



DRAFT Gloucestershire Police & Crime Prevention Plan **2021-2025**

Working together for a safer, stronger Gloucestershire



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Our Plan on a page



Foreword

To follow in final draft and to reflect public consultation.



Chris Nelson
Police and Crime Commissioner

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The role of the Police & Crime Commissioner and the Police & 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 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 Police and Crime Commissioners (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 how we - and most importantly the public - will know when 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 CJS 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 over 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 & 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	Satisfaction with police among victims of domestic abuse	CSEW

¹ Crime Survey of England and Wales

National Crime & Policing Measures		
Priority area	National metrics	Data source
Particular focus on victims of domestic abuse	Victim satisfaction with the police	CSEW
Tackle cyber crime	Confidence in the law enforcement response to cyber crime Percentage of businesses experiencing a cyber-breach or attack	Department for Digital, Culture, Media and Sport survey

[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 & 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 [HMICFRS](#) (Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services) inspection reports and [IOPC](#) (Independent Office for Police Conduct) 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 & 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](#)
- [Safer Stronger 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 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 effective.² 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.



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

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 youths
3. Doubles (or more) the offences brought to justice as diversions from criminal justice,
4. When used as a diversion, helps 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. Reduces crime victims' post-traumatic stress symptoms and the related costs
7. Reduces crime victims' desire for violent revenge against their offenders.

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](#) (RG) which is recognised as one of the leading restorative practice approaches 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 young people 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 and young people 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"

Finally "MRE3". This is an easy mnemonic for me 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 promises I made 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.

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Priority 1: Reduce anti-social behaviour and neighbourhood crime and increase 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 an ambitious 50% reduction in neighbourhood crimes and anti-social behaviour.

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, 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. No incident or offence is low-level or inconsequential, but receives the right intervention early on from the appropriate agency and gives the public confidence that we care about our communities.

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.

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
<ul style="list-style-type: none"> • Constabulary VCOP compliance data 	<ul style="list-style-type: none"> • Compliance with the Victims' Code (VCOP)
<ul style="list-style-type: none"> • Constabulary Crime Data Integrity (CDI) information 	<ul style="list-style-type: none"> • Percentage increase in CDI compliance
<ul style="list-style-type: none"> • Constabulary and Local Authority ASB data 	<ul style="list-style-type: none"> • Reduction in anti-social behaviour reported to the police and Local Authorities: <ul style="list-style-type: none"> • Abandoned vehicles • Excessive noise • Fly tipping • Fly posting • Illegal parking • Illegal use of scooters • Anti-social neighbours • Unauthorised encampments
<ul style="list-style-type: none"> • Constabulary crime data 	<ul style="list-style-type: none"> • Reduction in neighbourhood crimes: <ul style="list-style-type: none"> • Residential burglary • Robbery • Theft of and from a vehicle • Theft from a person • Pet theft • Criminal damage • Arson • Theft of a bicycle
<ul style="list-style-type: none"> • Constabulary customer satisfaction survey data 	<ul style="list-style-type: none"> • Improved victim satisfaction with the police service
<ul style="list-style-type: none"> • Constabulary victims' data 	<ul style="list-style-type: none"> • Reduction in repeat victimisation
<ul style="list-style-type: none"> • Victim Support data 	<ul style="list-style-type: none"> • Reduction in self-referrals to Victim Support
<ul style="list-style-type: none"> • Crime Survey of England & Wales 	<ul style="list-style-type: none"> • Improved confidence in local agencies in tackling crime and anti-social behaviour
<ul style="list-style-type: none"> • Local perception and confidence survey (OPCC) 	<ul style="list-style-type: none"> • Improved confidence in local agencies in tackling crime and anti-social behaviour
<ul style="list-style-type: none"> • Constabulary RTC data 	<ul style="list-style-type: none"> • Reduction in number of killed and seriously injured on the road
<ul style="list-style-type: none"> • HMICFRS PEEL inspection reports 	<ul style="list-style-type: none"> • Positive PEEL assessment by HMICFRS
How we will deliver	
<ul style="list-style-type: none"> • Being present and listening to people. Listening to our communities to focus attention on the crimes which have the greatest impact on them 	

How we will deliver

- **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 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 young people, 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

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Priority 2: A strong, 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.

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 300 extra personnel into our Constabulary. I am pleased to say that I have already begun this work.

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

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 three) 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.

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, and
- exploring collaborative and innovative commissioning opportunities with our partners to provide more cohesive, cost efficient and effective services to communities and victims.

