



Wiltshire and Swindon

# Police and Crime Plan

# 2013 - 2017



*partnership, pro-activity, prevention*

# Acknowledgments

The creation of my first Police and Crime Plan for Wiltshire and Swindon has been a truly collaborative effort and I would like to express my sincere thanks to the following in helping me to put it together:

- ▶ the more than a hundred people who came to one of my community and voluntary sector workshops in January and February to discuss the plan's key themes and put forward their ideas for new initiatives and action
- ▶ Wiltshire and Swindon's Community Area and Locality Boards, who engaged in such productive dialogue
- ▶ my local authority, health, housing, police and criminal justice partners, whose Joint Strategic Assessments have been so pivotal in forming the foundations for this plan
- ▶ Victim Support for keeping my eyes firmly focused on those whom the criminal justice system is there to support, as well as for facilitating my series of community and voluntary sector workshops
- ▶ the Chief Constable of Wiltshire Police for contributing to and signing up to my ambitious change agenda
- ▶ Matthew Bennion-Pedley, who took my manifesto and thoughts and translated them into the words and initiatives of this Police and Crime Plan and
- ▶ Natalie Hobman, who transformed the text into the visually striking document it is now.

Working with communities and partners to:

Reduce crime and anti-social behaviour



Protect the most vulnerable in society



Put victims and witnesses first



Reduce offending and re-offending



Drive up standards of customer service



Ensure unfailing and timely response to calls for assistance



DRAFT VERSION

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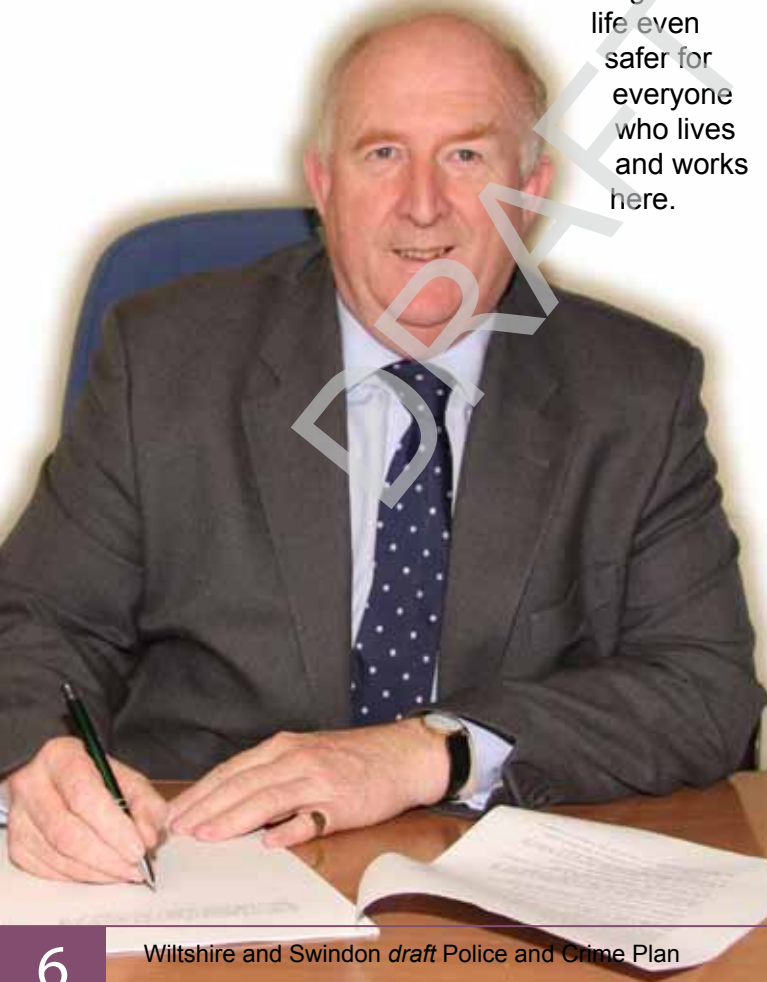
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# Welcome

**Welcome to the first ever Police and Crime Plan for Wiltshire and Swindon. As your newly elected Police and Crime Commissioner (Commissioner or PCC), I have the honour of representing the diverse communities of this beautiful and dynamic county.**

You will probably already know that Wiltshire and Swindon are amongst the safest places in the country and my thanks go to you, our communities, our partner agencies, our police force and my predecessor police authority for making it so. It is my job as PCC not only to ensure that we remain as one of the safest counties but also to work with you in commissioning services to help make

communities stronger and life even safer for everyone who lives and works here.



*The Queen's Diamond Jubilee visit to Salisbury*

You will see from page three that I have six overarching priorities for my term of office and that I intend to achieve every single one of them by working closely with communities and partner agencies. These priorities are captured in three overarching themes: partnership, pro-activity and prevention.

Last summer was predicted to be one of the most challenging ever witnessed by Wiltshire Police as the county partied its way from one major event to another: Swindon Town Football Club's promotion to League one, the Queen's Diamond Jubilee, the Olympic Torch Relay, the Olympics



*Summer Solstice at Stonehenge*



themselves and the plethora of festivals hosted in the county each year. And yet we had less disorder and fewer arrests in the county than in previous years. Now obviously I pay tribute to the county's police force for the sensitive way in which it policed all these events, but the major reason for such a quiet summer in policing terms was our wonderful community spirit. Communities organising events themselves creating an optimism and a sense of belonging that to a large extent maintained its own law and order. Sir

Robert Peel, founder of the British policing system, famously said in 1829: "The public are the police and the police are the public". That statement is as true today as it was when he said it. Without public support policing just does not work in a democratic society. What this plan is therefore all about is leveraging your support and your commitment to making

Wiltshire and Swindon an even safer place and ensuring that I commission the types of services from the police force, partner agencies and the voluntary and community sector that help us do so.

In this plan I will set out the broad direction in which I intend to take policing and crime over



the next four years, illustrate how I see services operating in the future and detail a number of key initiatives I will be sponsoring during my term in office and setting in motion by the end of March 2014.

Overall though, I am looking to engage as many people as possible in a debate so that future plans will be shaped as much by you as they are by me. I invite you all to join me on this exciting journey.

**Angus Macpherson**  
Police and Crime Commissioner  
for Wiltshire and Swindon

*Onlookers celebrate the arrival of the Olympic Torch in Chippenham*



# At a glance

Priority	Broad objectives	Key initiatives
<b>Reducing crime and anti-social behaviour</b>	<ul style="list-style-type: none"> <li>■ Communities playing a pivotal role in policing and crime issues through greater levels of ownership and volunteering</li> <li>■ Focus to be on partnership, pro-activity and prevention</li> <li>■ Appropriate community and victim-focused restorative justice outcomes to become the norm for less serious offences</li> <li>■ A 10 per cent reduction in the absolute number of crimes and anti-social behaviour incidents</li> <li>■ At least 95 per cent of the population reporting that they feel safe during the day and at least 85 per cent at night</li> </ul>	<ol style="list-style-type: none"> <li>1. Office of the Police and Crime Commissioner (OPCC) attendance at all Wiltshire Community Area Boards and Swindon Localities at least twice a year</li> <li>2. Progressive community ownership of police and crime-related community budgets</li> <li>3. Royal Society of Arts engagement with local authority partners on community building</li> <li>4. Multi-agency redesign of services to tackle anti-social behaviour and creation of Safer Community Teams</li> <li>5. Appropriate community and victim-focused restorative justice outcomes to be used in at least half of detected offences</li> <li>6. Neighbourhood, Farm and other community 'watch' schemes to become fundamental to intelligence gathering and crime prevention in at least 80% of communities</li> <li>7. Expansion of community and rural policing Special Constable numbers and launch of Police Cadet scheme</li> <li>8. Every household to be visited by its Safer Community Team at least once every 18 months</li> <li>9. Expansion of regional protective services capability through greater sharing of specialist resources</li> </ol>
<b>Protecting the most vulnerable in society</b>	<ul style="list-style-type: none"> <li>■ To raise awareness of vulnerability within communities</li> <li>■ To improve information on support services available to vulnerable people</li> <li>■ Focus to be on partnership, pro-activity and prevention, ensuring that cases do not fall between gaps in provision</li> <li>■ Reducing likelihood of harm by tackling the most serious causes of harm</li> <li>■ Vulnerable people and their advocates to be more involved in shaping their support</li> </ul>	<ol style="list-style-type: none"> <li>1. Extension of 'Good Neighbour' and 'Safe Place' schemes</li> <li>2. Joint commissioning with partners of comprehensive 'Services / Support Directory' for vulnerable people</li> <li>3. Introduction of Wiltshire Police Customer Relationship Management system</li> <li>4. Feasibility study into multi-agency 101 as well as 999 service</li> <li>5. Intelligence-led patrolling to be the norm and focused towards vulnerable people and places</li> <li>6. Creation of multi-agency public protection teams</li> <li>7. Cross-fertilisation of current successful Wiltshire and Swindon initiatives such as Anti-Social Behaviour Risk Assessment Conferences and Advocacy Schemes</li> </ol>



Priority	Broad objectives	Key initiatives
<b>Putting victims and witnesses first</b>	<ul style="list-style-type: none"> <li>■ To give victims a clearer picture of how to access the criminal justice system</li> <li>■ To involve victims much more in designing services around their needs</li> <li>■ To keep victims and witnesses much better informed throughout the criminal justice process</li> <li>■ To make criminal justice processes shorter and more victim and witness-focused</li> <li>■ To empower victims through the use of restorative justice</li> <li>■ To offer victims and witnesses greater levels of support</li> </ul>	<ol style="list-style-type: none"> <li>1. Creation of a 'Victim Pathway' tool</li> <li>2. Establishment of a quarterly Victim Forum and Victim Panels to help shape future service delivery</li> <li>3. Publication of minimum standards of information to be provided to victims and witnesses</li> <li>4. Promotion of the government's 'Swift and Sure Justice' reforms in respect of minimising delays and enabling victims and witnesses to give evidence via video links</li> <li>5. Giving victims the option of restorative justice where appropriate and wanted</li> <li>6. Commissioning of additional independent victim-focused services</li> </ol>
<b>Reducing offending and re-offending</b>	<ul style="list-style-type: none"> <li>■ Early intervention with troubled families and education in schools</li> <li>■ Effective safeguarding through the criminal justice system for the minority who need this approach but much more re-education and rehabilitation for the majority who do not</li> <li>■ To place a greater emphasis upon restorative justice outcomes</li> <li>■ To reduce the harm caused by organised crime groups and dangerous drugs networks by 25 per cent</li> <li>■ To reduce the harm caused by irresponsible licensed premises</li> <li>■ To offer real alternatives to offenders who want to break their cycle of re-offending</li> </ul>	<ol style="list-style-type: none"> <li>1. Promote and seek to commission multi-agency early intervention with troubled families</li> <li>2. Promotion of school-related life education initiatives and youth offending preventative services</li> <li>3. Extension of the current Integrated Offender Management SWITCH programme to all eligible offence types</li> <li>4. Expansion of the Neighbourhood Justice Panel initiative throughout Wiltshire and Swindon</li> <li>5. Expansion of regional protective services capability through greater sharing of specialist resources</li> <li>6. Joint approach with local authorities to encourage responsible licensed premises coupled with a firmer crackdown on irresponsible ones</li> <li>7. Promotion of prison gate advocacy schemes</li> <li>8. Promotion of the government's criminal justice reforms incorporating Criminal Behaviour Orders, Crime Prevention Injunctions, Community Protection Orders and Community Triggers</li> <li>9. Commissioning of more rehabilitation and treatment services such as Hampshire's domestic violence re-education programme</li> </ol>

# At a glance

Priority	Broad objectives	Key initiatives
<b>Driving up standards of customer service</b>	<ul style="list-style-type: none"> <li>■ Consistent achievement of telephone call answering service standards</li> <li>■ Top quartile performance for customer complaints</li> <li>■ Ninety five per cent of customers rating commissioned services as 'good', 'very good' or 'excellent'</li> <li>■ Streamlined and faster criminal justice and transactional services</li> <li>■ Data quality to be right first time in at least 99 per cent of cases</li> </ul>	<ol style="list-style-type: none"> <li>1. Systems Thinking reviews of all customer-facing services</li> <li>2. Creation of Customer and Victims' Charters</li> <li>3. Introduction of Wiltshire Police Customer Relationship Management system</li> <li>4. Investment in online and other digital communication channels</li> <li>5. Opportunity for customers to complete electronic customer feedback surveys to become routine after each interaction</li> <li>6. Promotion of the government's criminal justice reforms in respect of streamlining processes and making them more victim and witness friendly</li> </ol>
<b>Ensuring unfailing and timely response to calls for assistance</b>	<ul style="list-style-type: none"> <li>■ Consistent achievement of target response times</li> <li>■ Ability to meet national and strategic policing requirements</li> <li>■ Maintenance of necessary major and serious and organised crime capacity and capability</li> </ul>	<ol style="list-style-type: none"> <li>1. Commissioning of next generation mobile information and resource mapping solution to maximise productivity and time out of station for frontline officers</li> <li>2. Expansion of regional protective services capability through greater sharing of specialist resources including formation of regional specialist operations unit</li> </ol>

Priority	Broad objectives	Key initiatives
<b>Unlocking the resources to deliver</b>	<ul style="list-style-type: none"> <li>■ Elimination of process waste and duplication</li> <li>■ Greater investment in preventative services</li> <li>■ Move to more cost-effective service channels, often online</li> <li>■ Stimulating communities to help themselves more by encouraging volunteering and pump-priming appropriate initiatives</li> <li>■ At least 95 per cent police officer visibility / time out of station, greater single working and more time on foot to maximise engagement with the public</li> </ul>	<ol style="list-style-type: none"> <li>1. Multi-Agency Systems Thinking reviews of complete service offerings to eliminate waste and duplication</li> <li>2. Expansion of eCommerce digital channels</li> <li>3. Evidence-based policing to become the norm</li> <li>4. Consolidation of Wiltshire Police change programme with those of our two local authorities</li> <li>5. Consolidation of appropriate support functions with our two local authority partners, e.g. Business Strategy &amp; Improvement, ICT, HR and Finance</li> <li>6. Commitment to Wiltshire Council campus and Swindon locality programme to rationalise estate</li> <li>7. Investment in next generation of mobile information capability</li> <li>8. Reduction in criminal justice file-building capacity to mirror shift towards community restorative justice and rehabilitation services</li> <li>9. Creation of a one-off £1 million innovation fund to pump-prime community and voluntary sector crime reduction and offender rehabilitation initiatives</li> </ol>

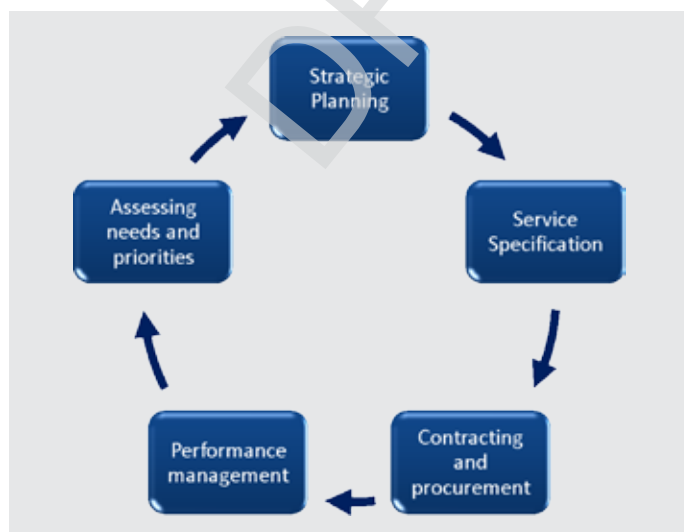
# The contrasting roles of Police and Crime Commissioner and Chief Constable

**The role of Police and Crime Commissioner (the Commissioner) is a new one, created by the Police Reform and Social Responsibility Act 2011. The role replaces the previous system of police authorities.**

Some of the responsibilities formerly held by Wiltshire Police Authority have passed to me as Commissioner. For example ensuring the provision of an efficient and effective police force for Wiltshire and Swindon, but others are new.

The fundamental change is that this is a commissioning role, as illustrated by both my title and the diagram below. It isn't about delivering services directly. Most policing services will continue to be provided by the police force under the leadership of a Chief Constable. Local authority services will continue to be provided by those organisations or by others on their behalf.

