



OPCC

Office of the Police &
Crime Commissioner
for Gloucestershire

Police and Crime Prevention Plan 2025-2029

**“Making our communities safer,
so that you feel safer”**

www.gloucestershire-pcc.gov.uk

Police and Crime Prevention Plan 2025–2029

**“Making our communities safer,
so that you feel safer”**



Foreword from Police and Crime Commissioner Chris Nelson

The election May 2024 now seems like an age ago, but I have not forgotten how, for me, it was a time of learning and deep reflection. I also found the whole process deeply humbling and of great value.

There were a number of things that stood out, but principal among them was that trust and confidence in policing across the whole country is lower than it has been for some time. This was echoed by the Home Secretary, Yvette Cooper, when she remarked that confidence in policing is a ‘fundamental priority’ for all and for democracy. I share her assessment and will do all that I can to improve confidence in, and within, Gloucestershire Constabulary, central to which will be the introduction of more robust policies around vetting.

People want to see improved accessibility to provide reassurance and a greater feeling of security and safety in both urban and rural areas. In addition, our priority is to ensure that we are protecting the most vulnerable people in our communities. Notwithstanding the success we have already had in reducing anti-social behaviour across the county, people want to see more action in this area, particularly in the centres of Gloucester and Cheltenham. I heard those messages loud and clear, and they now form the basis of this, my second Police and Crime Prevention Plan.

I also recognise that investigating well and solving more crimes has a direct correlation to how people view the Constabulary effectiveness and legitimacy. While this is something for all officers and staff, the increase in reports of crimes against some of our most vulnerable people means that ensuring proportionate numbers of detectives in key investigative roles, such as in the Public Protection Unit (PPU), Rape and Serious Sexual Offences Unit (RASSO) and Crime Investigation Department (CID) is important.

It is not surprising that many people see my role as one which holds the Constabulary to account. But I am also responsible for our Local Criminal Justice Board and intend to do all I can to bring about swift justice for victims and witnesses. I am also a passionate believer in reducing re-offending through schemes such as ‘Prisoners Building Homes’. Of course, I recognise that crime and re-offending is a societal issue, but it can be tackled by agencies and communities working together.

My first term in office was focused on getting the Constabulary out of ‘special measures’ as fast as possible, and creating the conditions to help it become one of the best compared to our most similar police forces. My aim now is to build upon the improvements that we have made and focus on excellence in the basics.

Chris Nelson
Police and Crime Commissioner for Gloucestershire

About Gloucestershire

Public contact

(1 January 2024 to 31 December 2024)

999 calls

Total number of calls	90,023
Average no. calls per month	7,502
Average no calls per day	246
Answered 10 seconds or less	79,005 (88.2%)
Average waiting time	6.1 Secs (Mean)
	4.0 Secs (Median)

101 calls

Total number of calls	131,316
Average no calls per month	10,943
Average no calls per day	359
Answered in 2 Minutes or less	92,127 (79.9%)
Abandonment rate	12.0%

Average response and deployment

(1 January 2024 to 31 December 2024)

Incidents

Emergency response time	17.4 mins (Mean)
	11.4 mins (Median)
Priority response time	1,372 mins (Mean)
	137.7 mins (Median)

Detentions

(1 January 2024 to 31 December 2024)

Number of people in Custody	9,213
-----------------------------	-------

Incidents and crime types

(1 January 2024 to 31 December 2024)

Incidents

Total number of incidents	152,435
Including:	
Anti-social behaviour incidents	11,961
Missing persons incidents	1,374
Mental health incidents	5,231
No. of hours spent by officers at mental health incidents	25,532

Crimes

Total number of crimes	46,800
Violence against a person crimes	19,588
Theft crimes	9,012
Public order crimes	4,539

Recording and solving crime

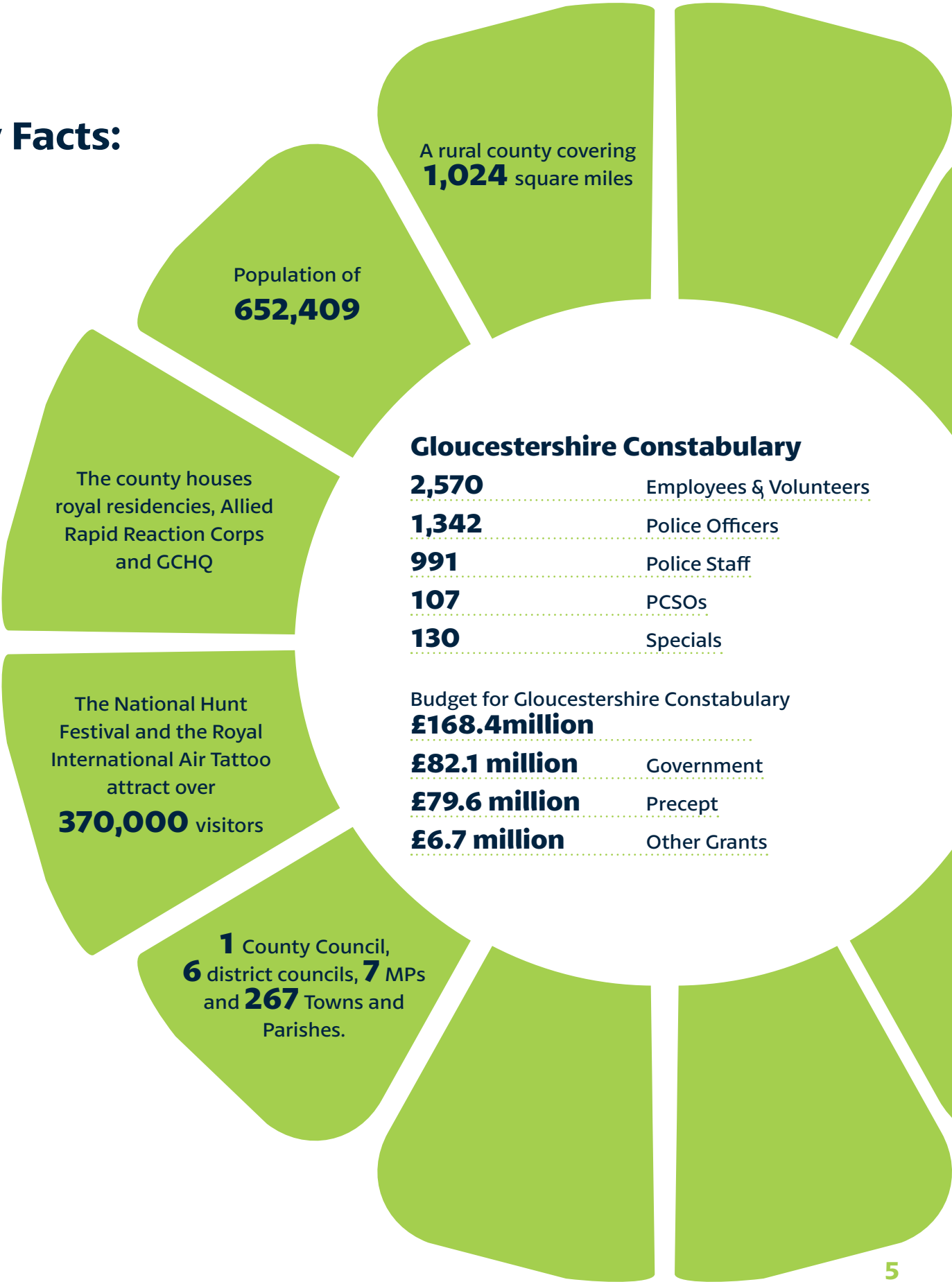
(1 January 2024 to 31 December 2024)

