core police activity. Rural Acquisitive Organised Crime, though relatively infrequent, must be tackled and those who travel to do harm to rural business and dwelling deterred.
- **Growing the Frontline:** What has become clear over the last decade is that cuts elsewhere in the public sector are having a huge impact on policing. Going forward I want the police to outline how they can grow capacity within the police service, but also working closer with partners through partnerships like Safer Gloucestershire and others to make sure the right organisations are dealing with the needs of the public.
- **Aligning the Constabulary with the principles of 'Child Friendly Gloucestershire':** There is potential for 'Child Friendly Gloucestershire' to be a transformational force for good for future generations in the County. Gloucestershire Constabulary and my office will support and embrace its aims and actions.

## Accessibility and accountability

### **Intent:**

- *To get the right resources to the right situation or problem first time, every time, on time and dealing with the matter appropriately and effectively.*
- *To realise the ideal of the local officer working in and with the communities of Gloucestershire.*

During my current term of office, **Neighbourhood Policing** has been successfully reintroduced by Gloucestershire Constabulary. This was a commitment I made in my 2016 election manifesto. Whilst this does mean that local accountability has been prioritised, it does not mean that we now have, or should prioritise, a 'bobby' on every 'beat' because the nature of policing has changed.

Accessibility and accountability for me is still about delivering the right resources to the right situation and working with communities but this doesn't and shouldn't have to be just in relation to police officers.

Crime is everyone's problem and the solutions can only come from tackling what causes crime, what contributes to crime as well as responding to crime. This is the concept at the heart of the Crime and Disorder Act 1998 which places statutory responsibilities on a number of agencies like Public Health, Fire and Rescue Services, Offender Management services and Local Councils to do all that they can to reduce crime and disorder. I have lobbied Ministers am supportive to promoted and strengthening this legislation and delighted they have announced they will do so.

Using this Act as a lever I want to help reinvigorate the fantastic work done by local **Community Safety Partnerships** (CSPs) and help **grow the frontline**. This is not just about extra police officers or even just about the police: it's an acknowledgement 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.

Over the course of the remainder of this Police and Crime Plan, I want the Chief Constable to develop a properly costed five year strategy for growing the capacity and capability of the force to meet current and future demands. This will mean more police officers, police staff, PCSOs and Specials but equally will have a unequivocal commitment to working in partnership with others in the voluntary, community, public and private sectors.

I want to see more joined up county-wide activity with all responsible authorities under the Crime and Disorder Act, supporting community safety issues and working with **Safer Gloucestershire** and the CSPs to address local concerns and local issues in our districts. To facilitate this, my Office will prioritise involvement in local CSPs and we will review the financial support provided to districts. We will also seek, wherever possible, to involve CSPs in the allocation of grants in local areas to help promote the development of local assets and also to ensure the priorities and needs of local communities are best met.



Throughout my time as Commissioner, I have often felt there is a dichotomy between public expectation and police prioritisation. This issue is a constant theme in my mailbag and therefore an issue on which I regularly **hold the Chief Constable to account**.

With a loss of 250 police officers in Gloucestershire over the last decade, it is inevitable that the Constabulary had needed to prioritise activity around those crimes that cause the most amount of risk and harm. It is vital though that the public have confidence in the police and we sometimes find that the rationale for prioritisation becomes lost in translation and is perceived as a lack of interest.



Inevitably, with every crime there is a victim and I want victims to feel that **every crime matters** because **every victim matters**. This means reasonable expectations about levels of police service should be agreed and maintained.

Reasonable to me means a crime is recorded promptly and correctly, crime numbers are provided, where appropriate community alerts are issued, victims are referred to appropriate support services and support and advice about anything from court processes to home security are provided.

Reasonable also means that victims feel they are at the heart of a process, and that the police understand that managing demand or seeking efficiencies is never more of a priority. As committed public servants, I know that the Constabulary always strives to put the victim first and I will continue to hold the Chief Constable to account for the way it adheres to the [Victim's Code of Practice](#).

Finally and in specific relation to accessibility, it is really important that I, on behalf of the residents of Gloucestershire, acknowledge the support the Constabulary provides to many other services in managing some of the most vulnerable people in our communities.

It is often remarked that police officers now spend at least 70% of their time *not* on crime. I hear countless anecdotes of officers transporting ill or injured people to hospital, looking after vulnerable children, responding to countless mental health crises and searching for missing persons. The police are always first responders but they aren't always the *right* responders.

Working with partners locally and nationally, I want to better understand the demand placed on the Constabulary in responding to non-crime calls for service and support the police in re-directing to other services where most appropriate.

## Older but not overlooked

### **Intent:**

- *That older people need to feel and remain an active part of our communities whether they live in their own homes or are in residential care.*
- *That these members of our community should be part of the police beat with the local officer being visible and proactive with all vulnerable groups*

Whilst I will always strive to ensure that older people are supported to remain active members of their communities, I feel the time is right to extend this priority to **no one overlooked**.

Whilst I make no comment on current national or international politics, it is important that we acknowledge we live in extraordinary, changing times. I want everyone born or has chosen choosing to live or work in Gloucestershire to feel safe and part of a supportive community and for that reason, I am prioritising **community cohesion**. Let me explain what I mean.

Having 'Older but not overlooked' as a priority has challenged the way the police and my Office approach inclusion. For example, specifically thinking about the needs of older people when it comes to 'Safer cyber' or 'Safe and social driving' and developing, where required, specific initiatives. I want this learning to extend to other groups so that we think about, for example, what 'Safer days and nights' means to someone from the LGBTQ+ community or what 'Accessibility and accountability' means for people with disabilities. Much has been done already in these areas, but there's always more that we can do and I want Gloucestershire Constabulary to strive to be the most inclusive force in the country particularly for the more vulnerable groups.

## Young people becoming adults

### **Intent:**

- *To deliver sensitive, relevant and effective policing ensuring our young people become law-abiding, productive members of society.*
- *To ensure that the 'system' must work for them, not against them*

It is an absolute core belief of mine that as Commissioner, I *should* and *must* do all that I can to support future generations of Gloucestershire in reaching their full potential. Young people becoming adults will always be a priority for me and that is why I will continue to support the development to the **Children First** programme. This programme has already had a life changing effect on dozens of our young people, helped others who are victims and realised substantial savings for the county.

Children First aims to find alternative, restorative solutions to avoid the unnecessary criminalisation of young people. By reducing the likelihood of reoffending, this approach significantly improves the life chances of young people in reaching their full potential.

During my time as Commissioner, the Constabulary received a [critical report from HMIC](#) into the way the most vulnerable young people were supported in their time of need. This coincided with a damning [report by Ofsted](#) into how the County Council supports often the same group of vulnerable young people.

As a county we must do better.

Having discussed the report findings with a number of colleagues and advisors, I took it upon myself to *do something*. That 'something' wasn't going to be a knee-jerk reaction or an exercise in political point scoring: that 'something' was to talk to people that know better than me about what is missing in Gloucestershire for our young people and to bring the right people together to rectify this.

Through a vast amount of research and consultation led by my Office, we identified a number of areas for improvement in the county, not least how young people's views and concerns are represented in local policy making.

Using the [Child Friendly Leeds](#) model as inspiration, the county is developing our own **child friendly** model which is built on a foundation of what local young people tell us is important to them. I have commissioned the University of Gloucestershire to carry out wide ranging consultation to give us this foundation and we will be working with local partners to develop services in response to the findings of this consultation in the New Year.

Like Child Friendly Leeds, I want to see more restorative practices in our schools as a way of reversing the disproportionately high numbers of young people excluded from mainstream education, I want to see businesses thinking of how they can support young people as part of their corporate responsibilities, I want to see the public sector thinking about young people when they develop and commission services and, above all, I want to young people to feel valued and respected and part of our communities.

**Child Friendly Gloucestershire** has the potential to be a transformational force for good for future generations of the County and the Gloucestershire Constabulary and my office will embrace its aims and give it our full support.

## Safer days and nights

### **Intent:**

- *To better manage the Gloucestershire night-time economy, with alcohol related crime and disorder being reduced.*
- *That everyone should be able to go out to our parks, pubs and streets without fear*

Safer days and nights for me is where the Police and Crime Plan focuses more specifically on crime. The priority has been public space and night-time safety and while this remains, I also want to ensure priority is given to those crime types Gloucestershire suffers from disproportionately. These crimes and incidents may not be prioritised through a lens of the current policing policy of threat, risk and harm but I want a force that always strives to **continually improve**, never accepting the status quo.

An initial area of focus must be **burglary**. Historically Gloucestershire has had higher rates of burglary than in comparison to its peers and I cannot accept this as either normal or acceptable. The Constabulary will be expected to show how they are going to manage a coordinated approach to burglary but as I've already said, crime is everyone's business so I want to see both the police *and* partners playing their part. We need to ensure, for example, crime prevention advice is accessible particularly for our more vulnerable communities. The idea of 'Secure by design' is

considered in our planning decisions; offender management prioritises burglary particularly with the more prolific and priority offenders; and the impact on victims and communities is considered in sentencing.

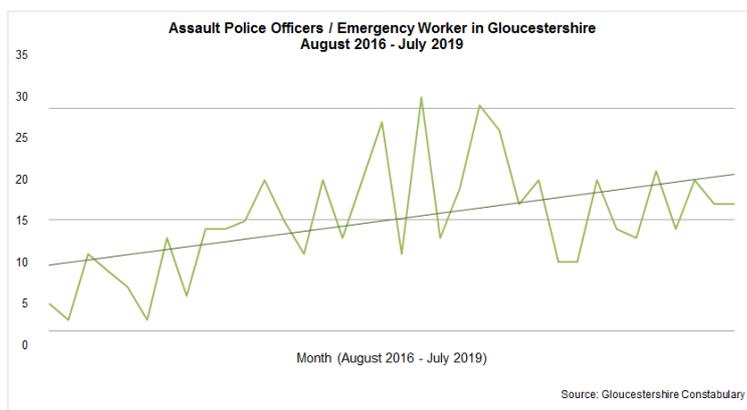
Crime is, unfortunately, increasing nationally and Gloucestershire is no exception to this, but crime in Gloucestershire *is* low. We have some of the lowest crime rates in the country and it's important that we celebrate this. Understanding why communities feel unsafe though - or where there is a lack of confidence in the police and partners in tackling crime and anti-social behaviour - needs to be prioritised. **Feelings of safety** and **confidence** in those responsible for keeping us safe will only improve if those crimes that communities tell us are causing harm are prioritised.

Gloucestershire rural communities enjoy some of the lowest crime levels in England and Wales however though infrequent the acquisitive crimes committed against them are often determined, dangerous and organised. The Police must develop a coordinated response with neighbouring forces and Regional Organised Crime Units to tackle organised groups that travel into Gloucestershire to attack rural business, farm and dwelling for profit.

Under 'Safer days and nights', I also want to see an equal **focus on anti-social behaviour**. Far too often I hear antisocial-behaviour (ASB) being referred to as 'low level'. This view diminishes the impact that the drip effect of ASB can have on individuals and communities. Lots of work has been done across the county to address ASB by the police, councils and housing providers and I want to support this through a coordinated approach via Safer Gloucestershire. This will help us identify both best practice and areas for improvement and ensure that those experiencing or dealing with ASB are given the best support possible.

Finally, I want to see safer days and nights for our officers and staff also. Far too often we hear about attacks on police officers and staff such as PCSOs. In the twelve months up to July 2019 there were 193 assaults on police officers and emergency workers in Gloucestershire alone.

**Protecting the front line** should be a core priority for any Police and Crime Commissioner and I want the Chief Constable to lead the Constabulary in a review of how best to protect and support our staff in modern day policing.



## Safe and social driving

### **Intent:**

- *That people are able to move around our communities in safety and with as much ease and convenience as possible.*
- *That the police will enforce the law when necessary, but we will all work to reduce offending and antisocial driving*

**Safe and social driving** is as important today as it was when I wrote the first Police and Crime Plan in 2012. In 2018 there were 28 fatal accidents in Gloucestershire, 254 incidents causing serious injuries and 690 accidents resulting in slight injuries<sup>1</sup>. Any one of these incidents can have a catastrophic effect on individuals involved directly or indirectly and it is right that we continue to work in partnership to improve prevention and education in relation to road safety.

<sup>1</sup> <https://www.gloucestershire.gov.uk/highways/road-safety/casualty-statistics/#summary>

In seeking to continually improve in this area, it's important that we are clear what part the police and other agencies can play. Gloucestershire Fire and Rescue Service has made great progress with road safety education and I would like that to continue. I also welcome the continued support from the Special Constabulary in leading enforcement.

With over 60% of all fatal accidents occurring on rural roads in 2018, it is vital that we have the capability to enforce speed restrictions across all road networks in the county. That is why I have supported continued investment in the development of the Camera Enforcement Team and new technology. As well as detecting speeding offences, long range cameras have also identified seatbelt offences, tailgating, the use of mobile phones and vehicle plate infringements.

On our major roads, I would like to see more partnership working and I would like the Constabulary to explore options around joint working with Highways England and its traffic enforcement team. I also want to see more community-based activity and I will therefore be seeking the views of local people to see what safe and social driving means to residents in our towns and villages.

## Safer cyber

### **Intent:**

- *To ensure Gloucestershire is safer as people, commerce and other organisations increasingly live, trade and work on- line. It underpins personal safety, economic growth and prosperity, in urban and rural environments, by supporting people of all ages, organisations and businesses.*

I was the first Police and Crime Commissioner to identify **safer cyber** as a priority and I am very proud of the way the Constabulary has embraced this area of business. Initiatives involving local schools, proactive cyber safety interventions for children with special educational needs and the development of the Digital Harm Reduction team, who have assisted in many investigations including domestic abuse, are now part of the day to day activity of the Constabulary.

I am pleased that safer cyber has become business as usual for the Constabulary and I will ensure that this remains the case.

## Conclusion

Very little of this document is new. It is a continuation of what has been done or an expansion of discussions already taken place between myself and the Chief Constable about how we want to see the Constabulary and OPCC develop into the future.

It recognises success as well as identifies where more work needs to be done.

I am immensely proud of all the progress that has been achieved by the police and partners in delivering the Police and Crime Plan so far and I have every confidence in its continued success.



A handwritten signature in black ink, which appears to read 'M Surl'. The signature is written in a cursive, slightly stylized font and is positioned directly below the portrait photograph.

*Martin Surl, Police and Crime Commissioners for Gloucestershire*