
Avon & Somerset Office of the Police & Crime Commissioner (“OPCC”)

Business Plan 2015/2016 February 2015

1. Introduction

This Business Plan sits alongside the Umbrella Police & Crime Plan for Avon and Somerset and the 9 District Police and Crime Plans published in May 2015, the Constabulary’s related delivery plan and the Community Safety Partnerships’ and other partners’ delivery plans. It sets out the vision, role and priorities of the Office of the Police and Crime Commissioner in carrying out its work to support the delivery of the manifesto and fulfilment of the statutory duties and responsibilities of the Police & Crime Commissioner for Avon and Somerset (“the Commissioner”). It is intended that the Business Plan will be refreshed annually and delivery against the plan will be reported to the Commissioner.

2. Joint vision of the Commissioner and the Chief Constable

The Commissioner and Chief Constable for Avon and Somerset have a shared joint vision and commitment to:

- **“make the communities of Avon and Somerset safe, and ensure that they feel safe”**

With this commitment is a joint vision document (Appendix 1) and at the core of this vision is a mutual understanding and respect for each other’s roles and a commitment to an open and constructive relationship.

3. Vision for the Office of the Police and Crime Commissioner (“OPCC”)

The vision for the OPCC is delivering real improvement in policing and criminal justice for local people, to be (and be seen as) a top performing OPCC, leading best practice and by making the most effective and efficient use of resources.

This Business Plan is structured around the three pillars of our vision: People, Delivery and Value. We explicitly link the objectives and work of our staff to these pillars and provide a clear connection to the Police and Crime Plan and the PCC’s priorities.

4. OPCC Objectives

People:

- improve the “customer experience” and policing service for all who interact with the policing service in the region;
- be an “effective voice” (as explained in Appendix 2) for the communities of Avon and Somerset and connect the police and local residents to ensure the needs of local people are heard and understood and that police, community safety and criminal justice services are responsive to local priorities;
- increase awareness of the role of PCC and of Sue Mountstevens as the office holder 2012-2016;
- create an environment where the Office of the PCC is seen as a great place for staff to work in terms of: job satisfaction and interest; values; own sense of personal value and achievement - so that the OPCC attracts, motivates and retains the best people; and
- ensure sufficient professional skills and capacity within the OPCC.

Delivery:

- oversee delivery by the Constabulary and others of the Police and Crime Plan including the priorities;
- commission policing, community safety and criminal justice services in accordance with the commissioning strategy to meet the needs of local people;
- oversee the embedding of the code of ethics in the Constabulary;
- have best practice as our benchmark across our key areas of work and also learn from best practice in other regions and other sectors. In addition, identify, encourage and build on pockets of best practice in the police force locally; and
- prepare and oversee the delivery of any future changes to police governance, focusing on the ongoing continuity of services to local people.

Value:

- ensure that changes to the configuration of policing numbers and deployment and configuration are designed to maintain and where possible improve the service as well as save money and in accordance with the agreed guiding principles;
- deliver a balanced Medium Term Financial Plan whilst protecting front line services as far as possible;
- Use the profile and influence of the PCC role to lobby effectively on key issues relevant to Avon & Somerset,

hence, by 2016, achieve demonstrable improvement in the areas set out in the Police and Crime Plan across Avon and Somerset.

5. Values for the Office of the Police and Crime Commissioner

The following cultural and behavioural values will underpin how the PCC and OPCC work to deliver the Vision:

- **Lead and enable innovation**
- **Develop and deliver best practice in all key areas of work; “be the best”**
- **Flexibility and openness to change**
- **Shared success internally and externally (team working and partnership working)**
- **Efficiency, “working smart” and focus on priorities**

6. Role of the Office of the Police & Crime Commissioner

Relationship with the Chief Constable - The Commissioner is a prominent, visible representative voice of the community and connects the Constabulary and local people and will use her position to hold the Chief Constable of Avon and Somerset to account for delivery of efficient and effective policing services. The PCC will never seek to influence decisions on who to investigate or how to deploy police resources on a day to day basis and will otherwise respect the operational independence of the Chief Constable.

The PCC will use public meetings to allow public access and debate on key police and crime issues and to hold the Constabulary to account in public for aspects of the policing service delivery and performance.

Role of the OPCC - The role of the OPCC is to deliver best value and best outcomes from the total Police Fund ensuring value for money, commissioning the best possible police, crime and community safety services in Avon and Somerset; setting the Police budget and oversight of the delivery of policing services by the Constabulary and other partners in accordance with the Police and Crime Plans.

