


pcc
Police & Crime Commissioner
for Wiltshire and Swindon

The Commissioner's Annual Report 2017-2018



A portrait of Angus Macpherson, a middle-aged man with thinning hair, smiling. He is wearing a dark pinstriped suit jacket, a white shirt, and a blue patterned tie. The background is a blurred outdoor setting with a building.

About me

My name is Angus Macpherson and I am the Police and Crime Commissioner for Wiltshire and Swindon. I was first elected to the role in 2012 and re-elected in 2016.

My role is to be the voice of the people and to hold the chief constable and force to account, my aim is to cut crime and deliver effective and efficient policing in our county.

I set the police and crime objectives for our area through my Police and Crime Plan, set the Force budget and determine the policing precept. Alongside this I also contribute to the national and international policing capabilities set out by the Home Secretary and bring together community safety and criminal justice partners, to make sure local priorities are joined up.

I have wide experience of policing and the criminal justice system. I was a lead member on the old Wiltshire Police Authority and for 20 years I served as a magistrate in Swindon and was a senior chairman in the adult court. I was a long-serving member of the policy committee and led several local consultations on sentencing guidelines.

My close involvement with two charities - working to help the homeless in Swindon, and my work in the courts - has given me insights into drug and alcohol issues and the need to tackle the cycle of re-offending.

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Introduction



The tremendous changes in society in recent years, and the changing patterns of criminality, mean we must re-shape the way we keep our communities safe with the finite resources we have

I am delighted to be presenting the second annual report of my current term as Police and Crime Commissioner (PCC) for Wiltshire and Swindon. The report covers the financial year 2017-18 and sets out the progress made up to the end of March 2018. My role is to ensure that you have the police and community services to keep you safe. I hold the Chief Constable to account on your behalf for delivering efficient, effective and trusted services in line with my Police and Crime Plan 2017-21.

I am now in my second term as PCC, and we are now six years into this new-style governance of the police. I am accountable to the public at the elections. I am supported and scrutinised by a Police and Crime Panel which is made up of local councillors and independent members.

I raise part of the policing budget by levying a precept. This year I ring fenced that money specifically for local policing in Wiltshire and Swindon. I hire (and can, if necessary, fire) the chief constable. I am, in addition, directly involved in work to prevent crime, coordinate the criminal justice system and reduce offending.

In March 2018, I asked Assistant Chief Constable Kier Pritchard to become Temporary Chief Constable. I asked Kier to step up following the departure of Chief Constable Mike Veale who accepted the offer to become Chief Constable of Cleveland Police.

Kier's first day in the post coincided with the shocking and utterly appalling nerve agent attack on a father and daughter in Salisbury. This was surely the most challenging and complex first week that any new chief could imagine having to face.

I have been impressed by the cool and calm manner in which Kier has led the Force through this incident. He has made frequent visits to the cordons to thank his officers and those lent to us by forces across the country.

I would like to offer my grateful thanks to all the emergency services staff for their exceptional professionalism and bravery and to recognise the resilience and generosity of the communities caught up in this extraordinary crime who rallied round with hot drinks and snacks for the officers on duty at the cordons in Salisbury. You will find



The Prince of Wales chats to Chief Constable Kier Pritchard during a royal visit to Salisbury

more details on page 20 of this report and I expect to return to the subject in my 2018-19 report.

My report summarises the progress made in delivering my P&C Plan which has four priorities:

1 Prevent crime and anti-social behaviour

The central role of the police is to keep the people of Swindon and Wiltshire safe and this is my first priority.

2 Protect the most vulnerable people in society

I am working together with police, local authorities, NHS and criminal justice agencies to identify and protect the most vulnerable people in society. This includes protecting those at risk of child sexual exploitation, working with families and individuals who need most support, and helping those in a mental health crisis.

3 Put victims and witnesses at the heart of everything we do

At all stages on the journey through the justice system, from reporting an incident to the point of recovery, I believe victims and witnesses must be the central focus of Wiltshire Police and partner agencies.

4 Secure a quality police service that is trusted and efficient

Public services are paid for by taxation, so we have a duty to taxpayers to ensure we use this money as efficiently and effectively as possible. The tremendous changes in society in recent years, and the changing patterns of criminality, mean we must re-shape the way we keep our communities safe with the finite resources we have.

I want to continue to deliver my priorities by collaborating with other police forces, public services and local communities.

Force Management Statement

The Force Management Statement (FMS) forms a technical appendix in this report. This is the first FMS and combines the technical and management information that informs the Chief

Constable, who subsequently provides advice to me. This advice underpins my Police and Crime Plan. It is integral to the setting of the policing priorities in Wiltshire, identifying areas for further efficiency and setting the right resources to deliver an effective and efficient policing service. If you are reading this report in hard copy form, please go to my website and search for Force Management Statement.



I will continue to represent your concerns and aspirations for policing. I will make myself accessible and visible, working hard to listen to, and understand, your concerns.

A handwritten signature in black ink, appearing to read 'Angus Macpherson', with a long horizontal line extending from the bottom of the signature.

Angus Macpherson

Police and Crime Commissioner for Wiltshire and Swindon

September 2018



TIMELINE 2017-18

Some of the key events from the year under review

APRIL

First Restorative Together conference



JUNE

Observed police and partner agency operation at Summer Solstice

Attended Force awards to celebrate achievements of officers, staff and volunteers

AUGUST

Published my estates strategy

Attended victims' forum in Wroughton



2017



APRIL

Downton Cuckoo Fair

MAY

Shadowed rural crime team and control room staff

Celebrated first anniversary of Swindon's Hindu temple

JULY

Attended Wiltshire Islamic Cultural Centre family fun day

Joined the procession at Swindon and Wiltshire PRIDE

Accountability: Police and Crime Panel

I am ultimately responsible to the electorate of Wiltshire and Swindon for my performance in office. However the Wiltshire and Swindon Police and Crime Panel (PCP) scrutinises my activities, reviews my P&C Plan and annual

report, and requests updates. The PCP can veto decisions on the local policing precept and the appointment of a new Chief Constable.

I want to thank the panel members for continuing to provide scrutiny and support to my office and me. They have provided help with the work on changing the performance culture and have offered guidance and feedback on my P&C Plan.