Crime recording compliance	97.4%
Crime recording timeliness (within 24 hrs)	90.1%
Crime solved rate	14.1%

Police and Crime Prevention Plan 2025-2029

“Making our communities safer, so that you feel safer”

Key Facts:



The roles and responsibilities of the Police and Crime Commissioner

"You re-elected me as your Commissioner to represent your voice in policing as residents of Gloucestershire, alongside holding the Chief Constable to account for the efficient and effective running of Gloucestershire Constabulary".

I will do this by:

- ✓ Setting the strategic direction for policing
- ✓ Holding the Chief Constable to account for the delivery of local policing
- ✓ Publishing a Police and Crime Prevention Plan
- ✓ Setting the Force budget and precept

"PCCs have wider responsibilities beyond their remit for policing, such as engaging with communities to ensure the public's policing needs are met effectively and overseeing how the police and other organisations are embedding community safety in their work. This includes monitoring the whole Criminal Justice System (CJS) and ensuring the CJS and partner agencies work together to keep Gloucestershire safe and feeling safe. Additionally, Victims Code of Practice (VCOP) compliance scrutiny is the statutory responsibility of PCCs through the Victims and Prisoner Bill. The PCC also has responsibility for commissioning and co-commissioning victim services in Gloucestershire."

"The role and responsibilities of PCCs are distinct from chief constables, who are responsible for the control, direction and delivery of operational policing for their force areas.

Working to achieve community safety is not the sole responsibility of Gloucestershire Constabulary. This Plan provides a framework for the OPCC's activities and how we can empower local people and partners to work with us to help deliver our stated outcomes and tackle our priorities together.

My Plan will be reviewed annually to make sure that we continue to meet the needs of our communities as we work to keep people safe and feeling safe."



The Police and Crime Prevention Plan

"This Plan is my second plan, and it sets out the strategic direction for the OPCC during my second term of office.

I will use this Plan to hold the Chief Constable of Gloucestershire Constabulary to account for its delivery, in keeping our communities safe, to direct use of resources, for scrutinising the use of public monies and to ensure we are all working together for a safer Gloucestershire.

It clearly sets out how we will deliver, and how we will measure the success of that delivery."

Our Focus and Priorities

The Police and Crime Prevention Plan focuses on Gloucestershire's priorities but must also highlight and reflect on the national requirements, measures and responsibilities:

- ✓ Strategic policing requirements
- ✓ National strategies
- ✓ National crime and policing measures
- ✓ Statutory responsibilities

We also commit to:

- ✓ Focusing on the 'voice of the child', ensuring children and young people are at the heart of what we do
- ✓ Promote and embed early intervention and prevention
- ✓ Ensuring commissioned services meet the needs of children and young people, and we strengthen the link with youth justice partners and education
- ✓ Understanding and addressing disproportionality in the Criminal Justice System (CJS)
- ✓ Focusing on diversion from criminality and anti-social behaviour with enforcement as the last resort only with a commitment to diversion that includes the voice of the victim wherever possible
- ✓ Stopping the 'adultification' of children
- ✓ Improve links between the Police and Crime Prevention Plan and Gloucestershire's Youth Justice Plan



Golden Thread: Supporting our children and young people

Supporting our children and young people to become the best versions of themselves is at the heart of this Plan. That is why, rather than have a separate priority, we have included this as a 'golden thread'. In all that we do, we strive to consider the implications for the children and young people of Gloucestershire, particularly those most vulnerable.

Police and Crime Prevention Plan 2025–2029

"Making our communities safer, so that you feel safer"

The Plan Explained

You will notice that this Plan is more condensed in comparison to the previous 2021 Police and Crime Prevention Plan. This is because we wanted to create a document that can be easily read and referred to and that simply highlights the priorities and areas of continued success from effective practice. There will be a performance framework that sits beneath this plan which goes into more granular detail regarding how we will measure the success of the plan.

The Plan therefore has:

- ✓ A clear and concise layout
- ✓ Clear definitions of what we will deliver to the residents of Gloucestershire
- ✓ Tangible outcomes of how we will measure and report this to our communities.

Although the plan sets out our strategic aims and objectives for the next four years, we will remain flexible in our approach. The outcomes of any future HMICFRS inspections will determine any changes within our approach to ensure efficiency and effectiveness in our delivery.

My Six Priorities:

The Police and Crime Prevention Plan is set out under six priority headings which address the areas that are critical for Gloucestershire. The Plan sets the overarching strategic direction for the OPCC and Constabulary, as well as providing county-wide direction for those agencies with responsibility for tackling crime and disorder within local communities.