I also want 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 Gloucestershire Fire and Rescue Service and also through partnership working with parish, town and district councils supported by the additional police volunteers.

Measurement	Success
<ul style="list-style-type: none"> • Constabulary VCOP compliance data 	<ul style="list-style-type: none"> • Compliance with the Victims' Code (VCOP)
<ul style="list-style-type: none"> • Constabulary Crime Data Integrity (CDI) information 	<ul style="list-style-type: none"> • Percentage increase in CDI compliance
<ul style="list-style-type: none"> • Constabulary personnel data 	<ul style="list-style-type: none"> • Increased number of deployable staff within the Constabulary • Improved diversity of staff within the Constabulary • Increased use of apprenticeships across the Constabulary
<ul style="list-style-type: none"> • Constabulary Citizens in Policing (CiP) data 	<ul style="list-style-type: none"> • Increase in volunteering hours by recruiting 150 volunteer PCSOs and Special Constabulary officers
<ul style="list-style-type: none"> • Constabulary Force Control data 	<ul style="list-style-type: none"> • Improvements in call answering times particularly for 101 in the Force Control Room
<ul style="list-style-type: none"> • Constabulary customer satisfaction survey data 	<ul style="list-style-type: none"> • Improved victim satisfaction with the police service
<ul style="list-style-type: none"> • Crime Survey of England & Wales 	<ul style="list-style-type: none"> • Improved confidence in local police
<ul style="list-style-type: none"> • Local perception and confidence survey (OPCC) 	<ul style="list-style-type: none"> • Improved confidence in local agencies in tackling crime and anti-social behaviour • Improved visibility of the Constabulary, particularly within neighbourhoods
<ul style="list-style-type: none"> • OPCC/Constabulary budget monitoring 	<ul style="list-style-type: none"> • Successful funding applications (OPCC and Constabulary)
<ul style="list-style-type: none"> • HMICFRS PEEL inspection reports 	<ul style="list-style-type: none"> • Positive PEEL assessment by HMICFRS
<ul style="list-style-type: none"> • Commissioned services data 	<ul style="list-style-type: none"> • Satisfaction levels of the police among service users of our commissioned services
How we will deliver	
<ul style="list-style-type: none"> • Delivering an efficient and effective force, as determined by HMICFRS 	

How we will deliver

- **Identifying and applying for funding opportunities** for the Constabulary and partners to 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.

Priority 3: A Criminal Justice System that supports victims and reduces reoffending

Most people know my role as focusing on policing and holding the Constabulary to account via the Chief Constable, but my responsibilities don't 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.

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.

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.

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 and less likely to have settled accommodation. 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. For example, that includes supporting ongoing activity led by the Constabulary in looking at alternative rehabilitation solutions for female offenders.

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.

Since coming in to office, I have been very impressed with the work of [Restorative Gloucestershire](#) and want to see this effective, problem-solving approach promoted and expanded. As well as providing an important experience for victims, restorative justice can have a dramatic and positive impact on the lives of offenders. Offenders will be given the opportunity, if the victim agrees, to come face to face with the person they have caused harm. Agencies can refer offenders to Restorative Gloucestershire and restorative justice can be used alongside the criminal justice process.

Finally, 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
<ul style="list-style-type: none"> • Constabulary VCOP compliance data 	<ul style="list-style-type: none"> • Compliance with the Victims' Code (VCOP)
<ul style="list-style-type: none"> • Constabulary Crime Data Integrity (CDI) information 	<ul style="list-style-type: none"> • Percentage increase in CDI compliance
<ul style="list-style-type: none"> • Constabulary customer satisfaction survey data 	<ul style="list-style-type: none"> • Improved victim satisfaction with the police service • Improved victim satisfaction with the police and CJ agencies
<ul style="list-style-type: none"> • Crime Survey of England & Wales 	<ul style="list-style-type: none"> • Improved confidence with the police and Criminal Justice agencies
<ul style="list-style-type: none"> • Local perception and confidence survey (OPCC) 	<ul style="list-style-type: none"> • Improved confidence with the police and Criminal Justice agencies