My job as Commissioner is to understand the needs of the public in relation to crime and disorder and to commission services to address these needs for a specific price, to a specific standard and with measurable outcomes, as depicted in the diagram below.



*Chief Constable Patrick Geenty (left) and Commissioner Angus Macpherson*

I will be commissioning services from various sources, Wiltshire Police obviously being a key one. For some services though it may make more sense to commission them from other police forces, our two local authorities, the community and voluntary sector and, in some cases, the private sector.

My role is to set objectives, define outcomes, provide funds from the budget and monitor the performance of all providers on your behalf as members of the public.

Many Commissioners across the country are looking to establish significant teams to undertake this commissioning role. My intention is quite the reverse. My desire is to maintain as lean a commissioning office as possible, drawing upon analytical work undertaken by other agencies where it already exists, and working with established groups, such as Wiltshire Community Area Boards and Swindon Localities, to scope and specify the



subject to external scrutiny, retains operational independence. I am not permitted to tell him or her who to arrest, how to police a festival or how to provide armed response – and nor would I wish to. These are professional matters, which are informed by the Chief Constable's professional training under the guidance of the College of Policing.

When I was elected, Wiltshire Police had an Acting Chief Constable. Following a rigorous selection process, in which I was assisted by the leaders of our two local authorities and a representative from the community and voluntary sector, I have now appointed a substantive Chief Constable Patrick Geenty. His principal task is to provide excellent policing services to Wiltshire and Swindon, reflecting my agenda.

I am, however, responsible for setting the **style** of policing to be delivered. Taking community policing as an example, it is for me to determine, in

consultation with communities, whether policing resources should stand alone or be integrated with the resources of other public sector agencies.

I also have an important

types of services that will really make a difference. In addition I want to tap the creative potential of the broader community by encouraging groups to come forward and, where there are currently gaps, propose new services and share services where they can be provided more effectively. More information about how to do this can be found in the chapter 'Our future in our hands – come and get involved' and I encourage you to come forward with your new ideas.

**The role of the Chief Constable** is to deliver the services I commission from him or her. He or she is the professional policing expert and commands all the resources that provide 'warranted power' policing services within the county. He or she,



*Commissioner Angus Macpherson pictured at Unity House in Chippenham talking to manager Ben Anderson and a resident. Unity House provides accommodation and support for homeless people with complex needs in Wiltshire.*

scrutiny role. The Chief Constable initially handles complaints against the police force through his Professional Standards Department. However both I and the Independent Police Complaints Commission have an important secondary investigation and scrutiny role. As set out in the chapter on 'Driving up standards of customer service', I will be taking a close interest in how complaints are handled and I am appointing an independent person to progress this agenda on my behalf.

# Partnership, pro-activity and prevention - the importance of communities

In my 'Welcome' to this plan, I emphasised the importance of community spirit in maintaining such impressive levels of law and order during the busy summer of 2012.

## My philosophy behind much of this plan is therefore to:

- Put communities themselves in the driving seat in determining the best way to support their policing and crime aspirations
- Encourage and foster greater levels of volunteering in the police and crime arena
- Place much greater emphasis upon pro-activity and prevention of crime rather than merely relying upon sanction and detection after the event
- Work with partners and communities to commission services that will make a positive and enduring impact upon levels of crime and disorder
- Ensure that, where crime and disorder occurs, the perpetrators receive swift, sure and appropriate justice, wherever possible providing reparation to the community or individual harmed and, just as importantly, are supported to break their pattern of offending into the future.

## Strong community and partnership foundations

*"There is something very special about Wiltshire and Swindon. In Wiltshire, for example, 109,200 people regularly volunteer, contributing on average three hours every week. In monetary terms, calculated at minimum wage levels, that equates to at least £79 million per annum of voluntary effort. Extrapolating that to Swindon as well, we have more volunteering effort across the county each year than the entire Wiltshire Police budget."*

The importance of voluntary and community effort to our overall health and wellbeing is huge. Whether this is through people helping out with running sports clubs, supporting the vulnerable in our society, raising money for charities, working for Victim Support, being a Special Constable, being a retained firefighter or participating in community safety schemes like Neighbourhood Watch, Street Watch or Community Speed Watch. Examples of these significant contributions will burst out of the pages of this plan, especially in the sections on 'Reducing crime and anti-social behaviour', 'Protecting the most vulnerable in society', 'Putting victims and witnesses first' and 'Reducing offending and re-offending'. I cannot thank our volunteers enough for all that they do for us.

I also pay great tribute to the statutory agencies that have taken a lead in fostering this community

cohesion. My links with them during my term of office will be particularly strong. As an additional standard, it is my intention to become a signatory to both the Wiltshire and the Swindon Compacts. In Swindon we have seven vibrant localities, each with a Locality Lead. In Wiltshire we have 18 community areas, 16 of which already have a multi-agency forum working with primary schools to address concerns about vulnerable young children, and all of which contribute to a 'Resilient Communities Partnership'. In both localities (Swindon) and community areas (Wiltshire) we have strong involvement from the appropriate local authority, the NHS, the police, the Fire and Rescue Service and our housing associations, all of which have a vital role to play. But what encourages me most about these community bodies is the level of confidence they foster within their communities. In the most recent 'What Matters Survey' in Wiltshire, an average of 41 per cent of respondents agreed that they feel able to influence decisions that affect their local area. In some community areas the percentage was as high as 54 per cent. There is of course still some way to go before all respondents feel able to influence decisions, but it provides a strong foundation upon which to build.

### **Asset Based Community Development (ABCD)**

Asset Based Community Development (ABCD) is all about looking for solutions rather than problems and expecting to find them within communities themselves. It's the 'glass half full' rather than 'glass half empty' mentality. It considers local assets to be the primary building blocks of sustainable community development.

**But what does this mean in practice?** In my view it means a number of things:



- i. That communities will usually have a far better idea of what would enhance their quality of life than external support providers
- ii. That if communities have been pivotal in designing solutions for themselves, they will have much greater buy-in to them and be more active in supporting them
- iii. Communities are made up of individuals with a vast array of talents. Understanding these talents and leveraging them for the benefit of the wider community is hugely powerful
- iv. The vast majority of people want to make an active and positive contribution to society. The secret is helping everybody to do so.

I will expand upon these themes in each of the subsequent chapters of this plan. At the end of each chapter I will also set out a number of key initiatives I will be commissioning and the actions I will be taking to advance the theme of that chapter.

I must emphasise however that these will only be the start of a journey and in many cases the initiatives I illustrate will merely explain the "what" and "why" rather than the "when", "where" or "how". This is because integral to the concept of ABCD is a recognition that communities need to be involved in the shaping of their own solutions and it would be arrogant of me to try to impose a solution through this plan, without the opportunity to engage communities and supporting partner agencies first.



## Key facts:

- The county of Wiltshire is one of the safest places in England and Wales with 36,046 crimes recorded between 1 April 2011 and 31 March 2012 (down 3.9% on the previous year)
- Recorded anti-social behaviour incidents reduced by 22% between April – August 2012 compared to the equivalent period in 2011 and totalled 26,355 for the 12 months ending on 31 December 2012
- 25% of people in Wiltshire say that they have been victims of anti-social behaviour in the last 12 months
- Over 95% of people in Wiltshire and Swindon feel safe during the day and 80% feel safe at night
- 8.9% of Wiltshire's population give up at least one hour every week to help run sports clubs
- 109,200 people regularly volunteer in Wiltshire contributing over £79 million each year in voluntary effort
- On average 41% of the county's population believe they can influence local decisions affecting their community and in some communities this figure is as high as 54%
- The county's retirement age population is growing every year and by 2026 will account for 30% of the county's population
- 30% of the county's unemployed are aged 18-24.

## Working with communities to reduce crime and anti-social behaviour

**Communities regularly tell me that they really value their neighbourhood policing teams but get frustrated by frequent changes in personnel, personnel being taken off for other duties and, on some occasions, a lack of co-ordination with other agencies.**

My vision of the future is one where community policing resources become an integral part of broader community problem-solving and support teams (**Safer Community Teams**), working with communities to address the issues that most affect them. Across Wiltshire and Swindon there are 18 community areas and seven localities, each with its own Community Area or Locality Board. They already play a pivotal role in the shaping of local authority services and I want to see them playing an equally pivotal role in the shaping of local policing services. In both my 'Welcome' to this plan and the chapter on 'partnership, pro-activity and prevention', I speak of the importance of communities and the huge contribution made by volunteers throughout the county. I also introduce the concept of Asset Based Community Development (ABCD), which is already paying significant dividends in places like Penhill in Swindon. These are the foundations upon which I will build during my term of office.

At the end of this chapter I set out some of the initiatives I will be commissioning during my term in office. However, as I emphasise

in my opening to this plan, these are only the start of a journey. This is because integral to the concept of ABCD is a recognition that communities need to be central to the shaping of their own solutions. Much of my time in office will therefore be spent engaging with communities to help me commission services that will really make a difference to them.

### The issues concerning communities the most are:

- Lack of facilities for young people (56%)
- Unemployment (34%)
- Anti-social behaviour (33%)
- Drug misuse (30%)
- Crime (28%)
- Young people hanging around (16%)

Source:  
MEL Survey Autumn 2012



## Partnership, pro-activity and prevention

Continuing the theme of 'Partnership, pro-activity and prevention', I am convinced that the solutions to many community safety issues lie within communities themselves. If, for example, communities can provide more facilities and opportunities for young and unemployed people and can engage them more in community development, we are likely to see a marked reduction in many of the issues and perceptions illustrated above. If we have active engagement in schemes such as Neighbourhood Watch, Street Watch, Farm Watch and Community Speed Watch, it sends out a clear message that the community cares enough to do something about its own safety and acts as a strong deterrent to anybody contemplating anti-social or criminal behaviour. And if we can back this up with firm and co-ordinated action and make sure that, wherever possible, sanctions are of a restorative and rehabilitative nature, we can ensure that offenders begin to appreciate the harm they cause and make appropriate reparation.

At the same time we need to be able to tackle threats to our communities effectively and with determination. Over 30 per cent of acquisitive crime, such as theft and robbery, is directly linked to drug misuse, often the result of dangerous drugs networks and serious and organised crime. In 2010 the five South West police forces established Zephyr, which is our regional serious and organised crime capability. With sophisticated surveillance, tasking and asset recovery capability, Zephyr has already made a significant impact upon organised crime groups, not only in Wiltshire but across the entire South West. I see further scope for consolidation and enhancement in

the regional specialist operational services arena and will be a keen supporter of future regional initiatives, where they can help to keep harm away from Wiltshire and Swindon's doorstep.

But even combating external threats requires local intelligence, garnered from supportive local communities. The following two case studies illustrate how powerful this support and partnership can be.

### Case study 1:

#### Multi-agency working and community engagement

The Safer Sutton Partnership in the London Borough of Sutton is having a real impact upon levels of crime and anti-social behaviour. Council, police, health and other public agencies have agreed 27 important areas of work with their own 'Priority Indicators' to improve the Borough as a place to live, work and enjoy. The Service has four main 'Priority Indicators'. These are to:

- Reduce serious violent crime
- Reduce serious acquisitive crime (where criminals 'acquire' items by committing burglary, theft and shoplifting etc.)
- Reduce repeat incidents of domestic abuse
- Address concerns about anti-social behaviour and crime.

A key element of this initiative is police officers working alongside council staff in the same building, as they now are in Monkton Park in Chippenham and in time will be doing right across Wiltshire and Swindon.

The results have been very encouraging, with Sutton now one of the lowest crime Boroughs in London. Key to their success is the level of community engagement achieved, as highlighted by a 2012 Cardiff University study titled 'Can we speak in confidence? Community intelligence and neighbourhood policing'. Informed by empirical data collected in four sweeps between 2007 and 2010, this study examined the impact of a community engagement methodology encouraging citizens to articulate their local security needs to Neighbourhood Policing teams. The research showed that by acting on this community intelligence police were able to 'tune' their interventions towards those problems generating most social harm. In so doing, the data suggested that the police were able to improve public confidence and increase overall community well-being.

Similarly, Police Community Support Officers in South Wales were asked to talk to people in their communities specifically about the impact of organised crime. The intelligence gleaned was very powerful and enabled the police force to make a number of arrests and disrupt organised crime activity as a result.

## Case study 2:

### Rural crime and Special Constables (Countryfile BBC One 13 January 2013)

Rural crime has seen a general increase over the last few years, with specific increases in the theft of farm equipment, equestrian equipment or poaching. Hertfordshire Constabulary has responded to this by encouraging the creation of rural Special Constables, who provide a minimum of 16 hours of voluntary effort per month, liaising with rural communities, giving security advice and targeting people suspected of committing such rural crimes.



### My objectives

Taking all of the above into consideration, my objectives during my term of office are as follows:

1. To see all Wiltshire Community Area Boards and Swindon Localities adopting an Asset Based Community Development approach and playing a significant role in enhancing community safety within their areas through initiatives such as Neighbourhood Watch, Street Watch, Farm Watch, Community Speed Watch and Neighbourhood Justice Panels
2. To see public agencies work much more cohesively so that members of the public can obtain help in finding solutions to their issues without having to contact different agencies separately
3. To see community restorative justice solutions become the norm in all appropriate cases throughout the county
4. To make Neighbourhood, Farm and other community 'Watch' schemes fundamental to intelligence gathering and crime prevention in at least 80 per cent of Wiltshire and Swindon communities
5. To achieve community safety volunteering numbers equivalent to one per cent of the Wiltshire and Swindon population regularly taking part in Neighbourhood Watch, Street Watch, Farm Watch, Community Speed Watch and other such 'Watch' schemes
6. To have a minimum of 300 active Special Constables across Wiltshire and Swindon, each attached to communities and contributing an average of at least 16 hours per month
7. To consistently achieve over 95 per cent of people feeling safe in their communities during the day and over 85 per cent feeling safe in their communities at night
8. To reduce the percentage of people thinking that young people hanging around is a key issue to less than 10 per cent
9. To see the harm caused by organised crime groups operating in the county reduce by at least 25 per cent compared to its 2012 level
10. To see the number of reported crimes reduce to less than 32,000 per annum
11. To see the percentage of people saying that they have experienced anti-social behaviour in the previous 12 months reduce to less than 20 per cent.



## Initiatives that are already making a difference include:

There are a number of initiatives that are already making a real difference and I am keen to see these and other associated initiatives flourish:

- The growing number of Community Speed, Street and Farm Watch schemes now active across the county
- Projects such as Inspire, a Youth Action Wiltshire and Community First initiative that has recently been extended to provide an additional 62 education, employment and training opportunities for 13 - 17 year olds
- Projects such as Achieve, which is training previously unemployed people as assessors, who are then being employed to conduct home visits, helping householders to reduce their energy bills
- Projects such as Positive Futures, which is working with young people in the Penhill and Pinehurst areas of Swindon to improve their engagement with broader society and provide a variety of recreational and development opportunities
- The Spark website and Spark Radio, which are run by young

people for young people and provide help and guidance to those who need it, as well as advertising events and other activities for young people

- The Wiltshire Council and Employment and Skills Board initiative, which is on target to create 1,000 more apprenticeships by July 2013
- The Job Centre Plus work experience initiative, which has enabled 51 per cent of the unemployed taking part to find paid employment within 12 weeks
- The Troubled Families Projects in

Wiltshire and Swindon, which are helping families with particularly challenging circumstances turn their lives around

- Neighbourhood Justice Panels, which, through the use of community volunteers acting as facilitators, are bringing offenders and victims together and getting offenders to agree Anti-Social Behaviour Contracts. These contracts provide a sustainable solution for both the victim and offender
- The emergence of a joint Wiltshire and Swindon Anti-Social Behaviour Reduction Strategy



The Spark website

## Key new initiatives to help deliver my objectives:

1. I, or a member of my office, will meet representatives of every Wiltshire Community Area Board



and Swindon Locality at least twice a year in order to keep community safety high on local agendas and work with them to commission services that help them deliver their community safety strategies

2. I will commission a multi-agency 'Systems Thinking Review' of anti-social behaviour to report by the end of December 2013. This will be designed to understand the most common forms of anti-social behaviour, map demand, identify duplications between different agencies and, from a customer perspective, redesign services so that they provide customers with the help and support they need in as quick and efficient way as possible.

