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	0.2 – Paul Deal comments
	0.31 – agreement with John Flynn on wording related to CCC
	0.32 – inclusion of feedback from Wiltshire Police SCT
	1.0 – Pam Gough comments
	1.1 – Editorial, updating of financial information and spent chart
	1.2 – Comments from Clare Mills

Police and Crime Plan 2017-20 – Wiltshire and Swindon

As PCC my role is to ensure that the people of Wiltshire and Swindon are kept safe. I make sure that the police and justice system meets the needs of Wiltshire and Swindon and that Wiltshire Police delivers an efficient, effective and trusted service.

My ambition is to make you as safe as possible, providing extra protection and support to the most vulnerable people, whether that is at home, at work, on the street or online.

Wiltshire is a safe predominately rural county. However, we need to be ever vigilant as criminal threats evolve and become more complex. Technological change has opened a new space for offenders to operate in. This means that the way the police operate will be very different. Police visibility and security are as important in the "virtual" world as in the physical one.

We are at risk of online abuse in the home, and of becoming a victim of internet fraud by offenders outside the UK. Organised crime gangs and terrorist attack the fabric of our communities, targeting the vulnerable for their own ends. This means our view of frontline policing has to change. I want communities to recognise the importance of all frontline services. Community policing teams are the most visible part of policing, but it is vital that we recognise that less visible frontline services also keep us safe. There are police officers and staff who are investigating crimes and bringing offenders to justice, teams protecting children and vulnerable adults every day and services whose aim is to stop crime before it happens.

Offenders often target people because of their vulnerability. To protect the most vulnerable I expect the police to work with other agencies and the public to make sure those at greatest risk are protected. The police play a vital role in keeping our communities safe, protecting children and vulnerable adults. Eighty percent of calls to the police are not related to criminality but to other demands such as supporting people suffering mental health crisis. Increasingly the police are supporting and protecting people in crisis and stepping in when there are no other services available. Wiltshire Police officers and staff perform this role with professionalism, but we must do more with our public service partners to make sure vulnerable people are protected and receive the best support possible from the most appropriate agency. The Chief Constable and I are already working with public service leaders from across Wiltshire and Swindon to address these challenges. As PCC, I have a role to bring partners together and make sure they are as effective as possible in keeping the people of Wiltshire and Swindon safe.

In addition, and at the heart of our approach, is a stronger relationship between victims of crime and the criminal justice service. I want to ensure that victims receive all the help and support to which they are entitled under the Code of Practice for Victims of Crime. I have seen the power and impact that victims and offenders sharing their experiences can have and I want all victims to have access to restorative justice.
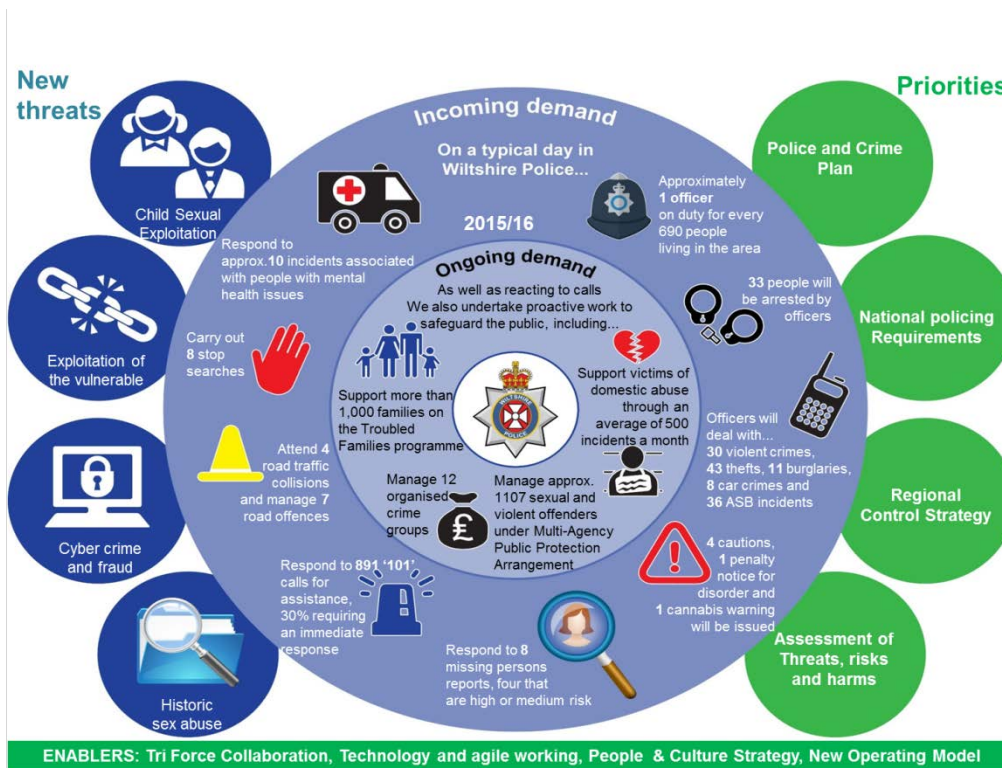
Figure 1 Typical daily demand in Wiltshire Police