Under each priority, you will see how the OPCC will contribute to the Plan, how we aim to support partners and agencies, how we will measure success and, ultimately, how we will report back to you, the public, about how we have led the way towards the overall aim of:

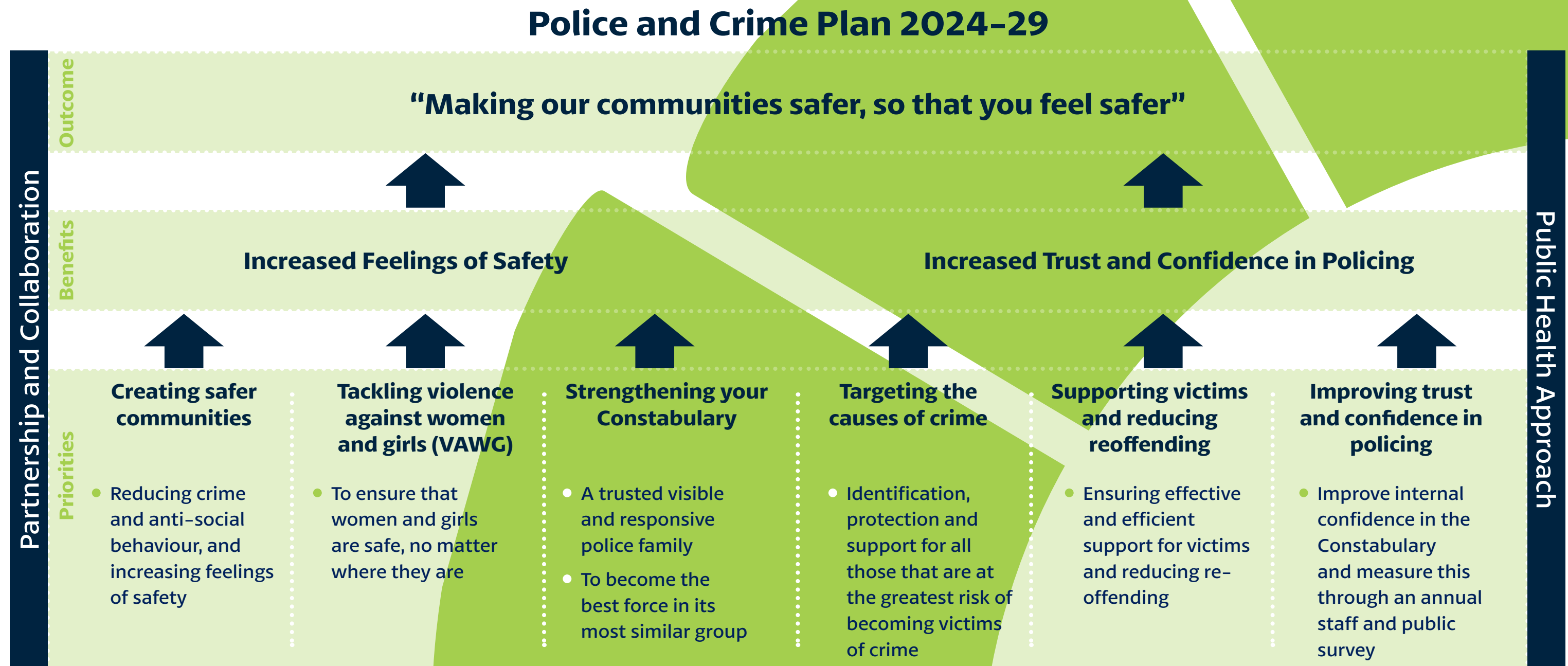
"Making our communities safer, so that you feel safer"



Our Focus and Priorities

"The OPCC have developed a framework for each of my six priorities. Each priority has its own framework which I will be using to monitor delivery. Over the coming months we will be developing our data hub which we will use to publish the performance and progress of the Plan."

Below is an overview of the plan and its delivery:



Priority 1

Creating safer communities

Reducing crime and anti social
behaviour, and increasing
feelings of safety

Overview

"I have spent a great deal of time listening to what is important to people in Gloucestershire regarding policing and safety. In 2024, the OPCC commissioned our own Perceptions of Crime survey to establish a benchmark for feelings of safety and confidence in policing. In addition, the public were asked about the priorities for Gloucestershire. The results of this survey show that the public want to see a reduction in anti-social behaviour (ASB) and neighbourhood crime."

"Our communities are diverse and face different types of crime. In the next five years, we will work in collaboration with Community Safety partnerships, partners and commissioned services to develop a tailored response for each community to make them feel safer. I strongly believe that community safety is everyone's business. All the public sector have a vested interest in working with residents to promote safer and stronger communities and in doing so we will help make people safer and build trust and confidence."

Police and Crime Prevention Plan 2025-2029

"Making our communities safer, so that you feel safer"

Achievements to Date

- ✓ **ASB Hotspots (Operation ASH).** Securing £1 million in 24/25 from the Home Office to deliver an additional 5800 hours of policing identified areas resulting in 195 arrests
- ✓ **ASB Case Reviews.** Implemented a county approach to tackling ASB through improved case review mechanisms
- ✓ **Strengthened Safer Gloucestershire.** We structured the Safer Gloucestershire Board to meet the priorities of the Police and Crime Prevention Plan, which included preparation of a three-yearly community safety strategic assessment. Safer Gloucestershire activity has also been supported through additional safer streets funds, totalling more than £4 million, that has been awarded following bids made to the Home Office by the OPCC
- ✓ **Op Vanquish.** Since 2022, there have been over 1,000 arrests, around £1.5 million in cash recovered and huge quantities of crack cocaine, heroin and cannabis seized, together with a number of weapons.

Tackle anti-social behaviour
hotspots

Increase the feeling of safety

Protect neighbourhood
policing

Encourage partnership
working

Tackle community crime
such as retail burglary, house
burglary and vehicle crime

Create safer roads

Prevent crime and early
intervention

Tackle rural crime

This diagram reflects the
work streams within the
OPCC that will contribute
to the achievement of
the priority

The table below details how Gloucestershire will be inspected by HMICFRS. These inspectorate objectives have been linked to each priority area to reflect how our work contributes to each of these areas.

HMICFRS: Links to Police efficiency, effectiveness and legitimacy assessment framework

- ✓ How good is the force's service for victims of crime?
- ✓ How good is the force at preventing and deterring crime and antisocial behaviour (ASB), and reducing vulnerability?
- ✓ How good is the force at investigating crime?

Outcome

Reducing crime and anti-social behaviour, and increasing feelings of safety

This priority and its supporting measures has been designed to monitor performance for crimes that impact most on our communities and they also deliver focus on other important elements of policing such as response times to incidents.

How we will deliver this outcome?

This details activity and partnership working which will help us to deliver this outcome.

We will tackle anti-social behaviour (ASB) by:

- ✓ Improving county-wide, multi-agency approaches to tackling ASB
 - ✓ Conducting ASB Case reviews
 - ✓ Providing support for victims, including funding ASB case reviews
- ✓ Conduct our own perception of crime survey to understand why people feel unsafe
- ✓ We will work with the Constabulary and Community Safety Partnerships to reduce the crimes that impact our neighbourhoods including shoplifting, drugs, burglary, ASB and vehicle crime
- ✓ In collaboration with Safer Gloucestershire and Community Safety Partnerships, we will create a Partnership Problem Solving Fund for the financial year 25/26.