OCTOBER

Publication of summary report into Operation Conifer

Wiltshire Police retains “good” grading by HM Inspectorate of Constabulary for treating public and employees with fairness and respect

Hate crime conference

JANUARY

Consulted with public on whether they would pay an extra £1 a month to protect local policing

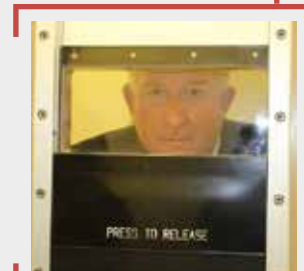


MARCH

Appointed Kier Pritchard as Temporary Chief Constable

Sergei and Yulia Skripal and a Wiltshire Police officer, Det Sgt Nick Bailey, taken seriously ill after exposure to nerve agent in Salisbury

2018



MARCH

Attended Pride of Swindon awards ceremony

SEPTEMBER

Hosted volunteers at Emergency Services Show

Paid my respects at National Police Memorial Day in Cardiff

JANUARY

Spent shift with custody team at Melksham

FEBRUARY

Delivered speech at Black Police Association conference

BPA picture by courtesy of Dominic Parkes Photography



State of policing and community safety in Wiltshire and Swindon

“ This ability was demonstrated to the world during the Salisbury chemical attack. Not only did Wiltshire Police and partners respond courageously, but the entire Force dealt extremely well with this unprecedented incident whilst maintaining its usual frontline services.

I am optimistic about the state of policing and community safety in Wiltshire and Swindon and of the ability of the Force to meet changing demands and threats. Since my last report the flexibility given to me and other PCCs by the Home Office to increase the policing precept by an average £1 per month has stabilised policing finances. Wiltshire still receives unfair funding from central government. This means we have less money to spend protecting the public than almost all other areas in England and Wales.

Prime Minister Teresa May visits one of the police cordons in Salisbury with Chief Constable Kier Pritchard



We are making good progress in delivering my P&C Plan and we have a good, effective and efficient police service. The Force, with its partners, is responding well to the complex threats from criminals, both in Wiltshire and online. This ability was demonstrated to the world during the Salisbury chemical attack. Not only did Wiltshire Police and partners respond courageously, but the entire Force dealt extremely well with this unprecedented incident whilst maintaining its usual frontline services.

I am pleased that Wiltshire Police has yet again been graded “good” by Her Majesty’s

Inspectorate of Constabulary and Fire & Rescue Services (or HMICFRS) under the Police Effectiveness, Efficiency and Legitimacy (PEEL) programme. I am delighted that the work of my office and the Force in investing in support for people experiencing a mental health crisis is recognised as outstanding. With investment in mental health triage for policing, together with additional capacity in mental health services, we are supporting those in crisis to get the right medical assessment and support, which means not using police cells as a place of safety. This is a great example of how police and partners are addressing new demands to protect our communities.

Wiltshire Police improved its crime recording compliance during 2016-17 and this has been maintained in 2017-18, with the HMICFRS rating crime recording compliance as “good”.

In 2017-18 crimes recorded by Wiltshire Police increased by five per cent in comparison to 2015-16. This is lower than the national average increase of 11 per cent. Wiltshire is still a safe

place with crime rates lower than other similar force areas. As I identified in 2016-17, Wiltshire has seen increases in burglaries and vehicle crime. This resulted in additional focus from the Chief Constable. Both of these crimes are returning to expected levels thanks to significant enforcement and crime prevention work by Wiltshire Police.

I have been lobbying the Government about the financial challenges being faced by Wiltshire Police. During 2017-18 I was delighted that ministers heard this message and protected national policing budgets whilst also lifting the cap on the policing element of council tax to allow Commissioners to seek an increase of £12 per year. I want to thank the people of Wiltshire for responding so positively to my consultation on the precept. This modest rise allowed me to stabilise the finances and protect community policing team numbers for every community in Wiltshire and Swindon.

The emergency 999 response has been exceptionally good. However, during 2016-17 I identified public concerns about the answering of non-emergency 101 calls and dealing with the callers' requests or queries. I invested £250,000 to address this problem and instructed the Chief Constable to ensure that the average time taken to answer calls was reduced. I am delighted to say that the comprehensive plan has improved performance considerably and addressed both staff recruitment and retention. The average wait for calls to the Crime Incident and Recording Bureau (CRIB) has fallen from five minutes at the beginning of the year to less than one and a half minutes. Only six per cent of people chose to abandon their calls, down from 20 per cent.

During the summer of 2017 I launched my estates strategy for policing for the next five years. It sets out how I will ensure that our estate supports policing in the 21st Century and matches the Chief Constable's operational needs. My investment in mobile technology means that officers and staff no longer need return to a police station to write up reports.

Investment is needed to bring some of our ageing sites up to modern standards. Significant work will be carried out in Warminster, Tidworth and Royal Wootton Bassett.

The Chief Constable and I want officers and staff out working in communities or working with partners in shared buildings. This not only

increases visibility and cements relationships but also means we can share costs and put more money into frontline policing. I have set the ambitious goal of reducing estate running costs by 20 per cent with the savings directed back to the front line. I look forward to seeing the changes being implemented in the coming years.

Findings of HMICFRS



Effectiveness

How effective is the force at keeping people safe and reducing crime?



GOOD

- How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe? **GOOD**
- How effective is the force at investigating crime and reducing re-offending? **GOOD**
- How effective is the force at protecting those who are vulnerable from harm, and supporting victims? **GOOD**
- How effective is the force at tackling serious and organised crime? **GOOD**



Efficiency

How efficient is the force at keeping people safe and reducing crime?



GOOD

- How well does the force understand demand? **GOOD**
- How well does the force use its resources? **GOOD**
- How well is the force planning for demand in the future? **GOOD**



Legitimacy

How legitimate is the force at keeping people safe and reducing crime?



