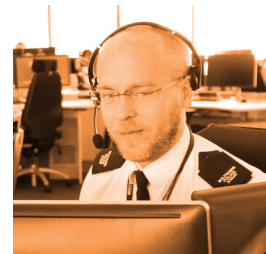
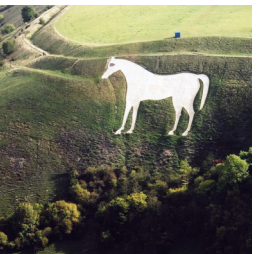


# Wiltshire and Swindon Police and Crime Plan 2017-2021





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# FOREWORD

## Police and Crime Commissioner

Welcome to my new Police and Crime Plan for 2017-21. It sets the direction for policing and community safety for Wiltshire and Swindon, building on my first term.

As Police and Crime Commissioner my role is to ensure that the people of Wiltshire and Swindon are kept safe, that Wiltshire Police delivers an efficient, effective and trusted service and that the justice system meets the public's needs. This all has to be done with limited resources and in a way that modernises and updates policing services.

I have consulted widely with the people of Wiltshire and Swindon, our partners, the Chief Constable and colleagues, using a number of methods.

The feedback (which I am publishing separately) has helped me to shape this final version of the plan which outlines the areas where I want to see improvements, including the response to anti-social behaviour, rural crime and speeding.

People told me they want to be able to contact Wiltshire Police more easily. So we will offer more ways of doing so.

People want their money to be spent wisely. This plan sets out how I will make sure we have an efficient and effective policing service that protects the people we serve from threats, both visible and unseen.



A handwritten signature in black ink, appearing to read 'Angus Macpherson'. The signature is stylized with large, overlapping loops for the first few letters.

Angus Macpherson





# SETTING THE RIGHT COURSE

As Police and Crime Commissioner my role is to ensure that the people of Wiltshire and Swindon are kept safe, that Wiltshire Police delivers an efficient, effective and trusted service and that the justice system meets the public's needs.

My ambition is to provide extra protection and support to the most vulnerable people, whether they are at home, at work, on the street or online.

Wiltshire is a safe and mainly rural county. However, we need to be ever vigilant as criminal threats evolve and become more complex. Technological change has opened a new space which offenders can exploit. 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 terrorists seek to 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.

I expect the police to work with other agencies and the public to make sure that those vulnerable people at greatest risk are protected. Eight out of ten calls to the police are not related to criminality but to other demands, such as supporting people suffering a mental health crisis. Increasingly the police are stepping in to support and protect people in crisis when there are no other services available. Wiltshire Police officers and staff perform this role with compassion and professionalism, but we must do more with our public service partners to make sure vulnerable people get the best support possible from the most appropriate agency. The Chief Constable and I are already working with public service leaders from across the area served by the Force 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 positive impact that victims and offenders sharing their experiences can have and I want all victims to have access to restorative justice.

# TYPICAL DAILY DEMAND

## for Wiltshire Police

There will be approximately

**1 officer**

on duty for every 800  
people living in the area

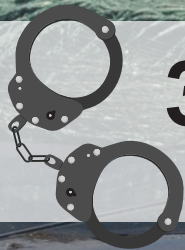


Officers will deal with:

**30** violent crimes, **43** thefts,

**10** burglaries, **7** car crimes and

**61** anti social behaviour incidents



**33 people**

will be arrested by officers

Officers will issue:

**4** cautions, **1** penalty notice for

disorder and **1** cannabis warning

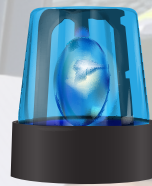
Officers will carry out:

**8 stop  
searches**



Respond to **8 reports**

of missing persons, four that are high or  
medium risk



Answers **1,072**  
calls for assistance, of  
which 30% require  
a response

Respond to approximately

**10 incidents**

associated with people with mental health  
issues

Attend the scene of

**4 road traffic  
collisions**

and **7 road**

**offences**



# TYPICAL ONGOING DEMAND

## for Wiltshire Police

As well as reacting to calls we also undertake proactive work to safeguard the public, including...