Measurement	Success
<ul style="list-style-type: none"> Constabulary victims data 	<ul style="list-style-type: none"> Reduced victimisation and, in particular, repeat victimisation
<ul style="list-style-type: none"> Reoffending rates available to the Gloucestershire Criminal Justice Board 	<ul style="list-style-type: none"> Reduced offending and seriousness of offending
<ul style="list-style-type: none"> Integrated Offender Management (IOM), Multi-Agency Risk Assessment Conference (MARAC) and Multi-Agency Public Protection Arrangements (MAPPA) data via Gloucestershire Constabulary 	<ul style="list-style-type: none"> Reduced offending and seriousness of offending
<ul style="list-style-type: none"> Data available to LCJB from partner agencies 	<ul style="list-style-type: none"> 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.)
<ul style="list-style-type: none"> Public Health England 	<ul style="list-style-type: none"> Police referrals into drug treatment
<ul style="list-style-type: none"> First-Time Entrants (FTE) to the CJS available to the Gloucestershire Criminal Justice Board from Youth Offending Services 	<ul style="list-style-type: none"> Reduction in FTE to the CJS
<ul style="list-style-type: none"> Outcomes rate data from Gloucestershire Constabulary 	<ul style="list-style-type: none"> Improved outcomes rate for offences reported to the Constabulary
<ul style="list-style-type: none"> OPCC contract monitoring information relating to commissioned victims' services 	<ul style="list-style-type: none"> High satisfaction rates among service users of local commissioned victims' services
<ul style="list-style-type: none"> Restorative Gloucestershire data 	<ul style="list-style-type: none"> Successful delivery of restorative practices delivered by Restorative Gloucestershire and particularly by the Children First initiative.
<ul style="list-style-type: none"> Out of Court disposals – in particular with regards to Children First 	<ul style="list-style-type: none"> Increased proportion of out of court disposals
<ul style="list-style-type: none"> Public Health England 	<ul style="list-style-type: none"> Police referrals into drug treatment services
<ul style="list-style-type: none"> HMICFRS PEEL inspection reports 	<ul style="list-style-type: none"> Positive PEEL assessment by HMICFRS
How we will deliver	
<ul style="list-style-type: none"> 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 	

How we will deliver

- **Working together.** Utilise and share 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.** Wherever possible, and where a need is identified, work together with criminal justice partners to improve local provision and services such as with the delivery of a Nightingale Court on the Constabulary estate

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Priority 4: A focus on vulnerability and victimisation

I want to make sure that victims of crime are at the centre of this plan, which is why they feature in two of my priorities.



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.

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 [VCOP](#) compliance for all Criminal Justice agencies through the [LCJB](#), as well as ensuring investigative excellence, proper victim and witness support and, ultimately, more convictions.

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 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 and young people). 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.

I am committed to working with the police, partners and local communities to improve our knowledge of what works and help empower victims to speak out against abuse and violence in order to prevent criminal exploitation by organised criminal gangs as well as providing 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

³ <https://www.bbc.co.uk/news/uk-49481998> - DN: Can we cite the actual research please, rather than the news article.

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 convening powers to work with partners to continually improve safeguarding arrangements in the county for both children and young people as well as adults and continue to support victims outside of the CJS through commissioned services. To this end, I fully support the anticipated [Victims of Crime \(Rights, Entitlements, and Notification of Child Sexual Abuse\) Bill](#).

Measurement	Success
<ul style="list-style-type: none"> Constabulary VCOP compliance data 	<ul style="list-style-type: none"> Compliance with the Victims' Code (VCOP)
<ul style="list-style-type: none"> Constabulary Crime Data Integrity (CDI) information 	<ul style="list-style-type: none"> Percentage increase in CDI compliance
<ul style="list-style-type: none"> OPCC contract monitoring information relating to commissioned victims' services 	<ul style="list-style-type: none"> High satisfaction rates among service users of locally commissioned victims' services
<ul style="list-style-type: none"> Constabulary customer satisfaction survey data 	<ul style="list-style-type: none"> Improved victim satisfaction with the police service Improved victim satisfaction with the police and CJ agencies
<ul style="list-style-type: none"> Crime Survey of England & Wales 	<ul style="list-style-type: none"> Improved confidence with the police and Criminal Justice agencies
<ul style="list-style-type: none"> Constabulary crime data relating to VAWG, repeat victimisation and exploitation and vulnerability referrals 	<ul style="list-style-type: none"> Increase reporting of (and confidence to report) incidents of domestic and sexual abuse and child exploitation
<ul style="list-style-type: none"> Reoffending rates available to the Gloucestershire Criminal Justice Board 	<ul style="list-style-type: none"> Reduced offending and seriousness of offending
<ul style="list-style-type: none"> Constabulary Crime Data 	<ul style="list-style-type: none"> Reduction in murder and other homicides including drug related Reduction in serious violent crime
<ul style="list-style-type: none"> NHS data 	<ul style="list-style-type: none"> Hospital admissions of u25s for assault with a sharp object
<ul style="list-style-type: none"> Public Health England 	<ul style="list-style-type: none"> Police referrals into drug treatment
<ul style="list-style-type: none"> Constabulary customer satisfaction survey data 	<ul style="list-style-type: none"> Improved victim satisfaction with the police with a particular focus on domestic abuse
<ul style="list-style-type: none"> Constabulary victims data 	<ul style="list-style-type: none"> Reduced victimisation and, in particular, repeat victimisation
<ul style="list-style-type: none"> Constabulary VIST data 	<ul style="list-style-type: none"> Improved and utilised multi-agency safeguarding processes
<ul style="list-style-type: none"> Outcomes rate data from Gloucestershire Constabulary 	<ul style="list-style-type: none"> Improved outcomes rate for offences reported to the Constabulary
<ul style="list-style-type: none"> HMICFRS PEEL inspection reports 	<ul style="list-style-type: none"> 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 young people, and helping to build safer and stronger local communities
- **Listening to people and, in particular, victim / survivors.** Understanding experiences and using them to improve agency knowledge, policies, practices and contracts
- **Broaden our understanding.** Work 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: Empowering our local communities