GOOD

- To what extent does the force treat all of the people it serves with fairness and respect? **GOOD**
- How well does the force ensure that its workforce behaves ethically and lawfully? **GOOD**
- To what extent does the force treat its workforce with fairness and respect? **GOOD**

Priority One: Prevent crime and anti-social behaviour



I committed to protecting the 446 police officers and 132 PCSOs in local policing if I raised the policing element of council tax. I have delivered on this promise. In 2018-19 I will again use any further increase in the policing precept to protect community policing.

Preventing crime and stopping people becoming victims is a collective responsibility for our communities, police and partners. People who live and work in Wiltshire and Swindon or who visit the county should be able to do so without the fear of crime and anti-social behaviour (ASB). Wiltshire is a safe place but if crime and ASB does occur you should have the confidence that you can contact the police, be listened to, and that the crime will be investigated.



Hats off to some very special volunteers: New recruits into the Special Constabulary celebrate at their passing out ceremony in June 2017

Highlights in 2017-18:

- Protecting Community Policing Teams (CPTs) which are the bedrock of Wiltshire Police. I sought an average increase of £1 a month in the policing precept in order to preserve the numbers of police and Police Community Support Officers (PCSOs). I thank the people of Wiltshire and Swindon who supported the average £12 per year increase in the policing precept. In 2018-19 I will again look for opportunities to protect CPT numbers.
- Wiltshire Police protected us during two major incidents in March 2018: the severe adverse

weather and the chemical attack in Salisbury.

- Recorded crime in Wiltshire increased by five per cent in comparison to 2016-17. However this was below the national increase of 11 per cent. The rate of crime in Wiltshire is lower than in similar policing areas.
- As I identified in 2016-17, Wiltshire has seen increases in burglaries and vehicle crime. Thanks to additional focus by the Chief Constable leading to significant enforcement and crime prevention work, both of these crimes are returning to expected levels.

- The people of Wiltshire and Swindon can trust Wiltshire Police crime figures. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) rated Wiltshire's crime recording compliance as "good".
- The British Crime Survey rated Wiltshire Police as the best force for dealing with community priorities in England and Wales. It was ranked second for confidence in police and rated third for doing an excellent or good job.

- Working with Dorset & Wiltshire Fire and Rescue Service to pilot Police Fire Community Support Officers. This new role provides multi-skilled staff to be able to act as both PCSOs and on-call firefighters.
- Meeting my commitment to enable more local people to help keep their communities safe by investing in a substantial recruitment of Special Constables. The investment has resulted in 241 Specials actively supporting the Force with 45 more in training and a further 27 due to start training in the summer of 2018. I am delighted that they are becoming an integral part of CPTs supporting local priorities or in dedicated teams like the rural crime team or unmanned aviation vehicle (drone) team.
- Continuing to increase the involvement of volunteers in a variety of roles with 150 (up 20 on the previous year) volunteers directly supporting Wiltshire Police and my office by, for example, taking messages and offering a signposting service at police information points where we do not have a front counter service; bringing together people who have been harmed with those who caused the harm as restorative justice facilitators; helping to protect

and reassure vulnerable residents as Bobby Van drivers and many others. I enjoyed thanking some of our volunteers for the good work they do over a cup of tea at the Emergency Services Show in September 2017.

- Supporting the thousands of people volunteering in Wiltshire and Swindon to keep our communities safe through Community Speed Watch (970 participants), Neighbourhood Watch schemes, street pastors, and other projects.
- Community Messaging continues to grow with 10,000 members, up 2,200 on the previous year, receiving information from their local police teams. Members can now choose in addition to receive messages from Dorset & Wiltshire Fire and Rescue Service.
- Working with Wiltshire Council, Swindon Borough Council, Dorset & Wiltshire Fire and Rescue Service and others to make our roads safer. I am delighted that Community Speed Watch is working more closely with CPTs to provide coordinated awareness and enforcement.

CASE STUDY - RURAL CRIME



The Commissioner funded a five-day course for 20 officers from CPTs across the county. This gave officers a better understanding of issues affecting our rural communities, highlighting the six national wildlife crime priorities and specific crimes which affect rural areas. The course was delivered by the national trainer for wildlife crime and supported by partner agencies such as the National Farmers Union (NFU), the National Gamekeepers Organisation (NGO) and the League Against Cruel Sports.

Operation Artemis, launched in October 2017, is designed to disrupt hare coursing and other forms of poaching across the county. The operation is supported by members of the NFU, NGO and the British Association for Shooting and Conservation who worked closely with the rural crime team plus CPTs. The operation led to the arrest of 22 people and 16 successful prosecutions for poaching.

*PC Marc Jackson -
Rural Crime Officer*



Priority Two: Protect the most vulnerable people in society



Prevention is always better than cure and we must move away from reliance on a reactive policing service, that simply responds to incidents. Working with other public services we must make sure there is the right level of resources and services to prevent problems from escalating and find solutions as soon as possible. This is not only better for the individual and their families, but is more cost effective.

I have always sought as Commissioner to ensure that Wiltshire Police, and agencies we work with, do the right thing and focus on the most vulnerable people in society, not least because they are the people who tend to make the greatest use of our public services.

Prevention is always better than cure and we must move away from reliance on a reactive policing service, that simply responds to incidents. Working with other public services we must make sure there is the right level of resources and services to prevent problems from escalating and find solutions as soon as possible. This is not only better for the individual and their families, but is more cost effective.

Leaders across the public sector are working together and making bold decisions to transform public services. This is complex work but we are achieving successes. Supporting those with

mental health problems is a national talking point. I am delighted that our focus and investment in past years is now delivering real improvements for our communities. For example the mental health triage team in the control room helps officers dealing with someone having a mental health crisis.

Highlights in 2017-18:

- Investing £300,000 into a dedicated cybercrime policing team to support national and regional enforcement and to strengthen existing local enforcement.

CASE STUDY - DIVERSITY AND INCLUSION



PCC funding has enabled us to create a diversity and inclusion team which is reaching out to the many communities we serve. We have built new relationships with groups who do not normally engage with police. We are working hard to improve confidence in policing with all communities. 'Community Ambassadors' help Wiltshire Police to make sure our recruitment, attraction and retention of officers and staff reflects the communities we serve. We are already seeing a more diverse range of people applying to be officers, specials and staff at Wiltshire Police.