Supporting more than

# 1,000 families

on the Troubled Families programme



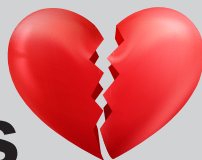
Policing approximately

# 12 organised crime groups



Supporting victims of domestic abuse through a monthly average of

# 500 incidents



Managing approximately

# 1,107

**sexual and violent offenders** under a multi-agency public protection arrangement



### NEW THREATS:



Child Sexual Exploitation



Cyber crime and fraud



Exploitation of the vulnerable



Historic sex abuse

### SETS DIRECTION:

- Police and Crime Plan
- National policing requirements
- Regional Control Strategy
- Assessment of threats, risks and harms

### ENABLERS:

People and Culture, Leadership, Estates, ICT, Financial Strategy

## FUNDING CHALLENGES

The new threats and demands faced by police are combined with reductions in funding. Since 2010 Wiltshire Police has saved £17m (the equivalent of more than 400 police officers) and more savings need to be found. Increasing the police element of Council Tax or precept by 1.9 per cent (the limit allowed before an expensive referendum is triggered) provides only a standstill budget.

This static funding is against the backdrop of increasing complexity of demand, cost increases and the impact of reductions across other public services.

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



Under the current system, 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 the

Government compared to 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 has the third lowest funding per head of population. I will continue to lobby the Government to revise the way policing is funded and seek the views of residents across Wiltshire and Swindon to inform my decision in setting the policing precept.

Despite this financial pressure, Wiltshire Police continues to be awarded “good” gradings by Her

Majesty’s Inspectorate of Constabulary (HMIC). Overall the Force is a strong performer and is leading the way in leadership and modernisation. This would be an excellent achievement for any force, but remarkable given our low level of funding.

## COMMUNITY POLICING AT THE CORE

I want policing to be delivered by local teams, with police officers, staff, special constables and other volunteers, plus partner public agencies, taking responsibility for their communities. This is the ethos of community policing that was 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. Frontline policing 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. Public services should provide a seamless experience for the public with the focus on responding to, and resolving, problems.

Crime is insidious and efforts to keep communities safe are not always visible. Frontline policing is not solely about patrols, but the efforts of officers and staff who prevent crime, investigate crime and enforce the law. With the changing patterns of crime and the increasing use of technology, the police need to adapt to the new threat. Local communities need to be protected by specialist services that tackle highly complex criminality. The complexity of the services that combat counter terrorism, and organised crime, coupled with the specialism of firearms, dogs and roads policing, means that sharing such resources with other forces makes both operational and financial sense. However, it is essential that these teams still connect both with local people 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. My 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 people in society

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

Priority 4 Secure a quality service that is trusted and efficient

## MY COMMITMENTS TO YOU

I will:

1. Ensure the public can trust the Chief Constable, police officers and staff to act with the **police** code of ethics
2. Be open and honest about the threats, risks and harm facing us all, and have a genuine conversation with the public 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 has access to specialist policing and efficient support services needed to protect our communities.



# PRIORITY ONE

## Prevent crime and keep people safe

The primary function of a policing service is to keep people safe. To achieve this the service must be a collaboration with partners and local communities. It needs not only to respond, investigate and enforce the law, but work to reduce harm and the risk of crime.

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 increases the numbers of people involved in helping to keep communities safe by participating in 'watch' and cadet schemes and volunteer roles.
- Wiltshire Police recruits and maintains 500 Special Constables and makes them an integral part of community policing teams
- Wiltshire Police has the training, skills and specialist support to deal with rural crime as a core part of community policing teams. This will be supported by an active rural crime partnership and the Special Constabulary
- Wiltshire Police works with community safety partnerships to improve the management of evening and night time economies in Salisbury, Swindon, Chippenham, and other large market towns

- Local authorities, police and the fire service work together to improve road safety through the three Es: 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 people from becoming victims of cyber crime
- Work to disrupt the efforts of organised crime and drug gangs to infiltrate communities. This will involve working effectively with local partners, including action 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 are being kept safe, but we will assess a range of information, including:

- Comparisons of recorded crime
- Level of anti-social behaviour
- Demand on the police service and other partners
- Rate of positive outcomes to investigations
- 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 TWO

## Protect the most vulnerable people in society

Police and other public services must protect vulnerable people. They are at the greatest risk of being victims of crime and so need more support from a range of services to cope with, and recover from, the impact of crime. Vulnerable people are at greater risk of exploitation as both victims and offenders. Working with partners to find more effective and innovative ways of protecting the most vulnerable people and dealing with their sometimes complex needs will reduce demand on policing and other services.