Police and Crime Prevention Plan 2025-2029

“Making our communities safer, so that you feel safer”

How we will measure this:

We will monitor all of these measures as part of our wider performance processes.

- ✓ Call handling performance, including waiting times for 999 and 101, will be monitored for improvement and compliance with service level agreements
- ✓ Responding to the public in a prompt and effective manner
- ✓ Working to reduce the number of people killed and seriously injured on our roads
- ✓ Improving the perception of anti-social behaviour
- ✓ Improving confidence in agencies tackling crime and anti-social behaviour
- ✓ We will review the outcomes of Stop and Search scrutiny panels.

What will success look like?

We will monitor success throughout this term.

- ✓ Call handling will be consistently within service level agreements
- ✓ The public will receive a prompt and appropriate response to calls for service which is consistently within service level agreements
- ✓ Increased public confidence and confidence that police and other agencies are tackling crime and Anti-social behaviour measured through our Perceptions of Crime Survey and the Crime Survey of England and Wales
- ✓ The OPCC will resolve complaints as quickly as possible and identify and learn lessons to improve policing.



Golden Thread: Supporting our children and young people

- ✓ Focusing on diversion from criminality and anti-social behaviour with enforcement as the last resort only (wherever possible)
- ✓ Creating safer environments for children and young people to live, learn and succeed.

Priority 2

Tackling violence against women and girls (VAWG)

Challenging unacceptable attitudes and behaviours

Achievements to Date

- ✓ A dedicated VAWG Team for Gloucestershire
- ✓ Domestic Abuse Matters training for all officers
- ✓ Dedicated campaigns
- ✓ Funding to support the most vulnerable
- ✓ Focus on all domestic violence victims
- ✓ Public space safety improvements
- ✓ Safer Streets funding achievements
- ✓ **Op Vigilant**– Our Safer Streets fund contributed towards a plain clothed police operation in Cheltenham town centre to identify and disrupt predatory sexual behaviour
- ✓ Domestic abuse related death reviews.

Overview

“I continue to be affected by the stories I hear of the abuse regularly endured by women and girls. We know that women and girls often feel unsafe, both at home and out in their communities, where day to day decision-making is impacted by a desire to increase personal safety. Women and girls are disproportionately victims of domestic abuse and sexual violence, and I am determined that we continue our efforts to get a sustainable solution to these inequalities. I have previously stated that victim-survivor voice is key in achieving my priorities and ensuring the voices of victims and survivors are reflected in commissioning and policy. We will continue to conduct Domestic Abuse Related Death Reviews where partner agencies can come together to identify areas for improved response to victims of Domestic Abuse. Additionally, my commitment to the Domestic Abuse Joint Justice Plan will ensure a national and consistent approach to tackling VAWG.”

“In 2024, 20% of recorded crime in Gloucestershire related to VAWG offences and 18% of recorded crimes were related to Domestic Abuse (DA). Whilst this represents a significant proportion of the county's crime, this area remains underreported and tackling this is a key priority.”

Focusing on perpetrator behaviour

Listening to the voices of the victims/survivor

Deliver Op Vigilant

Encourage partnership working

Tackle serious and sexual violence

Tackling domestic abuse

Victim support and counselling provision

Supporting the Sexual Assault Referral Centre

This diagram reflects the work streams within the OPCC that will contribute to the achievement of the priority

The table below details how Gloucestershire will be inspected by HMICFRS. These inspectorate objectives have been linked to each priority area to reflect how our work contributes to each of these areas.

HMICFRS: Links to Police efficiency, effectiveness and legitimacy assessment framework

- ✓ How good is the force at preventing and deterring crime [and anti-social behaviour (ASB)], and reducing vulnerability?
- ✓ How good is the force at investigating crime?
- ✓ How good is the force at managing offenders and suspects?
- ✓ How good is the force at responding to the public?

Outcome

The goal is to ensure that women and girls are safe, no matter where they are

The indicators underpinning the priority will enable the OPCC to evaluate and improve the service provided to victims as well as having a detailed oversight of critical protection measures such as Domestic Violence Protection Notices and Stalking Protection Orders.

How we will deliver this outcome?

This details activity and partnership working which will help us to deliver this outcome.

- ✓ Listen to the voices of victims and survivors
- ✓ Provide enhanced domestic abuse training
 - ✓ Domestic Abuse Matters training designed to transform the response to Domestic Abuse
 - ✓ Domestic Abuse Routine Enquiry (DARE) training for frontline professionals
 - ✓ Assist Sexual Abuse Referral Centre (SARC) with forensic services accreditation
- ✓ Ensure implementation of the Victims and Prisoners Act 2024
- ✓ We will learn, respond and take collective responsibility from Domestic Abuse Related Death Reviews (DARDRs).

Police and Crime Prevention Plan 2025-2029

“Making our communities safer, so that you feel safer”

How we will measure this:

We will monitor all of these measures as part of our wider performance processes.

- ✓ Responding to domestic abuse incidents in a prompt and effective manner
- ✓ The volume of crime connected to Violence Against Women and Girls including, stalking and coercive and controlling behaviour
- ✓ Reducing reoffending rates and repeat victimisation
- ✓ Ensuring conviction rates for VAWG related crimes are consistently high
- ✓ Protecting victims through the use of protection orders such as Domestic Violence Protection Orders and Stalking Prevention Orders
- ✓ Ensuring investigations are dealt with promptly and effectively
- ✓ Victim satisfaction surveys and consultations
- ✓ Referral rates into victim services
- ✓ Arrest and charge rates for VAWG related crimes.

What will success look like?

We will monitor success throughout this term.

- ✓ Improvement of female perception of safety after dark
- ✓ The public will receive a prompt and appropriate response to calls for service
- ✓ Improve victim satisfaction
- ✓ Increased use of protective orders.



Golden Thread: Supporting our children and young people

- ✓ Under Section 11 of the children Act (S11), the OPCC will adhere to our responsibility for the efficacy of the safeguarding arrangements of all providers or services that are procured through the varied commissioning and grant giving arrangements.