*Sgt Annie Pursey -
Diversity & Inclusion*



- Working with Youth Offending Teams and Wiltshire Police to prevent offending by young people, with a particular focus on addressing knife crime.
- Continuing to deliver benefits to frontline policing by sharing data across public bodies through Single View, a system which helps to protect vulnerable people, deliver better services and help partner agencies work together. For example if a person has physical disabilities and needs support, that information is documented. If there is a call to the fire service from that address they will know about the occupier's disability and will be able to take the appropriate equipment.
- Improvements in 2017-18 have included firearms licensing preventing those with mental health conditions accessing firearms, and sharing information to locate violent offenders faster.
- Stopping those experiencing a mental health crisis from being sent to police cells as a place of safety by working with Clinical Commissioning Groups (CCGs) to invest more in mental health crisis care in Green Lane, Devizes.
- With Wiltshire and Swindon CCGs jointly funding mental health professionals to work 24/7 in the police control room. This service is directly advising frontline police officers and staff who are often the first to support those in mental health crisis.
- Commissioning a new and expanded domestic abuse service in Wiltshire to support victims and families, as well as providing outreach support to victims. Services in Swindon were newly commissioned in 2016-17.
- Investing £170,000 into treatment services for people with substance misuse problems across Wiltshire and Swindon. This will support those at risk of offending to quit drugs and overcome their alcohol abuse.
- Supporting Circles South West to work with probation and police to prevent sex offenders from re-offending.
- Working with the Nelson Trust charity to deliver its harm reduction work for those working in the sex trade across Wiltshire and Swindon.

CASE STUDY - SPLITZ DOMESTIC ABUSE SERVICES



Meeting staff at SPLITZ which I commissioned to provide an expanded domestic abuse service



The service was a great help and support. SPLITZ helped me discuss my choices and feelings and I learnt a lot about power and control, I had not really recognised it before so I am very grateful.

I would like to thank SPLITZ so very much for always being there to talk through my issues when I really doubted myself and my strength to go on. Without Kim I know I would have crumbled. She never judged my decision to stay in the relationship.

*User of SPLITZ domestic abuse services
Commissioned by my office*

- Investing, with the Chief Constable, in specialist support and training to improve investigative capability in serious sexual offences. This includes working with the Crown Prosecution Service (CPS) to ensure every opportunity is taken to bring offenders to justice and that victims are supported throughout the process.
- Investing, with Local Safeguarding Children Boards, in staff to investigate (and understand the reasons behind) missing children and to prevent child sexual exploitation.
- Wiltshire Police working with the National Crime Agency and the charity Missing People to take part in a new Child Rescue Alert (CRA) pilot with local professionals and communities to locate missing children faster.



Priority Three: Put victims and witnesses at the heart of everything we do



I have worked closely with Wiltshire Council to develop an integrated service for victims and survivors of domestic and sexual violence across the Wiltshire Police area.

Victims of crime have been through a challenging and sometimes traumatic experience. To support them I commission Horizon Victim and Witness Care to provide a single point of contact for vulnerable victims. Horizon works as a triage service for vulnerable victims and will refer to a number of support agencies as required. I commission a number of specialist services to ensure that all practical and emotional support needs are met.

Working alongside the police and the criminal justice system (CJS) Horizon supports victims and witnesses to navigate the CJS, to cope with the experience and then to recover.

Sometimes the CJS cannot provide the resolution victims need. To supplement the formal legal process I provide restorative justice services via Restorative Together which offers the victim the chance to meet the offender responsible for the

harm. The process enables everyone affected to play a part in repairing the harm and finding a positive way forward.

As chair of the Wiltshire Criminal Justice Board in 2017-18, I have been keen to coordinate system-wide improvements and champion the needs of victims. I want CJS partners to provide a better service to victims, deliver justice and prevent offenders from reoffending. I am

CASE STUDY - RESTORATIVE JUSTICE



Meg Williamson speaking at the first Restorative Together conference



Restorative practice can be used anywhere to prevent conflict, build relationships and repair harm by enabling people to communicate effectively and positively. Meg Williamson, a teacher from Swindon, went through a restorative justice process after her boyfriend Gavin Roberts died of a brain injury following a head-on crash caused by Lewis Stratford, who was having an argument on the phone when his car crossed the central reservation.

Meg spoke of her anger towards the driver and how she decided she wanted to meet Lewis to answer her questions. She said the restorative justice process had been highly successful and how Lewis had spoken about the impact on his family. Meg said without restorative justice she would not have had the chance to meet Lewis and that the facilitator was there to guide the conversation. For her it was a cathartic process which she felt helped both her and Lewis move forward.

Inger Lowater - Coordinator, Restorative Together

delighted to say that the board will publish its first Wiltshire Criminal Justice Board strategy which will demonstrate how we intend to make improvements in CJS.

Highlights in 2017-18:

- By the time Horizon Victim and Witness Care celebrated its third birthday in March 2018, 11,439 vulnerable victims had been offered the services of a relevant support agency. Between March 2017 and April 2018 (the period covered by this report) 4,633 vulnerable victims received support. Among them were victims of hate crime, sexual offences, domestic violence, other serious offences, burglaries and those under 18. Horizon also supports victims and witnesses on their journeys through magistrates and crown court.
- Awarded the Restorative Justice Council quality mark for the RJ services I commission, recognising the impact that Restorative Together has in our communities.
- I have worked closely with Wiltshire Council to develop an integrated service for victims and survivors of domestic and sexual violence across the Wiltshire Police area. The new Phoenix project will be provided by Splitz Support Services working in partnership with the Nelson Trust, Greensquare Housing, and Salisbury Refuge.
- The Restorative Together team has trained 262 frontline police officers, sergeants, inspectors and special constables to use restorative practices, providing swift and immediate justice for victim and offender in ASB and low-level crimes.
- In 2017-18 more than 1,300 people were referred to Victim Support which provides emotional and practical support to help victims to cope and recover from crime and ASB.
- Together with NHS England my office received national recognition for the commissioning of a new sexual assault referral service, with a centre in Swindon for over 16s and specialist centres in Bristol and Exeter to support children and young adults. This service will begin in October 2018.
- My office and the Force continue to support and play an active role in Youth Offending Teams

CASE STUDY - VICTIM SUPPORT SERVICES



*Robert** was a victim of assault whilst out walking his dog. He sustained a broken wrist and knee and was hospitalised until well enough to return home. He is a 71 year old single man who lives alone.