I will also ask this review to consider whether the creation of multi-agency Safer Community Teams would be beneficial and to explore the greater use of civil, as opposed to criminal, penalties as allowed in the government's forthcoming Bill on anti-social behaviour

3. I will work with our two local authorities and Community Area Boards and Localities to explore the introduction of community budgets and how this might advance the prevention of crime and disorder
4. I will be joining my local authority partners in a three-year engagement with the Royal Society of Arts to work



Using social media to raise the profile of 'good news' stories

with communities on initiatives such as community building, campuses, volunteering and integrated service delivery

5. I will work with our two local authorities, Wiltshire Police, the judiciary and Community Area Boards / Localities to ensure that, where appropriate for victims, restorative justice sanctions become the default for offences suited to restorative justice. I will work to see that both victims and communities are involved in this process through initiatives such as Neighbourhood Justice Panels, which are already operating successfully in Swindon. My aim is to have this approach in place across Wiltshire and Swindon by the end of December 2013
6. I will invest in Neighbourhood Watch and other 'Watch' schemes by appointing a co-ordination team, in conjunction with my local authority partners, whose job will be to reinvigorate this essential part of crime prevention. I will also be investing in an appropriate technology platform, which will allow Neighbourhood Watch co-ordinators across the county to be kept regularly and automatically appraised of incidents and trends in their

area. It will also give them the tools they need to feed regular intelligence to crime prevention partners. This is a priority for me and I will be commissioning this piece of work to start in April 2013

7. I will promote the expansion of schemes such as Street Watch, Farm Watch, Horse Watch and Community Speed Watch (backed by appropriate speed limits, engineering and enforcement) in my discussions with Community Area Boards and Localities and will make set-up funding available to get these schemes off the ground



Community Speed Watch scheme

8. I will work with our two local authorities, Community Area Boards, Localities and Wiltshire Police to encourage more people to become Special Constables, with a focus on local recruitment in communities for the benefit of communities and an emphasis

on reassurance, re-education and enforcement where necessary

9. I will work with Wiltshire Police to support the establishment and growth of the Police Cadet Scheme and for this to be closely linked to other community crime prevention initiatives. In the first instance this will see 20 young people, aged between 14 and 16, being recruited in Swindon to take part in policing activities with the scheme motto being: "To reduce youth vulnerability to crime and social exclusion through enhancing young peoples' ability to contribute and achieve"
10. I will work with our two local authorities and Community Area Boards and Localities to encourage the creation of further facilities and opportunities for young people
11. I will encourage partners, Community Areas and Localities to consider the creation of more inter-generational schemes to help break down some of the barriers and misunderstandings between different generations
12. I will press for an expansion of regional protective services capability, in order to maximise the synergies between forces and reduce duplication, but with clear governance arrangements and accountability to local Commissioners
13. I will establish a £1 million 'innovation' fund to pump-prime community initiatives that help me advance the objectives set out in this plan and will invite bids in due course
14. I will use social media and work with partners and the local media to highlight good news stories from across our communities and share good ideas
15. I will review the value, coverage, coordination and utilisation of CCTV assets across the county
16. I will commission a local policing service from the Chief Constable that will result every household in the county receiving at least one visit from their Safer Community Team in any 18 month period.



## Key facts:

- The population of Wiltshire and Swindon is ageing – the number of people aged 85 or over is set to increase by 70% over the next 13 years
- 1 in 4 people in the UK suffer from a mental health issue in any given year
- It is estimated that 16,000 women aged 16-59 in Wiltshire experience domestic violence each year and that domestic violence is 3.5 times more likely in a relationship where there is financial strain
- There are 314 children in Wiltshire and Swindon subject to a Child Protection Plan, 655 in local authority care and over 5,000 receiving some form of social care support
- The number of young people aged between 18 and 24 who are unemployed is growing. 30.3% of Wiltshire's unemployed fall within this age bracket
- 355 people were accepted by Wiltshire Council as being homeless during 2011-12, compared to 240 the previous year
- 17% of respondents to a survey in central Swindon feel that racial intolerance is an issue
- There were 47,229 hate crimes reported in England and Wales during 2010.

## Protecting the most vulnerable in society

**One of the hallmarks of a civilised society is that it protects the vulnerable within its midst and this will be one of my six top priorities during my term in office.**

There are many in society who could be deemed vulnerable and their numbers will inevitably grow as people live longer and as increased financial strain resulting from the state of the global economy takes its toll.

### Definition of vulnerability in the context of this Plan:

*“People who are susceptible to becoming victims of crime or anti-social behaviour because of their particular situation. This could be for a number of reasons including age, disability, race, religion, sexual orientation, relationships, financial situation, offending history or lack of fixed abode etc.”*

Vulnerable people fall victim to anti-social and criminal behaviour much more easily than others and are usually less able to protect themselves. Few need to be reminded of the case of Fiona Pilkington, who in 2007 took her own life and that of her disabled 18 year old daughter Francessca Hardwick in Leicestershire. They had suffered years of physical and verbal abuse from young people in and around their home and yet



both her community and statutory agencies, including the police, had failed to stop the abuse. Similarly there was Gemma Hayter murdered in August 2010 by her so-called friends in Warwickshire. Sadly, victimisation of the more vulnerable in our society is all too common but this kind of behaviour is simply unacceptable. Stamping out this behaviour and eradicating such prejudices will require a team effort with communities standing up for their more vulnerable members and statutory agencies taking robust action against the perpetrators.

## My objectives in this area are:

1. To see the creation of a directory of services so that people who feel vulnerable know where they can access support
2. To raise the awareness of vulnerability within the county so that communities and partner agencies have the information and confidence needed to identify those who are vulnerable and offer appropriate support
3. To reduce the likelihood of people's needs falling down the gaps between different agencies' provision by encouraging greater partnership working and information sharing
4. To encourage communities and public agencies to be proactive in recognising and supporting people's vulnerabilities
5. To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities
6. To enable vulnerable people and their advocates to be more involved in shaping and agreeing the support they receive and any sanctions that are handed out to the perpetrators of offences against them
7. To help those who are vulnerable to offending and reoffending receive the support they need to break that cycle (see chapter on offending and re-offending).



### Initiatives that are already making a difference in this area include:

- Multi-Agency Safeguarding Hubs, where intelligence about vulnerable people is shared between agencies
- Multi-Agency risk assessment conferences where different agencies agree shared support and interventions to keep people safe – there have been 270 of these in Swindon over the last 12 months
- Anti-Social Behaviour Risk Assessment Conferences where different agencies agree shared support and interventions to combat anti-social behaviour. These currently operate in Wiltshire and focus upon both the victim and offender
- Swindon's Anti-Social Behaviour Advocacy Service
- Wiltshire's hidden harm strategy which targets those that could be badly affected by chaotic and often dysfunctional lives. 51 per cent of people undergoing drug treatment and 57 per cent of those undergoing alcohol treatment, for example, are parents
- The work recently done in Swindon in identifying and publicising the dangers of 'legal highs', which are thought to have claimed at least eight young lives over the last year
- The Swindon and Wiltshire Integrated Targets for Change (SWITCH) programme that is working with 263 identified high-end harm causers to try to break their cycles of offending
- The 16 Multi-Agency Forums attached to Community Area Boards in Wiltshire that are working with primary school concerns about vulnerable children
- Wiltshire Council's innovative 'Bridging Projects', which are allowing more young people with disabilities to take part in youth activities
- Wiltshire Council working with the military to use military land to provide affordable housing for ex-service personnel
- The work of the Bobby Van Trust, which gives security advice and often fits additional security measures at the homes of the most vulnerable in our communities
- The introduction of Domestic Violence Protection Notices and Orders, which allow offenders to be barred from going near their victims for a period of up to 28



days, thereby giving the victim time to make choices about their future in relative safety

- The introduction of the Domestic Violence Disclosure Scheme (Clare's Law), which allows the police to advise people about the domestic abuse history of their new partners
- The introduction of Wiltshire Police's new hate crime policy to help people who feel they are the victims of crime and anti-social behaviour because of their race, faith, disability, sexual orientation or gender identity.



*Protecting vulnerable children*

And, of course, I must also mention the excellent work that goes on, often behind the scenes, in tackling issues such as child sexual exploitation, serious and organised crime and dangerous drugs networks.

But there is no room for complacency in this high risk area. I have therefore identified a number of key initiatives that I believe will make a significant difference to this area of our business and will be commissioning them during my term of office.

## Key new initiatives to help deliver my objectives:

1. I will commission the introduction of a Customer Relationship Management system for Wiltshire Police, so that it is easier to identify patterns of calls for assistance and identify those who are most vulnerable. However I do not want this to be another silo system. Instead I want this to be leveraged from either or preferably both of our local authorities (Wiltshire Council and Swindon Borough Council) and for us to be able to create one consolidated picture of what our customers are contacting us about. This will be a complicated piece of work but I would like to see this implemented by the end of March 2014 at the latest
2. I will seek to jointly commission with key local authority partners a Systems Thinking review into 24/7 telephony and other access channels, including the development of costed proposals for a single joined up service covering our two local authorities. A multi-agency 101 (non-emergency) service was developed in 2006 but did not progress due to the withdrawal of government funding. However this kind of service works well in other parts of the country including Cardiff and Hampshire. I believe that it is time to revisit this aspiration, which of course



*Good customer service is important*

would make maintenance of a consolidated Customer Relationship Management system much easier. Again this is a complicated piece of work but I think that we have a realistic chance of seeing this come to fruition by the end of March 2015

3. I want to see intelligence-led patrolling become the norm within Wiltshire Police, so that every minute of patrol time which is not needed for reactive duties, is used to target support and reassurance to vulnerable people, communities and hotspots. I will therefore make funding available to ensure that such information is readily available to all officers who need it and will commission it as an integral part of the next generation of mobile information solutions to be deployed within the Force.



*The next generation of mobile information to aid intelligence-led patrolling*



agencies to try to ensure that it is not needed

7. I would like to see Localities and Community Areas taking an active involvement in tackling issues that impact the vulnerable and working with public sector and other agencies to address them
8. I will commission jointly with my local authority partners the creation and regular maintenance of a 'Services / Support Directory', which will map out the range of services available to people who are feeling vulnerable and how they can be accessed
9. I will look to use existing communication channels and encourage sharing of information with other organisations as a means to keep people informed of issues that might affect them
10. I will encourage and pump-prime the extension of 'Good Neighbour', 'Safe Place' and 'Touch2ID' schemes across the whole county

4. I will encourage the cross-fertilisation and adoption of many of our existing initiatives right across Wiltshire and Swindon. I would therefore like to see Anti-Social Behaviour Risk Assessment Conferences (ASBRACS), which are proving effective in Wiltshire, extended to Swindon and the Anti-Social Behaviour Advocacy scheme operating in Swindon extended to Wiltshire. I believe that this could be achieved by summer 2013. I would also like to see a Multi-Agency Safeguarding Hub (MASH) or equivalent operating in Swindon by the end of 2013
5. I will commission the production of a feasibility study into the creation of multi-agency public protection teams – I would not wish to be prescriptive about whether these are physical or virtual teams. However I have no doubt that a greater shared ownership of the needs of our more vulnerable people would be positive. I will therefore be commissioning a multi-agency 'Systems Thinking' review into the best way to provide public protection services across our respective agencies. By agencies, I mean

Wiltshire Police, our two local authorities, the NHS, the Fire and Rescue Service and our housing associations, together with valuable input from our community and voluntary sector. I would like to see the initial proposals based on the analysis stages of this review by the end of December 2013

6. The government plans to introduce a tool called a 'Community Trigger'. This will allow a group of at least five people from five different households to force public sector agencies to act if they have failed to act after three previous separate reports about the same issue. I will promote this 'Community Trigger' tool to Community Area Boards and Localities. I will also encourage Wiltshire Police and its partner



*Working with our two local authorities and schools to help vulnerable children*

11. I will work with our two local authorities to build upon the success of Multi-Agency Forums, working with primary school concerns about vulnerable children and explore the possibility of extending the scheme to young people in secondary schools and colleges as well
12. I will establish a £1 million 'innovation' fund to pump-prime initiatives that help me advance the objectives set out in this plan and will invite bids in due course.



*The introduction of Wiltshire Police's new hate crime policy*





## Key facts:

- Between 1 April 2011 and 31 March 2012 there were 36,046 crimes recorded in Wiltshire and Swindon
- 8,939 of these crimes were referred to Victim Support for follow-up
- 4,201 victims benefited from support from Victim Support telephone guidance, with 500 also receiving follow-up home visits
- It is estimated that 16,000 women in Wiltshire aged between 16 and 59 experience domestic abuse in any given year
- 2,525 people received Victim Support in giving evidence as witnesses in criminal cases
- 18% of Magistrates' Court trials and 14% of Crown Court trials in England and Wales had to be re-listed last year, leading to additional anxiety and wasted time for both victims and witnesses.
- 4 out of 10 Crown Court trials 'crack' i.e. the defendant enters a guilty plea late on in the proceedings or key witnesses fail to attend, effectively putting victims and often witnesses through unnecessary anxiety in the intervening period
- 3,000 people in England and Wales need to receive witness protection after having given evidence in cases involving dangerous offenders
- More than 25% of collapsed prosecutions do so because witnesses or victims were unwilling to give evidence
- In 2011 it took an average of 22 weeks (five months) for an offence to reach sentence through the Magistrates' Court system. In the Crown Court it took 44 weeks (10 months).

## Putting victims and witnesses first

**In my manifesto I made a key commitment to putting victims and witnesses at the heart of the criminal justice system. I am very grateful for the support of Victim Support and other community and voluntary sector agencies in Wiltshire and Swindon in helping me shape my plans.**

### So what are victims and witnesses telling me?

The key findings to come out of Victim Support's recent report 'Listening and learning: Improving support for victims in Wiltshire' were:

- i. There is little support for young people at risk of victimisation across all crime types
- ii. Effective and consistent communication is key to supporting victims and witnesses, as is having access to information about different services and understanding their journey through the criminal justice system. In addition, officers and others supporting victims and witnesses need to have a good understanding of what is and is not available and not generate false expectations
- iii. Domestic abuse appears to be a significant issue in Wiltshire, and one that features particularly in young people's experiences, with double the number of people reporting domestic abuse than in similar sized authority areas
- iv. The financial situation is bringing overstretched organisations together



to provide a collective response to support victims and witnesses in Wiltshire

- v. More work needs to be done to define anti-social behaviour and what can be done to address it
- vi. There is a perceived shortage of Independent Domestic Violence Advisers (IDVAs)
- vii. There appears to be insufficient provision of counselling services for victims of sexual assault, sexual abuse or rape.

## Case study 1: The Crown -v- A N Other

A N Other was charged with "Assaulting PC Smith and damaging a police vehicle". He pleaded not guilty and a trial date was set for 15 November 2012. PC Smith and another police witness attended court but the trial did not go ahead due to over-listing.

Later that day, a new trial date was set by the Court for 2 January 2013, although the Crown Prosecution Service lawyer had access to 'Police Dates to Avoid' which clearly showed that PC Smith was on holiday on this new date.

On 16 November 2012 this error was picked up by the Police Witness Care Unit who advised the Crown Prosecution Service that PC Smith would be unavailable for the trial on that date. The Crown Prosecution Service applied to alter this date but the defence refused.

On 2 January 2013 the Crown Prosecution Service applied to the Court to change the date of the trial. The defence again objected and the court agreed with the defence. All the charges against A N Other were dismissed.

The victims and witnesses understandably felt very let down by the system.



Giving evidence in court is a daunting prospect for many witnesses

viii. Support for children and young people who have been victims of crime is inconsistent across Wiltshire and Swindon. A consistent standard and offering is needed

ix. There needs to be greater emphasis upon practical and emotional support

x. There needs to be a meaningful engagement and consultation strategy with victims and witnesses and the organisations that support them so that they can help shape the services that will deliver the most significant positive impact

xi. The criminal justice system takes too long

xii. Witnesses are courageous in

giving evidence and need society's full support.

Sadly cases like the one described in case study 1 are all too common and affect hundreds of victims and witnesses every year, including many who, owing to the nature of the offence being tried, find themselves in a very vulnerable position.

Reflecting upon my three key themes of 'Partnership, pro-activity and prevention', my ideal of course is to prevent people becoming victims in the first place. However where people do become victims or where they need to give evidence in court, they need our full support and we need to work pro-actively and in partnership to achieve this.

These local findings are echoed nationally, as illustrated by the following quotations.

