



ANNUAL REPORT

OF THE
AVON AND SOMERSET
**POLICE & CRIME
COMMISSIONER**

2015-16



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Foreword

Good relationships between police, partners and local people are the key to making Avon and Somerset a safe place to live and work.

Financial challenges for policing have been present since before I took office. £60m of savings have had to be found in the last five years. £13m had to be saved to balance the budget for 2015-16. The Constabulary has faced other challenges, including leadership changes and organisational restructuring.

In the past year (2015-16), the Constabulary has seen good results in tackling anti-social behaviour, and there has been a dramatic increase in reporting of sexual and domestic violence with our communities because of people having an increased confidence to report what has been happening to them (as opposed to an increase in this type of crime).

Although resources have reduced, there are many great officers doing fantastic jobs, often coming into contact with people in great distress, facing and dealing with situations that most of us would run from. In these extremely difficult situations, there are occasions where the police make mistakes. When this happens, it is important the police acknowledge these failures, apologise and learn the lessons. I believe the tragic case of Mr Bijan Ebrahimi, who was failed by Avon and Somerset Constabulary, has shaken the confidence of local people. I am determined to put this right by focusing on our most vulnerable, strengthening and improving our local police services, and by working better together with our partners.

The Constabulary are finding innovative ways to support our most vulnerable, particularly our children and those who are mentally ill. Avon and Somerset will soon have mental health nurses based in the police control room, advising officers and staff on supporting people experiencing a mental health crisis. The implementation of Bristol's mental health street triage team is successfully providing a first response to improve the identification of people with a learning disability, personality disorder, misusing substances or mental health issues at the first point of contact with the police.

I remain a passionate believer that police custody is the wrong place for detaining people who are mentally ill. From this summer, police custody will only be used in exceptional circumstances.

Our West of England child sexual exploitation (CSE) service has identified and has supported 207 children in Avon and Somerset at particularly high risk of being abused. Dedicated support workers operating across Avon and Somerset and Wiltshire have trained over 938 Avon and Somerset professionals who work with children to recognise and respond to the signs of CSE.

To support our future success of protecting our most vulnerable, supporting local policing and dealing with the growing criminal threat posed by the internet, I plan to work with the Constabulary and partners to be able to deliver over £20 million of further savings in order to invest in these key areas of work.

In the past year, the Constabulary received just under one million calls for service (214,972 calls to 999 and 682,990 calls to 101 telephone lines). The service local people have received when calling the police over the past year has not been as good as I would have liked, and I am working with them to address this.

As part of my policing vision for 2020, I want to see the police have the right tools for the job. I am delighted to have appointed Chief Constable Andy Marsh and will work with him to empower and support his police officers, staff and volunteers to deliver an even better police service to our communities. For example, I am committed to embracing new technology to support modern day policing. I have invested in body worn video cameras which capture vital evidence, make police officers safer and increase public confidence in the police service.

Together, we will continue to work hard to keep our communities safe and feeling safe.



Sue Mountstevens
Avon and Somerset Police and Crime
Commissioner

Introduction

I was elected as Avon and Somerset's first Police and Crime Commissioner (PCC) in November 2012, and set the strategic direction for the Constabulary and wider partnership working, documenting this within a Police and Crime Plan for 2013-17. I, as PCC, am responsible for a number of duties in addition to setting the strategic direction and this includes setting the policing part of the council tax precept, appointing the Chief Constable and commissioning local victim services.

I am delighted to have been re-elected in 2016. This review sets out the progress I have made between 1 April 2015 and 31 March 2016 in carrying out these responsibilities and overseeing delivery against the Police and Crime Plan of my first term. It considers what has worked well over the year and what needs to be improved. Looking back and evaluating the impact of activities will enable the development of a successful strategy for policing through to 2020. This will be developed in consultation with police, partners and local people.

I'm committed to continually considering what local communities want from their police service, and ensuring that your views and voices are reflected in my decision making. So I invite you to share your thoughts with me about this annual review, and in doing so, shape a safer and stronger community as the plan is developed and delivered.

Looking forward

Looking forward, financial challenges will be significant and policing resources will need to be prioritised. Crime is changing in complexity and nature, and the Constabulary will need to continue to adapt to this (see section on Performance). I am setting a strategic direction to collaborate and to identify and deliver savings that will enable re-investment in priority areas. I will continue to listen to all voices, particularly the quiet voices. I will work with partners to create greater capacity and capability to **prevent** crime, to **support** victims, and to **enforce** the law.



“ I WILL CONTINUE TO LISTEN TO ALL VOICES, PARTICULARLY THE QUIET VOICES. ”

Overview of the year

Over the year I made 72 visits to voluntary and community organisations, public events and PCC funded projects.

April 2015

Launch of West of England Child Sexual Exploitation service.



Constabulary supports Community Speed Watches as they operate at 26 locations across the area as part of Speed Awareness Week.



May 2015



International Victims' Pledge

International Victims Pledge signed and Victims Manifesto adopted.

June 2015

Panels set up to carry out reviews of service related to priorities in the Police and Crime Plan.

Summer drink drive campaign launched.



Community Alert service enabled promotion of Neighbourhood Watch activity to communicate crime prevention and reduction initiatives.

Aug 2015



PCC Pride Awards.

July 2015

Launch of Domestic Abuse awareness campaign.

Rural crime action day, jointly run with Trading Standards, Animal and Plant Health Agency and VOSA.



Sept 2015



Supporting the launch of The Together Team in East Bridgwater - a 'one-stop shop' of support to reduce crime, anti-social behaviour and financial hardship, while improving quality of life and access to work opportunities in the area.

Oct 2015

Avon and Somerset's Sexual Assault referral centre 'The Bridge' launches campaign and website to encourage anyone affected by **rape or sexual assault** to seek support.

Have you been affected by sexual assault or rape?
We're here for you

Help after rape and sexual assault
For free and confidential advice call us on 0117 342 6999

www.thebridgecanhelp.org.uk



Over 25,000 victims supported by Lighthouse, an integrated victim care service, in its first year.



Jan 2016



Public forum held in Taunton. Topics raised included road safety, cybercrime, and rural crime.

Constabulary launched recruitment drive to increase the recruitment of under-represented groups to reflect the diversity in our communities.

Nov 2015

Neighbourhood Policing Awards (awards determined by public vote).

Bristol Zero Tolerance pledge made.

Triforce Black Rock Centre (building for firearms and public order training) opened by The Home Secretary, Theresa May in the presence of PCCs for Avon and Somerset, Wiltshire and Swindon and Gloucestershire.



Feb 2016

Agreement reached to **reduce the use of police custody cells as a place of safety for people in mental health crisis.**

Supported Time to Talk Day - part of the national campaign, Time to Change, run by the charities Mind and Rethink Mental Illness - aimed at reducing stigma and encouraging more people to talk freely about mental health.



PCC and Chief Constable at Time to Talk event



Andy Marsh joins as Chief Constable.

Dec 2015



OPCC awarded a Gold Commendation in relation to **youth engagement** from the Children's Commissioner.



PCC and office recognised for our commitment to **conducting business transparently** by CoPaCC, an organisation which independently compares PCCs.

New **domestic abuse** legislation is put in place to tackle controlling or coercive behaviour in an intimate or family relationship.

March 2016

Agreed additional funding to **staffing of police call centre** throughout 2016 to improve delivery.

Final grants in Commissioner's Community Action Fund allocated, taking total award for PCC first term to **£600,000.**



Statutory Duties

Setting the Precept

I consulted with local people about the policing part of the council tax. 70% of the 3000 surveyed supported an increase. Following consultation and in light of the Treasury announcement, I therefore decided in February 2016 to increase the policing part of the council tax for 2016-17 by 1.99%. This added £3.48 to an annual Band D council tax bill, with the average householder paying £178.26 per year for policing. The increase received unanimous support from the Police and Crime Panel.

Setting Strategic Direction

We refreshed the Strategic Direction for Policing in March 2015. The plan focussed on tackling and reducing ASB, domestic and sexual abuse, burglary, putting victims first, and improving road safety amongst all road users.

With partners, I am developing my strategy for the Police and Crime Plan 2016-21.

Partnership Working

I have continued to support the well-established partnerships that exist across Avon and Somerset and have attended and contributed to a wide range of boards, forums and steering groups committed to delivering shared partnership outcomes. These include statutory partnerships such as Community Safety Partnerships, and the Avon and Somerset Criminal Justice Board. I have brought chairs of the local adult and children safeguarding boards together to discuss issues. I have also continued to support a wide range of targeted multi-agency initiatives such as Integrated Offender Management, the Think Family programme, Multi-agency Safeguarding Hubs and forums working to tackle business crime and rural crime. I have also established

an Avon and Somerset Community Safety and Commissioning Board to discuss community safety issues, commissioning plans (including opportunities for joint commissioning) and local policing matters.

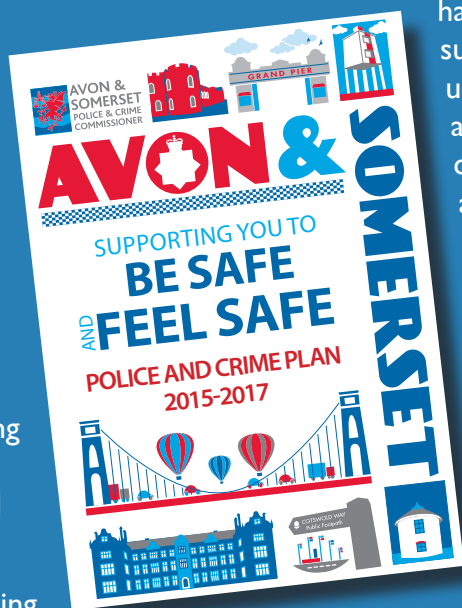
I have continued to work hard with health partners to ensure the implementation of the Mental Health Crisis Care Concordat and to ensure that individuals experiencing a mental health crisis are properly supported. We

have already agreed that, from this summer, police custody will only be used to detain people experiencing a mental health crisis in exceptional circumstances. Alongside this, we have also agreed to establish a scheme that will see mental health nurses in the control room, advising officers and staff on supporting people experiencing a mental health crisis.

Grants and Commissioning

I was responsible for the allocation of £3 million to support a range of community safety projects and services in 2015-16 which supported the delivery of the Police and Crime Plan. These included grants to support youth crime and substance misuse services, a wide range of victim services, a Drug and Alcohol Arrest Referral Service and local Community Safety initiatives. I am particularly proud of the successful award from the Home Office Innovation Fund for the West of England CSE Project which, with the PCC for Wiltshire and Swindon, I was able to secure through match-funding with local partners.

In addition, the Commissioner's Community Action Fund, administered by the Police Community Trust supported 60 voluntary and community sector projects from the annual allocation of £200,000. These projects contribute to the delivery of the Police and Crime Plan. It is important they are community-led as it is the understanding of community needs that makes these projects so successful.



My team works closely with Community Safety Partnerships in the allocation of the Community Safety Grant to ensure that this funding is used to address local needs and issues. Part of the Victim Services commissioning work included mapping and understanding needs across the force area.

I have worked collaboratively with Community Safety Partnerships to ensure that the Community Safety Grant is targeted at areas of joint priority. For example, findings from the Summer 2014 Victim Services consultation were used to highlight areas of need in local areas when allocating the 2015-16 Community Safety Grant.

My office continues to be mindful of the requirement for value for money and transparency. The Commissioning and Grants strategy was updated in 2015 to ensure that these principles are incorporated into working practices. I seek maximum value from grants and contracts and as an example, application forms for victim services (which commenced in April 2015) included questions about social value of the services. We meet with each service on a quarterly basis and also hold a quarterly provider forum for all the services. The purpose of the meetings and forums are to discuss performance, encourage collaborative working practises, and to share best practice and challenges.

Victim services commissioning has transformed the service offered to victims of crime and ASB across Avon and Somerset. A range of services went live in April 2015 (see section on 'Putting Victims First'), and in this first year we sought to commence service delivery, create local referral pathways and found ways to improve. Providers have started to be able to monitor the impact that their services have on victims' ability to cope and recover from the crime or ASB. Embedding and sharing good practice in outcome monitoring will be an area of focus for 2016 -17.

As my role in commissioning services increases, it becomes ever clearer that it is imperative to work in partnership with other commissioners on areas of joint interest. Only through collaborative working will we be able to maximise the impact of reducing resources. For example, establishing a mental health triage, operating from the Constabulary's call centre, will alleviate pressure on both the Constabulary and

the NHS as people will receive better care following a professional assessment of need. This reduces intake into custody and improves the health and wellbeing of the individuals.

Please see Annex One for an overview of grants awarded and services commissioned.

Connecting people with police

I have spent 72 days in the community, visiting community projects and organisations and listening to local concerns. I have responded to 3594 contacts, and held public forums throughout the year in different locations (Yeovil, Portishead, Bristol and Taunton).

Community Alerts were launched in June 2015 to ensure community groups were kept informed of policing issues and initiatives. I have met with Neighbourhood Watches, Community SpeedWatches and Council leaders.

At the end of March 2016 there were 394 Special Constables. A significant number of Special Constables have been recruited into Police Constable and PCSO roles within the Constabulary, which in part explains a reduction in numbers over the last year (was previously 453). The Constabulary has approximately 1000 volunteers but it is becoming increasingly difficult to recruit them, reflecting the national picture. This means the Constabulary needs to make a concerted effort to compete with other voluntary organisations to attract people to these posts. An Outreach Programme is working with the Chief Officer of the Special Constabulary to attract applicants from hard to reach communities.

Looking forward, I want to do more to improve opportunities for engaging young people and minority communities in delivering the aspirations of my plan – including increasing the number of people making up the Special Constabulary, and to continue to increase awareness of opportunities to influence policing and community safety services. I wish to increase the involvement of local people in scrutinising police services by establishing panels (in addition to those used to scrutinise performance around the priorities) to look at the Constabulary's use of Stop and Search powers and use of Tasers.

Assurance

Assurance has been carried out through the year at a number of different levels: Her Majesty's Inspectorate of Constabularies (HMIC) carried out (external level) inspections, my office and internal auditors (RSM) carried a complementary programme of assurance (at a level independent from the constabulary), and the Constabulary has a rolling programme of assurance activity (internal).

HMIC carried out its core inspections of the Constabulary's effectiveness, efficiency and legitimacy. Essentially this means **HMIC evaluated**

how well the Constabulary operates, how well it manages its finances, and how fairly it operates.

The inspection results were positive overall, with improvement required in relation to achieving consistent standards of victim care, quality of investigations and risk assessments of vulnerability. The results are published below. Full details of the inspection reports are available on the HMIC website. My responses to the inspections are published on the OPCC website.

| Inspection | Question | Grading |
|---------------------------------------|--|--|
| Efficiency – overall rating | How efficient is the force at keeping people safe and reducing crime? | Good |
| Efficiency | How well does the force use its resources to meet its demand? | Outstanding |
| | How sustainable and affordable is the workforce model? | Good |
| | How sustainable is the force's financial position for the short and long term? | Good |
| Effectiveness – overall rating | How effective is the force at keeping people safe and reducing crime? | Requires improvement |
| Effectiveness | How effective is the force at preventing crime and anti-social behaviour, and keeping people safe? | Good |
| | How effective is the force at investigating crime and managing offenders | Requires Improvement |
| | How effective is the force at tackling serious and organised crime, including its arrangement for fulfilling its national policing responsibilities? | Good |
| Effectiveness - Vulnerability | How effective is the force at protecting from harm those who are vulnerable, and supporting victims? | Requires improvement |
| Legitimacy – overall rating | How legitimate is the force at keeping people safe and reducing crime? | Good |
| Legitimacy | To what extent does practice and behaviour reinforce the wellbeing of staff and an ethical culture? | Good |
| | To what extent are forces recording crimes in accordance with the Home Office Counting Rules? | No inspection (will be done and published in 16-17 year) |
| | How well does the force understand, engage with and treat fairly the people it serves to maintain and improve its legitimacy? | Good |
| | To what extent are decision taken on the use of stop and search and Taser fair and appropriate? | Good |

The assurance work carried out by my office has included:

- Convening an independent residents panels to scrutinise complaints;
- Establishing a panel to scrutinise out of court disposals (with members from criminal justice agencies, magistrates, people from organisations providing victim support and an independent member);
- Operation of a custody visiting scheme (separate annual report produced); and
- Undertaking service delivery assurance exercises (detail below).

In July 2015, my office brought together people, including representatives of the local community, to assess the quality of police service delivery across five themes, and three local policing areas. The process sought to promote trust and confidence in policing through transparency and presenting an opportunity for local people to scrutinise and challenge. A further session was held in January 2016, focusing on the theme of call handling and the initial police response. Findings of the Panels were generally positive and recommendations for improvement were passed to the Constabulary. The findings of the panel, alongside the Constabulary response are published at the following link www.avonandsomerset-pcc.gov.uk/Openness/Service-Delivery-Assurance-Panel.aspx

A key factor in generating improvement will be supporting the Constabulary's transformation programme, investing in technology to ensure that officers are mobile, visible, responsive and accessible. Another element is to maximise opportunities through collaborations.

Collaboration with Wiltshire and Gloucestershire Constabularies has already enabled shared operations relating to roads, dogs and firearms policing. The opening of the Black Rock centre has supported firearms and public order training. There has also been important learning from this collaboration that effectiveness would be enhanced if there were an alignment of technology, systems and terms and conditions of working.

Looking forward, I want to ensure benefits are realised from change programmes as anticipated cashable savings are necessary for my plan to invest in areas of growing demand and where additional support is required to protect and support vulnerable victims.

The PCCs and Chief Constables of Avon and Somerset, Wiltshire and Gloucestershire have agreed in principle that the focus of future collaboration should be on enabling services such as IT and HR. In sharing services and systems, we will generate required savings that can be focussed on the frontline.

Improving Legitimacy through Openness, Transparency and Accountability

Public confidence in the Constabulary has risen since I first took office (currently 77% of people report they have confidence in the Constabulary). I acknowledge that the Constabulary has made mistakes in the past, notably in the tragic case of Mr Bijan Ebrahimi who was failed by the police. This has affected the confidence local people have in the police. The Constabulary accepts this and will ensure that what they do in future earns greater, well-placed, confidence over time.

Since January 2016, misconduct hearings for police officers have generally been held in public (unless there have been exceptional circumstances) and chaired by a legally qualified chair (LQC). LQCs have replaced senior police officers who previously chaired Misconduct Panel Hearings. This process change followed the Home Office giving PCCs the power to recruit locally to LQC appointments as part of a wider government aim to improve public confidence in the police complaints and discipline system by making it more independent and transparent. The PCCs for Avon and Somerset, Gloucestershire and Wiltshire and Swindon have a pool of 8 LQCs that can be used by all three forces.

The Constabulary will build confidence by doing the right thing at the right time, and this includes acknowledging and learning from what has not gone well. Under the strong leadership of the Chief Constable, Andy Marsh, I am confident that there will be marked and demonstrable improvements in crime and incident recording standards and in officer behaviour. I will ensure there is PCC scrutiny of this in order to hold the Chief to account.

Looking forward, I want to reform the complaints process following the new Police and Crime Bill, and to increase scrutiny of Stop and Search and the use of Tasers. I expect the roll-out of body worn video cameras to officers to have a significant impact on the number of complaints received and the process of resolving them.

Performance (against PCC Priorities)

We have made progress in the majority of the priorities expressed in the current Police and Crime Plan, notably in improving confidence to report crime and in victim support. There are opportunities for improvement, most notably in the fully resolved rates and satisfaction with victims.

The Constabulary has faced significant challenges to meet demand while experiencing organisational changes including changes to senior leadership, restructure (teams, roles, responsibilities), and changes to working conditions such as shift pattern changes. It has experienced system changes too (having replaced two major crime and case recording systems with one integrated system, and in moving towards greater use of digital evidence such as body worn camera footage). There has also been a significant policy change with the introduction of a 'Threat Risk and Harm' policy around deployment. This prioritises response to those who are the most vulnerable and at the greatest risk.

'Demand' has increased. The number of recorded crimes (in total) has increased by 20.3% in the last twelve months. The number of calls to the police (999 and 101) has not increased (897,962 calls received in the 2015-16 year). The HMIC inspection this summer (Crime Data Integrity) will confirm whether standards of crime recording have improved, but the Constabulary's view is that the increase of recorded crimes is a combination of increased confidence to report crimes and improved crime recording standards. The types of crime that have seen dramatic increases in recorded numbers are child sexual exploitation, rape, serious sexual offences, domestic abuse, hate crime and cyber-crime. In the last year, these have increased by 139%, 44%, 34%, 41%, 25% and 91% respectively. These are complicated and lengthy investigations and therefore are resource-hungry.

Under the leadership of Chief Constable Andy Marsh, I anticipate that the Constabulary will build upon success and address the required areas of improvement. Good standards must be consistently achieved. **I will always be open about what needs to be better**; we should not hide from this, but face it: constructively

and sensitively, and then improve. We must be open to challenge. We must learn from, not repeat, mistakes. The organisational culture should be one where people are fully supported to do their jobs well and to learn from mistakes.

I do not underestimate the impact of high profile misconduct cases on the morale of staff who, in the vast majority, have chosen a job in public service, motivated to meet the Constabulary's service promise to local people in each and every case. I wish to acknowledge there is a significant amount of evidence of good practice too, and in balancing my assessment of delivering the plan, I will outline successes. **Good efforts and results deserve recognition.**

My priorities, as set out in the Police and Crime Plan 2015-17, are:

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

Tackling anti-social behaviour and reducing its impact on victims and communities

Considering performance against this priority, I am pleased with the work that **Local Policing** have done around problem-solving and preventing anti-social behaviour in communities, but disappointed that **victim satisfaction** (measures of this exclude the satisfaction of those receiving an enhanced service) and **fully resolved rates** have **deteriorated over the year.**

The Constabulary are good at preventing and dealing with anti-social behaviour. HMIC found this to be the case and recognised the Constabulary places a firm emphasis on problem-solving and works carefully with partners to put in place early interventions for those who are at risk of slipping into crime or anti-social behaviour.

For example, the Local Policing Directorate team has developed a knowledge-hub that has and will continue to build evidence of successful problem-solving initiatives, case studies of best practice, use of the new tools and powers, and produced a toolkit for officers and PCSOs to use in tackling anti-social behaviour. It also hosted an event in July 2015 for housing providers to share best practice and to improve the way data was shared.

Call handlers in the control room have received regular and ongoing training that has improved early identification and appropriate referrals of VIP (Vulnerable, Intimidated and Persistently-targeted) victims to the Lighthouse as this service is available to both victims of crime and anti-social behaviour.

As part of the implementation of a new intelligence, investigations, case and custody IT system, an opportunity presented to record anti-social behaviour incidents (directed at a person) within the system and this has increased the Constabulary's ability to identify incidents of anti-social behaviour where crimes have occurred so they can be recorded as crimes. This will improve the Constabulary's standards of crime recording and ensure that the crimes are dealt with as such.

Areas still requiring improvement:

The Constabulary needs to improve the outcomes of anti-social behaviour investigations and improve the victims' satisfaction with the policing service.

Over the course of next year, the Constabulary will make use of new additional PCSO powers (introduced as part of the Crime and Anti-Social Behaviour Act 2014) to tackle anti-social behaviour locally. Bespoke ASB training focusing on the new tools and powers is being rolled out to officers of all ranks throughout 2016.

Community Behaviour Orders (CBOs) (which replaced ASBOs) are an area where the Constabulary will need to improve the efficiency of the process of taking CBOs to court in conjunction with the CPS.

Opportunities exist to expand the capturing of anti-social behaviour incidents within the new IT system to include nuisance and environmental anti-social behaviour, and further improve the standards of crime recording.

Tackling domestic and sexual abuse, particularly towards women and children

Overall, I am pleased with performance against the plan in relation to domestic and sexual violence.

2015-16 saw continued increases in reporting and recording of these crimes in line with my ambition. **I have been pleased to see a general increase in awareness of these previously hidden crimes** along with new powers for the Police and others to bring offenders to justice such as the new coercive control legislation and increasing use of Domestic Violence Protection Notices and Orders.

However, increased demand brings challenges regarding capacity, as shown by performance changes in fully resolved rates. Demand, capacity and resourcing remain challenges for police and all public sector partners and providers of services. This challenge will be a focus into my new term as PCC, and I have ambitions to make savings through collaboration to re-invest in areas of increasing demand.

To provide assurance about the quality of these investigations I called together a range of panels to scrutinise case files over the summer of 2015. These included child abuse and domestic and sexual abuse cases. I was pleased to see that panels found some excellent practice of victim-centred investigations. The full report can be found online: www.avonandsomerset-pcc.gov.uk/Openness/Service-Delivery-Assurance-Panel.aspx

Governance and accountability to ensure continuous improvement is important. I have been pleased to see that this priority has been supported by the HMIC's focus on Vulnerability as a core component of its effectiveness inspection. The 2016 Home Office Violence Against Women and Girls Strategy makes clear the government's continued commitment, with an emphasis on early intervention and prevention. To ensure this momentum does not stop, I will continue to ensure that the voice of victims is heard in all I do, including by responding to national consultations and enquiries which impact on how we respond to these crimes. In particular, I am resolute in my ambition that Personal, Social, Health and Economic education (PSHE) should be a statutory part of the curriculum so that we give our children knowledge about healthy relationships and consent.

One particular project sought to improve the response to domestic abuse to prevent future domestic homicides. Funded by my office, this piece of work brought together local authorities and a range of other partners to look at common findings from Domestic Homicide Reviews (DHRs) across Avon and Somerset. In particular for victims of rape and serious sexual offences, I commissioned the Sexual Assault Referral Centre (SARC) and the Independent Sexual Violence Advisor (ISVA) Service. I anticipate capacity for these and other sexual violence services will be a continuing issue with focus brought about by the Goddard Enquiry.

The Constabulary is making good use of Domestic Violence Protection Notices and Orders (DVPN/Os), which is encouraging as it shows a focus on the needs of the victim and positive action against the offender.

Domestic Violence Protection Notices and Orders (DVPN/Os) may be used following a domestic incident to provide short-term protection to the victim when an arrest has not been made but positive action is required, or where an arrest has taken place but the investigation is in progress.

The process is designed to give breathing space to the victim by granting a temporary respite from their abuser and allowing referral to support services without interference. The point at which victims seek help from the Police or leave their abuser can be when they are most at risk. The DVPN/O process can be pursued without the victim's active support, or even against their wishes, if this is considered necessary to protect them from violence or threat of violence. Importantly, it provides an alternative to allowing the suspect to remain at, or return, home.

Areas still requiring improvement:

Consistent identification of vulnerability, and quality and capacity of specialist investigation teams are areas in which improvement is still required to improve outcomes for victims.

Preventing and reducing burglary and fear of burglary in your area

I am disappointed with the Constabulary's performance in relation to burglary.

Nationally, the level of recorded burglary offences has fallen steadily over the last 12 years. Since taking up my role as PCC in 2012-13, there have been reductions in recorded burglaries in 2013-14 and 2014-15, but levels then began to increase. In 2015-16, reported burglaries were still 348 fewer than when I first took office. The Constabulary have put considerable effort into crime prevention strategies and the spike in offending within Somerset that began in 2015 has now abated.

Work has been carried out through the year (with some examples set out below) in an attempt to prevent these types of crime, support victims and bring offenders to justice.

Communications campaigns to enable local people to better protect their homes have focused on raising awareness of the strategies of burglars (such as how homes with paddle-handled front doors can be vulnerable if not secured with keys, and how homes are more vulnerable during times of celebrations such as Diwali and Christmas or Freshers week) and on crime prevention advice to reduce the chances of burglary victims being burgled again in the future.

In October 2015, the Constabulary held a 'Rogue Trader' week, working in partnership with Trading Standards, Meals on Wheels and the Salvation Army. Cadets and members of the Special Constabulary carried out a range of activities including vehicle stop checks to ensure traders were operating legally, and the Constabulary ran events and visited community groups to raise awareness of this type of offending and other "door-step crime", which can also include distraction burglary.

Several arrests were made, including one in Yeovil where a 26 year-old woman was arrested on suspicion of distraction burglary after targeting an elderly resident, calling at his home and stealing money from him.

The Constabulary also worked with staff at banks and Post Offices to train people to be able to spot potential warning signs of vulnerable victims, such as people withdrawing unusually large sums of cash.

The Constabulary's Assistant Chief Constable Sarah Crew confirmed the Constabulary's commitment to targeting rogue traders and bringing them to justice all year round, but said that the week of action provided an additional opportunity to raise awareness of this crime and give advice to householders.

Rogue trading is a callous crime as it often targets elderly people and can have a significant impact on the victim in terms of their health and wellbeing following the offence. You can find crime prevention advice at www.avonandsomerset.police.uk/advice/crime-prevention-advice/

Case Study of how the right actions from the call handler, the police officers who made the arrest and investigated the incident, the crime scene investigator who matched fingerprints and the people involved in taking the case to court, brought an offender to justice:

A man who was caught fleeing a home in Montpelier, after the 16-year-old girl who was home alone called police, has been sentenced to 40 months in prison in April 2016. He was arrested, still carrying the stolen property, after jumping from a first floor window and attempting to climb over a fence. He pleaded guilty to this burglary and a second burglary in the same area, which happened a month earlier, after his fingerprints were identified at the scene. He also later admitted to another 19 burglaries in Montpelier, Easton and Bedminster.

However, the Constabulary is not consistently achieving positive results. Resourcing burglary investigations has been a key challenge. The Constabulary have acknowledged that improvement is needed.

Areas still requiring improvement:

The Constabulary needs to improve the outcomes of burglary investigations and improve the victims' satisfaction with the policing service. Investigative standards (from the first opportunity to secure forensic evidence, through to the completion of investigation and preparation of cases) need to be improved to achieve this.

The Constabulary also needs to improve how it manages its response to the 'high harm' offenders who commit the most burglaries.

You have a right to feel safe in your home.
The Constabulary will do all it can to prevent burglary, to bring offenders to justice, and to offer support to victims.

Improving road safety for all road users

Overall, I am pleased with performance against the plan in relation to road safety.

Over the course of the 2015-16 performance year, there has been an increase in residents feeling that speeding traffic is a problem in their area (assessed through a telephone survey). At the same time, there has been a steady increase in local people identifying road safety as something they wish to be a priority for the police (information received at PACT meetings and directly fed into the Constabulary website). **I understand that road safety is a very important issue to local people.**

The risk of being killed or seriously injured on Avon and Somerset roads is low, far lower than in most other parts of the country (national position is 3/43 for low risk). The number of people killed and seriously injured in 2015 between January and September was 484. The full year's data is not yet available.

Over the year, the Constabulary increased its resources aimed at reducing excessive speeds with an investment in motorcycles equipped with mobile speed cameras. Officers were recruited into posts within the Speed Enforcement Unit which now has nine vans and four motorcycles for enforcement purposes. Tri-force officers carried out safety checks on child car seats, raising awareness of the importance of correctly fitted seats and increasing the protection of children in this respect.

The scope of victim support provided by Lighthouse (see section on 'Putting Victims First' for details of the service provided by Lighthouse) was extended to victims and families of people who were killed and seriously injured on Avon and Somerset roads.



A cycling near-miss website was created in 2015 to capture data that would assist in understanding problem areas and problem behaviour that could then be prevented through initiatives. A Bikesafe event was undertaken in Castle Coombe in July to raise the skills of motorcyclists. Another event was held at Cribbs Causeway to promote awareness of cyclists to lorry drivers and awareness of a lorry driver's field of vision to all road users.

The Road Smart education course was promoted to businesses as research indicates around 25% of KSIs are people driving as part of their work.

Special Constables were trained in how to tackle traffic offences causing community concerns.

A Drink and Drive campaign ran in December 2015 along with a successful operation to raise awareness and to enforce the law.

Partners and local people have also contributed to improving road safety. The West of England Road Safety Partnership developed a multi-agency plan to tackle conflict between cyclists and other road users (occurring particularly in urban areas) and established a cycle safety forum.

With over 130 active schemes represented by approximately 700 volunteers, Community SpeedWatch is a considerable asset in helping to make our roads safer. The monitoring of vehicle speed at approved locations by Community SpeedWatch is a positive example of the use of the community itself to raise awareness and educate those who cause increased risk to safety on our roads.

Members of the Constabulary have met with all Community SpeedWatch network leads to deliver face-to-face training and listen to issues, and developed a database to enable more efficient management of data and co-ordination of Community SpeedWatches.

Areas still requiring improvement:

Slower progress than I had anticipated has been made in reactivating the static cameras across the area as various technical problems have been encountered. Some inoperable cameras are owned by the Constabulary, others by local authorities. Discussions are underway to resolve the faults.

The quality of collision investigation and collision file quality still requires improvement. It has been improving, however, and dedicated quality assurance posts within the Constabulary are now in place, with performance measured as part of the criminal justice performance scorecard.

Putting victims first

Considering performance against this priority, I am proud of the work I have funded and championed around victim support services, but disappointed that victim satisfaction (this measure excludes satisfaction of vulnerable victims) has deteriorated over the year.

Lighthouse, established in 2014, offers an enhanced service to vulnerable, intimidated or persistently targeted victims of crime and anti-social behaviour and victims of serious crime. The Lighthouse team provide ownership of the whole journey for a victim, providing a 'single point of contact' approach so that the victim's experience is that the process is as simple as possible, and that the person they speak with has the best possible understanding of their experience. The University of the West of England undertook a review of the Lighthouse service during 2015-16. They consider the introduction of Lighthouse has resulted in a more comprehensive and tailored system being in place to make sure that victims get all the relevant and necessary information about their case in a streamlined and timely manner. Lighthouse being a single point of contact means familiarity with the victim's case and a recognisable person with whom the victim can communicate. A more informed view of victim need means that the victim's voice is central to the process and strategic engagement with stakeholders means that victims receive the most appropriate support at the most appropriate time.

Work has been carried out to explore victim satisfaction of those receiving an enhanced support service through Lighthouse. The sample size to-date has been small but early indications are that satisfaction with service is around 10% higher than the rates of satisfaction of non-vulnerable victims. It would also appear that satisfaction declines towards the end of the victim's experience of the criminal justice system (after an offender has been charged). Complaints most often relate to delays (e.g. court adjournments).

A range of other victim services that my team and I commissioned went live at the start of 2015-16: Victim Support emotional support service, Young Victims advocacy service, Avoice adult advocacy service, Independent Sexual Violence Advisor service, Modern Slavery support service and Restorative Justice services. These services have all seen a significant number of referrals, and over the course of the year a more diverse range of referral routes. I am particularly pleased to see the number of self-referrals that have been made, in particular to the emotional support service.

These services have all been working towards measuring outcomes against the Ministry of Justice Cope and Recover framework, and I am delighted to see the success achieved by the services in helping victims to cope and recover.

The West of England Child Sexual Exploitation service is a successful example of collaboration between Avon and Somerset and Wiltshire and Swindon PCC, the police, Barnardo's and the seven top-tier local authorities covering the two police areas. The pioneering new service, working across Avon and Somerset and Wiltshire and Swindon, is identifying and supporting victims of child sexual exploitation. Since its launch in April 2015, the West of England CSE service has worked with 207 children in Avon and Somerset and trained 938 professionals based in Avon and Somerset who work with children to recognise and respond to the signs of CSE.

Work with young people has been a feature of the work of the OPCC for the past four years, recognising that they are very often a 'quiet voice' and sometimes overlooked despite being one of the most likely groups to experience being a victim of crime. Within the OPCC, there is a dedicated Youth Champion who is tasked with working with young people to seek their views and feed them back into the organisation. This has taken the form of workshops, research led by young people themselves and PCC visits as well as the OPCC taking part in the annual Children's Commissioner Takeover Day. In December 2015, the OPCC were awarded a Gold Commendation for their work in relation to youth engagement from the Children's Commissioner.

Case Study:

Impact of the work of Independent Sexual Violence Advisors (funded by the PCC)

Safelink received a referral to support a young woman who had suffered rape and sexual assault from a member of her family over many years. With encouragement from friends she had decided to report the abuse to the police.

The ISVA met up with her and carried out a comprehensive assessment of her needs. She was determined to follow through with the investigation and the ISVA accompanied her to her Police interview. She also identified that she needed support with her employer; she didn't feel able to go to work and needed help with this. Her ISVA contacted her employer and arranged a three-way meeting between her and her employer. Her ISVA also helped her go to her GP to get signed off work and access CBT therapy through the Bristol Wellbeing Therapies Service.

The investigation took 18 months which was a long time for her to keep going and there were times when she wanted to drop the case. The ISVA provided many months of support leading up to the trial date. They had spoken about special measures (such as a screen in court or giving evidence via video) and the ISVA had arranged for these to be put in place and also a pre-trial visit and meeting with Witness Care. The ISVA also kept her informed about any updates with the investigation.

The case was heard at Bristol Crown Court. A lot of hard work and preparation by the ISVA had gone into getting the victim to a place where she could give her evidence in a calm and coherent state.

Continued on next page...

Case Study cont...

On the day of court, another family member turned up late, clearly high on drugs and in no fit state to support the victim. The victim became distressed at seeing her relative in this way. In addition, she had also arrived with three other people that the victim had never seen before. The victim felt that they were all invading her time and space whilst she was waiting to go up into court to give her evidence.

The ISVA helped by removing the victim from the situation and taking her outside for some fresh air. She listened to her, discussed her concerns and asked the victim what she could do to help. The victim wanted her relative and friends to leave the court. She wanted to be left alone, with just support from her ISVA. She wanted to collect her thoughts and sit quietly.

With her immense sensitivity, diplomacy and communication skills – the ISVA spoke to the relative and friends. They eventually all left the witness care room. The ISVA calmed the victim down and again used her skills to get her back to a calm emotional state. The young victim then went on to give her evidence with the ISVA sat in the video link room with her. She found the whole court experience to be upsetting and traumatic but she got through her evidence and cross examination. She told the ISVA that due to all of her upset earlier in the day, without the help from the ISVA, she felt that she would not have been able to have the strength to give evidence; she had wanted to leave the court and go home.

The suspect was convicted and sentenced to 6 years' imprisonment and on the Sex Offenders Register for 10 years following release. The victim is now back at work (after a prolonged period of sickness) and is looking into doing a social worker degree.

Areas still requiring improvement:

The Constabulary needs to improve its victim contact. Where victims report dissatisfaction with the policing service received, it is often a lack of communication between officer and victim that is the reported cause.

Looking forward in relation to these five priorities, I want to see continued improvement in the areas of burglary, anti-social behaviour and road safety. Through re-investment in Local Policing and increasing and supporting the work of active citizens (such as neighbourhood watches, community speedwatches, farm watches, Constabulary volunteers, Special Constables, and cadets), I envisage improved outcomes for victims of crimes, improved victim satisfaction, reduced numbers of repeat victimisation, and continued lowering of numbers of people who are killed or seriously injured on our roads.

I will remain committed to a continued focus on the crimes of domestic abuse, rape and sexual abuse, child abuse and exploitation including modern slavery. In the next term it will be crucial that partners work together to increase awareness and effectively target resources to support vulnerable victims. I want to see continued confidence of victims to come forward and report what has happened to them, and for the quality of investigations to result in positive outcomes for victims.

I also want to work closely with partner agencies to improve victims' experience of the criminal justice system.



| GRANT | RECIPIENT | SERVICE / PROJECT |
|---|--|---|
| Avon and Somerset | | |
| Lighthouse Integrated Victim Care £1,026,000 Commissioning budget: £1,290,000 Constabulary budget | Avon and Somerset Constabulary | Victims who are vulnerable, intimidated, persistently targeted or experience serious crime are offered practical and emotional support and guided through the criminal justice process by specially-trained staff. The service has teams made up of both police staff and independent support workers and volunteers. |
| Emotional Support Service for Victims of Crime and ASB £296,973 | Victim Support | Emotional and practical support for victims of crime and ASB. Available both to those who report to the Police and those who do not. |
| Adult Advocacy Service A Voice £329,467 | The Care Forum (lead) working with SEAP and SARI | A Voice is a specialist advocate support service for victims of crime or ASB who require enhanced support relating to mental health, learning difficulties, problems associated with isolation, race, religion or sexuality. Available both to those who report to the Police and those who do not. |
| Children and Young People Advocacy Service- Young Victims' Service £165,000 | North Somerset Youth Offending Team | Young Victims' Service is a specialist advocacy support service for young victims of crime and ASB up to the age of 18 and victims of crime and ASB aged 18-25 where additional needs are identified. Available both to those who report to the Police and those who do not. |
| Independent Sexual Violence Advisors (ISVA) Service £194,580 | Safelink (Missing Link) | Specialist advocate support for victims of rape or sexual assault, available both to those who report to the Police and those who do not. |
| Modern Slavery Support Service £39,854 | Unseen UK | Specialist support service (in pilot) focusing on the needs of victims of modern slavery before engaging in nationally commissioned services as well as the period after that support ends. Available both to those who report to the Police and those who do not. |
| Community Safety Grant £600,841 | Individual Grants issued to the 5 Community Safety Partnerships | Supporting various Community Safety projects which contribute towards delivery of the PCC's priorities. Examples include domestic abuse services, hate crime services, One Team approaches. |
| Youth Offending Team Grant £237,037 | Individual Grants issued to the 5 Youth Offending Teams | Support varies but includes specialist substance misuse services, restorative justice work, early intervention projects to prevent youth offending. |
| Drugs Intervention – AIRS £724,701 | Swanswell | Service supporting individuals at the point of arrest whose offending is linked to substance or alcohol misuse. |
| Sexual Assault Referral Centre (SARC) £225,995 | University of Bristol Hospitals Trust Co-commissioned with NHS England who are the Lead Commissioner. | Specialist medical and forensic services and support for victims of sexual assault. |
| Appropriate Adults Service (2 operate: 'Avon' and 'Somerset') £17,882 | Brandon Trust (Avon) (£12,282) and Somerset Youth Offending Service (Somerset) (£5,600) | Service to support and safeguard the welfare and rights of vulnerable adults detained or interviewed by the police. |
| West of England Child Sexual Exploitation Victim Identification and Support Service £55,000 | Support element of a two year pilot project delivered by Barnardo's (PCC contributes to total budget of £2.2m) | Project is funded by Avon and Somerset and Wiltshire and Swindon PCC, local authorities and the Home Office Policing Innovation Fund. It aims to enable the further improvement of local responses to CSE and lay the foundations for a sustainable and effective suite of CSE services into the future. |
| Restorative Justice Delivery Service £153,000 | Neighbourhood Justice Team Bristol Mediation SARI Somerset Community Justice Partnership | Grant for delivery partners to establish face-to-face processes for the delivery of restorative justice across Avon and Somerset. |
| Cinnamon Network £34,500 | Cohort of faith based groups | Delivers active citizens and social action projects in partnership with crime reduction agencies. |
| Commissioner's Community Action Fund £200,000 | Various Community Groups and Voluntary Organisations | Grants up to £5,000 made available to initiatives that support PCC priorities. |

TOTAL: £5,590,830

Annex Two: Summary of Performance

| | | Indicator | Source | 2012/13 Position | 2014/15 Position | 2015/16 Position | Current Nat Position | 2016/17 Ambition | On Track? |
|--|-----|--|-----------------------------------|------------------|----------------------|-------------------------------------|----------------------|------------------------|-----------|
| Core Policing | 1a. | Prevent, reducing and investigating crime | HMIC PEEL Assessment | n/a | Good | Requires Improvement ⁱ | n/a | 'Good' – 'Outstanding' | × |
| ASB | 2a. | Tackling Anti-social Behaviour | HMIC PEEL Assessment | n/a | Good | Good | n/a | 'Outstanding' | ✓ |
| | 2b. | Satisfaction amongst victims of ASB | Police Victim Survey | 81% | 81% | 75% | n/a | In line with crime | × |
| | 2c. | ASB cases fully resolved | Police Victim Survey | 38% | 58% | 49% | n/a | Year on year increase | × |
| Domestic and sexual abuse | 3a. | Supporting vulnerable victims of domestic and sexual abuse | HMIC/Local Assessment | n/a | Requires Improvement | Requires Improvement ⁱⁱ | n/a | 'Outstanding' | × |
| | 3b. | Reported sexual violence and domestic abuse | Police recorded crime & incidents | 20,336 | 26,308 | 30,207 | 31/43 | Year on year increase | ✓ |
| | 3c. | SSO investigations fully resolved | Police recorded crime outcomes | 34% | 33% | 17% | 40/43 | Top 10 nationally | × |
| Burglary | 4a. | Satisfaction amongst victims of burglary | Police Victim Survey | 92% | 91% | 88% | 34/43 | Top 10 nationally | × |
| | 4b. | Burglary reduction | Police recorded crime | 12,174 | 10,783 | 11,826 | 25/43 | Top 10 nationally | × |
| | 4c. | Burglary investigations fully resolved | Police recorded crime outcomes | 12% | 12% | 6% | 41/43 | Top 10 nationally | × |
| Improving road safety for all road users | 5a. | People killed / seriously injured on Avon and Somerset's roads | Department for Transport | 471 | 497 | 484 ^{iv} | 3/43 | Top 10 nationally | ✓ |
| | 5b. | Residents feeling that speeding traffic is a problem in their area | Police and Crime Survey | n/a | 34% ^v | 37% | n/a | Reduction | × |
| | 5c. | Quality of investigation – road injury collision | HMIC / Local Assessment | n/a | n/a | Increasing ^{vi} | n/a | Increase | ✓ |
| Putting victims first | 6a. | Supporting vulnerable and repeat victims of crime and ASB | HMIC / Local Assessment | n/a | n/a | Requires Improvement ^{vii} | n/a | 'Outstanding' | × |
| | 6b. | Satisfaction amongst victims of crime | Police Victim Survey | 87% | 84% | 78% | 40/43 | Top 10 nationally | × |
| | 6c. | Successful Criminal Justice Outcomes | CPS Court Outcome Data | 85% | 80% | 83% | 12/43 | Top 10 nationally | × |
| Connecting Police with local people | 7a. | Increase community involvement in delivering aspirations of the plan | Local Assessment | n/a | Increasing | Increasing ^{viii} | n/a | Increase | ✓ |
| | 7b. | Resident awareness of opportunities to 'Have Your Say' | Police and Crime Survey | 39% | 38% | 39% ^{ix} | n/a | Increase | × |
| Openness and transparency | 8a. | % feeling confident in the police | Crime Survey for England & Wales | 71% | 76% ^x | 77% | 27/43 | Top 10 nationally | × |
| | 8b. | Achieving fairness and legitimacy | HMIC PEEL Assessment | n/a | Requires Improvement | Good | n/a | 'Good' – 'Outstanding' | ✓ |
| Delivering Value for Money | 9a. | Delivering efficiency | HMIC PEEL Assessment | n/a | 'Outstanding' | -Good | n/a | 'Good' – 'Outstanding' | ✓ |
| | 9b. | Achieving balanced budget by 2018/19 | Constabulary Financial Position | -£62m | -£23m | -£5m ^{xi} | n/a | +/-£0m by 2018/19 | ✓ |

ⁱ HMIC found ASC to be 'good' at preventing crime and anti-social behaviour, and keeping people safe; 'requiring improvement at investigating crime and managing offenders'; 'requiring improvement in protecting vulnerable people from harm, and in supporting victims'; and 'good' at tackling serious and organised crime including its arrangements for fulfilling its national policing responsibilities. This generated an overall rating of 'requires improvement'.

ⁱⁱ Key areas for improvement are in the investigations (both quality and timeliness) and in the levels of victim contact. Demand in this area is increasing: reports of domestic abuse for example have increased by 41% in the last 12 months (NB this is considered to be as a result of increased confidence to report crimes and from improvements in adhering to standards of crime recording rather than an increase in domestic abuse itself). The increased demand has impacted on the quality of the investigations and ASC are taking steps to increase the resources (both capacity and capability) to address this.

ⁱⁱⁱ This national position relates to serious sexual offences only.

^{iv} KSI data is reported in calendar years rather than in financial years for figures relate to calendar years of 2013, 2014 and 2015. At the time of publication, 2015 data is for the period January 2015-September 2015.

^v Data is only available for the first 3 quarters of the 2015-16 year at time of publication and therefore, to enable comparison, data for first 3 quarters of the 2014-15 has been used.

^{vi} Baseline taken at October 2015 shows a collision report file quality having a pass rate of 24% and prosecution file pass rate of 80%. At March 2015, this had improved to a 48% pass rate of collision reports and a 55% prosecution file pass rate. Dedicated quality assurance is carried out by Case Assessors and the drop in prosecution file pass rate is attributable to two factors: 1) that standards in the QA process have been improved and therefore files being failed in March 2016 would previously have been passed and 2) changes in VCOP relating to the timing Victim Personal Statements (VPS) should be offered changed with effect from 1 February 2016, increasing the number of file failures where officers did not offer the VPS at the correct point in time. Improvement in file quality is forecast to continue as officers become more aware of the need to offer the VPS earlier and as feedback from Case Assessors on file quality improves future file quality.

^{vii} Lighthouse has helped over 25,000 victims of crime and anti-social behaviour who are vulnerable, intimidated and persistently targeted. The improvement required, identified by HMIC, is the need to improve consistency in identifying vulnerability and a Vulnerability Board has been established to ensure issues highlighted in the inspection are addressed.

^{viii} This is a complicated picture. The trend emerging from analysis of the Police and Crime survey indicates that involvement is low but increasing, particularly involvement in Neighbourhood Watch schemes. Historical data held in force around numbers of volunteers and cadets has been assessed as unreliable. Numbers of Special Constables have declined, though involvement in neighbourhood watch schemes and Community Speed Watch groups has increased. From numbers of intelligence submitted to Crime Stoppers, and declining numbers of intelligence submissions captured in the Constabulary's system, it can be inferred that information from the public is reducing (though there is no way to evaluate whether the percentage of quality intelligence is different as a result).

^{ix} Data is only available for the first 3 quarters of the 2015-16 year at time of publication and therefore, to enable comparison, data for first 3 quarters of the 2014-15 has been used.

^x Data is only available for the first 3 quarters of the 2015-16 year at time of publication and therefore, to enable comparison, data for first 3 quarters of the 2014-15 has been used.

^{xi} A £5m residual funding deficit needs to be closed by further savings by 2020. The PCC and Chief have an aspiration to overachieve these savings to create investment funding. Budgets for 2015-16 and 2016-17 are balanced.

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