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 – even if the volume data isn't there – must be a priority if I am really able 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 get out into your communities and build relationships. This will include regular roadshows 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 monitor 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.

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 Visiting (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.

In 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.

2. Pet theft

According to [CrimeStoppers](#), pet theft has risen by almost a fifth during lockdown⁴ 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 their 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 are more scared of walking their pet because of the heightened risk that it will be stolen.⁵

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 am part of a national Government [Pet Theft Task Force](#). The Taskforce has been established to understand the factors that may be contributing to any perceived rise in thefts and to

⁴ <https://crimestoppers-uk.org/campaigns-media/campaigns/dog-theft>

⁵ <https://www.apccs.police.uk/latest-news/strong-support-for-changing-the-law-to-reflect-the-emotional-impact-of-having-a-pet-stolen/>

recommend any necessary measures to tackle the problem, recommendations that I will be bringing straight back to Gloucestershire.

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.

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, particularly 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 and I 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's 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 already said, I want to explore more innovative use of public 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.

Measurement	Success
<ul style="list-style-type: none"> Constabulary VCOP compliance data 	<ul style="list-style-type: none"> Compliance with the Victims' Code (VCOP)
<ul style="list-style-type: none"> Constabulary Crime Data Integrity (CDI) information 	<ul style="list-style-type: none"> Percentage increase in CDI compliance
<ul style="list-style-type: none"> Constabulary crime and ASB data 	<ul style="list-style-type: none"> Reduction in reports of speeding and anti-social driving
<ul style="list-style-type: none"> Constabulary RTC data 	<ul style="list-style-type: none"> Reduction in number of killed and seriously injured on the road
<ul style="list-style-type: none"> Constabulary and Local Authority ASB data 	<ul style="list-style-type: none"> Reduction in neighbourhood crime and anti-social behaviour reported to the police and Local Authorities
<ul style="list-style-type: none"> Constabulary crime data 	<ul style="list-style-type: none"> Reduction in rural, wildlife and heritage crimes Reduction in neighbourhood crimes in rural areas Reduction in business crimes Reduction in shop lifting Reduction in attacks against shop workers
<ul style="list-style-type: none"> Constabulary customer satisfaction survey data 	<ul style="list-style-type: none"> Improved victim satisfaction with the police
<ul style="list-style-type: none"> Crime Survey of England & Wales 	<ul style="list-style-type: none"> Improved confidence in local agencies in tackling crime and anti-social behaviour
<ul style="list-style-type: none"> Local perception and confidence survey (OPCC) 	<ul style="list-style-type: none"> Improved confidence in local agencies in tackling crime and anti-social behaviour
<ul style="list-style-type: none"> Department for Digital, Culture, Media and Sport survey 	<ul style="list-style-type: none"> Confidence in the law enforcement response to cyber crime Percentage of businesses experiencing a cyber-breach or attack

Measurement	Success
<ul style="list-style-type: none"> OPCC volunteer data HMICFRS PEEL inspection reports 	<ul style="list-style-type: none"> Increase in volunteers working with the OPCC 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 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 young people, 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](#).

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