Sara Payne (Child Protection Campaigner):

*"The criminal justice system must refocus so that it addresses the total impact a crime has had on a victim rather than the type of offence committed. Victim need and impact must be assessed on an individual basis and interventions for victims based on those assessed needs."*

Helen Grant (Victims' Minister):

*"Witnesses are the unsung heroes of society, especially those who could be jeopardising their own safety. I cannot thank them enough for the vital role they play in bringing criminals to justice."*

## My objectives in this area are:

1. To give victims a clearer picture of how to access the criminal justice system and the types of support available at different stages
2. To involve victims much more in designing the services put in place to support them and make sure that these services are available to all those who need them
3. To keep victims and witnesses much better informed throughout the whole process from initial incident or crime to final resolution or sentence
4. To make criminal justice processes shorter, thereby reducing the amount of time victims' and witnesses' lives are put on hold
5. To place a much greater focus upon restorative justice outcomes, with victims seeing reparation for the offences committed and

preferably resolution of the underlying issues

6. To make the process of giving evidence in court much more victim and witness-focused.

At the end of this chapter I set out a number of initiatives designed to help deliver each of the above objectives.

However, before I do this, I would like to draw attention to and express my commitment to a number of existing schemes that are already making a difference and together with ones that are in the pipeline and which I believe will bring significant benefits to victims and witnesses.



*Greater focus on restorative justice outcomes*

## Initiatives that are already making a difference:

- The introduction of Domestic Violence Protection Notices and Orders, which allow offenders to be barred from going near their victims for a period of up to 28 days, thereby giving the victim time to make choices about their future in relative safety
- The introduction of the Domestic Violence Disclosure Scheme (Clare's Law), which allows the police to advise people about the domestic abuse history of their new partners
- Victim-focused Multi-Agency Risk Assessment Conferences and Anti-Social Behaviour Risk Assessment Conferences
- The services provided by Independent Domestic Violence Advisers to support victims (see Case study 2)
- The growing importance of Victim Support Statements in the criminal justice system
- A greater use of restorative justice outcomes, where offenders make direct reparation to the victims and communities they have harmed
- The Neighbourhood Justice Panel scheme now operating in Swindon and scheduled to extend to Wiltshire. This sees offenders and victims come together in a facilitated conference, supported by trained volunteers from the community, in order to agree an 'Acceptable Behaviour Contract' which satisfies the victim
- The Wiltshire Council 'Theatre in Education' initiative that takes the issue of domestic abuse into school in a thought-provoking and educational way
- The work of the Bobby Van Trust, which gives security advice and often fits additional security measures at the homes of the most vulnerable in our communities
- The work of Victim Support and many other charitable organisations including women's refuges and outreach services
- On Trak - Swindon's Restorative Youth Services' counselling service for young people (see case study 3)
- The service provided by the Sexual Assault Referral Centre in Swindon
- The introduction of an 'Early Guilty Plea Scheme' in Crown Courts to encourage offenders to plead guilty early rather than later on in the proceedings in order to maximise the discount applied to their sentence and save victims and witnesses additional anxiety due to unnecessary delays
- The appointment of a new Victims' Commissioner (Baroness Newlove)
- The extension and increase of the Victim Surcharge, an additional amount levied on conditional discharges, fines and custodial sentences and used to fund practical and emotional support services for victims.

## Case study 2: Domestic violence

Shauna had left her abusive husband and moved to a safe location in Wiltshire. The incidents of abuse had occurred in another part of the UK and she had trouble getting the two different police forces to speak with one another.

A referral through to the Independent Domestic Violence Adviser (IDVA) allowed her to get a great understanding of her choices and to allow someone to co-ordinate the response of the police to make sure she was supported. Working with the IDVA in Wiltshire allowed her to access the Phoenix Group and meet other women who had experienced domestic abuse.



## Case study 3: On Trak young people's counselling service

Carla came to On Trak because she was involved in a court case in which an 18 year old man was being prosecuted for a series of sexual assaults against younger women. The first Carla knew about the case was when a policeman turned up at her school and asked her about her relationship with an ex-boyfriend. Carla hadn't told anybody that this boyfriend had tried to rape her when she was 14.

Carla agreed to give video evidence against this man. She was understandably nervous about the court proceedings and the possible consequences for her and her family. In counselling she also wanted to talk about her relationship with her parents and about being bullied at school.

Carla attended On Trak for six months. This time span covered pre-court, the trial itself and the aftermath. Carla was determined to testify despite being scared about seeing her ex again. She was proud of herself for going through with it and grateful to her parents who supported her throughout the trial.

The man was found guilty and imprisoned. Carla said she gained confidence from counselling because she was able to trust her counsellor and she valued the confidentiality of the counselling contract. An ending was agreed a few months after the court case had finished. Carla felt more able to talk to her parents and felt more equipped to focus on her schoolwork.

### Initiatives that are in the pipeline include:

- A significant overhaul of the criminal justice system ('Swift and Sure Justice' White Paper), which promises significant reductions in the time taken to complete court cases and will deliver significant benefits for victims and witnesses. This will be achieved through a number of initiatives including:
  - ▶ The removal from Magistrates' Courts of approximately 50 per cent of their current caseload by allowing summary motoring offences and TV licence and Vehicle Excise Duty offences to be prosecuted directly by the police and determined by a single lay magistrate
  - ▶ A greater expectation for 'lower harm' cases to be tried in Magistrates' Courts rather than in the Crown Court, where delays tend to be much longer
  - ▶ A streamlined forensic reporting process whereby

early on in the process the defence has to be specific about which part of the forensic evidence is subject to dispute rather than waste time and resources putting a case together over evidence that is not disputed

- ▶ Much more robust management of both Crown and Magistrates' Court



cases, so that they are more focused and do not over-run, thereby causing relisting of other cases further down the schedule. In other words cases will become more focused upon the victims and witnesses' needs rather than those of the defendant

- ▶ Extended court opening times to provide additional flexibility for victims and witnesses
- ▶ Greater use of video technology in courts allowing witnesses to provide evidence closer to home and in less hostile surroundings



Supporting victims of crime

- Greatly enhanced communication with victims and witnesses about the progress of their case through the criminal justice system. As part of the government's 'Digital by Default' strategy the Ministry of Justice will be redesigning all its transactional and information exchange services to take advantage of modern technology. As part of this process it intends to improve its communication with victims, both in terms of quality and frequency.
- Enhanced protection for witnesses in high risk trial situations through the creation of a national Witness Protection Service (to be called the UK Protected Persons Service) under the new National Crime Agency
- A move towards local commissioning of Victim Support services and more targeted use of the Victim Surcharge (10.65 million nationally).

## Key new local initiatives to help deliver my objectives:

In addition to the initiatives set out in the previous chapter 'Protecting the most vulnerable in society', all of which will bring significant benefits to victims and potential victims, I will commission and implement the following during my term in office.

1. I will place even greater emphasis upon restorative justice outcomes wherever possible and suitable for victims, ensuring that victims are involved in local resolution and have a say in the punitive element of sentences and community orders. Based upon my initial analysis of police detections and disposals, I will be commissioning a service from Wiltshire Police that delivers at least 70 per cent of all detections as 'out of court' disposals and at least 75 per cent of these 'out of court' disposals incorporating a restorative justice outcome agreed with the local community and or the victim
2. I will set up a quarterly Victim Forum, to be co-ordinated by Victim Support. This will be in place by April 2013 and will bring statutory and community and voluntary sector organisations together to discuss issues that have most impact upon them and help shape future service delivery.



Ensuring victims have their say in the punitive element of sentences

- Through this mechanism I also intend to create Victim Panels, which will be used to test check service designs and feedback on the quality of services. The latter is covered in more detail in the chapter 'Driving up standards of customer service' and will contribute to the creation of a local Victims' Charter for Swindon and Wiltshire, which will complement the national Victims' Charter already in place
3. I will commission the creation of a 'Victim Pathway' tool, which will help victims and witnesses chart their way through the various stages of the criminal justice process and explain what support is available at each stage. This will be web-



From left) Victim Support Chair of Trustees Enid Rowland, Police and Crime Commissioner for Wiltshire and Swindon Angus Macpherson and Chief Executive of Victim Support Javed Khan at a Victim Support Trustee event in London



based and will provide links to agencies and organisations able to offer support. It will therefore also provide a gazetteer of the different service offerings available across Swindon and Wiltshire. This will be in place by autumn 2013 and will feature in ongoing staff training. Once this information is in place, I will also commission a Systems Thinking Review, again involving customers of these services, to see whether the current offering works well from a customer perspective and whether it can be made more efficient and joined-up across the various delivery partners. It will also focus on the feedback from the recent Victim Support report about the need for the Commissioner to focus upon independent practical advice and emotional support, such as support after abused women leave their refuges or hostels. This will then form the basis of my future commissioning strategy

4. I will define minimum standards of information (detail and frequency) to be provided to victims and witnesses from the point of the crime or incident right up to three months after the case has either been

resolved or has completed its cycle through the criminal justice system. This piece of work will be informed through consultation with the Victim Forum, set out in point two, and will be complete by December 2013. I will also be investing in a suitable technology platform to provide as much of this information electronically as possible, in line with the Government's 'Digital by Default' strategy. This links into chapter nine 'Driving up standards of customer service' and my plans for reinvigorating Neighbourhood Watch, which are covered in chapter five 'Working with communities to reduce crime and anti-social behaviour'

5. I will work with my partners in local government and health to invest in additional independent victim-focused services through leverage of the Victim Surcharge and other appropriate funding



streams. At the same time however I will be encouraging delivery partners to make greater use of volunteering capacity themselves. This can yield very impressive results, as demonstrated by Swindon's Restorative Youth Services, who in their 'On Trak' counselling service are managing to deliver 2,000 sessions through a combination of 2.6 whole time equivalent staff and 15 volunteers

6. I will commission a multi-agency Systems Thinking Review into anti-social behaviour and the best ways for communities to prevent and combat it. Further detail on this initiative is provided in chapter five
7. I will work with Wiltshire Police, the judiciary, Victim Support and Community Area Boards / Localities to ensure that Victim Impact Statements are embedded in all police investigations and trial preparation and encourage the use of Community Impact Assessments wherever appropriate



*Ensuring victim impact statements are embedded in all police investigations and trial preparation*

8. I will work with my fellow Commissioners to have direct input into the work of the Sentencing Council for England and Wales
9. I will establish a £1 million 'innovation' fund to pump-prime initiatives that help me advance the objectives set out in this plan.



## Key facts:

- In 2011 across England and Wales over 75% of proven offences were committed by offenders with a previous reprimand, warning, caution or conviction
- Between one third and one half of all acquisitive crime, such as theft and burglary, is committed by cocaine and heroine users. 31% of all offenders sentenced had directly related drug misuse
- Nationally 40% of violent crime, 78% of assaults and 88% of criminal damage offences are committed while the offender is under the influence of alcohol
- Alcohol-related harm costs the United Kingdom £21 billion annually
- Wiltshire and Swindon have higher rates of alcohol-related hospital inpatient admissions than comparable areas of the country, averaging 15,000 per year
- The average age of a first time offender entering the criminal justice system is 16 for boys and 15 for girls
- 47% of adult offenders and 69% of juvenile offenders re-offend within a year of leaving custody
- Custodial sentences of less than 12 months are less effective than both community orders and suspended sentences. Indeed 57.6% of offenders given custodial sentences of less than 12 months reoffend within 12 months of release
- 28% of all reported violent crime is domestic.

## Reducing offending and re-offending

**There were 36,046 crimes recorded in Wiltshire and Swindon between 1 April 2011 and 31 March 2012, all with a victim and approximately 30 per cent with an identified offender. I am delighted to say that these crime figures are reducing each year and that this county remains one of the safest in the country. However my aim and that of my partners is to reduce these figures further.**

### My approach to offending and re-offending

What is clear to me from the facts in the table left and some of the examples of effective interventions cited below is that the secret to reducing offending is a combination of 'carrot and stick'. There are inevitably some offenders for whom the only realistic option is imprisonment, sometimes for life. However these are by far the minority. For the majority, a much more effective approach is to tackle the underlying social factors that contribute to their offending, such as drug and alcohol misuse, and to offer them a real alternative. Establishing a far clearer link between victim and offender and, wherever possible, including a strong restorative justice element are also core to my philosophy.



### Initiatives that are already making a difference include:

- Some of the excellent work undertaken by the Licensing Tasking Group, a multi-agency approach to addressing problem licensed premises involving Wiltshire Police, the Fire and Rescue Service and the appropriate local authority
- The Wiltshire Council 'Theatre in Education' initiative, which teaches school children about the impact of domestic violence and what options there are for the victims

## My objectives in this area of business are:

1. To place a much greater emphasis upon appropriate victim-focused restorative justice outcomes with offenders making reparation to the communities and individuals harmed in at least half of detected crimes
2. To see the harm caused by organised crime groups and dangerous drugs networks operating in the county reduce by at least 25 per cent compared to its 2012 level
3. To work with our local authorities to encourage responsible licensed premises and take a firm approach to licensed premises that abuse their position of social responsibility
4. To reduce our current 54% re-offending rate by commissioning rehabilitative support and opportunities to break their cycle of offending and offer them real alternatives
5. Building upon the work currently done by the local authorities with troubled families.



*Domestic Violence Protection Notices allow victims the space to make choices about their future in relative safety*

- The introduction of Domestic Violence Protection Notices and Orders, which allow offenders to be barred from going near their victims for a period of up to 28 days, thereby giving the victim time to make choices about their future in relative safety
- The introduction of the Domestic Violence Disclosure Scheme (Clare's Law), which allows the police to advise people about the domestic abuse history of their new partners
- Victim-focused Multi-Agency Risk Assessment Conferences (MARACs) and Anti-Social Behaviour Risk Assessment Conferences (ASBRACs)
- The Swindon and Wiltshire Integrated Targets for Change (SWITCH) programme that is working with 263 identified high-end harm causers to try to break their cycles of offending
- IDIOM – a Ministry of Justice and National Police Improvement Agency initiative to help partners monitor the offending of individuals under either 'Prolific and Persistent Offenders' or 'Integrated Offender Management' (SWITCH) programmes
- The work of Wiltshire and Swindon's Youth Offending Services, which are both producing reoffending rates that are well below the national average and are proving the benefits of early intervention. For example Swindon's Early Intervention Team has worked successfully with 87 per cent of the young people referred to it to prevent school exclusions, offending and anti-social behaviour
- The LIFE project in Swindon, which has been successful in helping some of the borough's more troubled families in bringing more order and hope to their lives
- The Complex Families Project, which is Wiltshire's response to the government's Troubled Families Project
- Project Inspire – a Youth Action Wiltshire and Community First initiative that has been extended to provide a further 62 education, employment and training opportunities for 13-17 year olds at risk of offending
- U-Turn – a Swindon restorative service initiative - that helped 85 young people break their alcohol and drug misuse habits last year



*The LIFE project is helping troubled families*





- Neighbourhood Justice Panels, which are bringing offenders into facilitated conference sessions with their victims, making them face up to the human consequences of their offences and agree Anti-Social Behaviour Contracts as part of the reparation process
- Erlestoke Prison's Healthy Trainer scheme, which has trained four cohorts of prisoners to Level 3 City and Guilds Health Trainer Certificate standard and will enhance their chances of finding gainful employment upon release
- Prison Gate Advocacy and Resettlement Services such as those provided by Doorway in Chippenham and Threshold Link in Swindon
- Drug and alcohol treatment services.

### Initiatives that are in the pipeline include:

- The government's forthcoming legislation that will introduce a much simplified legislative landscape for Criminal Behaviour Orders, which apply after conviction; Crime Prevention Injunctions, which are civil rather than criminal sanctions and therefore have a lower burden of proof; Community Protection Orders and new police 'direction' powers. These will make it easier for the police and other agencies to prevent and sanction anti-social behaviour without having to go down a criminal justice route
- The introduction of a punitive requirement in all community orders
- Alcohol abstinence schemes, monitored by regular breath tests
- Extended use of curfews and electronic monitoring
- Powers to speed up the eviction of anti-social tenants
- Introduction of a 'Community Trigger', which will allow a group of at least five people from five different households to force public sector agencies to act if they have failed to act after three previous separate reports about the same issue.



### Key new initiatives to help deliver my objectives:

I am very supportive both of all the local initiatives that are already happening and the government's general direction. In general terms however I wish to shift the balance further in favour of restorative justice outcomes, local resolution and re-education and rehabilitation. I will therefore be looking to commission more of these types of services. There are however a number of specific areas where I wish to focus during the early part of my term in office.