Robert has ongoing issues with his wrist and is in constant pain. He has been informed it may take up to 18 months to heal. Robert was unable to look after his dog whilst in hospital, which caused him added emotional distress. He also had to cancel a holiday due to his injuries.

Practical support from Victim Support included: multi agency advocacy, providing safety alarms, police updates/liaison with CID, helping to arrange medical appointments and family liaison, Criminal Injuries Compensation Authority support and onward referral to the Bobby Van.



Robert said: "I have been very pleased with the [criminal justice] system and support I have received. Victim Support are always available when I've contacted them."

**Not his real name*

(YOTs). YOTs work to prevent young people from offending and entering the criminal justice system. I provided financial support for knife awareness training for 40 key workers including YOT staff as part of efforts to tackle knife crime.

- Wiltshire Police is the most advanced force in the South West regarding the use of video technology with two live links to court from Gablecross in Swindon and Melksham custody units. This initiative provides a benefit to victims and witnesses as justice can be swifter and more efficient as well as reducing travel time to court for officers.



Priority Four: Secure high quality, efficient and trusted services



Wiltshire Police has risen to the financial challenges since 2010 extremely well. The Force has introduced technology improvements, redesigned community policing and worked in innovative ways with other public services.

Members of the Special Constabulary have been trained to fly unmanned aviation vehicles, known as drones, and the Force is licensed by the Civil Aviation Authority



Police and criminal justice services should be accessible to everyone, and of the highest professional standard. Communities should feel confident that the police will listen to their concerns and that the courts will provide effective justice for all. In emergencies, the right response must be provided swiftly.

Wiltshire has good public services and this is confirmed by the “good” rating from Her Majesty’s Inspectorate of Police and Fire & Rescue Services (HMICFRS).

Wiltshire Police has met the financial challenges admirably, whilst making continuous improvements in technology, redesigning community policing

and working in innovative ways with other public services.

I continue to build on the excellent outcomes achieved so far with our two local authorities, Wiltshire Council and Swindon Borough Council in delivering quality public services for less. At a community policing level we share buildings with

partners and share roles with both local authorities and the fire service in order to work more cost effectively, especially where we are using buildings which are not fit for purpose.

Highlights in 2017-18:

- Wiltshire Police is one of only seven forces to have achieved a rating of “good” in all areas of HMICFRS PEEL inspections. PEEL stands for the police effectiveness, efficiency and legitimacy programme.
- Ensuring that the police are there when needed with 999 calls answered within five seconds.
- Despite the increase in the local policing precept in 2017-18, the Wiltshire Police area continues to have one of the lowest spends on police per head of population in the country. This is because of the historic under-funding of the Force by central Government. Despite this we are one of the safest places in the country with a police force independently judged to be good.
- Responding to public concern about the time taken to be answered by the 101 non-emergency number, I invested £250,000 which led to average wait times falling from over five minutes to less than one and a half minutes. The percentage of callers hanging up has fallen from more than 20 per cent to six per cent. I expect this good performance to continue.
- Publishing my estates strategy, setting out how I will ensure the Force has the buildings it needs in the 21st Century. I will dispose of estate that is no longer needed and invest in ageing facilities with significant investment in Warminster, Tidworth and Royal Wootton Bassett.
- A very pleasing improvement in the quality of files going to court with only 0.6 per cent of files needing improvement, down from eight per cent at the beginning of 2017-18.
- After investing in staff health and wellbeing services, I am pleased to see a ten per cent decrease in sickness. This is despite the changing, and increasing, demands on all police officers and staff.
- The annual report on “Professional standards, integrity and complaint appeals” produced by my independent complaints adjudicator provides

me with a detailed assessment of performance in this area.

- I have invested funds to provide every frontline officer with body worn video cameras (BWVs) to protect our staff and assist with evidence gathering.
- Independent Custody Visiting (ICV) uses volunteers to check on the treatment of detainees and the conditions in which they are held. It also ensures that their rights and entitlements are being observed. We had 19 ICVs as at 31 March 2018. In 2017-18 there were 9,200 detainees in custody, a slight decrease from 10,545 the previous year. A total of 109 visits were made to the custody units (61 at Melksham and 48 at Swindon) compared to 139 last year. The scheme continues to work well and there are good working relationships between the ICVs and the Force.

CASE STUDY - INDEPENDENT CUSTODY VISITORS



I've been a custody visitor for over ten years now. In that time our team has seen a lot of positive changes to the Police and Criminal Evidence Act and the Independent Custody Visiting scheme. The Wiltshire Police custody staff are inclusive and a pleasure to deal with. It is good to know that the work we do as a team is valued, and that it both supports and contributes to the maintenance of police national standards.

*Liz Priscott,
Independent Custody Visitor*



Operation Conifer

“ Wiltshire has borne the brunt of this national investigation and, for a small force, that has had a substantial impact ... Wiltshire has more than met its national responsibilities, and I will not commission any further work in relation to Operation Conifer.



Publication of the Wiltshire Police report attracted intense media interest

In August 2015 Wiltshire Police began a complex national investigation into allegations that the Right Hon Sir Edward Heath KG MBE (deceased), the former Prime Minister, had committed sexual offences against children.

A summary report into Operation Conifer was published by Wiltshire Police on 5 October 2017. The full report by the senior investigating officer was sent to the Independent Inquiry into Child Sexual Abuse (IICSA). The summary report did not identify anyone who came forward during the course of the investigation. Likewise it did not provide any investigative detail that may inadvertently lead to the identification of any such person. However, the report did indicate that, had he been alive, Sir Edward Heath would have been interviewed under caution in relation to seven of the allegations (including one for which there was potentially undermining evidence).

Wiltshire Police followed nationally issued guidelines, as you would have expected them to do.

However, in my view, these national guidelines are fundamentally flawed: it is simply not possible to both establish the facts of a case and to make no implied comment on the likely guilt of the person investigated.