Single Commissioning team – The ambition is for the OPCC to function as a single commissioning team in support of the aims, objectives and outcomes of the Commissioner, in accordance with the vision and values of the OPCC. The OPCC recognises that these outcomes are not only achieved by financial expenditure but through a wide-range of functions across the team. The OPCC will apply the principles of commissioning to the whole of the Commissioner’s budget including that for commissioning of police services. The Constabulary as the largest single provider of police and crime services will have the status of the first among equals of service providers.

Commissioning Approach - In overseeing delivery of the Police and Crime Plans and fulfilling the statutory functions of a Police & Crime Commissioner the OPCC will: encourage early intervention to seek to prevent crime and ASB; ensure effective support for those who become victims; encourage better co-ordination and integration of local services; seek to identify best practice within Avon and Somerset and beyond; and encourage the adoption of such best practice and the embedding of this across Avon and Somerset.

The Commissioning Strategy (<http://www.avonandsomerset-pcc.gov.uk/Document-Library/Commissioning/Commissioning-and-Grants-Strategy-FINAL-DRAFT-2015.pdf>) will be based on the principles of the Understand; Plan; Do; Review cycle and a commissioning approach which is outcomes focused. The OPCC's work will be evidence based, building on the Avon and Somerset Police and Crime Needs Assessment; and will put service users at the heart of the commissioning approach. The OPCC will work with and influence partners, and seek to co-commission outcomes in areas of joint priority and influence.

7. Priorities for 2015/2016

The Office of the Police & Crime Commissioner will agree measurable outcomes that support the delivery of the key priorities set out from time to time in the Police & Crime Plan and will hold the Constabulary and other partners to account to achieve these outcomes. The work of the PCC and her OPCC will support and enable this work by: understanding public priorities and concerns through public engagement, consultation and awareness; setting priorities with the Constabulary and other partners; providing funding, governance & oversight; and tracking outcomes.

Priority 1 – Support delivery of the Police and Crime Plan Priorities - Provide a real difference for local communities in the delivery of the services in the priorities identified in the umbrella Police and Crime Plan. The current five priorities are:-

- Tackling anti-social behaviour and reducing its impact on victims and communities;
- Preventing and reducing burglary and fear of burglary in your area;
- Tackling domestic and sexual abuse, particularly towards women and children;
- Putting victims first; and
- Improving road safety for all road users.

The delivery of the Police and Crime Plan will ensure there are robust measures in place to hold the Constabulary to account for efficient and effective delivery in these areas. The OPCC will also commission community safety services in accordance with the Commissioning Strategy and ensure an efficient and effective Criminal Justice System in Avon and Somerset through its work with the Criminal Justice Board.

Priority 2 – deliver the savings required by the ongoing austerity programme and deliver a balanced Medium Term Financial Plan whilst protecting front line services as far as possible. Key measures to achieve this will include:

- Entering into a Strategic Alliance with Wiltshire Police;

- Promoting integrated public service approaches with key local partners;
- Managing the end of the current contract term of the corporate support services joint venture South West One;
- Overseeing the Constabulary's other key savings and change programmes and major projects.

Priority 3 – Service Delivery Assurance Programme – requiring and overseeing the adoption of a holistic and comprehensive system of service delivery assurance by the Constabulary in key areas of delivery of service to the public such as communications, protecting vulnerable people, custody and local policing which meets local needs. This will include particular service delivery assurance visits to key service delivery areas by the OPCC and external independent residents.

Priority 4 – Other key issues – oversee other key areas and priorities including:

- Delivery of the mental health crisis care concordat;
- Ensuring the voice of the residents and communities is heard;
- Delivery of improvements in the complaints and misconduct systems;
- Delivery of the Code of Ethics;
- Delivery of the Strategic Policing Requirement especially in relation to cyber-crime; and
- An effective commissioning process to support delivery of these priorities.

Priority 5 – Plan for Future Police Governance – set up a joint work stream with the Constabulary after the General Election to manage any changes to police governance.

8. Police and Crime Plan Priority deliverables

The following are the key Priority area OPCC deliverables

Deliverables	Outcome/priority	Timetable	Lead Officer
1. Anti-social Behaviour			
<ul style="list-style-type: none"> • Improve the way that agencies work together in relation to ASB 	ASB Satisfaction and resolution	Ongoing	ALH
<ul style="list-style-type: none"> • Oversee the delivery of the other aspects of the ASB Police and Crime Plan 	ASB Satisfaction and resolution	Ongoing	ALH
2. Tackling Domestic and Sexual abuse particularly against women and children			