1. I will work with our two local authorities, Wiltshire Police, the judiciary and Community Area Boards / Localities to ensure that restorative justice sanctions become the default for offences suited to restorative justice and that both victims and their communities are involved in this process through initiatives, such as Youth Offender Panels and Neighbourhood Justice Panels. Such an approach brings home to offenders the human consequences of their offending and is, in my opinion, a key contributor to breaking cycles of offending. My aim is



2. I will continue to invest in Youth Offending Services but will look for the best practice from Wiltshire Council to be adopted by Swindon and vice-versa, so that young people in both part of the county can benefit from the innovative practice that already exists
3. Alcohol is a factor in far too many crimes and anti-social behaviour incidents. In addition to treatment services I will commission a firmer crackdown on licensed premises that abuse their position of social responsibility
4. People leaving prison sometimes find that the only

5. There is currently insufficient focus upon rehabilitation and re-education of offenders in domestic violence cases. Hampshire Constabulary is currently trialling a programme, which offers offenders in lower level domestic violence incidents the opportunity to take part in educational workshops that make them realise the harm that domestic violence causes. If the Hampshire trial proves to be successful, I plan to commission a similar type of programme for Wiltshire
6. I will establish a £1 million innovation fund to pump-prime community initiatives that help me advance the objectives set out in this plan.



## Case study: Knowing when to say “sorry”

In the summer of 2011 Wiltshire Police were looking to question a ‘John Smith’ in connection with the theft and handling of some motor parts.

Unfortunately the Force arrested the wrong ‘John Smith’. When the mistake was realised a few hours later, ‘John Smith’ was released from custody. John was understandably very unhappy with being arrested and complained, saying that it was an unlawful arrest. The Force, correctly in law, argued that the arrest had not been unlawful because it had legitimate reasons to be looking for a ‘John Smith’ and these two ‘John Smiths’ happened to live in the same area and drive similar cars.

Although this may have been the case, the Force had still arrested the wrong man and should have apologised immediately. In this case an apology was not forthcoming for many months and the incorrectly arrested John Smith became increasingly angry with the organisation’s response.

## Driving up standards of customer service

**As I emphasise in the opening chapters of this plan, policing and crime prevention can only be successful with the co-operation and support of the public. Not only do I want the co-operation and support of the public however. I want communities’ active engagement as well.**

If communities are to feel engaged and keen to support policing, they need to find every interaction they have with the police or one of our criminal justice partners both professional and customer-focused. Many commercial organisations pride themselves on going beyond expectations and achieving almost flawless levels of customer service. In my opinion, the police and other criminal justice partners should be no different. And when we get it wrong, we should be quick to apologise and put things right.



### So what do the public currently think of policing and crime services?

- 95% of people say that the police in Wiltshire and Swindon “would treat you with respect if you came into contact with them” (December 2012 Residents’ Survey)
- 88% of people in Wiltshire and Swindon have overall confidence in the police and 87% believe that the police understand and deal with the issues that matter to the community (December 2012 Residents’ Survey)
- 43% of the public nationally are confident that the criminal justice system is effective. 60% feel it is fair (Government ‘Swift and Sure’ White Paper 2012)
- 34% of victims and witnesses nationally do not feel they are kept sufficiently well informed.

## And how are the services performing?

- 93.3% of police immediate response calls were attended within 15 minutes (urban) and 20 minutes (rural) – compared to a target of 87%



- 85.8% of police priority response calls were attended within 60 minutes – compared to a target of 85%
- 90.4% of police emergency (999) calls were answered within 10 seconds – compared to a target of 90%
- 93.4% of police non-emergency (101) calls were answered within 30 seconds – compared to a target of 95%

- 55.4% of police Crime Recording and Incident Bureau calls were answered within 30 seconds – compared to a target of 75%
- 8% of crime and incident data entries had to be corrected
- 95% of Criminal Records Bureau checks were completed by Wiltshire Police within national service level agreement target times
- It took on average six weeks to grant or renew a firearms licence
- 80% of police information requests were answered within target response timescales
- Wiltshire Police received 419 complaints from members of the public between 1 April 2011 and 31 March 2012
- The average time between offence and sentence in Wiltshire courts is 17.5 weeks
- 34% of victims feel that they are kept insufficiently informed during the progress of a criminal justice case.

Source: *Wiltshire Police Performance Statistics April to November 2012*

## Conclusions

What is evident to me from the information (left) the following:

- Overall Wiltshire Police inspires high levels of confidence from the majority of the population. This is a firm foundation upon which to build
- When it comes to responding to emergencies, Wiltshire Police consistently performs well
- For initial contact in respect of non-emergencies, Wiltshire Police also performs well. However, when the call moves to the Crime Recording and Incident Bureau, where members of the public go through the details of their non-emergency crimes and incidents, performance drops considerably, with callers sometimes experiencing significant delays
- In some of the more transactional areas e.g. undertaking Criminal Records Bureau checks, responding to information requests and granting firearms licences, performance is inconsistent and in many cases current processes can take too long
- Wiltshire Police receives more than average complaints for a police force of Wiltshire's size, particularly for cases of incivility and is currently missing its targets in terms of response and resolution times
- Occasionally procedural correctness gets in the way of common sense customer service
- Data quality is still not good enough. An eight per cent error rate is too high at initial input and requires significant resources to correct
- The broader criminal justice service often takes far too long between offence and sentence and leaves a significant proportion of witnesses feeling insufficiently informed.



## My objectives:

My objectives for driving up customer service standards are as follows:

1. For Wiltshire Police to consistently achieve its call performance targets for non-emergency as well as emergency calls, with particular emphasis upon the Crime Recording and Incident Bureau arena, where delays are currently most common
2. For Wiltshire Police to receive fewer complaints, especially for incivility; for the Force's performance in this respect to be in the top quartile for the country and for mediation and local resolution to be the default remedy within the police complaints system
3. For customer satisfaction levels to increase to 95 per cent saying that they rated the service they received as 'good', 'very good' or 'excellent'
4. For common sense to override procedural correctness in cases where the Force has clearly made a mistake and needs to apologise at the outset
5. For transactional processes to be improved and, wherever possible, automated so that delays and processing times can be greatly reduced, thereby allowing target service levels to be achieved in 99 per cent of cases
6. For the criminal justice process to be streamlined, so that the average length of time between offence and sentence or sanction is halved, compared to current levels
7. For initial data quality to be correct first time in at least 99 per cent of cases.



Wiltshire Bobby Van operatives help victims of crime feel secure again

## Initiatives that are already making a difference include:

There are already a number of initiatives that are making a difference in this area and I am keen to see these continue:

- The introduction within Wiltshire Police of a Values and Behaviours Framework, against which officers and staff will be

assessed, and which promotes high levels of customer service

- A move towards more restorative justice outcomes involving offenders making suitable reparation to victims and their communities
- The creation of a refreshed data quality action plan.

## Initiatives that are in the pipeline include:

- Significant improvements to the Criminal Justice System, as set out in chapter seven (Putting victims and witnesses first)
- A 'Systems Thinking' Review of the whole crime and incident recording process in order to minimise the information that members of the public are asked to provide and ensure that the information is only requested once. This is hugely important work and I wish to see this accelerated, so that it reports its recommendations by the end of September 2013 at the very latest
- Investment in an eCommerce

platform, initiated by Wiltshire on behalf of the National Police Improvement Agency and a consortium of 25 police forces, that will allow members of the public to transact online for services, such as firearms licensing and information requests, and deliver significant process and time improvements.



## Key new initiatives to help deliver my objectives:

I have set out below a number of specific new initiatives, which I will commission and implement during my term in office in order to drive up standards of customer service. Owing to the cross-cutting priorities featuring in this plan, some of these initiatives will also feature in other chapters. This is cross-referenced where this is the case.

1. I will commission a series of service reviews centred around the needs of our customers. Specific reviews already covered in this plan include Systems Thinking Reviews into anti-social behaviour, public protection, victims' pathways and the police force's customer contact / crime recording and incident bureau processes. Each will involve members of the public as the customer voice and I will look to enlist the help of existing citizen panels in both local authority areas to do this
2. I will commission the introduction of a Customer Relationship Management system and approach for Wiltshire Police. This features prominently in chapter six 'Protecting the most vulnerable in society' due to its importance in helping to identify both patterns of calls for assistance and those who are most vulnerable. However it is also a key tool in improving general levels of customer service because, by leveraging such a system from either or preferably both of our local authority partners and being able to create one consolidated picture of what our customers are contacting us about (as set out in chapter six), we will be able to

3. I will look to introduce a joined up 999 and 101 service covering our two local authorities, Wiltshire Police and the Fire and Rescue Service. This also features prominently in chapter six from a vulnerability perspective but is equally important in terms of giving members of the public just two numbers to remember and being able to access a number of different services through it. Again this is a complicated piece of work but I think that we have a realistic chance of seeing this come to fruition by the end of March 2016
4. I will define minimum standards of information (detail and frequency) to be provided to victims and witnesses from the point of the crime or incident right up to three months after the case has either been resolved or has completed its cycle through the criminal justice system (further detail in chapter seven)
5. I will create both a Customer and a Victim Charter, in which I will clearly set out the levels of service that members of the public can expect from the services I commission on their behalf. This is an important piece of work and I plan to have the first version of this in place by September 2013
6. I will look for Wiltshire Police to make much more use of online and digital channels. I am delighted to see that the national eCommerce initiative, which was started by Wiltshire, is now in the pipeline. However I wish to see this expanded as quickly as possible to as many transactional processes as possible, including firearms licensing, online recruitment, vetting, information requests and potentially areas of business such as Neighbourhood Watch and crime reporting. The Cabinet Office's 'Digital by Default' strategy is clearly the direction of travel for the Ministry of Justice and it equally needs

to be a cornerstone in policing. I will therefore be commissioning a roadmap for this development to be completed by the end of 2013

7. I will commission the inclusion of specific customer care and data quality modules in all officer and staff training
8. I will ask the Chief Constable to collect customer email addresses and mobile telephone numbers when they contact us and implement a system where the Force routinely and electronically solicits feedback about the quality of service customers receive
9. I will scrutinise the police complaints system so that I can see whether the customer care elements of training are having an impact and whether those providing services on my behalf are dealing with customers in a common sense and customer-focused way. I am appointing an independent adjudicator to perform this function
10. I will work with Wiltshire Police, the judiciary and Victim Support to ensure that the reforms set out in the government's White Paper with regards to 'Swift and Sure Justice' achieve the objectives I have set with regards to halving average process times.





## Key facts:

- Wiltshire Police receives approximately 84,000 emergency (999) calls a year, 67,500 of which require resources to be dispatched to them
- Over 90% of these calls are consistently answered within the target time of 10 seconds
- Resources arrive on scene within target times (15 minutes urban / 20 minutes rural) over 93% of the time.



*Public Support Units can be called on to help police large demonstrations or events across the country*

## Ensuring unfailing and timely response to calls for assistance

**This is probably the area that members of the public most associate with policing: the fast and assured response to a call for assistance; one that normally arrives with flashing blue lights and quickly takes control of the situation. It is also one which consistently delivers high performance. Whether it is in initial response, resource dispatch or attendance, Wiltshire Police consistently exceeds its performance targets, answering a 999 call in less than 10 seconds and arriving at the scene within 15 minutes in urban areas and 20 minutes within more rural ones.**

In my manifesto I made a commitment to maintain front line officer strength. The public can therefore rest assured that Wiltshire Police will receive the resources it needs to maintain this consistently high level of performance.

At the same time we cannot overlook Wiltshire Police's responsibilities as part of wider UK policing and as part of the government's national and strategic policing requirements. Most members of the public will probably know that Wiltshire was required to provide resources for policing the Olympics, both in London and in Dorset. Similarly, when there are large-scale murder investigations or missing person enquiries, the police force in whose area the enquiry is taking place, will often call for additional resources from its neighbours. What is probably less well known is that all police forces are required to maintain a certain number of Public Support Units to

help police large demonstrations or events such as G8 summits. And all police forces take it in turns to be on call to provide a 'Casualty Bureau' service for the Foreign and Commonwealth Office. These are used when there are disasters overseas, e.g. plane crashes or tsunamis, and members of the public need to find out information about family, friends or relatives in the affected areas. Again I give my total commitment that there will be sufficient resources to fulfil all these obligations.

In some cases however the best way to fulfil these obligations is through shared or collaborative ventures with other police forces. I am delighted to say that Wiltshire has been at the forefront of policing collaboration in the South West region and is already deriving significant benefits from it. Examples include Zephyr, also covered in chapter six, which is the South West region's



dedicated serious and organised crime capability which has been successful in dismantling a number of organised crime groups, as well

as recovering significant amounts of money and other assets through the Proceeds of Crime Act 2002. Likewise there is Brunel, which is an Avon and Somerset / Wiltshire collaboration for major crime such as murders and stranger rapes. Under this arrangement major crimes in either police force area are investigated through a combined Major Investigation Team capability. This has provided significant additional resilience, allowing Wiltshire to cope much better with a number of major incidents at the same time, as well as providing additional capacity for 'cold case' reviews.

Victim Support's corporate strategy is based upon 'providing services that will meet local need but draw upon national strength.' This will also be my approach in Wiltshire. Service delivery will always be local but, where it is either more efficient or resilient to organise it on shared or collaborative lines, this is what I will commission.

### Initiatives that are already making a difference include:

- Zephyr – the South West region's serious and organised crime capability
- Brunel – Avon and Somerset / Wiltshire's combined capability for major crime investigations and counter-terrorism.

### Initiatives that are in the pipeline include:

- Plans to place more specialist crime capabilities and assets into regional consortia
- The creation of a tri-force (Avon & Somerset, Gloucestershire and Wiltshire) firearms training service and supporting range
- The creation of a tri-force (Avon & Somerset, Gloucestershire and Wiltshire) specialist operations unit covering specialisms, such as armed response, dog handling units and roads policing.

### Key initiatives to help deliver my objectives:

Many of the initiatives that I will be progressing to achieve my objectives in this area are already in progress. However I have replicated those about which I feel most strongly below.

1. I will press for an expansion of regional protective services capability, in order to maximise the synergies between forces and reduce duplication, but with clear and consistent governance arrangements and accountability to local Commissioners, where each participating Commissioner has an equal voice
2. I will press for the creation of at least a tri-force (Avon & Somerset, Gloucestershire and Wiltshire) specialist operations unit covering armed response, dog handling and road policing with appropriate operating bases in each participating police force area
3. I will invest in the next generation of mobile information solutions for Wiltshire Police and expect to see significant additional public benefits as a result. I pay tribute to the significant visibility and productivity benefits achieved with the current mobile information solution but there are further benefits to be obtained and I want to see mobile information, geographical mapping and intelligent tasking optimised so that police patrols are consistently in the right place at the right time.



### My objectives for this area of activity are very simple. They are:

1. To ensure that Wiltshire Police consistently meets its target response times
2. To ensure that Wiltshire can meet its national and strategic policing requirement commitments
3. To ensure that Wiltshire has the capacity and capability, either on an individual or shared basis, to deal with both major crime incidents and the threats posed by serious and organised crime.

# Unlocking the resources to deliver

## Key facts:

- As Commissioner, I will receive approximately £106.7 million in grant funding and council tax in 2013-14 to commission police and crime-related services
- Wiltshire in 2012-13 had the 17th lowest police council tax precept in the country and the lowest in the South West region. A band D council tax property (middle band) was charged £157.77 per year for policing services and the charge will remain at this level for 2013-14. This is about £40 less than neighbouring Gloucestershire, which in 2013-14 set its band D precept at £199.69.



**As readers will know, the precarious state of the global economy and burgeoning levels of debt in Western economies have forced the government to introduce significant austerity measures, both for individuals and public sector agencies. This has led to significant pressures across the range of services I will be commissioning, such as through reduced levels of donations to charitable organisations or grant reductions for public agencies.**

Wiltshire Police, for example, has had to make budget reductions of £8 million during the last two years and will need to make further budget reductions of approximately £13 million between now and 31 March 2016. On a base budget of just over £100 million per year, these are significant reductions and will amount to a 21 per cent real terms reduction in funding over five years. The Fire and Rescue Service has been affected similarly and our two local authority partners have faced even larger funding reductions, translating to real terms reductions of over 30 per cent over the same period. Charities have seen their donations reduce by 20 per cent in just one year (2011-12 compared to 2010-11).

Even with these savings the country remains in debt and further funding reductions are inevitably on their way. At the same time the average age of the population is increasing and demand for services continues to rise.