The term victim is widely accepted and I am responsible for a range of victim services that support and give people confidence to report crime. However the use of the term 'victim' within police investigative guidelines is flawed. These guidelines must articulate that the issue is to determine if the allegations are true or not, based on the available evidence. I have consistently avoided the term victim in this operation and investigative contexts and refer to allegations, not disclosures.

I contend that the national guidance requires amendment in line with the report of Sir Richard Henriques into the Metropolitan Police investigation of people of public prominence (Operation Midland).

Whilst as Commissioner I could not intervene in an operational investigation, I made my views known on the inherent deficiency of the guidance throughout 2016 and 2017 to the then Home Secretary, the then Chief Constable and the Chair of IICSA.

The upshot of the Operation Conifer investigation and report is a perception by many of Sir Edward Heath's supporters that his reputation has been unjustly tarnished. The media headline was, understandably, that Sir Edward would have been interviewed under caution in relation to seven allegations. The headline was not that, out of 42 allegations, most would have been dismissed without the need to seek an account from Sir Edward Heath.

In August 2017, IICSA announced it would review the findings of relevant investigations concerning the alleged involvement of people of public prominence associated with Westminster in child sex abuse cases. It remains my hope and expectation that IICSA will have something to say on the strength or otherwise of any evidence against Sir Edward Heath. To investigate the alleged institutional failings of Westminster but have no view on evidence that may or may not indicate that a past prime minister could himself have been an abuser, is not tenable. Should IICSA maintain that position, the Home Secretary should, in my view, order a separate public inquiry with the necessary powers and the remit to establish the facts.

Twenty four people worked on Operation Conifer at varying points during the course of the investigation. This included police officers, police staff, short-term contract and agency staff. Up to 20 people worked on it at any one time. The

total cost of Operation Conifer over the two years of the investigation was £1,484,251 of which staff costs amounted to £1,371,026.

In December 2016, my office made an application to the Home Office for special grant funding to cover the full cost of the investigation as an exceptional event. In September 2017, the Home Secretary approved the application after an independent review found the investigation to have been proportionate. The Home Office agreed it would provide special grant funding for up to £1.1m of the costs of the operation. The award of special grant funding (without the usual deduction of 25 per cent) recognised that Operation Conifer was a national investigation carried out by Wiltshire Police on behalf of 14 police forces, and that the operation was aligned to Government priorities to tackle child sexual abuse and vulnerability. The additional costs of the operation have been met by Wiltshire Police.

Wiltshire Police will cooperate fully with IICSA and with any inquiry instituted by the Home Secretary. However, Wiltshire has borne the brunt of this national investigation and, for a small force, that has had a substantial impact. Wiltshire has more than met its national responsibilities, and I will not commission any further work in relation to Operation Conifer. Whilst this has proven unpopular in certain quarters, my responsibility is to the public of Wiltshire. Policing the county well on the resources available will remain my priority.

I was interviewed by national, regional and local media about the Operation Conifer report



Operation Fairline

“ Throughout the incident I was enormously impressed by the hard work and dedication shown by officers, staff and volunteers. They worked tirelessly to ensure the public were kept safe.

I could never have anticipated the circumstances that were to unfold when I arrived at my office in the Wiltshire Police HQ on Monday, 5 March 2018. The nerve agent attack on Sergei and Yulia Skripal led to Wiltshire Police declaring a major incident and drawing on mutual aid support from nearly all other police forces across the country. This unprecedented incident garnered the attention of international leaders and media from across the world.

It was the start of an extraordinary period of demand on Wiltshire Police which saw a large number of agencies come together. Because of the sheer scale of the investigation, which was led by the Counter Terrorism Policing Network and supported by Wiltshire Police, the total projected cost for our force is £10m plus. The Government has so far reimbursed £6.6m. The operation has continued into 2018/19, a further bill will feature in next years report.

It's important to me that these additional costs are not shouldered by Wiltshire Police. I have been in frequent contact with the Home Office and I am pleased that the Policing Minister Nick Hurd has recognised the financial implications of the operation. It remains an absolute priority for me to recoup these costs.

This incident also had a significant impact on those who work for Wiltshire Police, none more so than Det Sgt Nick Bailey and his family after he was contaminated by the nerve agent. Det Sgt Bailey spent just under three weeks in hospital after becoming seriously unwell.

This highlights how every day emergency services run into unknown and potentially dangerous situations in order to help and protect the public.

Throughout the incident I was enormously impressed by the hard work and dedication shown by officers, staff and volunteers. They worked tirelessly to ensure the public were kept



Chief Constable Kier Pritchard briefs Prime Minister Theresa May during her visit to Salisbury. His leadership has been outstanding

safe and as informed as possible in line with the investigation.

The Force's response and leadership received national recognition from the Counter Terrorism Policing Network for the exemplary way in which it managed the initial response. The leadership of Chief Constable Kier Pritchard and Deputy Chief Constable Paul Mills has been outstanding and I would like to fully endorse this comment by Assistant Commissioner Neil Basu: "I have been impressed by their professionalism, commitment and leadership throughout this intensive period which is a credit to themselves and Wiltshire Police".



Had the precept not increased by an average of £12 per year it would have meant a financial gap of £4.2m. This would have had a significant impact on policing services.

Summary of financial performance

I have been discussing with the Home Office the financial challenges our Force has faced and have been lobbying to protect our budget and maintain our policing strength. During 2017-18 I was pleased that ministers heard this message and protected national policing budgets and lifted the cap on the policing element of council tax to £12 per year. This modest increase allowed me to stabilise policing finances and to protect Community Policing staff for every community in Wiltshire and Swindon.

I want to thank the people of Wiltshire for responding so positively to my consultation. I will hold the Chief Constable to account to enshrine my commitment to protect CPT numbers.