Funding challenges

The new threats and demands faced by police are combined with reductions in funding. Since 2010 Wiltshire Police have saved £17m, (the equivalent of over 400 police officers) and more savings need to be found. Funding for policing is only static if PCCs increase the policing precept by 1.9 percent. This static funding is against the backdrop of increasing complexity of demand, cost increases and impact of reductions across other public services.

I am challenging central government to secure more money for Wiltshire as the current system of central funding is unfair to small, rural forces such as Wiltshire. I am pleased the Policing minister is reviewing the funding formula as it does not reflect the demand police forces face and the additional costs to police rural communities.

Under the current system, this means I have less money to allocate to the Chief Constable to keep you safe in comparison to other police force areas. Wiltshire receives £10 less per person from government compared to other similar police forces and £25 per person less than the England and Wales average. Combined with the lowest policing precept in the south west, Wiltshire Police have the third lowest funding per head of population. I will not only continue to lobby central government to revise the way policing is funded but I will seek the views of residents across Wiltshire and Swindon to inform my decision in setting the policing precept.

Despite this, Wiltshire continues to be awarded "good" grading by Her Majesty's Inspectorate of Constabulary (HMIC). Wiltshire is a force with overall strong performance and it is leading the way in leadership and police modernisation. This is an excellent achievement for any force, but remarkable given the low level of funding.

Community policing at the core

I want policing to be delivered by local policing teams, with police officers, staff, volunteers, special constables and other public agencies taking responsibility for their communities. This is the ethos of community policing that has been rolled out across Wiltshire and Swindon in 2016. I want to explore further opportunities to develop and embed this model with other police services and partners to keep you safe. The premise is simple; to keep people safe, policing needs to be part of our communities. It is the frontline service provision that needs to work with our communities, community safety partners, parish councils, GPs and hospitals, mental health workers, young people, older people, businesses, farmers and community leaders.

Local communities also need to be protected by specialist services that tackle highly complex and more specialised capability. The complexity of the services that combat counter terrorism, organised crime or the specialism of firearms, dogs and roads policing, mean that sharing with other forces makes both operational and financial sense. However, it is essential these teams still connect with local communities and their community policing teams. Building strong community relationships, identifying possible victims or offenders is essential to protecting our communities from organised crime, exploitation of children and the vulnerable and the threat of terrorism.

We need to be protected from all threats, not just visible ones. We need to protect those who cannot protect themselves. We need to use the finite money to do this in the most efficient way possible.

This will involve changing the way policing is delivered and making decisions about where money should be directed and where savings should come from. This plan outlines what we will focus on to make this happen, underpinned by the policing advice of the Chief Constable and the views of the public.

My priorities for the next four years

  Priority 1. Prevent crime and keep people safe

  Priority 2. Protect the most vulnerable in society

  Priority 3. Put victims, witnesses and communities at the heart of everything we do

  Priority 4. Secure a trusted, quality and efficient police service

My commitments to you

I will:

1. Ensure the public can trust the Chief Constable, police officers and staff to act with legitimacy in accordance with the code of ethics

2. Be open and honest about the threats, risks and harm facing us all, and have a genuine conversation both about how we can address them and about the difficult decisions that have to be made as to where we spend money

3. Ensure that frontline policing is delivered within local communities where police officers, staff, partners and the public work collaboratively to keep their communities safe

4. Push for collaboration and innovation across police and public services that is in the interest of local people

5. Make sure that Wiltshire Police have access to specialist policing and efficient support services that they need to protect our communities

Priority 1. Prevent crime and keep people safe

The first function of a policing service is to prevent, respond to and investigate crime. To achieve this it must be a collaboration with partners and local communities. I want crime to be prevented where possible by reducing harm and risk of crime and by making our local communities a part of how we keep people safe.

I will ensure the following:

1) Wiltshire Police and partners will understand and respond effectively to local communities' concerns and priorities

    This will involve:

    • Wiltshire Police continuing to increase the accuracy of recorded crime
    • Local communities continuing to be satisfied with the service they receive from Wiltshire Police
    • Community Policing being embedded into the fabric of communities
    • Police informing the public about how they are keeping them safe

2) Preventing crime and reducing harm by working with local communities

    I will make sure:

    • Wiltshire Police increase the numbers of people involved in helping to keep communities safe by volunteering for 'watch' and cadet schemes or signing up to community messaging
    • Wiltshire Police recruit and maintain 500 Special Constables and make them an integral part of community policing teams
    • Wiltshire Police deal with rural crime as a core part of community policing teams, supported by the rural crime partnership and the Special Constabulary
    • Wiltshire Police work with community safety partnerships to improve the management of evening and night time economies in Salisbury, Swindon, Chippenham, and other larger market towns
    • Local authorities, police and fire work together to improve road safety through engineering, education and enforcement

3) Wiltshire Police is effective at preventing crime and reducing threats

    Wiltshire Police will:

    • Maintain the rating of "good" by Her Majesty's Inspectorate of Constabulary (HMIC) in its inspection of effectiveness
    • Increase the capacity to work with partners to embed crime prevention in policing and local communities
    • Work to protect the most vulnerable from becoming victims of cyber crime
    • Work to disrupt the efforts of organised crime and drug gangs to infiltrate communities and work effectively with local partners, including work to reduce exploitation of children and adults
    • Improve criminal investigations to provide an effective service

How will we know the plan is working

There is no single measure that can be used to determine if crime is being prevented and people kept safe, but we will assess a range of information, including:

- Recorded crime comparators
- Level of anti-social behaviour
- Demand on the police service and other partners
- Positive outcome rates and investigation indicators
- Level of satisfaction with police services
- Reduction in numbers of road deaths and road traffic collisions
- Number of special constables and hours deployed
- Number of people involved in volunteering and support to keep their communities safe
- HMIC assessment and inspection reports for effectiveness
- Reduction in the risks to communities and the impact of organised crime and gangs

Priority 2. Protect the most vulnerable in society

Public services and policing must protect vulnerable people. They are at greatest risk of being victims of crime. They need more support from a range of public services to cope with and recover from the impact of crime. Vulnerable people are also at greater risk of exploitation which can lead them into patterns of offending. Working with partners to find more effective and innovative ways of protecting vulnerable people will prevent demand on policing and other services.

1) Explore the opportunities for, and influence the coordination of, public protection and safeguarding services across the community safety partnerships and safeguarding boards to better understand and protect those at risk of harm.

   This work will include:

   - Using "single view" to develop new information and service models to protect victims of crime and introduce the technology to help in how we protect vulnerable people with our partners
   - Developing a long term plan with partners to improve public protection response across police, local authorities and health providers
   - Exploring opportunities to integrate preventative services with local authorities, the fire and rescue service and other partners
   - Supporting the Chief Constable to implement the systems review of public protection and investigative review to ensure policing services are effectively protecting victims of sexual offences, child sexual exploitation and domestic abuse

2) Reduce demand on local policing by protecting vulnerable people

   This activity will include:

   - Working with partners to support troubled families and individuals with complex needs
   - With Wiltshire and Swindon councils, commission services that protect and support victims of domestic abuse
   - Working with partners to protect and support those at risk of harm, and those who have been harmed by sexual abuse and violence
   - With Wiltshire and Swindon clinical commissioning groups, spend £**TBC** on mental health triage support in the police control room to help those in mental health crisis get the support and care they need
   - Conducting a system review with NHS partners to improve how those in mental health crisis are provided with places of safety
   - With Wiltshire and Swindon councils, commission services to reduce the harm and prevent crime caused by alcohol and substance misuse
   - Working with local authorities to ensure that people who go missing are protected, kept safe and preventing further incidents

How will we know the plan is working

There is no single measure that can be used to determine if policing is protecting the vulnerable. Much of the work in this priority is focused on reducing the risk and harm of individuals and their families, but we will assess a range of information, including:

- Joint Inspections of public protection, children and health services
- HMIC inspections covering vulnerability, quality of investigations

- Safeguarding board annual reports
- Use of custody as a place of safety for those in mental health crisis
- Reduction in demand on services by addressing those of highest risk

Priority 3. Put victims, witnesses and communities at the heart of everything we do

All victims should be kept informed and supported by police and criminal justice services. All justice agencies in Wiltshire should comply with the Victim Code of Practice. Crime affects everyone differently and we need to provide tailored support to help people cope and recover. My office and Wiltshire Police work with Wiltshire Criminal Justice Board (WCJB) to deliver joint work to improve the justice system and support victims including:

1) Ensuring there are high quality services to help victims of crime and reduce harm by:

   - Reviewing support services available to victims of crime to ensure needs are being met - building on the success of the Horizon Victim and Witness Care team, supporting victims in getting support and guidance through the criminal justice system
   - Championing the use of restorative justice to allow victims and offenders to communicate to repair the harm and find a positive way forward. Restorative Together, our multi-agency partnership led by the OPCC, will increase capacity by training volunteers, police officers and other agencies to be able to use restorative justice
   - Working with NHS England on the commissioning of the sexual assault referral centre (SARC) and work within a multi-agency partnership to ensure on-going pathways of support for victims of sexual offences
   - Working with health partners on a pilot advocacy service for children and young people who are victims of sexual offences
   - Ensuring courts are listing cases in the most efficient way to reduce timescales, the number of so-called cracked and ineffective trials and the number of pre-trial hearings
   - Extending the use of video technology such as giving evidence by video link, virtual courts and body worn cameras

2) Preventing people from becoming victims by preventing offending and reoffending by:

   - With the National Probation Service and Community Rehabilitation Company, reviewing and expanding the Integrated Offender Management (IOM) service to include violent offenders
   - Leading and resourcing youth offending teams to prevent young people at risk of offending as early as possible and prevent entry into the criminal justice system
   - Commissioning prevention programmes to make domestic abuse perpetrators face up to their abuse

How will we know the plan is working

There is no single measure that can be used to determine if we are putting victims, witnesses and communities at the heart of everything we do but we will assess a range of information, including:
   - Victim, witness and community satisfaction levels
   - Feedback from victims and witnesses who have used support services
   - Feedback from victims who engage with Restorative Justice
   - Prevention of young people entering the criminal justice system
   - Criminal justice indicators
   - Reductions of reoffending in IOM

Priority 4. Secure a trusted, quality and efficient police service

The changing demands faced by the police alongside the financial challenges mean we must be innovative and continually improve. I will make sure that police officers, staff and volunteers have the tools to keep you safe and, as far as possible, protect frontline services.

1) Wiltshire Police delivers a high quality police service that is efficient in its understanding and use of resources by

- The Force maintaining the rating of "good" by Her Majesty's Inspectorate of Constabulary (HMIC) in the efficiency inspection
- Responding effectively and proportionately to issues of performance to reassure communities and identify any emerging problems

2) Wiltshire Police continues to embrace innovation and technology to make a real difference to frontline services by

- Making it easier for the public to communicate with the police by providing more services online including reporting crime and intelligence, updates on enquiries and buying of licenses
- Investing in ICT platforms that are compliant, agile and cloud-based and meet the needs of officers and staff, allowing police and other public sector partners to exchange and make use of information

3) Wiltshire Police and public service partners operate more efficiently by:

- Conducting a system review of the crime and communication centre to make sure the needs of emergency and non-emergency callers are met and increase the way the public can contact Wiltshire Police for non-emergencies
- Policing effectively across boundaries by iteratively enhancing the way our tri-force collaborations work, in order to deliver an improved service to the public
- Recognising that staff welfare, morale and wellbeing is vital to the efficiency of the force to deliver a modern, flexible workforce that responds to the needs of our communities
- Reviewing the efficiency of our enabling services to provide value for money
- Announcing my estates strategy for the next five years, including the disposal of sites that are no longer required for policing. Savings will be used to close the financial gap and protect frontline services as far as possible
- Continuing to share facilities with Wiltshire Council and improve and redesign the retained police estate to make sure it is suitable for 21st century policing

4) Have a police service that is trusted, professional and respectful to the public by:
- Maintaining the rating of "good" by Her Majesty's Inspectorate of Constabulary (HMIC) under the inspection of legitimacy
- Wiltshire Police having a more diverse, inclusive and empowered workforce that reflects our communities
- Implementing the changes outlined in the Policing Act in relation to police complaints and build on our unique independent appeal process

How will we know the plan is working

There is no single measure that can be used to determine if we are providing a trusted, quality and efficient police service but we will assess a range of information, including:

- Maintaining "good" rating from HMIC for efficiency
- Maintaining "good" rating from HMIC for legitimacy
- HMIC Leadership assessments
- Online services in place and being used by the public
- Estates strategy implemented
- Wiltshire Police workforce figures
- Staff satisfaction and morale
- Financial indicators

What we spend your money on

As Commissioner, I determine how much money I allocate to Wiltshire Police and to the non-policing services that support this plan. The money to provide policing services comes from central government and the local policing precept.

Whilst I will consult on precept decisions each year, the two scenarios below show the benefit even a modest increase in the policing precept can make in reducing the funding gap caused by reductions in central funding. Any further savings I can make from efficiencies will be redirected to frontline services and the priorities of this plan.

Total income and allocation of funding based on 0% police and crime precept increase:

	2017/18	2018/19	2019/20
Income	*£million*		
Central funding	62.589	61.786	60.994
Police and crime precept – 0%	42.158	42.783	43.418
Other income	0.250	0.250	0.250
Total Income available to PCC	104.997	104.819	104.662

Total income and allocation of funding based on 1.9% police and crime precept increase:

	2017/18	2018/19	2019/20
Income	*£million*		
Central funding	62.589	61.786	60.994
Police and crime precept – 1.9 % rise	42.950	44.407	45.911
Other income	0.250	0.250	0.250
Total Income available to PCC	105.789	106.442	107.156

How we spend your money
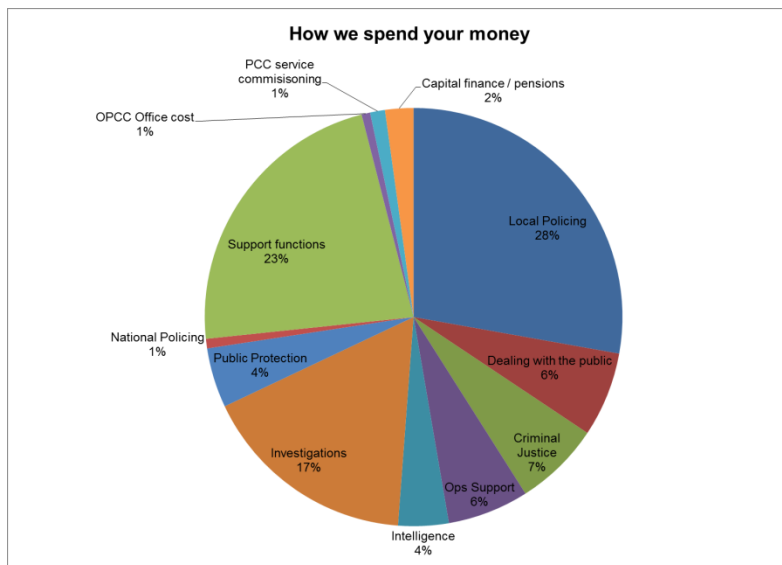
Grants and commissioning

As Police and Crime Commissioner I allocate funds in order to deliver my police and crime priorities. Most of the funding I receive I allocate to the Chief Constable to provide an efficient and effective policing service, or for a specific requirement I believe the police are best placed to provide alongside policing services, such as community speed watch.

Wiltshire Community Foundation runs a small grants scheme on my behalf, which awards community and voluntary grants to projects that meet the priorities of this plan.

I have identified the areas where I will commit more resources to work with the community and voluntary sector. I want to encourage innovative approaches to providing services in these areas.

More information about how you can support me in this will be provided on my website.

How I listen and talk to you

I am responsible for making sure the legitimate concerns of the public on policing are dealt with. Fundamental to my role is to talk to and listen to individuals and communities across Wiltshire and Swindon in a variety of ways.

Over my next term I will do the following:

- Hold monthly online forums through my Facebook and Twitter accounts
- Be active across large community events in Wiltshire and Swindon
- Keep you informed of key issues through a monthly blog on my website
- Consult with you regularly about key matters
- Visit and consult with key community groups/projects
- Expand the channels and ways in which you can make contact with me and/or give me your views

How the system works
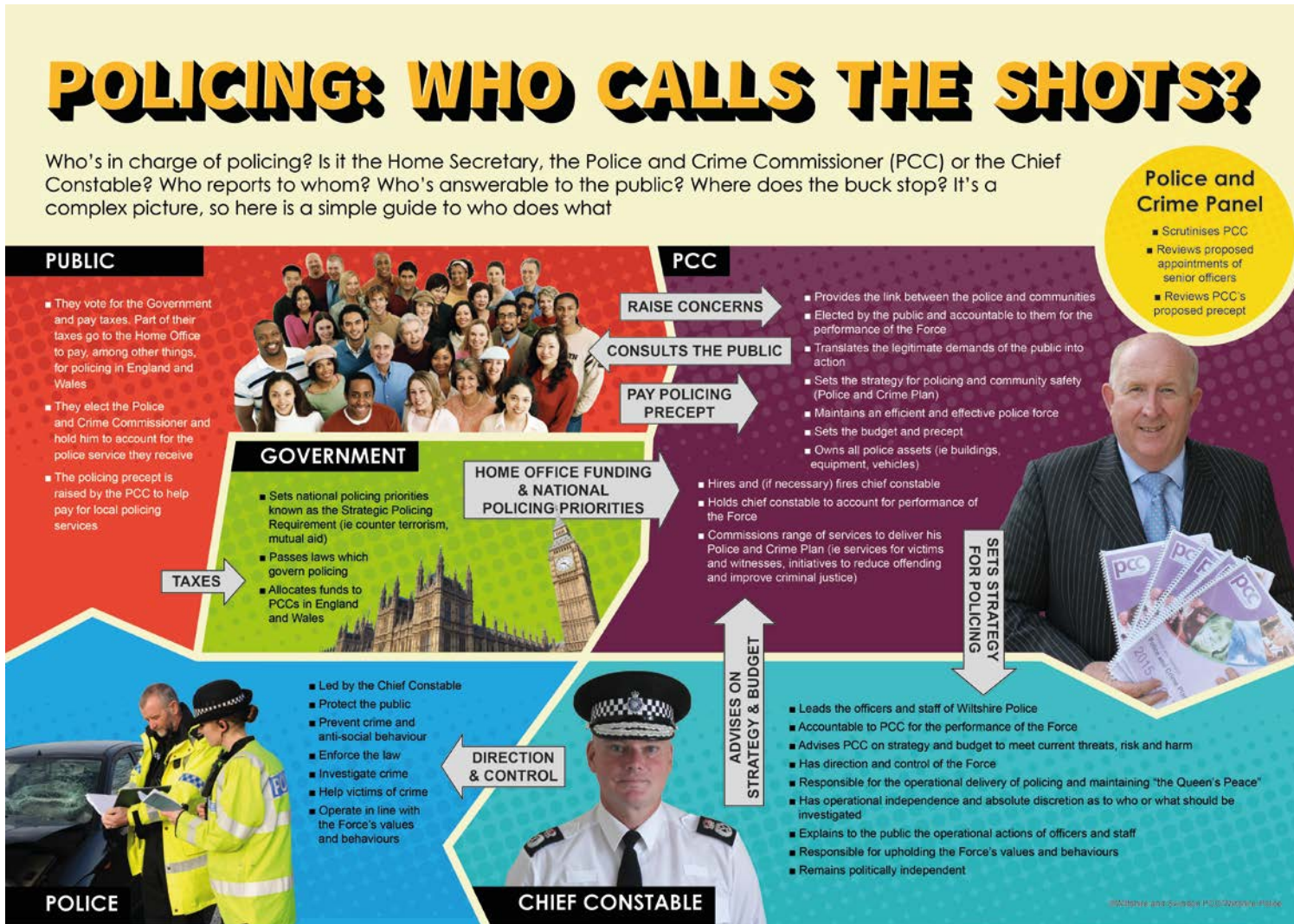
For further information on this plan and my work as your Police and Crime Commissioner please go to www.wiltshire-pcc.gov.uk/Home.aspx