Priority 3

Strengthening your Constabulary

A trusted visible and responsive police service

Overview

"This priority focuses on the confidence of the public in policing and the confidence of staff to deliver an effective and efficient service to the public. It seeks to ensure appropriate emphasis is put on wider legitimacy and professionalism whilst aspiring to deliver high standards of service, behaviour and personal integrity to ensure the Force meets the needs of the public and victims of crime. In October 2023, The Policing Productivity Review was published. This looked at improving the outcome of policing for the public: "Policing matters. It matters because the police is the service we all need to know we can rely on, particularly when the worst happens". This is at the forefront of our plans, to ensure that we continue to strengthen the Constabulary and provide trusted, visible and responsive policing. We need to ensure we are delivering an efficient and effective service. In Gloucestershire, we want to strengthen the number of detectives that we currently have in post to provide a sustainable long-term solution. This is alongside continued support for neighbourhood policing aligning with the government's commitment that all neighbourhoods will have a named and contactable officer."

Police and Crime Prevention Plan 2025-2029

"Making our communities safer, so that you feel safer"

Achievements to Date

- ✓ **Improved accessibility.** We opened two community police hubs
- ✓ **Blue light collaboration.** Collaboration in training, use of estate and the use of equipment
- ✓ **Fleet of drones.** Collecting real-time data and supporting rural communities as well as state-of-the-art equipment to enhance forensic services
- ✓ **Rural Crime Prevention.** Funding for wildlife cameras, poacher blocks and ancillaries
- ✓ **Improved technology.** Additional drones and Automatic Number Plate Recognition (ANPR) cameras to support frontline staff.

Support our volunteers

Improving technology

Improve enabling services and productivity review

Improve visibility and accessibility

Strengthen the frontline

Develop community hubs

Increase the number of detectives

This diagram reflects the work streams within the OPCC that will contribute to the achievement of the priority

The table below details how Gloucestershire will be inspected by HMICFRS. These inspectorate objectives have been linked to each priority area to reflect how our work contributes to each of these areas.

HMICFRS: Links to Police efficiency, effectiveness and legitimacy assessment framework

- ✓ How good is the force at building, developing and looking after its workforce and encouraging an ethical, lawful and inclusive workplace?
- ✓ How good is the force's service for victims of crime?
- ✓ How good is the force at responding to the public?

Outcome

A trusted and responsive police service

The indicators underpinning the priority will enable the OPCC to evaluate improved outcomes by policing for the public.

How we will deliver this outcome?

This details activity and partnership working which will help us to deliver this outcome.

- ✓ We will continue to aspire to becoming the best force in our most similar group of forces in future Police Efficiency, Effectiveness and Legitimacy (PEEL) inspections
- ✓ Investing in technological solutions to improve effective and efficient service delivery
- ✓ Understand the needs of staff and support the Constabulary in acting on recommendations from the OPCC Staff Survey
- ✓ Maximising funding to improve standards, visibility and deployable strength
- ✓ We will invest in more detectives
- ✓ Developing a culture focused on retention, training and continual professional development
- ✓ We will improve our communication with all communities.

Police and Crime Prevention Plan 2025-2029

“Making our communities safer, so that you feel safer”

How we will measure this:

We will monitor all of these measures as part of our wider performance processes.

- ✓ The use of Personal Development Reviews (PDRs)
- ✓ Percentage of staff who have had supportive leadership and wellbeing training
- ✓ Staff Wellbeing
- ✓ Embedding lessons learned from scrutiny panels
- ✓ High levels of crime data integrity
- ✓ Continuous improvements in the HMICFRS inspections particularly PEEL (Police Efficiency, Effectiveness and Legitimacy)
- ✓ Attrition, sickness and limited duty rates
- ✓ Responding to the public in a prompt and effective manner
- ✓ Number of complaints relating to Policing
- ✓ Number of suspended officers and staff
- ✓ Number of restricted officers.

What will success look like?

We will monitor success throughout this term.

- ✓ High levels of PDR completion
- ✓ Reduced attrition rates
- ✓ Improvement in staff morale scores
- ✓ Reduction in sickness and officers on limited duties
- ✓ Improved visibility scores through our perception of crime survey
- ✓ Crime data integrity scores above 95%, which is the HMICFRS measure for the accuracy of crime recording.

Golden Thread: Supporting our children and young people



- ✓ Ensuring children and young people are at the heart of what we do and hold the constabulary to account in their approach to child centred policing
- ✓ Promote and embed early intervention and prevention
- ✓ Improving and innovating with multi-agency information sharing.

Priority 4

Targeting the causes of crime
Prioritising those most at risk of harm



Overview

"We are committed to identification, protection and support for all those that are at the greatest risk of becoming victims of crime. This is a complex area of work and therefore our partnership approach is essential. We will, however, continue to do all we can to reduce offences such as domestic abuse, hate crime, sexual offences, child sexual exploitation, child criminal exploitation and modern day slavery. This also encompasses working with other organisations to identify and support those at most at risk of radicalisation. This priority encompasses numerous partnership meetings, commitments and strategic approaches."

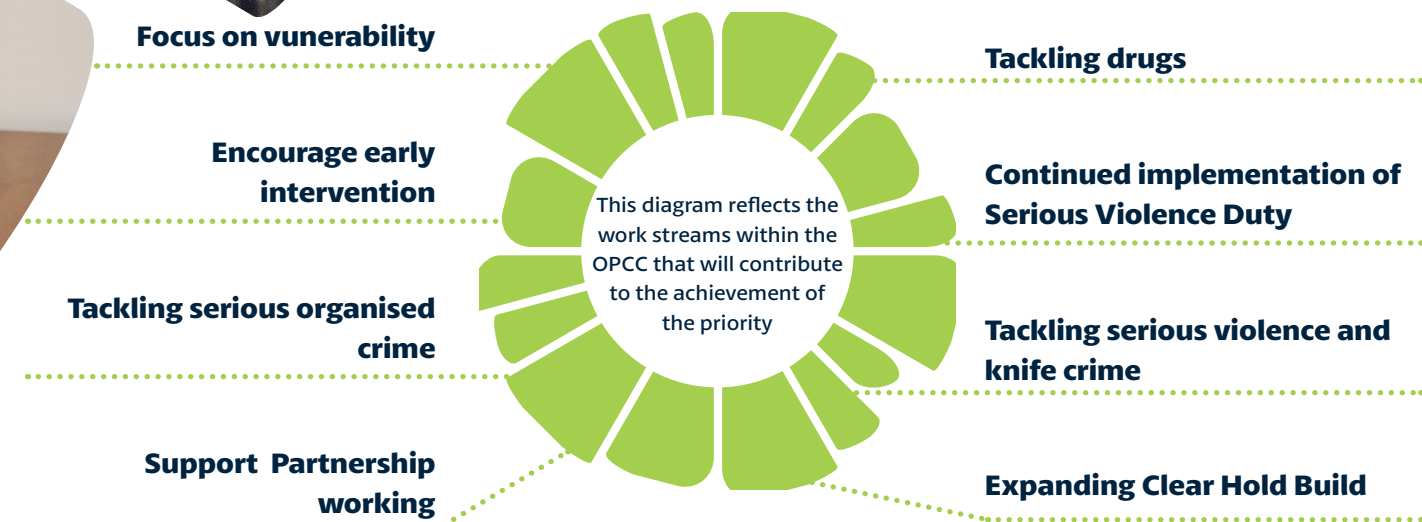
"Targeting the causes of crime will allow the Constabulary to identify, protect and support our community members who are at the greatest risk of criminalisation and becoming victims of crime. We can only achieve this by involving our partners and focussing on ensuring our public health approach to preventing crime is achieved."