Despite all of this, our two local authorities are still performing strongly and really energising their communities to meet the challenges that lie ahead. Crime has reduced

and people are feeling safer. The Fire and Rescue Service has been successful in reducing demand even further, largely through targeted community engagement and education. And, as set out earlier in this plan, volunteering remains particularly strong in Wiltshire and Swindon. Rather than feeling despondent about the funding reductions ahead therefore, I relish the challenge and have no doubt that we can continue to deliver better outcomes with fewer resources. However, I need the active support and engagement of you, our communities, to help me do this.

I am confident that I will receive this support and, in line with my election pledge, confirm that there will be no police council tax increase in 2013-14. This means that the policing element of council tax for a Band D property in Wiltshire and Swindon will remain at £157.77 for the financial year starting on 1 April 2013. That's just 43 pence a day per Band D property or 15 pence a day for each man, woman or child in the county. With this being the lowest police council tax in the South West region, I hope that you will agree that this represents fantastic value for money.





*Working in partnership with public agencies*

On the previous page I point to the fact that Wiltshire Police and its partner agencies have continued to perform strongly. This is no accident. Testing financial times require us all to think differently, share services where we might not otherwise have done so and be much more focused in where we put our resources. This not only provides better value for money but also allows agencies to rethink and improve their services.



*Wiltshire has the lowest police council tax in the South West region*

It is very easy for organisations to carry on doing things in the same way. In a world moving as quickly as ours does however, this is unlikely to be a sustainable or desirable option.

Fundamentally the state of the country's finances leaves public agencies with two choices:

- a) continue to do the same things they have done for many years but spread more thinly or
- b) seek smarter ways of supporting communities' needs.

I am delighted to say that our public agencies have recognised that the only sustainable choice is the latter.

To deliver this plan I need to ensure that every penny entrusted to me is used to deliver positive and sustainable outcomes. With this in mind, I have set the following objectives for my term in office.

**My objectives:**

1. To ensure that all services are redesigned around customer needs, stripping out activities that add no value to the customer and concentrating upon those that do

– this is the 'Systems Thinking' approach

2. To invest in services and interventions that can be shown to work in the longer term rather than those that merely act as sticking plasters
3. To invest more in preventative services rather than those that pick up the pieces at greater cost further down the line
4. To do things once in partnership rather than multiple times in isolation



*Wiltshire Council website*

5. To emulate the commercial sector much more by providing greater and more cost-effective access to services, often online

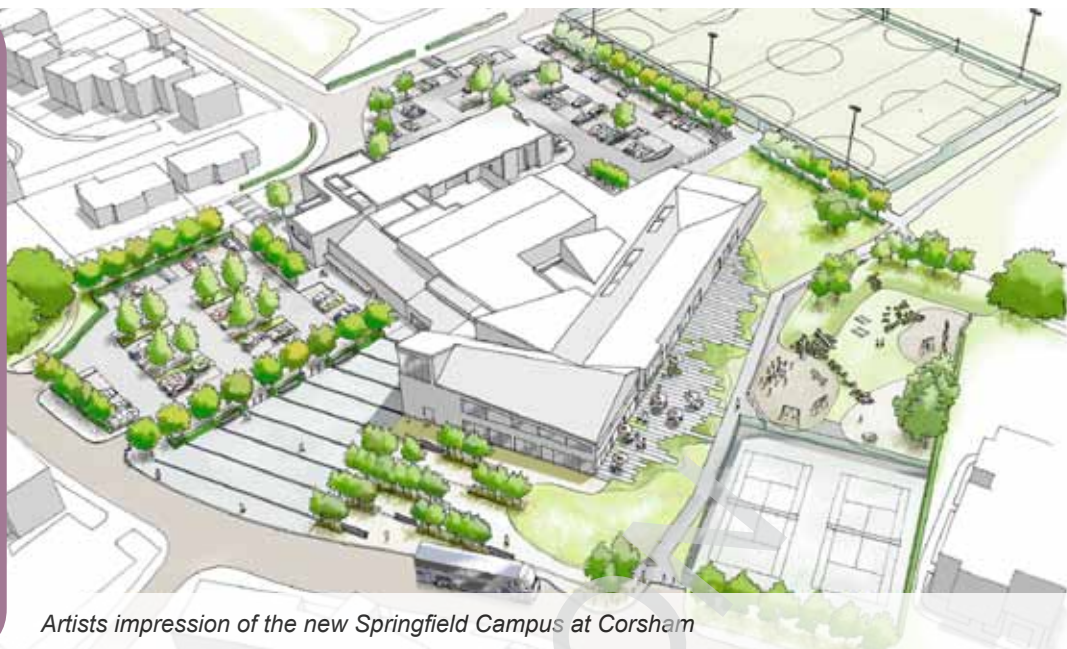


*Swindon Borough Council website*

6. To stimulate our communities to help themselves more by giving them the support and confidence to trial initiatives that add most value to them.

## Case study: Streamlining court processes and a systems thinking approach

A recent Northumbria Criminal Justice Board review discovered that there were 53 separate steps across the police, the prosecution and the courts in prosecuting cases of common assault through the Magistrates' Courts and that on average the process took 15 weeks and six days, of which only six hours and four minutes was actual work in progress.



Artists impression of the new Springfield Campus at Corsham

### Initiatives that are already making a difference include:

- Zephyr – the South West region's serious and organised crime capability
- Brunel – Avon and Somerset / Wiltshire's combined capability for major crime investigations and counter-terrorism
- The South West Procurement Department, which, working alongside a private sector company, is delivering millions of pounds of savings through smarter procurement, demand management and contract management
- The recent redesign of Wiltshire Police shift patterns, which has produced a much closer fit between service demand and resource availability
- The rollout of a comprehensive mobile information solution within Wiltshire Police enabling officers to spend over 90 per cent of their time out and visible within communities, rather than tied to a computer in the police station
- The creation of Joint Strategic Assessments for both Wiltshire and Swindon
- The introduction of Neighbourhood Justice Panels in Swindon, which are producing much more sustainable restorative justice outcomes for offenders, victims and communities
- The extension of Wiltshire Council's 'Systems Thinking' initiative to Wiltshire Police, which is being used to review areas of business such as customer access, community safety and anti-social behaviour, as well as people services and criminal justice
- The co-location of Chippenham's neighbourhood policing team with local authority services in Monkton Park, a move that is already delivering significant operational benefits and which, when augmented with response resources in February 2013, will allow future vacation and sale of the current Chippenham police station site. This will free up significant capital and revenue resources for reinvestment in more preventative and proactive services
- The co-location of some of Wiltshire Police's and Wiltshire Council's Safeguarding / Public Protection resources to improve joint decision making in respect of vulnerable people
- The interchange between Wiltshire Council and Wiltshire Police of project management and ICT staff in order to share best practice and identify synergies between the two organisations.



## Initiatives that are in the pipeline include:

- Plans to place more specialist crime capabilities and assets into regional consortia, thereby reducing duplication and freeing up resources for other initiatives
- The Creation of a tri-force (Avon & Somerset, Gloucestershire and Wiltshire) firearms training service and supporting firearms range.
- The creation of a tri-force (Avon & Somerset, Gloucestershire and Wiltshire) specialist operations unit covering specialisms such as armed response, dog handling units and roads policing
- The development of community campuses across Wiltshire starting with Corsham
- The creation of an integrated reception / front desk service at Monkton Park in Chippenham
- The production of a single Wiltshire Council / Wiltshire Police estate and ICT blueprint, designed to produce a much more customer-focused and efficient supporting infrastructure
- The introduction of the government's 'Swift and Sure' Criminal Justice reforms, which include an expansion in the ability to give evidence by video link, thereby freeing up significant amounts of police officer time
- Investment in an eCommerce platform, initiated by Wiltshire on behalf of the National Police Improvement Agency and a consortium of 25 police forces, that will allow members of the public to transact online for services such as firearms licensing and information requests and deliver significant process and time improvements.

These are very important foundations but in many ways, especially at the local level, they only just scratch the surface of what will need to be achieved in the longer term.

The future needs to be integration of services rather than co-location of them, informed by much more

sophisticated measures of demand and much more imaginative ways of fulfilling it. This means working from the customer backwards, asking what the customer really needs, how best those needs can be fulfilled and then ensuring that the teams doing the job have access to the information and tools necessary to do it effectively and, wherever possible, without the need for repeat treatment.



Monkton Park in Chippenham

This is why the new initiatives I have set out below are some of the boldest in this plan. I make no apology for this. Tough challenges need bold solutions.

## Key new initiatives to help deliver my objectives:

1. I will place a much greater emphasis on volunteering, as set out in initiatives five to eight of chapter five.
2. I will look for Wiltshire Police to make much more use of online and digital channels. I am delighted to see that the national eCommerce initiative, which was started by Wiltshire, is now in the pipeline. However I wish to see this expanded as quickly as possible to as many transactional processes as possible, including firearms licensing, online recruitment, vetting, information requests and potentially areas of business such as Neighbourhood Watch and crime reporting. The Cabinet Office's 'Digital by Default' strategy is clearly the

direction of travel for the Ministry of Justice and it equally needs to be a cornerstone in policing. I will therefore be commissioning a



3. I wish to reiterate my commitment to the current Wiltshire Council campus programme and my expectation that we will see an integrated Safer Community Team and reception / front desk service operating from each one.
4. I will commission 'Systems Thinking' reviews of the entire police and crime value chain, working with customers to redesign services that really add value. I want to see this as the default approach and will only be investing in organisations that can demonstrate this to be the bedrock of their service offerings.



*Analysing the effectiveness of different policing interventions*

5. I want to see 'evidence-based' policing become the norm across Wiltshire and Swindon. There needs to be far more analysis of the effectiveness of different policing interventions and I will expect to see this as a core competency of all Wiltshire Police's senior management by March 2015. I also expect to see interventions endorsed by the College of Policing e.g. targeted hotspots policing trialled and introduced in this county
6. I want to see restorative justice outcomes become much more common. Wiltshire is ahead of current national targets. However these targets are currently too low. Based upon my initial analysis of police detections and disposals, I will be commissioning a service from Wiltshire Police that delivers at least 70 per cent of all detections as 'out of court' disposals and at least two-thirds of these 'out of court' disposals incorporating a restorative justice outcome agreed with the local community and victim. I expect to see significant administrative and 'file building' resources to be freed up as a consequence, which can then be re-invested in more preventative services
7. There is no place for disjointed change programmes between key delivery partners in the policing and community safety sectors. As I have set out in my chapter on reducing crime and anti-social behaviour, I see a future of integrated Safer Community Teams. To deliver these, each operating from either a campus or locality, we need one combined change programme, which spans Wiltshire Police and Wiltshire and Swindon local authorities. I will therefore be proposing that it is time to combine the 'business improvement and change' resources of Wiltshire Police with those of Wiltshire Council and preferably also those of Swindon Borough Council. From 1 April 2013 therefore I will be commissioning police and crime project management capability from Wiltshire Council and will be transferring all current Wiltshire Police project management resources to Wiltshire Council
8. I see significant potential from the consolidation of 'back office' support functions between Wiltshire Police, Wiltshire Council and Swindon Borough Council. Whilst recognising that this is not something to be undertaken lightly, I will commission the production of a business case to determine whether a range of 'back office' and support functions could be delivered more cost effectively across a consortium of these agencies and maybe others
9. I want to see Wiltshire Police derive significant additional benefits from the next generation of mobile information solutions. I pay tribute to the significant visibility and productivity benefits achieved with the current mobile information solution but there are further benefits to be obtained, especially where completing a process out in the field can eliminate back office processes altogether
10. I also want to see more single crewing of police patrols where it is safe to do so and for officers to spend more time on foot in order to maximise engagement with members of the public
11. I believe that there are also significant synergies to be gained from further consolidation of specialist policing support services. Forensics is one example and I will be pressing for a much more ambitious approach than before to forensics collaboration across the South West region
12. To stimulate community engagement and prevention activities, I will be creating a one-off investment fund of £1 million, drawn from existing reserves, which I will use to commission and pump-prime innovative new prevention-orientated services. This will then help to inform the commissioning strategy of both myself and my local authority partners.



*Joining up project management resources*

# Wiltshire Police service level commitments for 2013-14

My Objective to drive up standards of customer service will be reflected in a new performance scorecard.

1. Call performance targets for non-emergency as well as emergency calls are being developed. There will be particular emphasis upon the Crime Recording and Incident Bureau arena, where delays have occurred in the past.
2. I want Wiltshire Police to receive fewer complaints, especially for incivility. There is no reason why the Constabulary should not be in the top 25% in the country. We are, after all, a particularly civil society. I want mediation and local resolution to be the default remedy within the police complaints system.
3. Common sense must prevail. Where the Constabulary has clearly made a mistake and needs to apologise, it must do this at the outset
4. Customer satisfaction levels must increase so that 95% say that they rated the service they received as good or better.

Service level measures				
Group	Measure	Actual (estimated)	Standard I will set	
CUSTOMER JOURNEY	Visibility	Proportion of the public that are satisfied with police visibility	62%	To be added after consultation
	Contacting us	999 calls answered within 10 seconds	92%	To be added after consultation
		101 to report crime - calls answered within 30 seconds	64%	To be added after consultation
	Dealing with an incident	Immediate response to emergencies	93%	To be added after consultation
		Satisfaction with being kept informed after reporting an incident	84%	To be added after consultation
		Satisfaction of victims with how an incident is investigated	80%	To be added after consultation
	Making a complaint	Number of complaints of incivility, impoliteness and intolerance	128	To be added after consultation
		Number of days to finalise a complaint made against Wiltshire Police	54 days	To be added after consultation
	Outcomes	Failed prosecutions due to quality of police action	New measure	To be added after consultation
		Percentage of victims referred to Victim Support	New measure	To be added after consultation
Percentage of victims of burglary receiving follow up visit		New measure	To be added after consultation	
Satisfaction of victims with the whole experience after reporting an incident to Wiltshire Police		85%	To be added after consultation	

# Delivering performance - holding the Chief Constable and other delivery agents to account

**In the previous chapter I have set out some of the major service standards that members of the public can expect from policing and crime services during my first year in office. Before the election of Commissioners, police authorities had the task of monitoring service standards and providing overall scrutiny and governance over the performance of police forces. The police authority therefore held the police force and the Chief Constable to account. Now this role falls to me.**

The role of a Police and Crime Commissioner however is broader than that of my predecessor police authority. The first reason is that, in police and crime, the scope is broader. From April 2013, for example, I will be commissioning services from Wiltshire and Swindon's Youth Offending Services. As part of the government's criminal justice reforms, I will soon be responsible for the commissioning of local Victim Support Services. There is talk of commissioning probation services in the future and I will be establishing an 'innovation fund'. I will also soon be commissioning services from community and voluntary groups.

The second reason is that it is a commissioning role. Although it will take 12 months to move to a true commissioning framework, my job is to specify a clear set of outputs and outcomes for each service I commission and agree a price for it. If the specification is not met, the price is adjusted accordingly. If, for example, I commission a certain number of Safer Community Team 'policing' hours for a community and the Force is unable to deliver these, the price I pay for the service will be discounted to reflect the under-delivery and I can then look to commission an alternative service, perhaps from the community itself, to make up

for the shortfall. I believe that this commissioning approach will help to give communities more say over local policing and crime priorities and make the service delivery more accountable to them.

There is of course a danger that commissioning brings with it an administrative overhead that can detract from frontline service delivery. I am determined that this should not be the case. I will therefore be working with my local authority and health partners to dovetail with their existing commissioning and monitoring arrangements. This means I will be able to minimise cost whilst ensuring that communities are able to see the level of service they should be receiving, have an opportunity to shape those services and receive proper recourse if those services are not forthcoming.

I, or a member of my team, will be a regular attendee at community area boards and I will be encouraging communities to play an active role in my commissioning and monitoring activities.

## Holding the Commissioner to account



I must also mention the important function of the Police and Crime Panel. This is a panel of elected councillors from Wiltshire and Swindon and two co-opted independent members, whose job it is to scrutinise my decisions and hold me to account. If therefore any member of the public or a community Area Board or Locality is unhappy with any of my decisions, there is a scrutiny avenue available through the Police and Crime Panel.