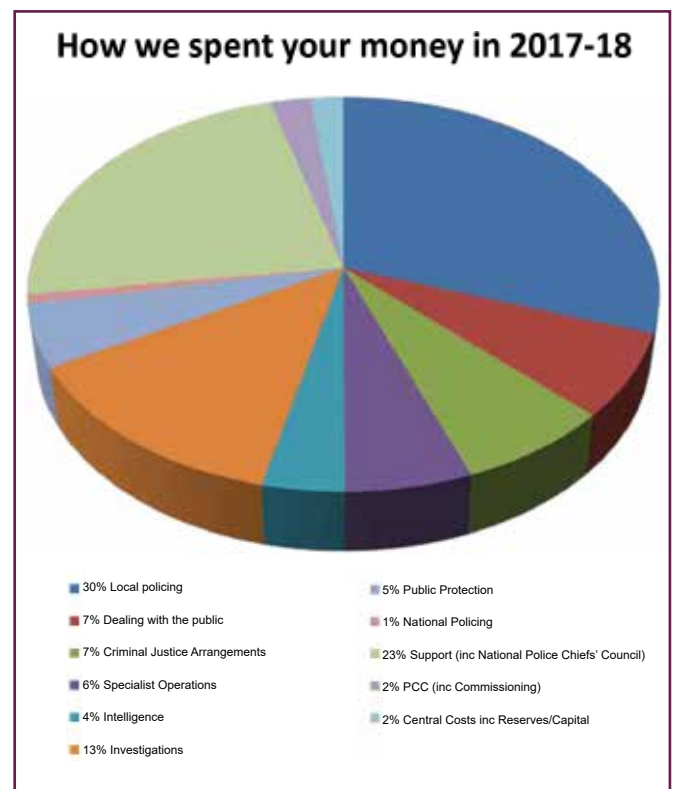
Had the precept not increased by an average of £12 per year it would have meant a financial gap of £4.2m. This would have had a significant impact on policing services. Instead, I am able to protect the 446 officers, 132 PCSOs and 69 local crime investigators in our CPTs during 2018-19.

Accountability: Joint Independent Audit Committee

The Joint Independent Audit Committee provides independent assurance on the corporate governance and risk arrangements in place for both the Chief Constable and me. The committee identifies areas for improvement, checks and tests governance arrangements and supports the development of improvements according to good governance principles. I am grateful to members of the committee for their good work.

In 2017-18 I have:

- Increased the proportion of police funding spent on community policing from 28 per cent to 30 per cent.



- Increased the policing precept by an average £12 per household, per year. Despite this Wiltshire's overall police funding is still below the national average and is the lowest in the South West.
- Allocated to the Chief Constable £103.1 million to deliver policing services.
- Delivered £1.3 million of efficiencies.



Commissioning of other services

I am responsible for commissioning services other than policing to deliver my Police and Crime Plan.

The Community Safety Fund is money I allocate to support the delivery of my P&C Plan objectives. It is for partner organisations. The fund supports collaborative arrangements with local authorities, third sector providers and Wiltshire Police. I have spent £1,497,450 in 2017-18. This makes up over 50 per cent of the cost attributed to my office cost.

Community Safety Fund 2017-18

SERVICE/PROJECT	2017/18 ALLOCATION	PROVIDER
Supporting Wiltshire and Swindon substance misuse services	175,372	Wiltshire Council Swindon Borough Council
Contribution to Swindon Youth Offending Team (YOT)	80,105	Swindon Borough Council
Contribution to Wiltshire YOT	139,100	Wiltshire Council
Community Messaging	94,548	Wiltshire Police
Community Speed Watch	42,566	Wiltshire Police
Junior Good Citizen	2,810	Wiltshire Police
Diversionary activity for young people	35,000	SPLASH
WP Volunteers Officer	62,685	Wiltshire Police
ASB Advocacy Service	48,000	Victim Support
Commission of seven police officers	315,000	Wiltshire Police
Contribution to victim service - Horizon	286,436	Wiltshire Police
Offender Management Support	10,000	Circles South West
Mental Health triage service	121,667	Avon & Wilts MH/Swindon CCG
PCC Action Fund	39,793	Numerous projects - info on website*
Emerald Team - Wiltshire	26,281	Wiltshire Council
Rape and Serious Sexual Assault project	14,500	Wiltshire Police
Rural Wildlife Champions Course	2,485	Wiltshire Wildlife
Contribution to presentation and workshops	1,100	St Giles Trust
TOTAL COMMUNITY SAFETY FUND ALLOCATION	1,497,450	

* <https://www.wiltshire-pcc.gov.uk/article/3411/PCC-s-Community-Action-Fund>

Victims Fund 2017-18

This is a specific allocation by the Ministry of Justice for victim services and restorative justice services. In 2017-18, the amount provided to me was £824,368. This helps me to commission services to improve services for victims.

VICTIM SERVICES SPEND	2017-18 ALLOCATION (£)
Victim services commissioning/provision	370,280
Services for victims of sexual violence and domestic abuse	298,821
Services for victims of child sexual abuse	57,000
Restorative justice services	101,548
16/17 balance	-3,281
TOTAL	824,368

For further financial details please consult the medium term financial plan on my website <https://www.wiltshire-pcc.gov.uk/article/1852/Finance-documents>

Police Property Act Fund 2017-18

This fund is money raised through the sale of unclaimed lost property and awarded to community and voluntary groups to support the delivery of my P&C Plan. I want to encourage community and voluntary projects and work with the Community Foundation, who administer the fund on my behalf. Projects can bid for a maximum of £3,000 and tackle:

- Anti-social behaviour
- Crime in local neighbourhoods
- Drug and alcohol related crime
- Re-offending
- Violence against women and girls
- Youth crime