Police and Crime Prevention Plan 2025-2029

"Making our communities safer, so that you feel safer"

Achievements to Date

- ✓ **Serious Violence Duty.** Gloucestershire's OPCC secured more than £500k in Home Office grant funding to support the implementation of the Serious Violence Duty that became statute law on 31 January 2024. Numerous preventative projects have been awarded funding; these include interventions to educate young people around the dangers of carrying knives and involvement in gangs
- ✓ **The implementation of Clear, Hold, Build** (A place-based operational framework which provides a model for uniting the resources of the police, partner agencies and the local community)
- ✓ **Combatting Drugs Partnership.** The OPCC has had a positive impact on the Combatting Drugs Partnership by developing harm reduction initiatives, for example creating opportunities for youth drug support workers to accompany police on drugs operations.



The table below details how Gloucestershire will be inspected by HMICFRS. These inspectorate objectives have been linked to each priority area to reflect how our work contributes to each of these areas.

HMICFRS: Links to Police efficiency, effectiveness and legitimacy assessment framework

- ✓ How good is the force at managing offenders and suspects?
- ✓ How good is the force at disrupting serious and organised crime?
- ✓ How good is the force at preventing and deterring crime and antisocial behaviour (ASB), and reducing vulnerability?

Outcome

Prioritising those at most risk of harm

Targeting the causes of crime will allow the Constabulary to identify, protect and support our community members who are at the greatest risk of criminalisation and becoming victims of crime.

We can only achieve this by involving our partners and focus on ensuring our public health approach to preventing crime is achieved.

How we will deliver this outcome?

This details activity and partnership working which will help us to deliver this outcome.

- ✓ Empower victims and support them through our commissioned services
- ✓ Continue to co-ordinate the delivery of the Serious Violence Duty
- ✓ Collaborate with statutory and non-statutory partners to understand and address causes of crime
- ✓ Identify those at risk of victimisation and criminalisation
- ✓ Monitor and scrutinise the results of our funded interventions to ensure they are delivering good service and value for money for the public
- ✓ Work with our Community Safety Partnerships through a 'Clear, Hold, Build' approach to protect communities and prevent young and vulnerable people from harm caused through serious organised criminality
- ✓ Work with partners through the Combatting Drugs Partnership to disrupt drug supply chains and provide appropriate support and treatment for those affected by drugs, including those leaving prison
- ✓ Work to the requirements set out in the Association of Police and Crime Commissioners (APCC) gambling harms checklist.

Police and Crime Prevention Plan 2025-2029

"Making our communities safer, so that you feel safer"

How we will measure this:

We will monitor all of these measures as part of our wider performance processes.

- ✓ The volume of crimes relating to vulnerable people, such as domestic abuse and child exploitation
- ✓ The volumes of serious crime including serious violence, drug offences, serious sexual offences, and serious acquisitive crime
- ✓ Maintain levels of disruption to target organised crime networks and county lines
- ✓ Evaluate activities from our Community Safety Partnerships
- ✓ Ensure that responses are trauma informed with a child-first approach taken
- ✓ Monitoring and scrutinising Out of Court Resolutions (children first diversions)
- ✓ Rate of reoffending in both children and adults
- ✓ Percentage of children and young people in custody
- ✓ Racial disparity between victims and offenders for both children and adults.

What will success look like?

We will monitor success throughout this term.

- ✓ Reduce levels of serious violence, including knife crime, murder and other forms of homicide
- ✓ Increase activity to disrupt organised crime groups, leading to successful prosecution of offenders
- ✓ Reducing reoffending through effective use of out of court disposals such as restorative justice
- ✓ Protect more victims by taking all appropriate action to stop offenders by using preventative orders and bringing more offenders to court
- ✓ Improve the feeling of safety by the public.

Golden Thread: Supporting our children and young people

- ✓ Focusing on diversion from criminality and anti-social behaviour with enforcement as the last resort only (wherever possible)

Priority 5

Supporting victims and reducing reoffending

A people centred justice system

Overview

"Most people will view my role as Police and Crime Commissioner as one which holds the Constabulary to account, but my responsibilities go beyond this. I am also responsible for our Local Criminal Justice Board and I intend to do all that I can to improve people's experiences within the Criminal Justice System (CJS) in Gloucestershire. My aim is to encourage swift justice for victims and witnesses by holding partners to account. I intend to achieve this through our scrutiny panels, specifically relating to the CJS, which helps us, and partners, to identify areas of best practice and areas of improvement. Victims Code of Practice (VCOP) compliance scrutiny is the statutory responsibility of PCCs through the Victims and Prisoner Bill. We commission victim services based on local need which provide emotional and practical support. Additionally, the implementation of Right Care Right Person is of great importance to this priority, to ensure that victims are being supported by the appropriate agencies. I recognise that crime, and reoffending, are societal issues that can only be prevented through agencies and communities working together. We recognise the importance of being involved in partnership boards (such as the Youth Justice Partnership Board) in reducing reoffending in children and young people. With youth justice in mind, it is crucial for us to think about the voices and experiences of children to inform our approaches in supporting victims and reducing reoffending."

Police and Crime Prevention Plan 2025-2029

"Making our communities safer, so that you feel safer"

Achievements to Date

- ✓ **Successful first phase launch of Right Care Right Person.** This is a partnership approach to ensure the right response by the right professional, to keep people safe from harm and in doing so, help to protect some of the most vulnerable people in Gloucestershire
- ✓ **Victims' Hub.** Enhancing the service to victims throughout the journey of an investigation and the criminal justice process
- ✓ **Continuous improvement through scrutiny** to support continuous improvement of the Constabulary and provide a better service to the public
- ✓ **Improving Out of Court Resolutions (OOCRs)**
- ✓ **Commissioning Victims Services**
- ✓ **Independent Custody Visitors.** We achieved platinum service for our ICV scheme.