# Our future in our hands – come and get involved



**I cannot emphasise enough how important communities and the individuals within them are to the success of policing and crime prevention. Hopefully this message jumps out of every chapter of this plan. ‘Partnership, pro-activity and prevention’ – these will be the watchwords of my tenure as Police and Crime Commissioner and I want as many of you as possible to get involved.**

I and my team have already received a very warm welcome from all of the county’s Community Area Boards and Swindon Localities. As I have from the many other groups and associations I have met in my first few months as Commissioner. I would also like to thank the hundred or so people who gave up their time recently to attend one of my community and voluntary sector workshops, where we discussed various themes within this plan and helped shape many of the initiatives within it. My ongoing dialogue with all of you will be crucial to making communities feel safer and be safer, as well as improving the police and crime services you receive. But it will not just be words. As set out in my chapter on ‘Unlocking resources’, I am serious about putting significant amounts of my resources into community budgets and giving communities a much greater say in how police and crime funds are spent. I am also serious about doing things differently and am looking for community groups and voluntary sector agencies to come forward with new ideas and schemes that will make a lasting difference to community safety. This is why I am setting aside a one-off Innovation Fund and will be inviting bids over the coming months.

At the same time I will be urging communities to keep on doing the things that are already making a difference, such as Street Watch, Community Speed Watch, a reinvigorated Neighbourhood Watch and other initiatives such as the ‘Safe Place’ and ‘Good Neighbour’ schemes, where communities take greater responsibility for the vulnerable within their communities. My message is simple: “I need you to continue giving your time and enthusiasm but in return I will make available pump-priming grants and only commission services that help rather than hinder your community efforts.”

Victims need a special voice as well. This is why, as set out in my chapter on ‘Putting victims and witnesses first’, I will be establishing a Victims’ Forum, co-ordinated by Victim Support. This will provide me with regular feedback, help me design and test new services and provide independent assessment of service delivery on the ground.

I also have responsibility for Custody Visiting and I am always looking for more Custody Visitors who undertake regular inspections of the custody environment.

These are just some of the ways I am looking to engage communities. I know that I will have left gaps. This is why I want you to engage me in the conversations that mean most to you and in the ways most convenient to you.

So, if you have something to contribute, I want to hear from you. You can find out lots of different ways to contact me in the final appendix to this plan. Come and find me at a community meeting, make contact through my office or my website or, better still, invite me for a cup of tea, so that I can see your group’s work in action.

It’s our future and our communities. I firmly believe that our glass is half full rather than half empty. Together we can make a real difference. Together we can build strong communities with less crime and anti-social behaviour.

**Angus Macpherson**  
Police and Crime Commissioner  
for Wiltshire and Swindon

# Appendix A

## Key statistics - population, performance and workforce

### Key Population Statistics:

	Total numbers	0-14 yrs numbers	0-14 yrs percentage	15-64 yrs numbers	15-64 yrs percentage	65+ yrs numbers	65+ yrs percentage
<b>Wiltshire</b>	470,981	84,848	18.0	300,645	63.8	85,488	18.2
<b>Swindon</b>	209,156	38,789	18.5	141,513	67.7	28,854	13.8
<b>Total</b>	<b>680,137</b>	<b>123,637</b>	<b>18.2</b>	<b>442,158</b>	<b>65.0</b>	<b>114,432</b>	<b>16.8</b>

Source: Census 2011, Office for National Statistics

### Recorded crime - release July 2012:

	Total	Violence against the person	Sexual offences	Robbery	Burglary	Burglary in a dwelling	Of-fences against vehicles	Criminal damage
<b>Wiltshire total 12 months to April 2012</b>	36,046	6,624	568	246	4,658	1,342	3,884	6,891
<b>Wiltshire total 12 months to April 2011</b>	37,496	6,983	610	308	5,191	1,636	3,772	7,165
<b>% change from 12 months to April 2011</b>	-3.9%	-5.1%	-6.9%	-20.1%	-10.3%	-18.0%	3.0%	-3.8%
<b>Change in victim numbers</b>	<b>-1,450</b>	<b>-359</b>	<b>-42</b>	<b>-62</b>	<b>-533</b>	<b>-294</b>	<b>112</b>	<b>-274</b>
<b>National change</b>	<b>-2.6%</b>	<b>-7.0%</b>	<b>-0.02%</b>	<b>3.0%</b>	<b>-1.3%</b>	<b>-2.5%</b>	<b>-6.3%</b>	<b>-8.6%</b>

### Staffing numbers:

	2012-13 average numbers (full-time equivalents)	2013-14 estimated numbers (full-time equivalents)
<b>Police officers</b>	1,057	1,057
<b>Police Community Support Officers</b>	146	141
<b>Police staff</b>	848	848
<b>Total</b>	<b>2,051</b>	<b>2,046</b>



# Appendix B

## Finance in the new structure

1. Background
2. Income
3. Reserves
4. Commissioned services
5. Capital expenditure

### Background

The changes in the system from police authorities to Police and Crime Commissioners (PCC) brought about a major relationship change. Both the PCC and the Chief Constable are what is known as 'Corporations Sole'. In simple terms we each operate both as individuals and as the office we hold. As part of the way the transition was set up, all the assets and staff were transferred to the Office of the PCC (OPCC). All staff are currently employed by the OPCC but many are under the direction and control of the Chief Constable. It is envisaged that there will be a second stage transfer of staff at some point in the future, and I would want this to happen in the year 2013/14. Along with that transfer there may also be a transfer of assets and reserves from the OPCC to the Constabulary.

### Income for 2013 – 14 and beyond

If there is one thing that differentiates the old system and that of Police and Crime Commissioners it is the financial relationship between the office of the Commissioner and that of those who are providing the service.

I am required to prepare a plan for four years, and annually to set a local precept. That is the money that I will collect locally through the council tax. In addition, I receive various grants from central government, the total being the total income that I have for the year. In addition to this I have reserves, as explained below.

I gave an undertaking in the election that I would not increase the precept this year, and so it remains at £157.77 for a band D property. I think this compares very well with the amount charged in neighbouring

counties (Dorset was £180 with 1.95% increase = £183.51, Gloucestershire was £199.69 with 2% increase = £203.68). I will be reviewing the precept at the beginning of each year, in consultation with the public and business communities.

**Table 1: Council tax rates for 2013-14** (Policing and crime element)

Band A	£105.18	Band E	£192.83
Band B	£122.71	Band F	£227.89
Band C	£140.24	Band G	£262.95
Band D	£157.77	Band H	£315.54

Some of the grants that are made from central government are only to be used for specific purposes, and in table 2 (overleaf) I have included these.

The Community Safety Funding grant replaces central funding provided for the following initiatives:

- Drug Interventions Programme (DIP)
- DIP Drug Testing Grant
- Community Safety Partnership funding
- Youth crime and substance misuse prevention activities
- Positive Futures
- Communities against gangs, guns and knives
- Ending gang and youth violence programme
- Community Action Against Crime: Innovation Fund
- Safer Future Communities

This is the total income coming to the office from which I am required to commission services to help keep the people of Wiltshire and Swindon safe and to reduce crime and anti-social behaviour.

# Appendix B continued

**Table 2: Police and Crime Commissioner budget for 2013-14**

		£000's
<b>Main central grants</b>	Police grant	41,714
	Department for Communities and Local Government	22,545
	Council tax freeze grant 13/14	363
	Council tax freeze grant 11/12	991
	Community Safety Fund grant	477
	Localisation grant	3,830
		69,920
<b>Local income</b>	Collection fund surplus	488
	Council tax precept	36,287
		36,775
<b>Other central grants</b>	Helicopter Private Finance Initiative (PFI)	303
	Security grant	1,145
	Swindon PFI grant	2,067
		3,515
<b>Other income</b>	Interest receivable	277
	Joint service control room recharge	442
	Operational income	2,562
		3,281
		<b>113,491</b>

In the construct of this new office it was envisaged that other streams of income would be transferred to the OPCC over time so that there would be one central and co-ordinated approach to commissioning services where funding comes from diverse parts of government.

Central funding is expected to reduce in 2014-15. An additional £185m cut from the Home Office budget was announced in the August

2012 statement. This reduction is on top of the continuing cuts in funding announced in the 2010 Comprehensive Spending Review. Latest forecasts suggest that my cash funding may reduce by £3m in 2014-15. When considering inflation this means that, in real terms, I will have £5m less with which to commission services. I have, of course, made the Chief Constable and the other commissioned service providers aware of this position.

## Reserves

Reserves may either be ear-marked for a particular purpose or held as a general sum as a matter of prudence to cover unforeseen expenditure. Reserves are defined by CIPFA as;

‘Amounts set aside for purposes falling outside the definition of provisions should be considered as reserves, and transfers to and from them should be distinguished from service expenditure disclosed in the Statement of Accounts. Expenditure should not be charged direct to any reserve. For each reserve established, the purpose, usage and the basis of transactions should be clearly identified. Reserves include earmarked reserves set aside for specific policy purposes and balances which represent resources set aside for purposes such as general contingencies and cash flow management.’

All reserves have been transferred to the Office of the Police and Crime Commissioner, but this is only an interim arrangement. Those reserves which are held against risk should be transferred to the body that holds that risk, and so I will review with the Chief Constable both general and specific reserves

that are held and transfer to him those reserves which are linked to an operational risk he carries.

All the other reserves will be subject to review within the commissioning process. Where additional reserves are thought to be required, sums will be withheld to increase the reserve. However, where I identify reserves which are greater than prudently required, I will look to use them for ‘invest to save’ or ‘pump priming’ initiatives. What I will not do is use reserves to fund recurring expenditure. I am keenly aware of the projected income shortfall expected in future years, and it is for this reason that I have maintained the precept at the current level.

## Commissioned Services

It will come as no surprise that the majority of services will be commissioned from the Chief Constable.

Wiltshire Police has had to make savings of £15m over the past few years and it is likely that settlements that I have in future years will be smaller. In consequence, there will be less for me to spend on commissioning services. For that reason,

**Table 3: Forecast reserves**

Area	Reserve name	Forecast: 31 March 2013 £000's
General reserve	Capital fund reserve (3.5%) *note 1	3,734
Capital	Capital development reserve *note 2	7,883
Contingency and risk	Operational reserve (1%) *note 1	1,067
Contingency and risk	Insurance, ill health, fleet and assets	911
Investment	Regional developments and restructuring	8,141
Partnerships	MAPPAs, road safety and local partnerships *note 3	88
		<b>£21,824</b>

Notes:

1. Funding set aside to cover the major risks following Treasurer and Auditor advice.
2. Funding set aside to assist in the funding of the capital programme to make unnecessary the need to borrow for this purpose.
3. Funds received from partners in Criminal Justice and local authorities for specific statutory functions.

# Appendix B continued

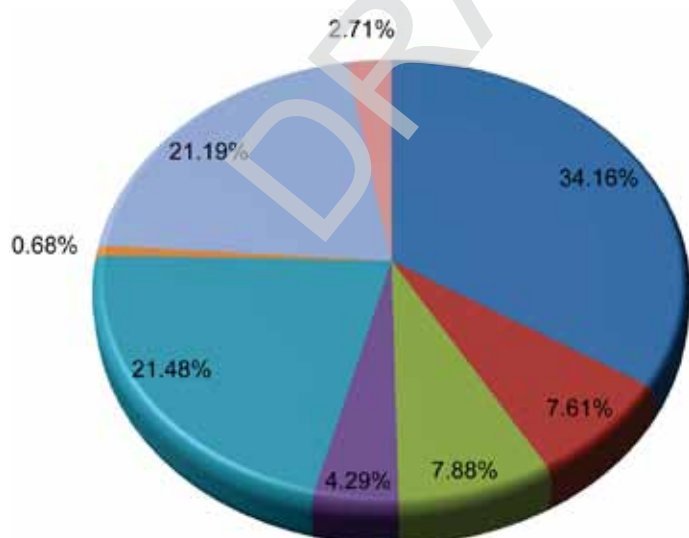
part of the overall plan is to reduce demand for the services of a police force that will be smaller over time. However I am committed to providing sufficient financial resource to the Chief Constable for him to maintain the front line establishment of officers in the current year.

The Chief Constable requires some certainty over the amount of money he will have in 2013/14 and has indicated that to provide the services I wish to commission, he will require £104,779,000. The table below shows a sub-division by percentage of the services to be provided by the Chief Constable:

**Table 4: Budget for Element Expected to be Commissioned from Wiltshire Police**

	2012/13 (£m)	2013/14 (£m)
Police officers and police staff	88.160	86.712
Training/other employee expenses	1.565	1.500
Premises and transport	9.633	9.610
All other costs	12.124	11.589
<b>Total costs</b>	<b>111.482</b>	<b>109.410</b>
Less income	-9.855	-4.631
<b>Net costs</b>	<b>101.627</b>	<b>104.779</b>

**Table 5: Policing budget by activity**



Local policing (including dealing with the public)	34.16%
Criminal justice	7.61%
Specialist policing - roads policing, firearms and dogs	7.88%
Intelligence	4.29%
Investigation	21.48%
National policing	0.68%
Back office (including support services)	21.19%
Capital finance and pensions	2.71%

The other bodies which are funded through the OPCC have indicated their requirements to maintain the levels of service they currently have. The amounts I have available have been set nationally, and are shown above in the section 'Income for 2013-14 and beyond'. The amount available for commissioned services in the coming year is therefore:

Chief Constable	£104,779,000 (excluding specific grants)
YOT and Community Safety Partnership	£477,000

The funds available for additional commissioning and the commissioning costs represent the balance.

These all now need to be subject to the commissioning process. It is not realistic to do all this commissioning at once and neither would one want all commissioned service agreements to be co-terminus. I will therefore be setting out a commissioning timetable with those whose funding source has now transferred to the OPCC, and in the interim will be providing funding with agreed outcomes as we move in to the new financial year. This will ensure that there is an orderly transition to the commissioning era. That means commissioning

services to meet the mandate set by you, the public, on the election of a Commissioner.

## Capital

As will have been seen from the reserves section (page 51) the PCC holds reserves specifically for capital expenditure. Each year we receive a grant from government which can only be used for capital expenditure. We have no certainly over this figure in the future but it has been in the order of £1m. In addition, in past years an amount has been 'saved' from the expenditure budget in this reserve and this is further augmented by receipts from when capital assets are sold, in the main disposals of parts of the estate.

The reserve can be used for new and replacement vehicles, computers, IT systems and buildings.

You will see from the plan that my view of the estate requirements is developing with my partners in Wiltshire and Swindon. In addition I believe that substantial investment is needed in technology both for the interface with the public and that used by the Chief Constables officers whilst out and about. Just like our own mobile technology, that of the force dates quickly and further substantial investment will be considered during the next four years.

# Appendix C

## Manifesto commitments and my pledges to you

### In my manifesto I made five key commitments:

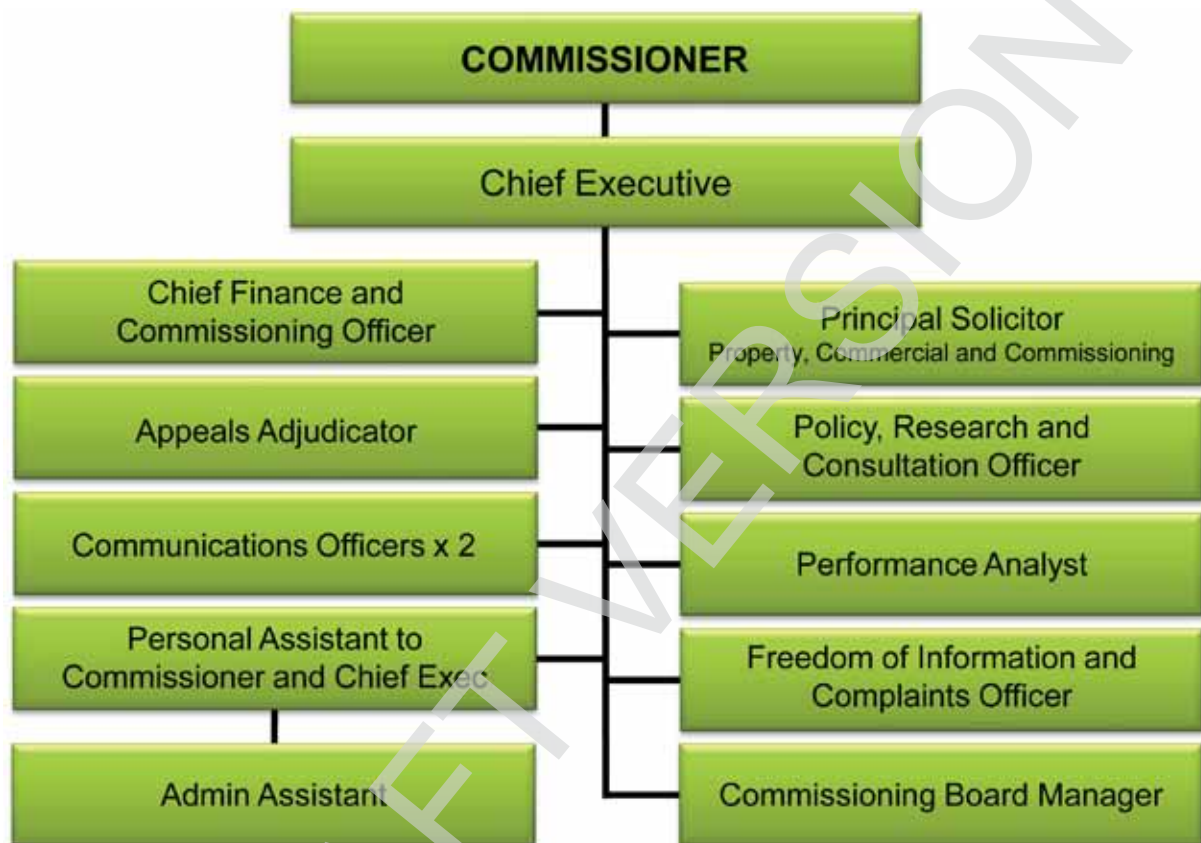
1. Maintaining front line officer strength to combat anti-social behaviour (ASB) and local crime
2. Strengthening neighbourhood teams and their operational links with partner agencies, embedding them in the communities they serve
3. Putting victims at the heart of the criminal justice process and improving services to both victims and witnesses
4. Working with other agencies to protect the most vulnerable in our society
5. Regularly consulting the public and ensuring effective communication with the public, which both I as Commissioner and the police serve.

