



Office of the
**Police and Crime
Commissioner**
Gloucestershire

Police and Crime Plan 2017-2021

'Less crime, more peace and good order'



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My Police and Crime Plan for 2017/21 will augment the successes achieved during my previous term of office. My priorities will remain

the same but will include new areas for development based upon my recent election manifesto and my commitment to succeed.

The priorities of the plan are:

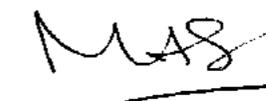
- Accessibility and accountability
- Older but not overlooked
- Young people becoming good adults
- Safer days and nights
- Safe and social driving
- Safer cyber.

I will give particular consideration to the factors below which are further explained in the next section of this plan:

- **The Strategic Policing Requirement (SPR)** – having due regard to this
- **Strengths based working** – working with our communities
- **Voluntary and community sector** – valuing their contribution and support
- **Restorative Gloucestershire** – continuing to support this positive work
- **Victims** – putting the victim at the heart of what we do
- **Community safety review** – implementing the recommendations.

I look forward to working with you all during the next four years and, in particular, the valued contributions which I hope you are able to make in the delivery of this plan. My aim is that the plan will be delivered through the inclusion and involvement of the many partnerships, and communities we have in Gloucestershire with the aim of making it a safer place in which to live and work.

Thank you



Martin Surl

My approach

Continuing the journey

I do not think this is the time for a change of direction, not least because it would be disruptive to the police and the many organisations with which the Constabulary and I work. Having brought the police through a period of unprecedented austerity and re-organisation, further change could threaten the stability of the Constabulary.

I also believe policing and politics should be kept separate. Policing should serve and protect all people, regardless of their political stance. The Police and Crime Commissioner (PCC) should represent the public and challenge policing of the county from an independent position unencumbered by party politics.

A stabilising influence

When I took office, the Constabulary's Chief Constable, Deputy Chief Constable and Assistant Chief Constables were all temporary. Within six months, I appointed Gloucestershire's first woman Chief Constable and the temporary team of four was replaced. It has subsequently been reduced to a strong team of three with whom I enjoy a strong professional working relationship.

It was also a shock to learn the Constabulary had no ICT strategy and a financial plan that was based upon council tax increases that were double the permissible level. It was both a surprise and concern that most of its police stations and buildings were in a shocking state of repair. We now have one of the best state-of-the-art custody facilities in the country which, together with other investments in the police estate, has helped save local taxpayers around £10m.

Gloucestershire Police for Gloucestershire people

The Home Secretary has been very clear that there will be no forced mergers of police forces but she expects, indeed requires them to collaborate, share services and play their part in policing the United Kingdom through the Strategic Policing Requirement (SPR). I am clear about where I stand on the issue of mergers and my fellow commissioners in the South West are aware of my position.

I want the Chief Constable of Gloucestershire to focus on keeping Gloucestershire safe, working primarily on local issues that affect your communities whether in Gloucester, Cheltenham, Stroud, Tewkesbury, the Forest of Dean or the Cotswolds. Of course, I recognise that Gloucestershire Constabulary cannot stand alone and must be an integral part of UK policing but what does that mean?

Whilst keeping Gloucestershire's independence, I will develop our relationship with our closest neighbours in the South West and other adjoining forces to make sure Gloucestershire is protected from organised gangs and criminals, because criminals have no respect of borders. During the next four years, I will ask the Chief Constable to ensure the Constabulary is fully interoperable not only with police in the South West but also with adjoining forces in Wales, West Mercia, Warwickshire, and Thames Valley, so that policing on our borders is seamless.

That means:

- We will keep our Chief Constable who will focus their attention on Gloucestershire
- We will share resources when it makes operational or financial sense to do so
- We will aim for a common ICT platform on which Gloucestershire will lead, which in turn will save several million pounds and make us interoperable.

In this turbulent world, you will have a police force that is fully integrated into UK policing and meets the needs of the SPR which is fully focused on the needs of Gloucestershire's city, towns, villages and people.

I will ensure that the Constabulary's business plan is integrated into this plan and that the performance and delivery are in alignment to create a cohesive approach.

By 2020, Gloucestershire Constabulary must be a fully integrated, fully interoperable force within the UK police structure that is fully focused on serving the needs of Gloucestershire.

The most qualified

I will never forget that I was chosen by people in Gloucestershire to be their first Police and Crime Commissioner and I will always put them first. Since being elected in November 2012, I have agreed to Gloucestershire sharing its roads policing, firearms, dogs, and serious crime capability with Avon & Somerset and Wiltshire Police.

I will continue to explore collaborative opportunities to work with Avon and Somerset and Wiltshire Police to identify areas to improve efficiency and effectiveness. I will also extend opportunities to collaborate with other police partners or agencies where relevant.

I decided against integrating forensics because it was not in our best interest and full integration of Special Branch function will only happen when the financial package is right. With my 35 years of local, national and international policing experience now fully focused on Gloucestershire I feel confident and qualified to represent Gloucestershire's interest locally, regionally and in Westminster and Whitehall.

Due regard

As PCC I have to give due regard to:

- The Strategic Policing Requirement
- Home Secretary directives

Similarly the Chief Constable has to give due regard to the above and, in addition, to my Police and Crime plan.

This plan seeks to support these principles.

