

WILTSHIRE COUNCIL

Report to the Police and Crime Commissioner providing feedback on the draft Wiltshire and Swindon Police and Crime Plan 2013-17

Wiltshire Council cabinet members, corporate leadership team and relevant services have reviewed the draft Police and Crime Plan executive summary and full plan. Comments and feedback are provided below and are grouped under the main sections in the plan.

The Council is concerned that insufficient consultation time has been given to allow all agencies and groups to make fully considered and detailed responses. The consultation period given does not meet the requirements of the Wiltshire Compact and yet the plan indicates that it is the PCCs intention to become a signatory to both the Wiltshire and Swindon Compacts.

This response is made within the set timescales, but the council may wish to make further detailed comments about the plan outside the consultation process.

Comments on the plan

Overall

Partnership working

1.1 The council welcomes the strong recognition throughout the plan that partnership working is very important and that the council has a key role to play in achieving the six key priorities. However, the role of the council may not be fully understood in the plan. For example, there are many references to area boards but their purpose and role in communities is not to deliver services. This may need to be clarified.

A number of partnerships are not reflected in plan, including specifically the Wiltshire Community Safety Partnership and the Health and Wellbeing Board. (See details below).

1.2 The Wiltshire Community Safety Partnership (WCSP) is the established arrangement to fulfil the statutory duty to work in partnership set out in the Crime and Disorder Act 1998 and other requirements as amended in the Police and Justice Act 2006. There is no inclusion or reference to this partnership in the plan. The WCSP has a business plan, priorities and five linked delivery and commissioning groups (including the domestic abuse reduction group, the joint strategic commissioning - drugs and alcohol group, the anti social behaviour reduction group, road safety partnership, and the reducing offending strategic board). The PCC has a statutory obligation to consider the priorities of the WCSP and as such need to be integrated into the plan. We also need to see how the PPC is going to interact and develop his relationship with the CSP.

1.3 The Health and Wellbeing Board will formally start on 1 April 2013, but has been meeting as a shadow board for some time. There is no inclusion or reference to this partnership in the plan. There should be strong links formed between key health outcomes that relate to crime, including for example - reducing the impact of drugs and alcohol, support to

those in need of mental health services, the impact of domestic abuse and anti-social behaviour on health outcomes, and robust safeguarding for children and adults.

Priorities and outcomes

- 1.4 Six priorities are set out in the plan but some of the original manifesto commitments are not fully or properly reflected in these priorities, including for example, domestic abuse, licensing, and drugs.
- 1.5 There are no priorities specifically set for the Chief Constable in the plan, particularly in relation to the key crimes and areas of concern. They include for example, vehicle crime which is highlighted in Appendix A and shows a significant increase in Wiltshire between 2011 and 2012.
- 1.6 In much of the plan there are no clearly defined outcomes identified, detailing what will be delivered and by when, and what differences people will see in practice in the services provided. This makes it very difficult to monitor progress and change and for the Police and Crime Panel and the community to hold the PCC and Chief Constable to account for their performance. (Further comments on performance management are provided below).

Data and needs based evidence

- 1.7 The plan does make reference to the Wiltshire Joint Strategic Assessment (p42) but its importance, role and contribution is not made clear. The JSA could be included in the introduction and glossary (Appendix E).
- 1.8 The inter-changeable use of county, Wiltshire, Wiltshire and Swindon in the key facts tables is confusing. For example, when the county is referred to does that mean just Wiltshire or Wiltshire and Swindon? Data needs to be presented in a more consistent way throughout the plan.

Resource allocation and equity

- 1.9 The resource distribution across Wiltshire and Swindon is not explained. It should be fair and equitable between communities and matched to need. There should be more explicit recognition of the differences between rural and urban areas and between Swindon and small market towns. Is the police and crime plan 'a one size fits all' plan or will there be sub-plans to reflect the needs of different communities? (see also - other issues below)

The plan priorities

Working with communities to reduce crime and anti-social behaviour

- 2.1 The establishment of 'broader community problem-solving and support teams' (Safer Community Teams) is likely to require a significant re-design of services, and possibly across a number of partner agencies. This raises many questions which are not addressed in the plan including – if they are multi-agency, how will they be funded, managed and directed? Who will be in these teams? What will their role be? Do they duplicate what we already have? Some references to the work they could do are completely unrealistic. For example, the plan indicates that every household will receive one visit from their safer community team in any 18 month period. A rough estimate

showed that to visit all 271,000 households in Wiltshire and Swindon would require a team of at least nine staff working full-time. Further explanation and detail is needed about these new teams.

- 2.2 Asset based community development (ABCD) is a good approach in principle. But the plan needs to explain how it will be applied and put into practice. There are concerns about translating the principles into action. For example, community involvement in designing solutions for themselves is one thing, but if there is no funding available to deliver the solution you will just raise false expectations and risk alienating communities.
- 2.3 There is a need to define ASB as different definitions are used by different partner agencies.
- 2.4 Considerable emphasis is put on the use of volunteers in the plan. This is supported in principle, however the engagement and continuing sustainable use of volunteers needs careful consideration. More information is needed about resource and arrangements for recruitment, assessment and screening, management, co-ordination and support etc.

Protecting the most vulnerable in society

- 3.1 This priority goes well beyond police and crime issues and this is reflected in some of the initiatives. There may be a need to focus the plan more on issues specially related to the vulnerable and offending, such as those affected by domestic abuse and anti-social behaviour. The wider links and inter-relationships to other vulnerable issues could be acknowledged, including the children and adults safeguarding agenda.
- 3.2 The council requests more information and detail to understand the rationale and relevance of some of the initiatives proposed to support vulnerable people. They include:
 - (a) The introduction of a CRM system to understand calls for assistance and to identify vulnerable people. There are a range of different systems currently in use and considerable information is already held in various agencies including Wiltshire Council, the Probation Service and the Police about vulnerable people. The issue may be that existing systems need to be rationalised, key databases need to be joined up, and data sharing protocols need to be developed further or fully implemented.
 - (b) The creation of service or support directories. This may not be required as there are many of these documents already in existence.
- 3.3 There is no link or reference to the health and wellbeing board (see comments above).
- 3.4 It is uncertain what is the proposed for the public protection teams. Further explanation and detail is needed.

Putting victims and witnesses first

- 4.1 Restorative justice is fully supported. However more information is needed about the governance and implementation of this work, especially who will be the lead agency or partnership and how funding will be secured. Without a clear direction, several strands of development work could occur, creating confusion and a competition for resources.

4.2 There are a number of partnerships who support victims. However, in the plan unfair preference appears to be given to Victim Support, especially in some of the new initiatives. It is understood services will be commissioned and a number of partners and groups may be interested in providing the services required.

4.3 There needs to be more recognition of work already undertaken in relation to some of the new initiatives. For example, in respect of defining minimum standards of information to be provided to victims and witnesses, the council invested £40k in developing ASB minimum standards less than three years ago. This work could be built on or refreshed.

Reducing offending and re-offending

5.1 The inclusion of objectives and initiatives relating to licensed premises in this priority is misplaced and should be moved to the priority on reducing crime and anti-social behaviour.

5.2 The council is working on a number of initiatives, including the Complex Families Project and expansion of the Neighbourhood Justice Panel. This work could be further recognised under this priority.

Driving up standards of customer service

6.1 Systems thinking reviews are supported but they need to be selective and carefully managed with full buy-in from participating agencies. They can be very resource intensive.

Ensuring timely response to calls for assistance

7.1 There is a reference to shared services – this would be better placed in the following ‘unlocking the resources to deliver’ section.

Other matters

Unlocking resources to deliver

8.1 There is only limited information provided about commissioning and procurement of goods, services, and contracted staff. Procurement processes, commissioning and contract management information needs to be referred to and included in the plan.

What will happen to existing commissioned services? At this point it is not clear whether the PCC will continue to ‘passport’ funding which until March 2013 came directly to Wiltshire Council, to manage the CSP (£184k) and with which we currently commission services and fund certain partnership support posts. These services are currently at risk, a number of which directly support the priorities in the plan. Further discussion is needed on this issue.

8.2 There is reference to making more use of online and digital channels and services. This is fully supported, but is dependent on having high quality broadband access for all people and businesses across Wiltshire, including in rural areas. The Council is making a significant investment in superfast broadband and work is now going ahead with BT. This project needs to be referenced in the plan. For more information see <http://www.wiltshire.gov.uk/wiltshireonline/>

8.3 A £1m innovation or investment fund is proposed. However, much more detail is required to understand how this will work and be administered. It raises many questions including - How will it be managed? Who will be able to apply? How will the 'innovation' proposals be evaluated? etc

8.4 There is little information outlining the performance management arrangements in plan. There is an absence of performance measures, defined outcomes, and timescales. This makes it very difficult to assess and monitor progress against the plan. (see comments above). Other Police and Crime plans contain more details about performance (for example, see Avon and Somerset Police and Crime Plan).

8.5 Governance arrangements and supporting structures – more information is needed to explain the inter-relationships and linkages between the PCC and the Chief Constable, to the PCP, and with other partners including Wiltshire Council.

Other issues

9.1 The provision of more detailed information – will there be an implementation plan linked to this plan and how will partner agencies be involved in its development?

9.2 The links to the neighbouring police and crime plans should be made clearer, where appropriate. There may be a number of opportunities to address shared priorities and deal with cross-border police and crime issues.

9.3 Some issues highlighted in the JSA – 'what matters to you' survey' (Wiltshire Police) are not fully reflected in the plan. This particularly relates to satisfaction and perception differences between community areas and between different demographic groups of people. For example:

- The percentage of people feeling safe after dark varies considerably between areas (eg Tisbury 94% and Trowbridge 64%).
- Satisfaction with the police is lowest amongst young people (aged 16-24) in most areas.