<ul style="list-style-type: none"> Encourage victims to access the support services available to them and being a visible leader in the campaign against these forms of abuse and exploitation 	Improved reporting and satisfaction	Ongoing	AJ
<ul style="list-style-type: none"> Improve the way agencies work together to provide efficient and effective support and prevent victimisation through early intervention 	Increased OBTJ and reporting	Ongoing	AJ
<ul style="list-style-type: none"> Support, monitor and oversee improvements in the consistency, quality and stability of critical services being provided to victims 	Improved reporting and satisfaction	Ongoing	AJ
<ul style="list-style-type: none"> Oversee delivery of the rest of the Plan relating to this activity 			
3. Prevent and reducing burglary and fear of burglary in your area:			
<ul style="list-style-type: none"> Support the further embedding of Integrated Offender Management 	Reduce levels, increase detections reduce repeat victimisation	Ongoing	DH
<ul style="list-style-type: none"> Promote and support crime prevention activity Bobby van 	Reduce levels, increase detections reduce repeat victimisation	Ongoing	DH
<ul style="list-style-type: none"> Support the access of any relevant crime information 	Reduce levels, increase detections reduce repeat victimisation	Ongoing	DH
<ul style="list-style-type: none"> Oversee the delivery of the other elements of the burglary plan 	Reduce levels, increase detections reduce repeat victimisation	Ongoing	DH
4. Putting victims at the heart of the Criminal Justice System			
<ul style="list-style-type: none"> Implement and oversee services commissioned to support victims (including Lighthouse), ensuring they are working effectively and helping victims to cope and recover from their 	Victim satisfaction, CJ Outcomes and reduce repeat offending	Ongoing	MH

experience			
<ul style="list-style-type: none"> Commission a range of Restorative Justice (RJ) services across Avon and Somerset – including neighbourhood sites, pre and post sentence services – and raise awareness of RJ 	Victim satisfaction, CJ Outcomes and reduce repeat offending	By July 2015	HR
<ul style="list-style-type: none"> Develop and implement a criminal justice action plan in conjunction with the ASCJB, to ensure a more efficient and effective CJ service for victims and witnesses 	Victim satisfaction, CJ Outcomes and reduce repeat offending	Develop – by July 2015 Implement – by March 2016	JC
<ul style="list-style-type: none"> Continue to oversee partner funding and commissioning of victim services in order to ensure investment is maintained 	Victim satisfaction, CJ Outcomes and reduce repeat offending	Ongoing	MH
<ul style="list-style-type: none"> Oversee the effectiveness of any of the other elements of the victims Police and Crime Plan 	Victim satisfaction, CJ Outcomes and reduce repeat offending Put in place	Ongoing	MH

9. Other key deliverables/projects

The following are the other key deliverables/projects which will be delivered by the OPCC:-

Deliverables	Outcome/priority	Timetable	Lead Officer
Oversee delivery of the AIRS service for drug and alcohol referral across Avon and Somerset	CJ Outcomes	Ongoing	MH
Balanced budget and corresponding Precept plan for 2015/16 to 2017/18	Precept plan needed for 14/15 budget	By	MOS
Continue to develop Independent Residents Panel	Satisfaction and Confidence	Ongoing	KP

Public forum meetings	Satisfaction and Confidence		KW
Business Crime maintain work with Constabulary and local groups to endorse response to Business issues	Satisfaction and Confidence	Ongoing	MOS
Needs assessment and strategic planning process including joined up needs assessment and strategic planning with partners	Criminal Justice Outcomes	Ongoing	DH
Engagement and consultation process including consultation in relation to 2015/16 precept	Satisfaction and Confidence	Ongoing	MH
Out and about days	Satisfaction and Confidence	Ongoing	All
Effective and well publicised contacts and casework system including introduction of new case management system	Satisfaction and Confidence	Ongoing	KP
Review of engagement including PACT, Neighbourhood Watch and Community Speedwatch	Satisfaction and Confidence	Ongoing	Team
Review of the use of specials and volunteers and extension of community contacts	Satisfaction and Confidence	Ongoing	Team
Maintain and develop Commissioner's Community Action Fund	Satisfaction and confidence and CJ Outcomes	Ongoing	AJ
Ensure appropriate direct youth engagement by the (O)PCC and seek to develop the Constabulary approach to youth engagement and involvement	Satisfaction and Confidence	Ongoing	CF / AH
VFM deliverables	Effective and efficient force	Ongoing	MOS
Maintain PCC Pride Awards and Avon and Somerset and district based police and volunteer awards	Satisfaction and Confidence	Ongoing	RH
Maintain and develop Out of Court Disposals Scrutiny Panel	CJ Outputs and Victim Satisfaction	Ongoing	JC
Work with local partners to deliver an action plan for the Mental Health Crisis Care Concordat	Satisfaction and Confidence		CF / AH

Road Safety – oversee delivery of Constabulary Road Safety Strategy	Satisfaction and Confidence	Ongoing	DH
Rural Crime – oversee delivery of rural crime strategy	Satisfaction and Confidence	Ongoing	JS
Integrated Services – oversee delivery of integrated services with local authorities and Fire and regional collaboration	Effective and efficient force	Ongoing	JS
Criminal Justice – development and delivery of a Criminal Justice Action Plan	Criminal Justice Outcomes	Ongoing	JC
Establish Regional Reducing Reoffending Board and oversee delivery of Transforming Rehabilitation Programme	Criminal Justice Outcomes	Ongoing	JS/JC
Oversee delivery of Voluntary Sector Charter and relationships with Voluntary Sector	Satisfaction and Confidence	Ongoing	AH
Code of Ethics and Standards in Public Life			
Implement a Child Sexual Exploitation support service		By August 2015	CF / AH
Commission and oversee an Appropriate Adults Service		By March 2015 – interim services in place	CF / AH
Ensure effective influencing of partners and partnership agendas (CSPs, Health & Wellbeing Boards etc)		Ongoing	MH and C&P team

10. Reporting Transparency

The OPCC is committed to transparency in terms of its work – there will be regular performance reports provided to the Police and Crime Panel; an annual report will be provided in June; performance reports and information will be made available regularly through the year on the OPCC website; there will be public forum meetings every two months covering the districts of Avon and Somerset which will enable members of the public to ask questions about the delivery of the Police and Crime Plan and the Business Plan. The OPCC will monitor commissioning for community safety activity through their work with the Community Safety Partnerships and Health and Wellbeing Boards.

4th March 2013

**JOINT VISION AVON & SOMERSET POLICE AND CRIME COMMISSIONER
AND CHIEF CONSTABLE**

The PCC and Chief Constable share a vision and commitment to make the communities of Avon and Somerset safe, and ensure that they feel safe.

They will work together to achieve this, understanding that their roles are distinct yet complementary. As the Policing Protocol puts it, “mutual understanding of, and respect for, each other’s statutory functions will serve to enhance policing for local communities”.

The Police and Crime Commissioner is responsible for the totality of policing in Avon and Somerset and is accountable to the electorate and to the Police and Crime Panel. The Commissioner will be a prominent, visible, representative voice of the community and will use that position to hold the Chief Constable to account for the actions and performance of the force. It is the Commissioner’s role to take an interest in all areas of Constabulary business, respecting the operational independence of the Chief Constable and his responsibility for direction and control of the force.

The Chief Constable is accountable to the law for the exercise of police powers and to the Police and Crime Commissioner for the delivery of an effective and efficient policing service. The Chief Constable and the officers under his command are operationally independent: the decision on who to investigate or how to deploy police resources on a day to day basis are things that the Commissioner should never seek to influence.

The Commissioner and Chief Constable are committed to establishing and maintaining an open and constructive relationship, built on straight and honest dealing. Everything that we do should be informed by our joint vision. Although the Commissioner’s primary relationship with the Constabulary is via the Chief Constable she will have cause to communicate regularly with all parts of the organisation. The Constabulary will support the Commissioner in discharging her responsibilities by providing information, arranging access to Districts and Departments and contributing to relevant boards and meetings.

The Commissioner and Chief Constable will keep staff informed of progress to achieve this vision as well as other significant developments in their strategic relationship.

The Police and Crime Commissioner has a specific responsibility for the resourcing of Avon and Somerset Constabulary and should therefore be involved at an early stage in key strategic decisions, particularly those relating to significant projects, procurements or contracts. The Commissioner’s involvement will include consideration of different options. The Commissioner will also need to be given early notice of any incident, decision or action that would be likely to attract significant public or media interest. It will be normal practice for the Commissioner or her representative to be invited to attend any Gold group that may

be constituted to oversee the police response to a critical incident or potential critical incident.

The Commissioner will commission community safety services in consultation with the Chief Constable, co-ordinating external spending in this arena.

The Commissioner and the Chief Constable both have high profile roles in the community and will develop protocols to ensure that these roles, which will occasionally overlap, are complementary. In particular, they will reach an early agreement about their respective public facing roles in the event of a critical incident attracting substantial local, regional and even national media attention.

APPENDIX 2

1. “Effective Voice”

how the PCC listens to residents and ensures their views inform the design and delivery of the policing service, community safety programs and criminal justice outcomes

“Input”

- Listen to communities, residents, victims of crime, young people
- Listen to business in the region
- Listen to “quiet voices” as well as well organised interest and lobby groups
- Develop plan to ensure all segments of society are heard not just lobby groups

“analyse and prioritise”

- Understand the inputs
- Analyse data, identify trends
- Identify and agree priorities

“Actions”

- Agree actions and outcomes with Constabulary to address priorities identified for residents and monitor outcomes
- Agree commissioning activity and outcomes with community safety providers
- Agree funding grants to community projects
- Effective communication to communities about actions taken