The Strategic Policing Requirement (SPR)

The SPR has been issued in execution of the Home Secretary's statutory duty to set out what are the national threats and the appropriate national policing capabilities required to counter those threats. I will have regard to the SPR in the delivery of this plan.

The SPR is focused on what, in strategic terms, the police need to achieve rather than how it is achieved. It is structured in two parts, considering threats and response respectively.

The SPR supports the PCC and Chief Constable to ensure they fulfil national responsibilities, namely:

- Helps the PCC, in consultation with their Chief Constable, to plan effectively for policing challenges that go beyond their force boundaries;
- Guides Chief Constables in the exercise of these functions;
- Enables and empowers PCCs to hold their Chief Constable to account for the delivery of these functions.

The SPR focuses on:

National Threats – the risks of criminal or terrorist threats and harms or other civil emergencies that require a cross-boundary policing response e.g. terrorism, organised crime, civil emergencies, public order or safety, large scale cyber incident and child sexual abuse

Capacity and contribution – the combined national capacity of police forces to respond to these threats in terms of outcomes sought

Capability – that police forces need to maintain in order to achieve these outcomes

Consistency – among forces for certain key specialist capabilities when the resources from more than one force need to be integrated or work alongside each other

Connectivity – the arrangements by which resources from several police forces may effectively be coordinated or mobilised together with those of other agencies such as the Security Service or National Crime Agency.

Future responsibilities

There are a number of additional responsibilities that are likely to be devolved to Police and Crime Commissioners during my new term of office, these include :

Complaints against police – The Policing and Crime Bill will seek to create greater independence in the process used to investigate complaints against police. This will be achieved through use of the office of the PCC who will provide a level of independence, that is implicit through their role and function, in the investigation process.

Fire and Rescue – the Policing and Crime Bill will, in addition to the above, support a number of measures including further collaboration between the police, fire and rescue and ambulance services.

Beyond this there is also the potential for Government to devolve further responsibilities to PCCs for oversight and control of the Fire and Rescue Service.

Criminal Justice – There is the potential for the Government to devolve further responsibilities to PCCs in relation to key areas of Criminal Justice, these could include;

- Offender management
- Youth justice
- Courts
- Victims and witnesses
- Crown Prosecution Service

Strengths based working (Asset Based Community Development)

To further develop the practice of asset based community development by working with communities in order to maximise and value their strengths.

Asset-Based Community Development (ABCD) is a new approach to the development of stronger and safer communities. It is at the centre of a large and growing movement that considers local assets as the primary building blocks of sustainable community development. Building on the skills of local residents, the power of local associations, and the supportive functions of local

institutions, asset-based community development draws upon existing community strengths to build stronger, more sustainable communities for the future.

Socially inclusive communities not only feel safer, they are more resilient, happier and healthier places to live and work. As part of the community, the police are well placed to support citizens coming together in positive association to make change happen.

Whilst it is not for us to define what changes are to be made, our connecting and sharing assets will support and empower citizens to take greater control over their own lives.

Restorative Gloucestershire

To continue and further develop the positive work delivered by Restorative Gloucestershire which is now recognised as one of the leading restorative practice approaches in the UK.

The outcome of the review of Community Safety in Gloucestershire (2016)

This review was conducted as part of the Gloucestershire bid to government to become a Combined Authority and has community safety as a key element.

The review has resulted in a fully cohesive and integrated approach to community safety and this will be reflected in the delivery of this plan. Through this I will strive to maximise the benefit of multi-agency working including the valued contribution of the voluntary sector and our communities.



Voluntary and community sector (VCS)

The valued contribution of the voluntary sector can never be underestimated and it is for this reason that it continues to be a key partner within this plan. There are more than 2,500 voluntary and community sector organisations within Gloucestershire who are all able to contribute to the delivery of this plan.

I will encourage the Constabulary to work closer with the VCS and create strong partnership arrangements.

Victims

The service and support provided to victims should be at the heart of our approach. I have recently commissioned a support service for victims in Gloucestershire which is now being delivered by Victim Support, a professional and experienced organisation.

We also have a duty to comply with the Victims Code of Practice 2015 and I will ensure that the Constabulary is compliant with this and in doing so augment the service provided to victims.

The forthcoming Victims' law will reinforce the principles of the Victims Code of Practice and strengthen the voice of the victim giving them proper support and protection.

Commissioner's Fund

My Police and Crime Plan will continue to support police & community projects and programmes that are seeking to break the cycle of harm and offending. 1% of the policing budget, c.£1 million will continue to be set aside to finance projects and programmes that support delivery of the Police and Crime Plan priorities.

Mental health

It is estimated that one in every four people have either experienced or live with a mental health condition.

Therefore it is important to recognise the impact that mental health issues can have on an individual's wellbeing, irrespective of their age. These issues can also impact on the wider community, support agencies and in some cases lead to an individual entering the Criminal Justice system. We all have a duty to work together in recognising this and where practicable offering a pathway to the right support.

The police estate

Many valued community police stations were closed before I took office and in my 2012 manifesto I promised not to close any more. I could see no need for further closures then and have kept that promise.

Barton Street Police Station was included in the closure list in 2012 but was saved, refurbished and retains

an important role at the heart of that multi-cultural community. Coleford Police Station was also under the threat of closure in 2012 but under my direction has been expanded, refurbished and renamed 'The Forest of Dean Police Station'.