Supporting the Prisoners Building Homes Scheme

Manage the Independent Custody Visitor Scheme

Encourage partnership working

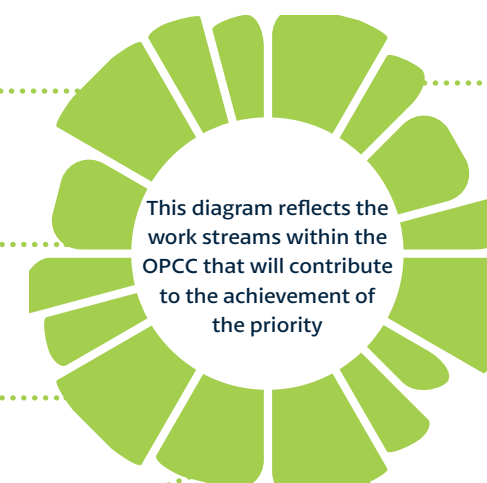
Help reduce the court backlog

Improve victim care and Victim Hub

Commissioning victim services

Implement Right Care Right Person

Encourage the use of Out of Court Disposals and Restorative Justice



The table below details how Gloucestershire will be inspected by HMICFRS. These inspectorate objectives have been linked to each priority area to reflect how our work contributes to each of these areas.

HMICFRS: Links to Police efficiency, effectiveness and legitimacy assessment framework

- ✓ How good is the force at managing offenders and suspects?
- ✓ How good is the force at disrupting serious and organised crime?
- ✓ How good is the force at preventing and deterring crime and antisocial behaviour (ASB), and reducing vulnerability?

Outcome

A people centred justice system

My aim is to encourage swift justice for victims and witnesses by holding partners to account. I intend to achieve this through our scrutiny panels, specifically relating to the Criminal Justice System which helps us, and partners, to identify areas of best practice and areas of improvement.

How we will deliver this outcome?

This details activity and partnership working which will help us to deliver this outcome.

- ✓ We will capture and use lived experiences to inform decisions and policy ensuring that we commission support services based on robust needs assessments
- ✓ Contributing to restorative practices
- ✓ Commissioning victim services locally

Supporting Victims

- ✓ Ensure compliance with the Victims' Code of Practice and Victims and Prisoners Act

Reducing Reoffending

- ✓ Improve access to pathways out of reoffending through working in partnership with others (via the Local Criminal Justice Board (LCJB)).

Police and Crime Prevention Plan 2025-2029

"Making our communities safer, so that you feel safer"

How we will measure this:

We will monitor all of these measures as part of our wider performance processes.

- ✓ Reoffending Rates
- ✓ Victims Code of Practice compliance and victim satisfaction
- ✓ The use of Out of Court Resolutions including children first diversions
- ✓ Implementation of recommendations emanating from victim feedback
- ✓ Guilty Plea Rates
- ✓ Percentages of crimes resulting in a Criminal Justice or restorative outcome
- ✓ Investigation lengths
- ✓ Volume of complaints to police.

What will success look like?

We will monitor success throughout this term.

- ✓ Improved confidence in policing
- ✓ Reduced reoffending is encouraged through effective use of Out Of Court Disposals such as restorative justice
- ✓ A reduction in the number of complaints against police, with problems resolved swiftly and satisfactorily
- ✓ Victims know, understand and receive their full entitlements under the Victims' Code of Practice
- ✓ Crime investigations are carried out to a high standard, dealing effectively with offenders and ensuring the best outcome for victims
- ✓ There are increased numbers of successful outcomes through the criminal justice system.

Golden Thread: Supporting our children and young people

- ✓ Focusing on the voice of the child including their lived experiences, and working in collaboration with children to achieve the best outcomes for them
- ✓ Strengthen the link with youth justice partners and education
- ✓ Ensuring children and young people are at the heart of what we do and hold the constabulary to account in their approach to child centred policing.

Priority 6

Improving Trust and Confidence in policing

"The police are the public and the public are the police"



Police and Crime Prevention Plan 2025-2029

Making our communities safer, so that you feel safer"

As well as public confidence in policing being at an all-time low, I realised that the aforementioned events also had a significant impact on trust, confidence and wellbeing of officers and staff within the Constabulary. In order to re-build internal confidence in the Constabulary, I will conduct an annual staff survey which will inform my processes in holding the Chief Constable to account.

In July 2024, the Home Secretary remarked that confidence in policing is a 'fundamental priority' for all and for democracy. I share her assessment and will therefore do all that I can to improve confidence in and within Gloucestershire Constabulary. We will do this by continuing our journey of improvement and ensuring excellence in the basics throughout.

The Force is acting within the current financial climate and national financial pressures are reflected locally. Our full revenue budget has been published alongside the medium term financial plan. The Government's grant funding for Gloucestershire Police means the Home Office will contribute £88m, just over half of the Constabulary's £168m annual budget for 2025. Gloucestershire Constabulary's budget is already under pressure from inflation, increased demands, rising costs and interest rates, resulting in the need to make savings of around £12.3m in the next financial year.



Learning from feedback, complaints and compliments

Improve community consultation

Manage the Councilor Advocacy Scheme

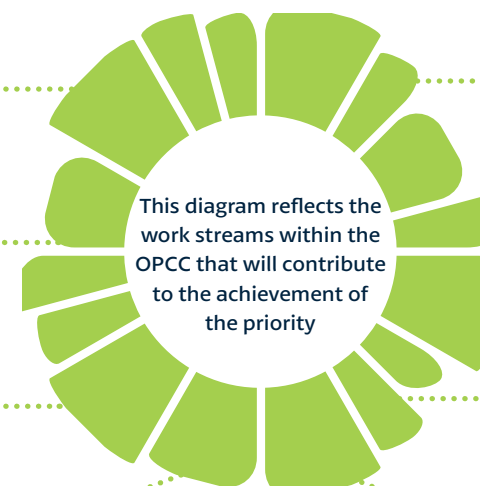
Encourage community building and engagement

Improving accountability and scrutiny

Improve external confidence in the police

Improve internal confidence in the Constabulary and wellbeing

Redesigned performance framework and governance



The table below details how Gloucestershire will be inspected by HMICFRS. These inspectorate objectives have been linked to each priority area to reflect how our work contributes to each of these areas.