### Further pledges to you:

1. I will place great emphasis upon communities and community leadership, listening to your views on the best ways to maintain law and order and commissioning services to help you achieve it
2. I will do everything I can to encourage volunteering, either through individuals joining the police force as Special Constables, or communities sustaining vital voluntary schemes such as Street Watch, Neighbourhood Watch or Community Speed Watch
3. I will place great emphasis upon restorative justice outcomes and, wherever possible, give victims and communities a much greater say in the sanctions and punishments given to offenders. At the same time I will seek to commission services that help communities reduce offending in the first place
4. Offenders and particularly those who re-offend need alternatives. I will therefore commission services to help people stop their offending behaviour and become assets to, rather than problems, within their communities
5. I will prioritise action to improve the standards of customer service given to all those who receive policing and crime-related services
6. I will always remain conscious of the financial challenges posed by the current economic climate and pledge that any increases in the policing element of council tax during my term in office are justified by tangible additional benefits to communities.

# Appendix D

## The initial proposed structure for the Office of the Police and Crime Commissioner



## Salary cost of proposed PCC office

Post	Salary
Police and Crime Commissioner	70,000
Chief Executive	93,546
Treasurer	76,808
Principal Solicitor (non-contentious)	52,096
Commissioning Board Manager	35,576
Policy, Research and Consultation Officer	34,593
Appeals Adjudicator	8,660
Performance Analyst	25,742
Communications Officers (x 2 posts)	51,484
Personal Assistant to PCC and Chief Executive	21,318
Freedom of Information and Complaints Officer	21,001
Admin Assistant	17,915
<b>Total</b>	<b>508,739</b>

NB: Members' allowances and the staffing for the Wiltshire Police Authority was £538,124

# Appendix E

## Glossary

### **Anti-Social Behaviour Bill 2013**

Draft legislation published for consultation in December 2012. It is designed to make it easier for statutory agencies to address anti-social behaviour, as well as giving communities greater power through the introduction of "Community Triggers" and victims choices over the penalties given to offenders through "Community Remedies". The draft legislation rationalises nineteen existing powers down to essentially five: Criminal Behaviour Orders, Crime Prevention Injunctions, Community Protection Notices, Community Protection Orders and Direction / Dispersal powers. It also makes it easier for housing associations to evict tenants responsible for causing anti-social behaviour.

### **Asset Based Community Development**

A methodology that seeks to uncover and utilise the strengths within communities as a means for sustainable development. The first step in the process of community development is to assess the resources of a community through a capacity inventory or through another process of talking to residents to determine what types of skills and experience are available. The next step is to support communities to discover what they care enough about to act. The final step is to determine how citizens can act together to achieve those goals.

### **Bobby Van (Wiltshire Bobby Van Trust)**

A charitable trust, which works with Wiltshire Police and Wiltshire Fire and Rescue Service to install security and undertake fire risk assessments at the homes of vulnerable, elderly and disadvantaged people, who have either been or are considered at risk of becoming a victim of crime.

### **Criminal Behaviour Orders**

Part of the draft Anti-Social Behaviour Bill 2013, a Criminal Behaviour Order is available following a conviction for any criminal offence and can either prohibit the offender from causing further anti-social behaviour or exclude him or her from a designated area.

### **Crime Prevention Injunctions**

Part of the draft Anti-Social Behaviour Bill 2013, a Crime Prevention Injunction is a civil injunction, able to be sought by a wide range of agencies, and includes prohibitions or requirements that assist in the prevention of future anti-social behaviour. This could include, for example, a requirement to undertake drug or alcohol treatment.

### **Community Protection Notices**

Part of the draft Anti-Social Behaviour Bill 2013, a Community Protection Notice is available to a wide range of statutory agencies including housing associations and requires the recipient of a notice to stop doing whatever it is that is causing nuisance to the community. Breach of any requirement in the notice without a reasonable excuse would be a criminal offence subject to a fixed penalty notice or prosecution.



## **Community Protection Orders**

Part of the draft Anti-Social Behaviour Bill 2013, Community Protection Orders fall into two categories (public space and closure). The “public space” category allows local authorities, in consultation with the police, to put in place local restrictions to address a range of anti-social behaviour issues in public places and prevent future problems e.g. drinking or dog control. The “closure” category allows the closure of premises for a period of up to 48 hours if there is a public nuisance or if there is likely to be disorder imminently and if the closure is necessary.

## **Community Remedies**

Part of the draft Anti-Social Behaviour Bill 2013, Community Remedies will give victims choices over the penalties given to offenders. This will allow victims to choose from a list agreed with the local police and crime commissioner. A typical ‘menu’ might include: the offender signing an acceptable behaviour contract; participation in structured activities such as alcohol or drug treatment; mediation – for example, to resolve a neighbour dispute; paying compensation to the victim (for example for any damage caused); reparation to the victim (for example repairing damage or cleaning graffiti off a wall) or reparation to the community (for example by doing local unpaid work for up to 10 hours).”

## **Community Safety Partnerships**

The 1998 Crime and Disorder Act acknowledged that the causes of crime and disorder are complex and varied and that achieving a reduction in crime and disorder should therefore not be a matter solely for the police. As a result the Act established Community Safety Partnerships (CSPs) between the Police, Local Authorities, the Voluntary Sector, local residents and businesses and made them jointly responsible for reducing crime and disorder.

## **Community Speed Watch**

A speed education and enforcement scheme operated by communities, whereby community groups deploy speed detection equipment in their areas and speeding motorists receive warning letters from the police. If a motorist is found to be a regular offender, the police will then target the offending motorist with enforcement action and, where appropriate, prosecution.

## **Community Trigger**

Part of the draft Anti-Social Behaviour Bill 2013, the Community Trigger allows a group of at least five individuals from separate households to force statutory agencies to take action to address specific issues where they have failed to do so after three separate complaints about the matter.

## **Customer Relationship Management (CRM) System**

A system used to keep a record of customer contacts so that the organisation providing the service knows a customer’s history and can therefore provide a more informed service in subsequent contacts. In the policing and crime space this can help to identify patterns of vulnerability and therefore trigger specific policing services to help address them.

## **Digital by Default**

The Cabinet Office’s November 2012 strategy to make online and mobile communication channels the default way for the public to access transactional services from public agencies e.g. online tax self-

# Appendix E continued

assessment, online road fund licence renewal and, in the police and crime space, areas such as firearms licensing, information disclosure and keeping victims and witnesses up-to-date with their cases. Where members of the public do not have their own access to these digital media, the strategy encourages local authorities and other partners to facilitate this through libraries and other community facilities.

## **Evidence-Based Policing**

Policing interventions based upon empirical research, which is able to determine with sufficient confidence whether certain interventions are likely to be successful or not. It is largely based upon the medical model of controlled tests to determine the efficacy of particular medical treatments. There is a growing body of evidence-based policing practitioners linked to the College of Policing.

## **Good Neighbour Scheme**

A scheme primarily aimed at helping older people who may be vulnerable or at risk of becoming vulnerable. The service seeks to establish a trusted and effective bridge between vulnerable individuals and the statutory services and local voluntary organisations that are able to offer help and support.

## **Independent Custody Visitors**

Make unannounced visits to custody to check on the welfare of detainees.

## **Life Project**

A project operating in Swindon working with a number of families facing multiple difficulties e.g. unemployment or drug and alcohol addiction. The project works intensively with these families in order to try to help them address their various difficulties and be better equipped for dealing with the future. A similar approach is operating in Wiltshire under the banner of the "Troubled Families" programme.

## **Neighbourhood Justice Panels**

A local authority-led initiative currently operating in Swindon and other locations across the country, which brings offenders and victims together face to face in order to try and achieve an agreed resolution to low level offending. The scheme uses trained volunteers to help facilitate these meetings.

## **Neighbourhood Watch and Home Watch**

The Neighbourhood Watch and Home Watch Network is a registered charity, whose mission is to help communities make the areas where they live safe, friendly and pleasant places to be. It encourages communities to set up groups, owned and run by the people of these communities themselves, whose purpose is to make sure that no one has to feel afraid, vulnerable or isolated in the place where they live. They are about people looking out for each other, crossing barriers of age, race and class to create real communities that benefit everyone.

## **Prison Gate Advocacy or Mentorship**

This is the practice, recommended by the Justice Secretary, of meeting prisoners upon release and providing appropriate support to help them get their lives back on track. Without such support e.g. housing

or treatment services, prisoners often revert to the same support networks that contributed to their offending lifestyles in the first place and therefore soon find themselves back in prison.

### **Proceeds of Crime Act 2002**

Legislation which allows courts to confiscate assets gained through criminal activity.

### **Protective Services**

The term used to refer to major threats to public safety including counter-terrorism and domestic extremism, serious organised and cross-border crime, civil contingencies and emergency planning, critical incident management, major crime, public order, strategic roads policing and protecting vulnerable people.

### **Purple Flag**

A new accreditation scheme that recognises excellence in the management of town and city centres at night. Entertainment areas that achieve the standard will be those that offer a better night out to visitors. Purple Flag aims to raise standards and improve the quality of our towns and cities at night. It is similar to the “Blue Flag” scheme for beaches.

### **Resilient Communities Partnership**

The Resilient Communities Partnership (RCP) is one of six thematic delivery partnerships which sit within Wiltshire’s ‘family of partnerships’ under the Wiltshire Assembly. It includes members from Wiltshire Council, other statutory bodies, organisations from the voluntary and community sector, registered social landlords (RSLs) and the Community Safety Partnership. The RCP meets regularly to enable members to agree priorities and actions which will contribute to Wiltshire’s vision for resilient communities. It oversees the delivery of these activities to ensure that they stay on track and deliver their intended results. It has four strategic aims: building a strong and vibrant voluntary and community sector; tackling inequalities to create stronger and more inclusive communities; extending and supporting local involvement in decision-making services and the delivery of solutions; and developing lively communities through participation in arts and culture.

### **Restorative Justice**

Is an approach to justice that focuses on the needs of the victims and the offenders, as well as the involved community. Victims take an active role in the process, while offenders are encouraged to take responsibility for their actions and to repair the harm they have done, for example by apologising, returning stolen money, or performing community service. In addition, it provides help for the offender in order to avoid future offences. Restorative justice that fosters dialogue between victim and offender shows the highest rates of victim satisfaction and offender accountability. Restorative justice is normally only used for lower level offences and is not appropriate in all cases. It can be exercised at three levels: through local resolution under the auspices of the police, through community-based resolutions e.g. neighbourhood justice panels above or court-based restorative justice solutions.

### **Safer Community Teams**

Multi-agency teams whose purpose it is to address community issues and enhance community safety. In the context of this plan the proposal is to put current neighbourhood policing team resources alongside those of other agencies such as local authorities in order to provide a more resilient and multi-skilled response to community issues.

# Appendix E continued

## **Safe Places Scheme**

This is a nationwide project to enable people with learning disabilities to deal with any incident that takes place whilst they are out and about in the community. Incidents could range from harassment or bullying to just needing directions. The scheme operates by having shops and other premises displaying a "Safe Places Scheme" badge where people with learning disabilities can seek refuge and receive assistance.

## **Special Constabulary**

This is the part-time volunteer section of a statutory police force in the United Kingdom. Special constables give a minimum of 16 hours per month on a voluntary basis and have the same powers as police officers within the full-time paid Constabulary.

## **SPLASH**

A registered charity that promotes inclusion and development through a programme of activities for young people in the school holidays, for the well being of the whole community. It supports young people between the ages of 10-16 and organises holiday activities which aim to attract young people into positive and inspiring leisure activities and divert them from negative and anti-social behaviour.

## **Strategic Policing Requirement**

A set of operational capabilities and capacities set down by the Home Secretary as being required from each police force in the country. It focuses on those areas where government has a responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-boundary criminality and in support of the work of national agencies such as the National Crime Agency.

## **Street Watch**

Street Watch is a community-led initiative based upon regulated, civilian street patrols. The members are citizens with no police powers, who provide a visible presence, demonstrate a real care for their communities and are able to report any suspicious activity to the police.

## **Swindon Compact**

Agreement on relations between the voluntary and community sector and the statutory sector in Swindon

## **SWITCH (Swindon and Wiltshire Integrated Targets for Change)**

A multi-agency team working together to reduce levels of re-offending amongst our most prolific offenders. The agencies involved are police, probation, the prison service, Health and local authorities, together with a number of other partnership agencies which provide support for offenders. SWITCH work closely with repeat offenders to identify their main causes of reoffending. Once adopted on to the scheme the Case/Offender Managers work with the offender to establish their individual needs and reasons for offending. Intervention and support is tailored to the individual offender based on the identified 'pathways' to reduce offending.

## **Systems Thinking Review**

A review that looks at current services from the outside-in, focusing upon outcomes and what really adds value to the customer. It then looks to redesign systems and processes to achieve these outcomes in the most efficient and effective way. This often means breaking down barriers between organisations or between different departments of the same organisation.

## **Touch2ID**

Is an anonymous proof of age system that uses fingerprint biometrics to allow young people to prove that they are 18 years or over at licensed premises e.g. bars and clubs.

## **Victim Surcharge**

An amount, which is added to the fine imposed by courts for criminal offences and is used to fund victim support services.

## **Wiltshire Compact**

Agreement between local public sector bodies and organisations of the voluntary and community sector to support and improve partnership working between the sectors

# Appendix F

## How to make contact

Regular consultation with the public is a key requirement of the new Office of the Police and Crime Commissioner. This will inform the level of the precept for the police element of council tax, the services I commission and any amendments to this plan during my period of office.

My physical office will be in Devizes, right at the centre of the county, but I do need an established presence around the county.

I have decided that I will use the existing network of Wiltshire Area Boards and Swindon Locality meetings as my primary points of personal contact with the public. These meetings are held quarterly all over the county, and my office will attend for the half hour before the meeting for consultations. There will be written reports to the meetings and I hope to address Area Board or Locality meetings annually.

There is a great deal more information about the office and what I have been doing, or will be doing, on my website [www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk). You can also get in touch using 'Contact us' enquiry form.

The office address is:

Office of the Police and Crime Commissioner, London Road, Devizes, Wiltshire, SN10 2RD

Telephone: 01380 734 022

Email: [pcc@wiltshire.pcc.pnn.gov.uk](mailto:pcc@wiltshire.pcc.pnn.gov.uk)

I will be consulting through a number of other routes:



My office has a list of organisations that sit behind each of the above. Please do check that you or your organisation is on the listing to ensure your participation in events and meetings.

My website has a diary of events and I will be pleased to attend your conference, meeting or event, if I possibly can, to promote the reduction crime and anti-social behaviour.

DRAFT VERSION



**Office of the Police and Crime Commissioner**

London Road, Devizes,  
Wiltshire SN10 2RD

Tel: 01380 734022

Website: [www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk)