

GLOUCESTERSHIRE  
**POLICE AND  
CRIME PLAN**  
**2020 | 2022**



By Martin Surl, Police and  
Crime Commissioner  
for Gloucestershire



**OPCC**  
Office of the Police &  
Crime Commissioner  
for Gloucestershire



## The next 18 months and beyond

### Foreword

In 2012 when I was first elected, I wrote my first Police & Crime Plan. This latest version builds on the great work achieved over the past eight years. At its heart is the voice and thoughts of the public, by whom I am elected to represent. It has been written in recognition of these unprecedented times. Now, as we adjust to the harshest and most severe peacetime crisis in living memory, our ability and need to adapt is greater than ever.

This plan sets out my vision for Gloucestershire Constabulary. It is how I see community safety being delivered in partnership with other agencies and local communities, across the county. The role of Police and Crime Commissioner (PCC) and my office is not about directing operational activity – that is for the Chief Constable and the Constabulary's Corporate Strategy to outline. This document is about setting the overarching direction and aspirations for policing and community safety in our county.

The arrival of Covid-19 has brought with it unprecedented challenges. We have a moral obligation to question what more we can do to tackle prejudices and inequalities in our society. This has been highlighted recently by the abhorrent killing of George Floyd in America, but also issues raised by the #metoo movement. We now have a real opportunity to move forward based on what the county needs and local people want. We cannot drift into a sector-by-sector approach to regeneration because, as we are constantly reminded, we are all in this together – and the Constabulary and Office of the Police and Crime Commissioner (OPCC) have pivotal roles to play in that partnership.

Of course, it is about policing and tackling crime, but within its wider brief is the need to deliver a service that is equitable for all.



*“Every contact involving the Constabulary and the public count because every contact is an opportunity to build a future we want and of which we can be proud.”*

Neighbourhood policing is the foundation on which we build all our other capabilities and our relationships with regional and national counterparts, specialists and partners. Every crime matters because behind every crime is someone who needs help and support and the Constabulary must be mindful of this in all its work. Every contact is an opportunity to provide help and build trust and confidence. Clearer and easier ways for the public to contact the police must be identified and communicated.

The hallmarks of a county force include understanding its communities, its responsibilities and the expectations of the public. Tackling crime and preventing it, are fundamental and lie at the heart of this plan. 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.

I advocate a partnership approach that harnesses a sense of local pride, local ingenuity and local enterprise. Such an approach identifies opportunities and strengths and mobilises the county to regenerate as one. This should recognise the importance of the voluntary and community sectors, as I have always done and will continue to do so for as long as I am in office.

Our mission for Gloucestershire must be to unleash its potential. That is why our fundamental aim has to be to make every contact involving the Constabulary and the public count because every contact is an opportunity to build a future we want and of which we can be proud.

**Martin Surl**  
**Police and Crime Commissioner**



## Every crime matters, every contact counts

**G**loucestershire is one of the safest places in the country in which to live and, for the vast majority of us, contact with the police is a rare occurrence. It is my expectation that should the Constabulary be called upon however, it will strive to understand and meet the reasonable expectations of local residents.

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 the police response, and that the police understand that managing demand or seeking efficiencies is never more of a priority than they are. As committed public servants, I know that people in 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 Victims' Code.

***“A hallmark of a successful county police force is its approach to its central workload. This includes crimes like burglary, anti-social behaviour, domestic abuse and retail crime.”***

Protecting the most vulnerable in our society is a golden thread that runs through policing in this country, early intervention and prevention is key to prevent victimisation and criminalisation of our young and most vulnerable. A lot of work nationally has focussed on organised criminality, through national organisations such as the National Crime Agency, Counter Terrorism Network and Action Fraud.

These have a clear remit and operate on a national basis, which can often feel far removed from policing in our county, however their decisions have local outcomes. I therefore expect that Gloucestershire Constabulary will be fully connected with these organisations and them with us.

I will expect the Constabulary to understand the reasonable expectations of local residents, services and businesses; to continue to learn from past and present good work, as well as mistakes, so that it recognises where change is needed to provide a proportionate level of support to help keep the county safe. To achieve this, the Constabulary must be a listening organisation that approaches every contact with the community as a learning opportunity, be that through the Force Control Room, through complaints or through thanks. ➔



## At a glance...

### Every crime matters, every contact counts

- A Constabulary that is accessible and accountable to the public because every crime matters and every contact counts
- Recognition that every crime begins and ends in a neighbourhood.



- Reduced victimisation, exploitation and criminalisation by protecting the most vulnerable in our society
- A shared understanding of the impact with partners and police of fraud, internet and phone scams and find a better way of confronting it together
- A Constabulary that is transparent, that maintains and improves high levels of trust and confidence with all sections of the community
- A compassionate approach to how victims are supported across the organisation and the development of a central hub to coordinate this approach
- A commitment to partnership working to reduce domestic abuse and sexual violence and to support the victims
- A Constabulary that strives to be equitable for all, and acknowledges that inequalities still exist in communities and the county
- An organisation that learns from its mistakes in order to deliver a proportionate level of support to help keep the county safe
- A clear understanding of what is meant by a 'reasonable level of service' and a commitment to deliver this.

A hallmark of a successful county police force is its approach to its central workload. This includes those neighbourhood crimes like burglary, anti-social behaviour, domestic abuse and retail crime. Burglary is a heinous crime and its prevention and detection must be core police activity. Some of the safest places in Gloucestershire, and therefore the country, are our rural communities but that doesn't mean they are immune to victimisation. As infrequent as it may be, opportunist and organised crime in the countryside must be tackled and future crimes prevented. The Constabulary must give due regard to issues that cause the most amount of harm and distress to our local communities and businesses by making every contact count.

***"As we anticipate the challenges ahead, our new mission is to make every contact count because every crime matters."***

Recorded crime does not always reflect the real impact of criminality on the county and a good example of this is fraud. I was the first PCC to make tackling crime on the internet a priority and as a result, cyber-crime is now core business for the Constabulary. My office will continue to work with the Constabulary and partners to improve our understanding of the impact of fraud, internet and phone scams and to find a better way of confronting it.

My role and that of my office is to be the voice of victims and to advocate on their behalf, no more so than for the devastating crimes of domestic abuse and sexual violence. Some good work has been done – from a sexual violence needs assessment and specialised commissioning of services – and I want to see this work built on over the coming years, with the aim of reducing sexual violence and domestic abuse in our county.

When offenders are brought to justice, we want a Criminal Justice System that works for the people it serves and with victims and witnesses at the heart of all that it does.

***"Our new mission is to make every contact count because every crime matters."***

That is why I am committed to working with partners to improve the justice journey for all, with reduced reoffending rates and better outcomes for victims. Essential to this will be a coordinated strategy for responding to the needs of victims, with appropriate levels

of service agreed and maintained, tailored to the needs of Gloucestershire.



Partnership working: PCC Martin Surl (centre) and DPCC Chris Brierley (back right) meeting representatives from Gloucester City Council Licensing Dept, Gloucester City Safe, city protection officers, and 'the Cavern, Gloucester's only non-alcohol venue for young people

## Safer days and nights

This priority is about a partnership between the police, public and businesses in our county. It maintains the Peelian Principles of the police being the public and the public being the police.

Crime is an issue for everyone and something the police cannot tackle successfully on their own. Solutions can only come from an understanding of what causes crime and what contributes to it. My 'Safer days and nights' approach is about community safety in its widest sense, working in partnership with everyone who has a shared interest and responsibility in keeping Gloucestershire safe.

One of the lessons from Covid-19 is that in a time of crisis, routine organisational barriers can be set aside to enable people to pull together for the greater good. Statutory, voluntary and community groups have been working together in order to protect and support local communities. I see no good reason why those bodies cannot continue to operate in a similar spirit of fellowship.

I will expect the Constabulary to work in conjunction with my office (OPCC) and with other partners such as Safer Gloucestershire and our Community Safety Partnerships (CSPs) to address those issues that cause the most amount of concern and harm to local residents.

In order to achieve this, over the course of this Police and Crime Plan, I want the Chief Constable to develop a

properly costed five-year plan for growing the capacity and capability of the Constabulary to meet current and future demands. Whether that means recruiting more police officers, Police Community Support Officers (PCSOs), police staff, volunteers and/or expanding the Special Constabulary or in developing relationships with local Community Safety Partnerships, I want to see an affordable plan to 'grow the frontline.' This must include an unequivocal commitment to working in partnership with others in the voluntary, community, public and private sectors. That is why I support of the Constabulary's commitment to investing in the Citizens in Policing agenda.

Whilst the Government indicates it is committed to increasing the number of police officers, it is only by working in partnerships with our statutory and voluntary sectors that the county's full potential will be realised.

Crucial to the recovery from Covid19 will be the day-time and night-time economy (NTE). Businesses operating in our villages, towns and city will need all the support they can get to rise from the clutches of Covid-19 and individuals and our communities must feel safe and secure when out working, shopping and socialising. Policing the NTE in our main urban areas must be based on the needs of those communities and, again, will benefit from close



working with partners in the leisure and entertainment sector and other key stakeholders including Street Pastors, Guardians, Night Safe, taxi wardens, Pub Watch and Business Crime Reduction Partnerships.

Since 2012, the OPCC has developed a very strong working relationship with the voluntary and community sectors and I will continue to commit 1% of the policing budget through the Commissioner's Fund to continue this good work. Local communities have a key role to play in supporting policing in our county. I want the police to embed that thinking into its future planning by further developing community based schemes like Neighbourhood Watch, Community Speedwatch, Paws on Patrol, Business Crime Reduction partnerships and other like-minded initiatives.

Under 'Safer days and nights', I also want to see an equal focus on anti-social behaviour (ASB), which far too often I hear referred to as 'low level'. This diminishes the impact the drip effect of ASB can have on individuals and communities. There are powers to deal with ASB from environmental

to neighbourhood disputes. These powers sit with local councils and housing providers, we will support them in their efforts to tackle ASB which falls within their remit, whilst the police will focus their attention on the ASB that they can influence particularly those behaviours that lead to criminality.

***"I want to see an affordable plan to 'grow the frontline', including a commitment to work in partnership with the voluntary, community, public and private sectors."***

It's right to acknowledge that the police, councils and housing providers have done much to address ASB across the county and I want to support this with a coordinated approach through Safer Gloucestershire. This will help us identify not only best practice but also areas for improvement and ensure that those experiencing or

dealing with ASB receive the best support. We've already commissioned a dedicated ASB worker as part of our wider victims' service commissioning contract to support this work.

Above all, over the course of this Police and Crime Plan, I want the police to maintain a strong visible presence in our communities and continue to build on it in the future.

## At a glance...

## Safer days and nights

- Safer days and nights is about community safety in its widest sense, working with partners and local communities, to keep Gloucestershire safe
- Statutory, voluntary and community groups will be encouraged to work together to protect and support local communities as they have done during the pandemic
- The Constabulary will develop a properly costed five-year plan for growing its capacity and capability to meet current and future demands
- The Constabulary will continue to develop strong partnership relationships with voluntary, community, public and private sectors and with local communities
- The Constabulary and the OPCC remain committed to harnessing the power of volunteers in policing, and we fully support the moves within the Constabulary to develop the Citizens in Policing agenda with dedicated resources, training and opportunities
- The OPCC and Constabulary will continue to commit 1% of the policing budget in Gloucestershire through the Commissioner's Fund to continue the good work the voluntary and community sectors
- Policing of the night-time economy (NTE) will be based on the needs of local communities and in conjunction with stakeholders in the leisure and entertainment sector and other key partners including Street Pastors, Guardians, Night Safe, taxi wardens, Pub Watch and Business Crime Reduction Partnerships
- The Constabulary will work with partners to identify the best means of tackling anti-social behaviour at a county level whilst ensuring prioritisation is given by the police in tackling those behaviours that lead to criminality
- Because prevention is better than cure, I want the Constabulary to develop a more innovative approach to crime prevention working with partners to build on the good work already being done across the county, including community based schemes like Neighbourhood Watch, Community Speedwatch, Paws on Patrol and Business Crime Reduction partnerships
- The Constabulary will maintain a strong, visible police presence in our communities and continue to build on it in the future.

# Young people becoming adults

Implicit in this priority is delivering sensitive, relevant and effective policing that inspires our young people to become law-abiding, productive members of society and to ensure that the 'system' works for them, not against them. Therefore, my challenge to the Constabulary is to see itself through the eyes of a child or young person and to earn their trust and support.

Adverse childhood experiences (ACEs) are stressful events occurring in childhood that directly affect a child (eg child maltreatment) or affect the environment in which they live (eg domestic violence, substance misuse or mental illness in their families).

Gloucestershire Constabulary has led the way in focusing on and understanding ACEs and has driven a partnership approach to support young people in Gloucestershire. Their voices must be heard and their needs supported.

To have any chance of this, it is vital that officers understand the impact their interaction may have on the developing mind of a young person, whether for better or for worse. They must understand we only have one chance to make a first impression. Respect is a two way street – hard to win, easier to lose.

The prospects for our young people in a post-Covid future are a major concern. Many experts fear for the mental health of our young people, particularly those who are vulnerable, as a result of the lockdown, the closure of schools and youth organisations and the impact that the death of relatives or seeing ill health has.