Projects supported in 2017-18 are shown below

PROJECT	AMOUNT AWARDED (£)	PROJECT DESCRIPTION - SUMMARY
Waste Not Want Not (WNWN)	1,250	WNWN collects unwanted furniture and household goods to pass on at affordable prices to people on low income. It is staffed mainly by volunteers, including offering work experience to ex-offenders, children at risk of school exclusion and the long term unemployed. Funding will contribute towards running costs.
The Open Door Centre	3,000	A day centre for adults with learning disabilities in Swindon, providing activities and nurturing independence.
Swindon 105.5	1,070	An inclusive community radio station contributing to the cultural life of Swindon and offering training and volunteering opportunities to a wide range of local people.
SMASH Youth Project	3,000	Offering mentoring and activities to young people aged 9-19 years who are disadvantaged and falling short of reaching their potential. SMASH supports young people to build confidence and self-esteem, take on new challenges and broaden their horizons.
Salisbury Street Pastors	2,800	Part of a national church-based scheme, training and supporting volunteers to care for people late at night in the city centre. Funding will go towards the cost of training and uniforms.
Swindon 10-18 Project (STEP)	2,950	Providing therapeutic intervention work to vulnerable children and young people with a range of problems. Funding will enable sessions focused on preventing children and young people from becoming involved in criminal activities or anti-social behaviour.
The New Mechanics Institution Preservation Trust	3,000	The New Mechanics Institution charity works in the railway village in Swindon, focused on plans to restore the New Mechanics Institution and community development based in the Central Community Centre.
Youth Adventure Trust	2,500	Working with vulnerable and/or disadvantaged young people, aged 11-14, helping them develop life skills, confidence and self-esteem through a programme of outdoor and residential activities.
Swindon City of Sanctuary	2,550	A recently formed organisation working to welcome, include and support those seeking refuge in Swindon, particularly those granted refugee status.



Listening to our communities

“ I have expanded the ways you can contact me, hopefully making it easier for you to give me your views on key matters, whether face to face or online.



Market days give me the chance to gather feedback from shoppers

One of the key and vital parts of my role is to engage with communities within Wiltshire and Swindon to ensure that I am able to accurately reflect your voice in policing and crime. Good engagement also allows me to understand your concerns and priorities when it comes to policing and the wider criminal justice system.

I use your feedback to develop my Police and Crime Plan – this is a document that sets the direction and priorities for Wiltshire Police and helps inform me where money is best spent in the broader area of crime and justice.

I have ensured that engagement with communities has been at the forefront of all I have

done this year – it is so important to me. I have expanded the ways in which you can contact me, hopefully making it easier for you to give me your views on key matters, whether that is face to face or online.

I now have a more accessible website (see illustration on facing page), which hopefully means



force has worked with partners to support two unprecedented major incidents in Salisbury and Amesbury. I am very proud of the way in which Wiltshire Police, under the glare of the rest of the world, have professionally and expertly managed these incidents as they unfolded.

Working with partners remains of vital importance to me as we continue to work together to understand and manage the demand on all of our services, and develop our working practices to ensure that issues are dealt with by the most appropriate agencies.

A police service that engages and listens to our communities is part of my vision for community policing. As a result the Chief Constable and the Force have worked hard to engage with communities over the last 12 months. The delivery of Community Policing through six Community Policing Teams has remained a key priority for the force, with greater connections to communities through six Independent Advisory Groups (IAGs).

These groups are made up of members of the public who meet to advise and offer ideas to police on the wide range of activities that go into policing and act as a 'critical friend' to them. You can find out more about how to get involved in the IAGs through the Wiltshire Police website: www.wiltshire.police.uk



My P&C Plan reflects that community safety is not just an issue for police but for all of us in society. To highlight this we have run a programme of campaigns and initiatives throughout the year to highlight key areas of policing. The most recent of these campaigns has been #BeyondTheBeat - designed to raise awareness of the more hidden demands and pressures on modern day policing, focusing on areas that are not as visible to our communities such as mental health, modern slavery and missing people.

that it is easier for you to find information about me, my role and other relevant information about my office. Through my website, I publish a blog to give my thoughts and views on key areas, both local and national, and inform you about the work that I am doing.

I am delighted over this last year to have had a number of guest blogs feature, such as from Turning Point, the Restorative Justice team, Wiltshire Bobby Van Trust and the Special Constabulary, to name just a few. The website also details all of the ways in which you can contact me and has links to all the news from Wiltshire Police too.

I am using social media regularly to develop contact with online communities, and I am pleased that I have seen a 37 per cent increase in Facebook followers and a 25 per cent increase in Twitter fans over the last 12 months. Social media is such an instant way to engage and I plan to do much more through these channels over the next 12 months. I would encourage you to let me know your thoughts through these channels – you can find me on Twitter @PCCWiltsSwindon and on Facebook at WiltshireandSwindonPCC.

I have a stall in Marlborough, Salisbury and Devizes markets from time to time, so I can speak face to face with members of the public. If you see me there, please do come over and say hello. I also attend area board meetings whenever I can so that I can use these forums to listen and respond to public concerns or feedback.

I regularly spend time with officers, staff and volunteers within Wiltshire Police, and with partners, so I can understand the challenges they face, but also to observe the service provided to communities. The last six months alone have shown challenge on a huge scale as our police



Contact me

“ I have expanded the ways you can contact me, hopefully making it easier for you to give me your views on key matters, whether face to face or online.



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WiltshireandSwindonPCC



Angus Macpherson Wiltshire Police and Crime Commissioner

Out and about



Angus with fellow members of the Wiltshire and Swindon Hate Crime Group in June 2017



The Commissioner with Omar Abdul Shakour, a member of the Wiltshire Police Volunteer Panel Board, and Sgt Ronnie Lungu, chair of the association at the Black Police Association conference in Swindon in February 2018



Angus observed the police operation at the summer Solstice at Stonehenge in June 2017



Out with volunteer members of the Community Speed Watch in Southwick in July 2017



Supporting the Everyone's Business campaign against domestic abuse at Swindon Borough Council in November 2017



Join over 10,000 other Wiltshire residents already signed up and receiving FREE police, crime and safety updates from Wiltshire Police and our partners

WHO'S SENDING MESSAGES?



HOW CAN I GET MESSAGES?

You can receive free messages by email, text or voicemail. You have all the control and can choose which organisations to receive messages from and the type of information you wish to receive. You can opt out at any time.

HOW DO I SIGN UP?

Visit www.wiltsmessaging.co.uk or speak to your local Community Policing Team. All we need is one form of contact - email, mobile or landline telephone number - and your address.

Community Messaging aims to improve the flow of information between communities and the local police and our partners. You can reply to messages, for example from your local police officers with information to help them better police your area. You will also have the option to join your local Neighbourhood Watch Scheme or register for Horse and Farm Watch when you sign up.

Wiltshire and Swindon Community Messaging is NOT monitored 24 hours a day. Always call 999 in an emergency or 101 in a non-emergency.