Furthermore, I expect that all police stations that remain will be fully maintained, have better public and disabled access, and become an integral part of the communities they serve.

I have already touched on Gloucestershire's new state-of-the-art custody facility but there has been a considerable improvement in many of the Constabulary's other buildings including developing the headquarters campus at Waterwells, Gloucester. This has been achieved at a fraction of the cost of provisional plans drawn-up by the old police authority and considerable savings to local council tax payers:

- £1.5 million was saved on revisions for the new custody facility after the original plans became bogged down by escalating costs and indecision
- £3.4 million was saved on a new investigative centre which, thanks to decisive action by my office, was opened years ahead of schedule
- The failing and expensive Bearland site in Gloucester was sold to the County Council for a package worth in excess of £500K and with the police retaining a reception area and operational base on the ground floor- another project that had been dogged by indecision before I was elected

- Cheltenham's new community police station opened in March 2016
- After years of inactivity in Cheltenham, the Lansdown Road site which includes the former county police HQ, the former HQ buildings and the former Cheltenham Police Station is now for sale which will generate much needed funds.

In total £10 million has been saved and running costs reduced.

For our children's children

I am planning much further into the future than the next four years. I want our children and grandchildren to live in a county that is safe and served by a good, able and well-resourced police service. That is why I have set aside £2 million to develop the Bamfurlong Operations Centre on the junction 11 of the M5.

With its proximity to the motorway network, it is an ideal location to build partnerships with other agencies to develop a centre that will be of strategic importance to our county.

Likewise, I am working with Cotswold District Council and the Ministry of Justice to release the police station in Cirencester for redevelopment with the former Magistrates Court, Forum car park and adjacent roads to support and enhance the economic future of the town. Agreement in principle has been reached on provision of a new town centre police station that will be fit for future policing.

I will also explore with the Chief Fire Officer real estate options that may benefit both services.

Neighbourhood policing

I agree with HMIC that due to unprecedented budget cuts there is a risk to neighbourhood policing, namely that the time neighbourhood teams can dedicate to their principal functions in their communities is being eroded. This is due to a combination of a broadening of their roles in some areas and more frequent reassignment of duties ('abstractions'). I fully acknowledge and appreciate that the Chief Constable has to make difficult decisions about where resources should be concentrated, but neighbourhood policing is, in my view, vital to the overall effectiveness of policing.

Therefore I will expect the Chief Constable to develop a plan with my office and local people to maintain and develop neighbourhood policing in your communities.

We must also recognise that up to an additional 50,000 houses will be built in Gloucestershire over the next 20 years bringing a commensurate demand on services

Mounted section

There has been much interest and comment on the possibility of the Constabulary acquiring its own mounted section. The two horses we have at the moment comprise the final phase of an extensive trial which has so far been founded on sound academic and physical research.

If the trial is successful, there is a high expectation that Gloucestershire will have a mounted section funded through the Social Investment. This would lead to an additional four officers, horses, training and equipment at very little, if any, cost to the Constabulary.

The delivery of a small mounted capability section Gloucestershire would enable the Constabulary to improve public confidence, potentially generate income through mutual aid and enhance the Constabulary's operational capabilities and capacity.

Mounted patrols would be part of the neighbourhood model working alongside other neighbourhood officers in the communities most in need. They would also bring a reassuring presence to officers confronting potentially violent situations and when policing our busy night-time economy.

Funding from the social stock exchange, which connects social impact businesses with investors looking to generate social or environmental change, would be dependent on the horses being available to engage with vulnerable community groups and organisations. These could include the National Star College and people with physical disabilities and mental health issues when the horses are not needed for operational duties. This would fit in very well with the community engagement element of the mounted section's duties.



Rural policing

Gloucestershire's countryside is a beautiful place in which to live and offers a lifestyle to which many in our county aspire. However, the picture postcard image often hides crime and poverty, which can be on a par with urban areas. Crime has become an increasing concern in rural areas over the past few years. In many surveys, crime and anti-social behaviour (ASB), law and order and policing are the most important issues for rural communities, second only to the National Health Service.

The extent of crime in rural areas is only part of the problem. For many people, whether they have fallen victim to crime or not, the simple fear of crime can have a detrimental effect on their quality of life. 39% of rural people are worried about becoming a victim of crime compared with 19% nationally. It has been suggested that anticipation of crime has the potential to cause greater harm than the actual experience of crime itself due to the effect of long-term stress and other mental health considerations.

Crime is a key issue for rural communities therefore tackling rural crime and increasing police visibility will be a key part of neighbourhood policing in Gloucestershire.

Code of Ethics

I will expect all members of the Constabulary and my team to work within the principles of the College of Policing's Code of Ethics and to support colleagues in delivering the highest professional standards and acting with integrity in their service to the public.

A green and pleasant county for now and in the future

The Constabulary employs almost 1800 people, owns many buildings and operates more than 400 vehicles. While I am Police and Crime Commissioner, it will operate in as responsible and sustainable a way as possible.

Already Gloucestershire is the only force in the UK to hold ISO 14001 accreditation which ensures the Constabulary measures energy consumption and reduce waste. It will not only maintain that accreditation but also it will go further by seeking new opportunities to reduce waste & pollution.

By the end of June 2017, I will expect the Constabulary to have conducted a root and branch audit of its environmental footprint. I will also ask the Chief Constable to present a plan to work towards a paperless environment.

Re-cycling will become the norm, not the exception, with opportunities to contribute located in all police buildings. An energy audit of all police buildings will be undertaken.

Electrification of the police fleet will continue where operationally viable and emissions will be an increasing element in the decision making process alongside cost and performance when vehicles are purchased.

The police fleet must be high quality, cost effective and efficient. The current fleet serves the county well but it appears we as consumers, have been misled about the environmental credentials of some of these cars. In future I will not allow the Constabulary to purchase or lease any vehicle where the manufacturer has been shown to deceive the public over emissions unless remedial measures have been taken.

A compassionate approach

All of the priorities in my Police and Crime Plan are aimed not only at making Gloucestershire a good place in which to live, work and visit but also about ensuring a society that is fair, just and compassionate.

That compassion extends to animals and their ability to enjoy a life free of cruelty. Many studies have demonstrated links between cruelty perpetrated on animals by people who then go on to offend against other people.

I will encourage the Constabulary to work with partner agencies to ensure enforcement action is taken against those who break laws to protect animals from cruelty or neglect.

I will continue to work with organisations who seek to educate in this area, such as Cheltenham Animal Shelter and its HALT project. This programme teaches compassion, respect and responsibility towards both animals and people. It works with children from throughout the county who have been or are in danger of being excluded from mainstream education, or have been found to suffer from low self-esteem.

I am aware of the upset an animal being stolen can cause to pet owners and will ensure crime prevention advice is made available to pet owners and that cases reported to the Constabulary are investigated. I will continue to follow the work of the All Parliamentary Group for Animal Welfare (APGAW) and ensure any relevant legislation or good practice is acted upon.

The policing priority

Every commissioner must set out the policing priorities for their county which will form the basis of their Police and Crime Plan. In 2012 I set five priorities and added a sixth in 2014.

These priorities are:

- Accessibility and accountability
- Older but not overlooked
- Safer days and nights
- Young people becoming adults
- Safe and social driving
- Safer cyber (added 2014).

I feel these priorities are as relevant now as they were four years ago and to change them now after just three years seems to me to be change for change's sake. Not only would it be unnecessarily disruptive, I believe it would risk de-stabilising the progress made and put investments in our communities at risk.

Substantial progress has been made on all six priorities and I will build on that success during the next four years. The priorities are now described in the following pages.

1. Accessibility and accountability

Intent:

To get the right resources to the right situation or problem first time, every time, on time and dealing with the matter appropriately and effectively.

To realise the ideal of the local officer working in and with the communities of Gloucestershire.

Much has been achieved but the public tell me they want to see more of their police and more of their PSCOs and that message is repeated all around the county.

To deliver this priority I will:

1. Provide sufficient funding to increase police officer numbers, subject to Government Grants
2. Double the size of the Special Constabulary
3. Harness efficiencies from technology to put more 'boots on the ground' to increase visibility, accessibility and engagement with our communities
4. Encourage the deterrence and prevention of crime and anti-social behaviour rather than merely responding to it, reflecting the modern crime prevention strategy
5. Encourage the Constabulary to be available to residents and offer reassurance and a familiar face they can have confidence and confide in
6. Support the Constabulary to review how the public can communicate with the police and access their services. Whilst improving traditional channels of communication, will develop new channels appropriate to all ages, demographics and communities to give people a choice and convenient ways of accessing their services

7. Encourage the development of a plan between the Constabulary, the OPCC and local communities to maintain and develop neighbourhood policing in their communities
8. Evaluate the current trial of the Mounted Police
9. Maintain the profile of rural communities through the Constabulary tackling rural crime and increasing visibility in those communities
10. Purposely build communities, capacity and resilience through a strengths based approach.

I will expect the Chief Constable to set out at least five operational priorities every six months which must be based upon the level of threat, risk and harm to the communities and people of Gloucestershire and on community intelligence. Examples of these operational priorities could include: knife crime, burglary and cyber frauds against elderly people. The Chief Constable will set the operational priorities for their officers but they will not work in isolation. They must learn from history, past mistakes, research and seek best practice. They must not be afraid to test new innovative ideas and solutions and we will encourage this ethos.

Approach :

1. I will expect Chief Officers of the Constabulary to report progress to the Commissioner and local people via public webcasts that will be held at least every three months.
2. The police must be able to demonstrate to the Commissioner and the public that crime reduction and prevention is embedded into everything they do and that the Modern Crime Prevention Strategy is fully considered. Every crime reported represents a failure to prevent and, whilst I am a realist, I will continue to work with the police and partners to reduce and prevent crime being committed

3. In policing we often hear about the 'multi-agency' approach, where various agencies such as the local authorities, health and social care agencies work together, but we have yet to see this implemented in a true working model. Our most vulnerable in society often become 'part of the system' when an early intervention and identification could have prevented it. Competing demands and budgets within partner agencies mean that the police often become the agency of last resort, plugging the gaps when people are in crisis and in desperate need of help including Modern Slavery.
4. I would like to establish an in-depth multi-agency solution to ensure that people who need help get the right help at the right time and from the right people.



2. Older but not overlooked

Intent:

That older people need to feel and remain an active part of our communities whether they live in their own homes or are in residential care.

That these members of our community should be part of the police beat with the local officer being visible and proactive with all vulnerable groups

1. There is no statutory definition of crimes against older or vulnerable people but the Gloucestershire Constabulary will prioritise crimes and incidents:
 - Where there is a relationship and an expectation of trust e.g. assault/theft by a carer or family member.
 - Where the offence is specifically targeted at an older or vulnerable person because they are perceived as being vulnerable or an 'easy target' e.g. a distraction burglary or a mugging
 - Where the offence is not initially related to the older person's age or vulnerability but later becomes so e.g. a burglary where the burglar does not know the age of the householder but later exploits the situation on discovering that the householder is an older person
 - Where offences appear to be in part, or wholly motivated by hostility based on age, vulnerability, or perceived age e.g. an assault, harassment or antisocial behaviour involving derogatory statements associated with the victim's age
 - Where an offender deliberately targets an older person because of his/her hostility towards older or vulnerable people or the crime is a 'hate crime'.
2. Older people with dementia and other vulnerable people have the same rights as all victims and witnesses to receive an equal and accessible service. The police must not make assumptions about the reliability or credibility of a victim
3. Hate crimes will not be tolerated and I will expect the Constabulary to continue its programme of work to reduce and prevent these crimes, support victims, and bring offenders to justice.



3. Young people becoming adults

Intent:

To deliver sensitive, relevant and effective policing ensuring our young people become law-abiding, productive members of society.

To ensure that the 'system' must work for them, not against them

Young people will be given the help they need to develop into responsible adults who will contribute to their community.

This priority will link into relevant other areas of the Police and Crime Plan and we will work closely with key partners, for example developing the Youth Crime Prevention Strategy in collaboration with the Gloucestershire Youth Justice Partnership Board, health commissioners, local community groups and Community Safety Partnerships.



I will:

1. Encourage the Constabulary to examine how young people view the police and how they are policed, to try to improve relationships
2. Encourage the Constabulary to review the use of out of court disposals and the effectiveness of restorative justice practice
3. Encourage the Constabulary to conduct promotional campaigns to get key safety and risk management messages through to young people including internet safety, drug and alcohol use, driving safely, personal safety and sexual exploitation
4. Encourage the Constabulary to develop community programmes linked to crimes in specific locality areas such as - knife crime, gang crime and sexual exploitation
5. Encourage the Constabulary to review how we work with young people that go missing, child sexual exploitation and young people that are the victims of domestic abuse
6. Encourage the Constabulary in developing a new approach to working with young people who are prolific offenders to reduce reoffending rates and the numbers of young people becoming adult offenders.

4. Safer days and nights

Intent:

To better manage the Gloucestershire night-time economy, with alcohol related crime and disorder being reduced.

That everyone should be able to go out to our parks, pubs and streets without fear

I will expect the Chief Constable and team to work in partnership with relevant agencies and the community to focus on the six key drivers of crime.

The six key drivers of crime:

1. **Opportunity** – Removing or designing out opportunities for criminals to offend, offline and online;
2. **Character** – Intervening early with those exposed to factors that might lead to a high propensity to commit crime;
3. **Effectiveness of the criminal justice system** – Ensuring that the CJS acts as a powerful deterrent;
4. **Profit** – Making it harder for criminals, particularly organised criminals, to benefit financially from their crimes;
5. **Drugs** – Publish a new drug strategy, which builds on the approach published in 2010 to restrict the supply of drugs and tackle the organised crime behind the drugs trade, prevent drug misuse in our communities, help people resist getting involved in drugs, and support people dependent on drugs through treatment and recovery; and
6. **Alcohol** – Making the night time economy safe so that people can consume alcohol safely without the fear of becoming a victim of alcohol-related crime or disorder, enabling local economies to grow.



Domestic abuse

Domestic violence/abuse is the abuse of an individual within an intimate or family relationship. It is the repeated, random and habitual use of intimidation to control a partner. The abuse can be physical, emotional, psychological, financial or sexual.

'Stalking' and coercive control behaviour are also key issues and can be defined as behavioural issues whereby stalkers are fixated and obsessive with their victims. We need to deal with the behavioural issues of stalkers as well as ensuring that the relevant laws are used to prosecute and convict stalkers. 30% of stalking is now undertaken via cyber stalking and is on the increase. Stalking takes lives and ruins lives. We need to ensure that members of our communities are aware and educated on what stalking is, how to identify it and what action they can take.

When a person is forced to alter their behaviour because they are frightened of their partner's reaction, they are being abused and this cannot be tolerated. Gloucestershire Constabulary has made considerable progress during my first term of office to improve their understanding of domestic abuse and the service they give to those who suffer abuse. It is my intention to build on this success and to ensure that the best possible support is given to such victims. We must also reduce the level of offending by exploring opportunities such as voluntary perpetrator training.

Training and knowledge from academia provided by organisations such as the University of Gloucestershire and guidance from 'The Hollie Gazzard Trust' will continue.

Gloucestershire Constabulary will specifically be held to account throughout my term of office for the service they provide to victims of domestic abuse.

The Constabulary must demonstrate that:

1. Domestic abuse and stalking is investigated by officers trained to investigate these offences
2. All officers are committed to preventing and bringing to justice perpetrators of domestic abuse and stalking
3. They deal with victims without prejudice and in confidence
4. They take a gender neutral approach to domestic abuse
5. They take domestic violence and stalking very seriously and will deal positively and promptly with any incidents they attend.

Abuse takes many forms and consistent action must also be taken in relation to honour-based violence, forced marriage, female genital mutilation, modern day slavery and child sexual exploitation.

Sexual Violence

We have seen a significant increase in the reporting of such violent sexual crimes including Child Sexual Exploitation and Child Sexual Abuse, where most victims are adult survivors. This increase has occurred following the Jimmy Savile case and others which has resulted in the Independent Inquiry into Child Sexual Abuse being established. More than 90% of victims of rape, sexual assault / abuse know who their perpetrator is e.g. a work colleague, a friend or family member and it usually happens within their home or a place of safety. In my previous term of office I funded several initiatives to support this work and will continue to identify new opportunities to do so and, where practicable, do so in conjunction with partner agencies as we all have a duty to work together.

Knife (weapon) crime and burglary

It will be for the Chief Constable to set the operational priorities, not the Commissioner, who will hold them to account for the decisions taken and the performance of the Constabulary on a broad spectrum of activity including knife crime and burglary.

The latest figures reveal knife crime was up 13% in the UK in the last year and I hope knife crime will be an operational priority set by the Chief Constable until the current increase seen in Gloucester is brought under control. Equally, in Cheltenham I will encourage her to focus her attention on burglary.

Knives are a youth problem- but they are also a problem for youth. The vast majority of young people in Britain are law-abiding citizens making important contributions to their communities. They are also the ones most likely to be victims of knife crime. It is to protect these young people that we need to get the knife crime problem sorted out. Knife crime is driven by Class A drugs and gangs. The truth is that those who join gangs are more often than not young men in their late teens who often come from an environment from where they feel neglected and unwanted.

CCTV review

CCTV is an essential part of policing and community safety in Gloucestershire. During my last term in office I invested in upgrading local schemes put forward by the community and town and parish councils. CCTV in Gloucester, Cheltenham, Stroud and Cirencester are managed in partnership with local authorities.

I am committed to working with partners to the upgrade and support the continued use of CCTV in the county and will continue to support local CCTV initiatives through the Commissioner's Fund.

I will commission a comprehensive review of CCTV in the county. My intent is to oversee a transformation that will deliver a system that is affordable, technically advanced, fit for the future and supported by local communities.

Data sharing – ‘dare to share’

Too frequently we hear of the failure of statutory organisations to share information and data which could have been used to save lives or prevent harm. Gloucestershire Constabulary will not hide behind the Data Protection Act. It will ‘dare to share’ its information to protect the most vulnerable. I will also use my influence to persuade Gloucestershire’s other statutory organisations to ‘dare to share’. Our overriding responsibility must be to share our data to protect our communities from harm NOT to protect our organisations from unwarranted litigation if we do.

Review of crime reduction

I will begin a fundamental review the Constabulary’s crime reduction function. The aim must be to deliver crime reduction in true partnership with all our statutory partners, business, industry, the voluntary sector and the public. This review will be linked to the findings of the Community Safety review.

Neighbourhood Watch and other schemes

I also want to see greater commitment from the police and an improvement in their relationship with Neighbourhood Watch and other watch schemes by devoting time and resources to partnerships that work. The ad hoc arrangements of the past must be replaced with more energy and dedication. I would also like to see Paws on Patrol, and other similar watch schemes extended to other parts of the county.



5. Safe and social driving

Intent:

That people are able to move around our communities in safety and with as much ease and convenience as possible.

That the police will enforce the law when necessary, but we will all work to reduce offending and antisocial driving

Although we are privileged to live in a rural county, we must acknowledge the higher road safety risk that exists. Nationally in 2014, 10,091 people alone were killed or seriously injured on rural roads. In fact, 60% of all road fatalities occur on rural roads and three people die on country roads each and every day. However, road deaths and injuries are not inevitable. The last few decades have demonstrated how effectively a comprehensive road safety strategy can reduce the numbers of people killed and injured on the roads. Despite these improvements 34 people are killed and 439 persons seriously injured on UK roads every week.

These are only the road casualties that were reported to the police; they do not include the thousands of people who were injured in unreported crashes, even when they required medical or hospital treatment. The total number of road casualties every year in the UK, including those unreported, is estimated to be between 660,000 and 830,000.

Locally in 2015, 26 people were killed, 227 seriously injured and 889 slightly injured in reported road crashes on Gloucestershire’s roads. This was an overall reduction from the previous year. However the numbers could possibly increase as the economy improves and traffic levels rise.

Experience of working with voluntary disability groups has shown me the difficulties experienced by people using wheel chairs or pushing prams who often find the pavement blocked by inconsiderate parking. Whilst parking issues clearly sit within the remit of local authorities I would also hope that the Constabulary will work with them to reduce danger and ensure the free right of passage for pedestrians, parents with prams & pushchairs and in particular those with mobility needs.

Equally, Gloucestershire’s motorists and cyclists cannot enjoy or move along our roads in safety unless and until the plague of potholes blighting our county is finally resolved. I will call upon Gloucestershire County Council to set out its plan to eradicate potholes from our county.

Everyone - whether on foot, bicycle, horse, motorcycle or car - must be able to share our roads in safety.

Road crashes and casualties in Gloucestershire:

- Cause immeasurable loss and trauma for victims, their families and their friends
- Result in significant loss to our economy
- Impose a huge burden on Gloucestershire Hospitals NHS Trust, resulting in a significant proportion of A&E attendances and hospital admissions
- Impose considerable costs on local authorities and on Gloucestershire's police and fire and rescue services
- Cause financial losses to our employers and organisations
- Cause a significant amount of congestion on our roads.

The good news is that road crashes are preventable and by continuing this priority of safe and social driving, we will deliver effective road safety in Gloucestershire.

Effective road safety:

- Saves lives and prevents (often life-changing) injuries
- Enables people to live healthy and full lives
- Prevents emotional and psychological trauma
- Saves public money
- Reduces the burden on Gloucestershire's over-stretched public services, such as our health and social care
- Improves our health by helping and encouraging people to walk and cycle in a safe and attractive environment
- Helps to tackle health inequalities
- Improves community cohesion and quality of life in Gloucestershire.



My safe & social driving priority will be:

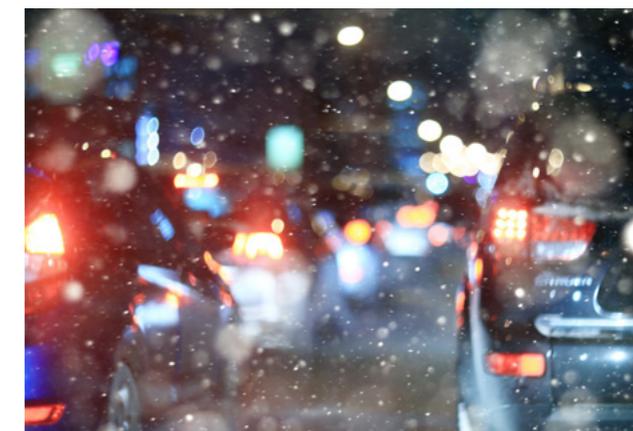
- Informed by local data and evidence, to prioritise high risk groups and areas
- Based on an approach that manages infrastructure, vehicles and speeds to reduce crash energies to levels that can be tolerated by the human body
- Planned and delivered in partnership with other agencies, and in consultation with local people
- Evaluated to assess effectiveness and identify improvements.

However, with year on year reductions in Gloucestershire County Council's financial support for Gloucestershire's Road Safety Partnership, change and restructure is now necessary to improve effectiveness and efficiency.

The Commissioner's Fund has supported many successful programmes and initiatives and will continue to do so but the core work of the Road Safety Partnership must and will be protected. Every school and college will have access to road safety education. Road Safety Campaigns including Country Roads must continue and to do so the Road Safety Partnership will be refreshed with a new operating model supported by a new business plan.

Solving your road safety problem?

1. A new team will be created within the Road Safety Partnership. The 'Road Safety Community Engagement Hub' will be formed and become the central point of referrals for all parishes, towns, schools, individuals and communities who have concerns about any road safety issue in their locality. They will be accountable to you the public and me the Commissioner
2. To support this, a fund of c. £250,000 already received by the Commissioner from enforcement through the temporary speed restrictions on the M5 will be set aside to allocate to parishes, towns, schools or communities for initiatives they can demonstrate will tackle local issues and make roads in their area safer.



Enforcement

1. I will expect the Chief Constable to maintain an effective and efficient enforcement team and focus activity on persistent and serial driving offenders. I will expect a plan to challenge illegal use of mobile phones and other devices starting with persuasion followed by education, but forcefully backed-up by strict enforcement and prosecution
2. Anti-social driving, tailgating, undertaking on motorways and driving under the influence of drink or drugs on our roads will not be tolerated and should attract greater police and community attention
3. People in Gloucestershire tell me, and I agree, that 20 mph speed limits, when properly consulted upon and located, play an important part in public safety and I will ask the Chief Constable to take action to enforce these zones provided they have undergone full consultation and the 20 mph zone has been designed and engineered appropriately. Persuasion and education are the preferred option but enforcement must surely follow
4. I am prepared to consider innovative solutions to amend driver behaviours and attitudes in Gloucestershire through enhanced detection and education opportunities.

Education

The proportion of casualties involving young drivers in the county is very high (18% of all collisions). Therefore, the work to improve the safety of young drivers and passengers will continue. The education of Gloucestershire's young people with regard to safe and

social driving has been taken to a previously unattainable level and will remain a priority.

Other programmes will be delivered to positively affect the way each of us thinks and behaves on our roads, whether on foot, cycle, motorcycle or by car, for all ages and sectors of society.

Developing the skills and attitudes to stay safe on our roads is not a one-off process. Everyone needs different guidance at different stages of their lives as they progress from pedestrian to cyclist to driver. A wide range of resources will be developed to support this progression.

The main target groups will be those identified as the most vulnerable on the road, who will be identified through using our risk evidence data, and people who have broken the law, creating a potential risk to other road users. Additionally services that take into account the particular needs of older road users to support their independence, mobility and safety will be enhanced and promoted.

Ant-social road use will be tackled through education, training and engagement, and improvements to the behaviour of all road users will be achieved through media campaigning and engagement work.

I will expect the Chief Constable to offer appropriate and proportionate education and training opportunities as an alternative to prosecution for relevant road traffic offences, by the various courses available in the county under the National Driver Offender Retraining Scheme (NDORS) provided by the Road Safety Partnership.

A catalogue of 'Commissioner and School Approved' programmes will be developed to keep your children and our young people safe on our roads.

6. Safer cyber

Intent :

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

Everyone should be able enjoy and use the internet to further enrich their lives, knowledge or business in this digital age.

Cybercrime is a fast-growing area of crime. More and more criminals are exploiting the speed, convenience and anonymity of the internet to commit a diverse range of criminal activities that know no boundaries, either physical or virtual. They cause serious harm and pose very real threats to victims in Gloucestershire and further afield.

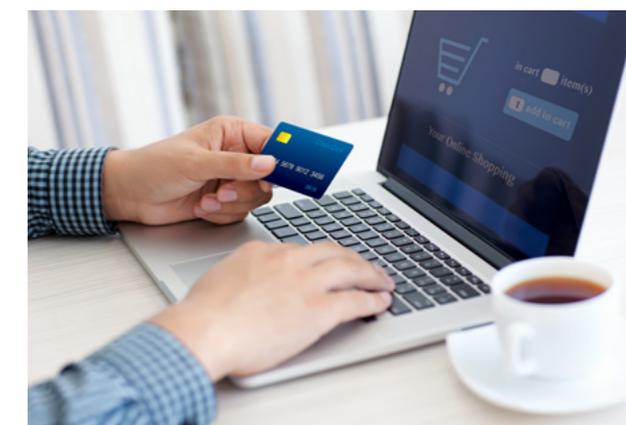
Cybercrime is not a victimless crime and I want to see greater emphasis on care and support for people who have fallen victim to such crimes, especially online fraud.

In 2011 GCHQ (UK Government Communications Headquarters) stated that 80% of cybercrimes were easily preventable by implementing simple safety measures, by doing so everyone can begin to truly enjoy and utilise the amazing technologies and resources available to us all on the internet.

I will encourage the police and other agencies and groups to take a 'prevent, protect, prepare and pursue' approach to cybercrime and I will hold them (the police) to account against those four areas of activity.

Since launching the safer cyber priority in 2014, the Constabulary has made excellent progress, attracting praise from the Home Secretary, local businesses and local people.

Gloucestershire Constabulary will strive to maintain its reputation as a leading force in the field of cyber policing.



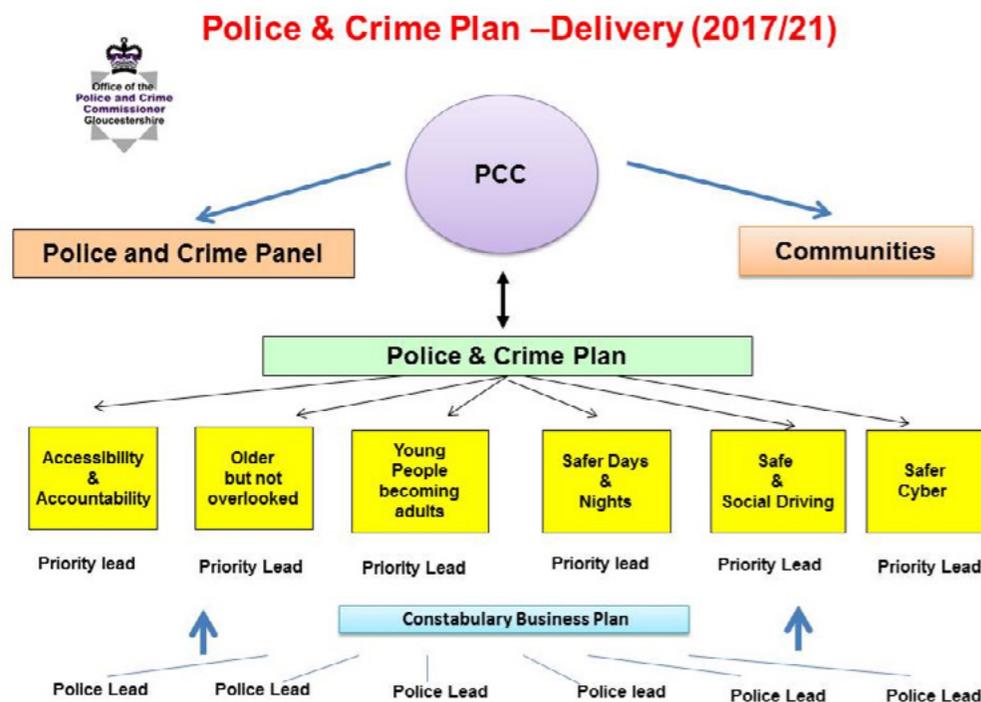
Performance and delivery

The approach below, will follow the delivery principles of the Police and Crime Plan (2012/17).

These include:

- A priority lead for each priority reflecting the need for a mixture of police and other relevant agency leads
- A police lead to work in conjunction with the priority lead
- Delivery plans for each priority will be developed on an annual basis and held as a separate file
- The Constabulary business plan and its' outcomes feeding into the Police and Crime Plan.

The below model illustrates the delivery approach for this plan.



Priority	Priority Lead	Police Lead
Accessibility and accountability	Chief Supt. Gary Thompson	Supt. Rob Priddy
Older but not overlooked	Phil Sullivan MBE	Supt. Bridget Woodhall
Young people becoming adults	Kate Langley	Chief Insp. Paul Dutton
Safer days and nights	ACC Richard Berry	Supt. Rich Cooper
Safe and social driving	Chief Fire Officer, Stewart Edgar	Supt. Charlie LaPorte
Safer cyber	Detective Supt. Paul Keasey	Ian Maxted



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