***Our children and young people are our greatest assets. We must do all we can to offset the harm done by Covid and prevent a lost generation***

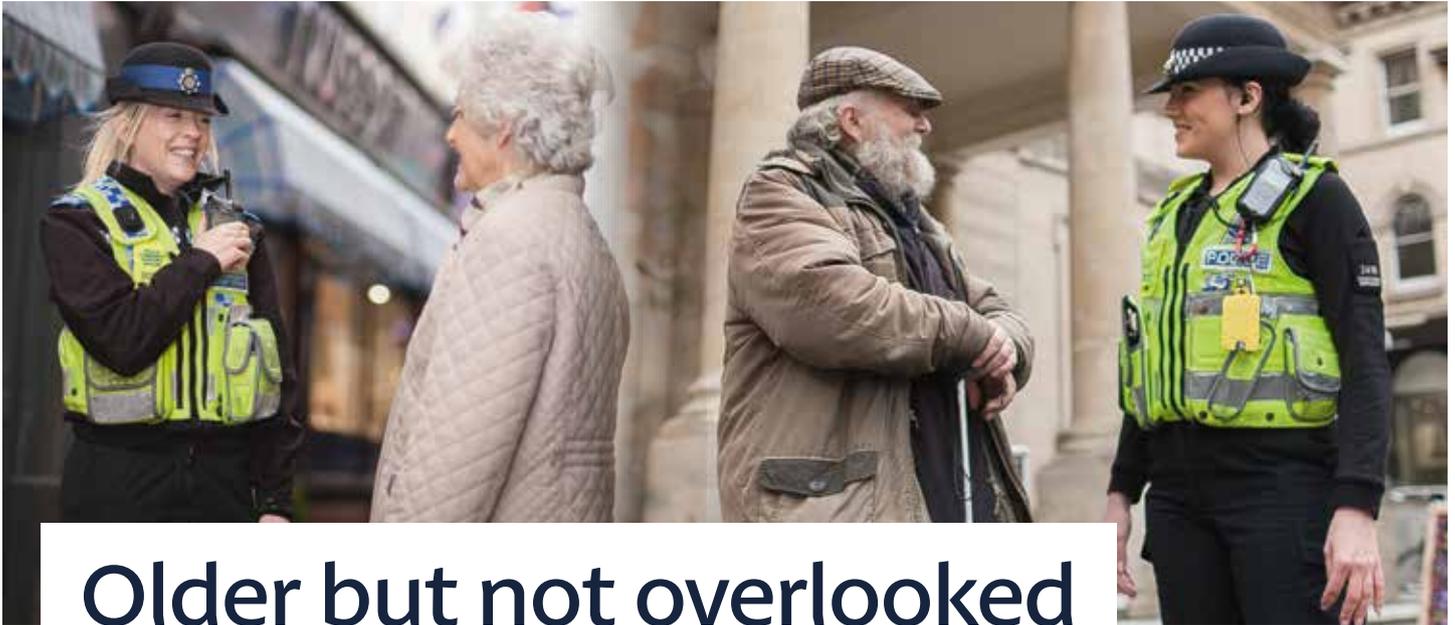
The long lasting effects of the pandemic will mean the Chief Constable will have to adapt how his School Beat teams operate. I am, however, greatly encouraged by the successes of the 'Children First' approach, which has resulted in a huge reduction in re-offending. Criminalising young people over trivial offences helps no-one whereas 'Children First' has diverted many away from a life of crime and resulted in much greater victim satisfaction. I will ask the Constabulary to continue to build on this success over the next 18 months and, at the same time, the Commissioner's Fund will continue to support youth organisations in our local communities.

## At a glance...

### Young people becoming adults

- Sensitive, relevant and effective policing that inspires our young people to become law-abiding, productive members of society
- The Constabulary must see itself through the eyes of a child or young person and to earn their trust and support
- Officers must understand the impact their interaction may have on the developing mind of a young person
- A commitment to the creation of a 'Child friendly county' where the voices of all children are heard and the needs of all children are met because a child has a right to enjoy childhood and safety
- Continued support of the Volunteer Police and Treasure Seeker Cadets and their vital ambassadorial role in vulnerable areas of society that are traditionally difficult to access and influence by adults and policing
- Recognition that our children are our greatest assets and we must do all that we can to prevent a 'lost generation' post Covid.





## Older but not overlooked

Since 2012, I have included 'Older but not overlooked' as a priority in the Police and Crime Plan. This has challenged the way the police and my office have approached the issue of inclusion. The needs of older and/or vulnerable people/groups in the county have driven the work on issues such as safer cyber, hate crime, Neighbourhood Watch and Safe and social roads. This has led to the development of numerous initiatives across Gloucestershire.

I want to see the learning from and development of this priority extended to all groups in society so that no-one is overlooked.

This priority is about inclusiveness, for example, what does Safer days and nights mean to members of our LGBTQ+ community in Gloucestershire? What does police

accessibility mean to people with disabilities within our community? Much has been done to address these issues, but as always, there is more that can be done. I want Gloucestershire Constabulary to strive to be the most inclusive Constabulary in the country, with emphasis on the most vulnerable members of our society. I will always support every effort to ensure that older and/or vulnerable people are supported so that they can remain active members of our community.

I make no comment on current national or international politics, but it is important that recognition is given to the extraordinary and rapidly changing times in which we live. I want everyone born in Gloucestershire, or choosing to live or work here to feel safe and to be part of our supportive community. To that end, I am prioritising community cohesion.

### At a glance...

### Older but not overlooked

- To educate officers as to the disproportionate impact Covid has had on vulnerable groups, and ensure they work with relevant partner agencies to safeguard and facilitate access to support services
- To engage with community groups and residential/care homes, ensuring that vulnerable older people are reassured through crime prevention, education and an understanding of proactive Neighbourhood policing activity
- That officers seek to build the intelligence picture around those individuals who target the vulnerable, in order to ensure such criminality is robustly disrupted and prevented
- That older, vulnerable victims of crime are offered enhanced support throughout the criminal justice process, in line with the Victims' Code
- The Constabulary will play its part in all our efforts to drive equality and inclusiveness in our county, and understand what underpins this inequality

# Safe and social roads (formerly *Safe and social driving*)

It is important to identify the role the police and other agencies can play in this area. Gloucestershire Fire and Rescue Service has made great progress educating our young people and preparing them for the roads and that must continue. The Special Constabulary provides an outstanding service in leading enforcement and must receive every support to continue this excellent work.

However, a new normal COVID-19 environment, recent critical reports into road policing nationally and the continued 'flat lining' of road casualty numbers confirm that we must seek new proactive strategies to reduce casualties on the road.

To help support the police and the road safety community in achieving this goal, I have recruited a new Priority Lead on 'Safe and social roads' who brings with him a fresh perspective from a long career connected with the automotive industry and a specialism in older driver safety. We know that drivers aged over 60 for example are our most vulnerable road user group and therefore urge police teams be more vigilant of older drivers in their day to day policing especially those coming out of lockdown.

With more than 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 identified seatbelt offences, tailgating, the use of mobile phones and vehicle plate infringements.

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

The ethos of safe and social roads is the ability to move around our communities in safety and with as much ease and convenience as possible; respecting other road users, cyclists, horse riders and pedestrians, encouraging people to walk and cycle in a safe and attractive environment and reducing air pollution wherever possible.



## At a glance...

### Safe and social roads

- People should be able to move around our communities in safety and with as much ease and convenience as possible
- The police will enforce the law when necessary, but we will all work to reduce offending and antisocial driving
- The Constabulary will listen to communities and provide a proportionate response to local road safety concerns
- The Constabulary will explore options around joint working with Highways England and its traffic enforcement team
- The Constabulary and the OPCC will work with partners to promote the benefits of safe and social roads in respecting road users and reducing pollution
- The Constabulary will develop localised interventions with partners alongside national campaigns
- The Constabulary will develop interventions with most at risk groups on the roads
- The OPCC and Constabulary will work with others to make it a pleasant experience to travel around the county and explore the beauty and tranquillity of Gloucestershire.



## A green and pleasant county

### At a glance...

#### A green and pleasant county

- Over the next 18 months I will ask the Chief Constable and his team to come up with a plan for the Constabulary to become carbon neutral by 2035 if viable
- Building on the success of having the largest percentage of electric vehicles of any police force in England and Wales, the Constabulary will continue to work to explore options around the ongoing electrification of the fleet, where operationally appropriate
- The OPCC and Constabulary will develop a close relationship with the Government sponsored Active Building Centre to pioneer and demonstrate the many benefits from sustainable energy for any future building projects
- As Vice Chair of the Association of the Police & Crime Commissioners, I am leading national work on this and will identify and disseminate best practice to further this agenda
- The Constabulary will adopt 'a compassionate approach' to all animals, including those in its service and other domestic, wild and working animals
- A Constabulary and county will recognise the link between human wellbeing and animal welfare and the powerful positive impact our wildlife and environment can have on our wellbeing
- Under my leadership, the Constabulary will continue to be a beacon of good practice in the environmental and sustainable agenda across policing in the UK.



Gloucestershire is our county. We are blessed by the environment in which we live and it is incumbent on us all to look after it, and all who live in it, for our children and our children's children. We are merely its custodians and must protect it for future generations.

Despite there being no legal requirement on the Constabulary, I am immensely proud that for some time now I have been able to use my position to champion environmental sustainability with the commitment to 'A green and pleasant county' as part of my Police & Crime Plan. I am the only PCC in the country to do so and, possibly because of this, Gloucestershire is the only Constabulary to achieve the highest environmental credentials with ISO 14001 certification, the international standard for environment management systems.

***"Under my leadership, the Constabulary will continue to be a beacon of good practice in the environmental and sustainable agenda across policing in the UK."***

I am proud that the Constabulary is leading the way in terms of UK policing with our commitment to electrification of the fleet. Building on this success, I expect it to explore further options as technology and capability develops for further electrification of the fleet where operationally appropriate.

This priority also reflects our respect for all animals – domestic, farm and wild. It establishes a 'compassionate approach' to all animals, which is fundamental to our way of life.

Gloucestershire is by definition a rural county and the importance of its way of life needs to be reflected in local policing. A vibrant and successful agricultural sector is crucial to the county's recovery from the pandemic, the impact of Brexit and climate change. Therefore, the OPCC and the Constabulary will build on the strong partnerships that already exist, to protect all our communities, urban or rural, and businesses from crime in all its forms.



# Priority Leads

**A**s with previous versions of the Police and Crime Plan, I have enlisted the support of Priority Leads to act as Plan ambassadors, to shape priorities and to monitor progress. They are all subject experts with a passion and drive to support me, my office, the police, partners and wider communities in keeping Gloucestershire one of the safest places in the UK to work, live and grow.

The Priority Leads will be supported by my team to research best practice and innovation, to identify learning and new networks and to collate and monitor activity associated with the Plan. They will also facilitate the inevitable cross-over of activity between priorities such as with a focus on older driving safety with 'Safe and social roads' and 'Older but not overlooked' or with emerging crime threats with 'Every contact counts' and 'Safer days and nights'.

## At a glance... Priority Leads

The strong foundations we have built:

- A Constabulary that is accessible and accountable to you, the public
- A police service that works with everyone to make sure we can live our day and nights in the county feeling safe
- A county that cares for our young people and understands the difficulties of transition from youth to adulthood
- A Constabulary that understands that as we grow older, we become more vulnerable
- A county that values its animals and respects its wildlife and the part they play in our lives
- A county that works tirelessly to make our roads safer and encourages all road users to be more sociable
- An organisation that understands the changing world and the benefits and threats from the cyber world
- As the county's fifth biggest employer, the Constabulary must lead and not just comply in ensuring Gloucestershire remains a green and pleasant county.



**DPCC Chris Brierley**  
*Every Crime Matters*



**Rich Burge**  
*Safer Days and Nights*



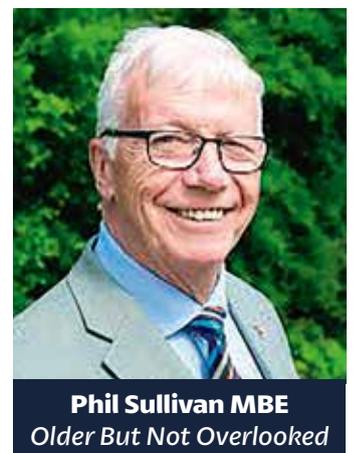
**Jane Dyer**  
*Young People  
Becoming Adults*



**Hilary Allison**  
*A Green and  
Pleasant County*



**Nigel Lloyd-Jones**  
*Safe and Social Roads*



**Phil Sullivan MBE**  
*Older But Not Overlooked*



Want  
to know  
more?



For publically available crime statistics for your area go to: **www.police.uk** and click on 'Find your neighbourhood'.

The Police and Crime Plan in full is available by:

**Visiting:** [www.gloucestershire-pcc.gov.uk](http://www.gloucestershire-pcc.gov.uk)

**Emailing:** [pcc@gloucestershire.pnn.police.uk](mailto:pcc@gloucestershire.pnn.police.uk)

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**OPCC**

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