HMICFRS: Links to Police efficiency, effectiveness and legitimacy assessment framework

- ✓ How good is the force at managing offenders and suspects?
- ✓ How good is the force at disrupting serious and organised crime?
- ✓ How good is the force at preventing and deterring crime and antisocial behaviour (ASB), and reducing vulnerability?

Police forces nationally have come under greater scrutiny than ever before. Following some high profile cases in policing nationally, confidence in policing fell to an all-time low, and we simply must commit to rebuilding the public's trust. This is one of the primary drivers for establishing our Perceptions of Crime Survey. By working in partnership with Safer Gloucestershire, we aim to gain greater insight and understanding into community perceptions of Gloucestershire Constabulary and identify areas for improvement.

From the financial year 25/26 we will look at other methods of measuring external trust and confidence by collaborating with the Constabulary to formulate a robust and representative methodology for capturing public voice.

Outcome

Improve internal confidence in the Constabulary and measure this through an annual staff and public survey

We will improve trust and confidence in policing by measuring the internal confidence of our officers and staff members through our annual staff Survey. We additionally want to better understand and measure the public's trust and confidence in policing with our perceptions of crime survey.

How we will deliver this outcome?

This details activity and partnership working which will help us to deliver this outcome.

- ✓ Survey the public to establish confidence and trust in policing and act on the feedback
- ✓ Survey Constabulary staff to understand internal confidence and act on the feedback
- ✓ Ensure that recruitment and misconduct is dealt with ethically
- ✓ Publicise our successes
- ✓ Assist in the delivery of the Police Race Action Plan (PRAP)
- ✓ Ensure learning and recommendations are adhered to and acted upon from national reports such as the Casey Review and Angiolini Enquiry
- ✓ Publish the outcomes of scrutiny panels for Stop and Search, Custody, Use of force and Out of Court Disposals
- ✓ Publish data on delivery of the Police and Crime Plan
- ✓ Commitment to neighbourhood policing guarantee.

How we will measure this:

We will monitor all of these measures as part of our wider performance processes.

- ✓ Crime Data Integrity Compliance
- ✓ Volumes and ratios of crime outcomes
- ✓ File Quality
- ✓ Perception of crime and policing
- ✓ Retention of staffing
- ✓ Implementation of learning outcomes from Scrutiny Panels
 - ✓ Use of force
 - ✓ Stop and search
 - ✓ VCOP
 - ✓ Custody
 - ✓ OOCR/OOCR

What will success look like?

We will monitor success throughout this term.

- ✓ Improved confidence in policing
- ✓ Reduced reoffending is encouraged through effective use of out of court disposals such as restorative justice
- ✓ There is a reduction in the number of complaints against police, with problems resolved swiftly and satisfactorily
- ✓ Victims know, understand and receive their full entitlements under the Victims' Code of Practice
- ✓ Crime investigations are carried out to a high standard, dealing effectively with offenders and ensuring the best outcome for victims
- ✓ There are increased numbers of successful outcomes through the criminal justice system.

Golden Thread: Supporting our children and young people

- ✓ Stopping the 'adulthood' of children
- ✓ Improve links between the Police and Crime Prevention Plan and Gloucestershire's Youth Justice Plan.

“My financial plan details how I will fund the priorities outlined throughout this plan. Our finances are updated annually and are aligned to achieve the priorities, outcomes and commitments detailed previously.

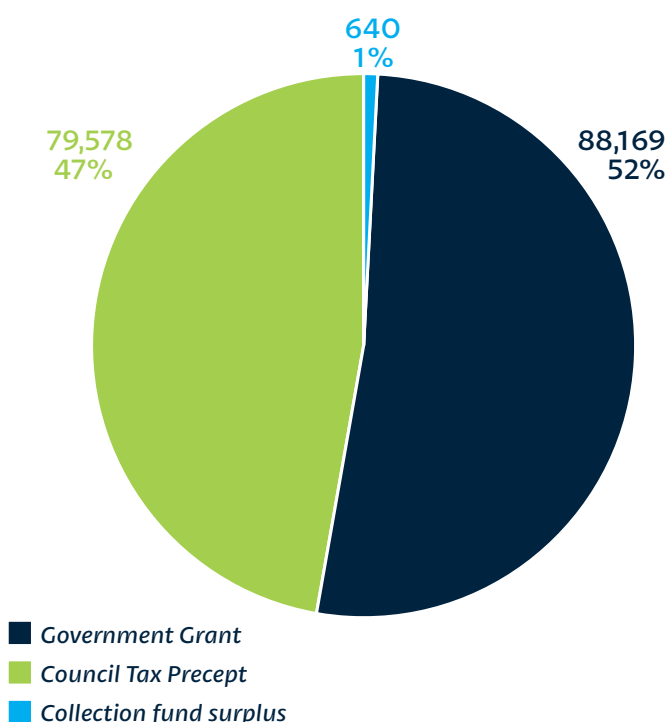
The three main sources of funding that we receive are detailed below:

- Central government policing funding
- The policing element of local council tax and
- External grants and income

In the financial year 2024/25 this provided an overall budget of £168.39m and I use the vast majority of the funding to support an effective and efficient policing service as well as funding work to prevent crime, support victims and reduce reoffending.”

Gloucestershire Constabulary Funding and Expenditure 2025/26

**Gloucestershire Constabulary
Source of Income 2025/26 (£000)**



Expenditure	2025/26 £m
Police officers	94,407
PCSOs	5,855
Police Staff	39,535
Other running costs	41,392
Capital Financing	3,472
Office of the PCC	2,052
Supporting victims and communities	1,369
Total Expenditure	188,082
Net Income	168,387
Balance	-19,685

How is the funding deficit met?	2025/26 £m
Interest and other income	10,021
Specific grants	7,427
Contribution from reserves	2,247
Total	19,685

OPCC Funding and Expenditure 2025/26

Expenditure	2025/26 £m
OPCC –Employees	1.787
OPCC –Externally Funded Employees	0.046
Non-pay –General (incl Audit Fees)	0.272
Non-pay –Supporting victims (Externally Funded)	1.698
Sub-total	3.803
Grant Income	1.751
Sub-total	2.052
Non-pay –Supporting victims and communities (Core Grant Funded)	1.369
OPCC –Total	3.421

This represents a year on year reduction in OPCC spend of £70,000 (4%)