**1) 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 and explore opportunities to further develop such partnership work**

This will include:

- Use the “Single View” system to share information between services to protect victims of crime and to protect vulnerable people
- Developing with partners a long-term plan to improve protection from cyber crime and other threats 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 work 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, commissioning 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, commission 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, commissioning services to reduce the harm and prevent the crime caused by alcohol and substance misuse
- Working with local authorities to ensure that people who go missing are protected and kept safe and to prevent further incidents



## HOW WILL WE KNOW THE PLAN IS WORKING?

There is no single measure to determine whether policing is protecting vulnerable people. Much of the work in this priority focuses on reducing the risk and harm faced by 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 and the 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 at highest risk

Lord Bradley, second from left, visited the mental health triage team in the Wiltshire Police control room as the guest of Angus Macpherson. Also pictured are Chris Deaville (left) a mental health nurse and Kieran Holland, triage team manager



# PRIORITY THREE

## 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 Code of Practice for Victims of Crime. 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, helping victims to get support and guidance in their journey 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 re-commissioning of the sexual assault referral

centre (SARC) and work within a multi-agency partnership to ensure 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 “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 for police

### 2) Stopping people from becoming victims by preventing offending and reoffending

This will involve:

- 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 from entering 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. 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 in reoffending by those on the Integrated Offender Management (IOM) programme

Visiting the Sexual Assault Referral Clinic (SARC) in Swindon



# PRIORITY FOUR

## Secure a quality police service that is trusted and efficient

The changing demands faced by the police, alongside the financial challenges, means 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, I will protect frontline services.

This will involve:

### 1) Wiltshire Police delivering a high quality police service that is efficient in its understanding and use of resources.

I will look for:

- The Force continuing to be rated at least “good” by Her Majesty’s Inspectorate of Constabulary (HMIC) in the efficiency inspection
- The Force responding effectively and proportionately to issues of performance to reassure communities and identify any emerging problems

### 2) Wiltshire Police continuing to embrace innovation and technology to make a real difference to frontline services in a predominantly rural county by:

- Making it easier for the public to communicate with the Force by providing more services online, including the ability to report crime and intelligence, updates on enquiries and buying of licences
- 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 operating 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 ways in which the public can contact Wiltshire Police for non-emergencies

- Policing effectively across boundaries by 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
- Delivering 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 improving and redesigning the retained police estate to make sure it is suitable for 21st century policing

### 4) Having a police service that is trusted, professional and respectful to the public by:

- As a minimum the Force continuing to be rated “good” by HMIC in the efficiency inspection
- 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 appeals 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



# OUR INCOME AND HOW WE SPEND IT

As Police and Crime Commissioner, I determine how much money is allocated 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.

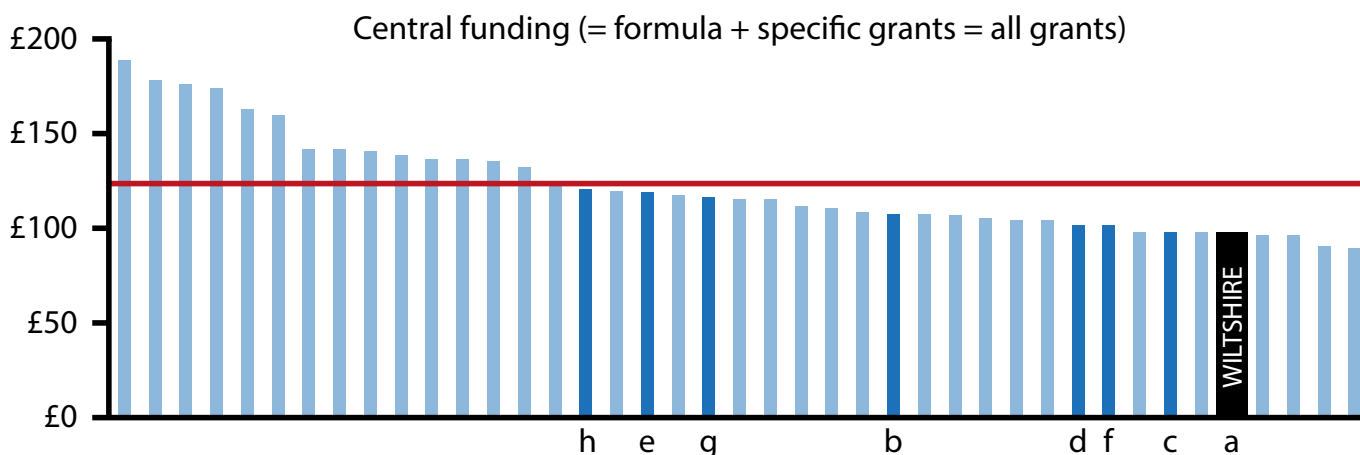
## TOTAL INCOME 2017-18

INCOME	£MILLION
Central funding	62.589
Police and Crime precept - 1.9%	42.950
Other income	0.250
<b>Total income available to PCC</b>	<b>105.789</b>

## CENTRAL GOVERNMENT FUNDING FOR POLICE BY FORCE PER PERSON

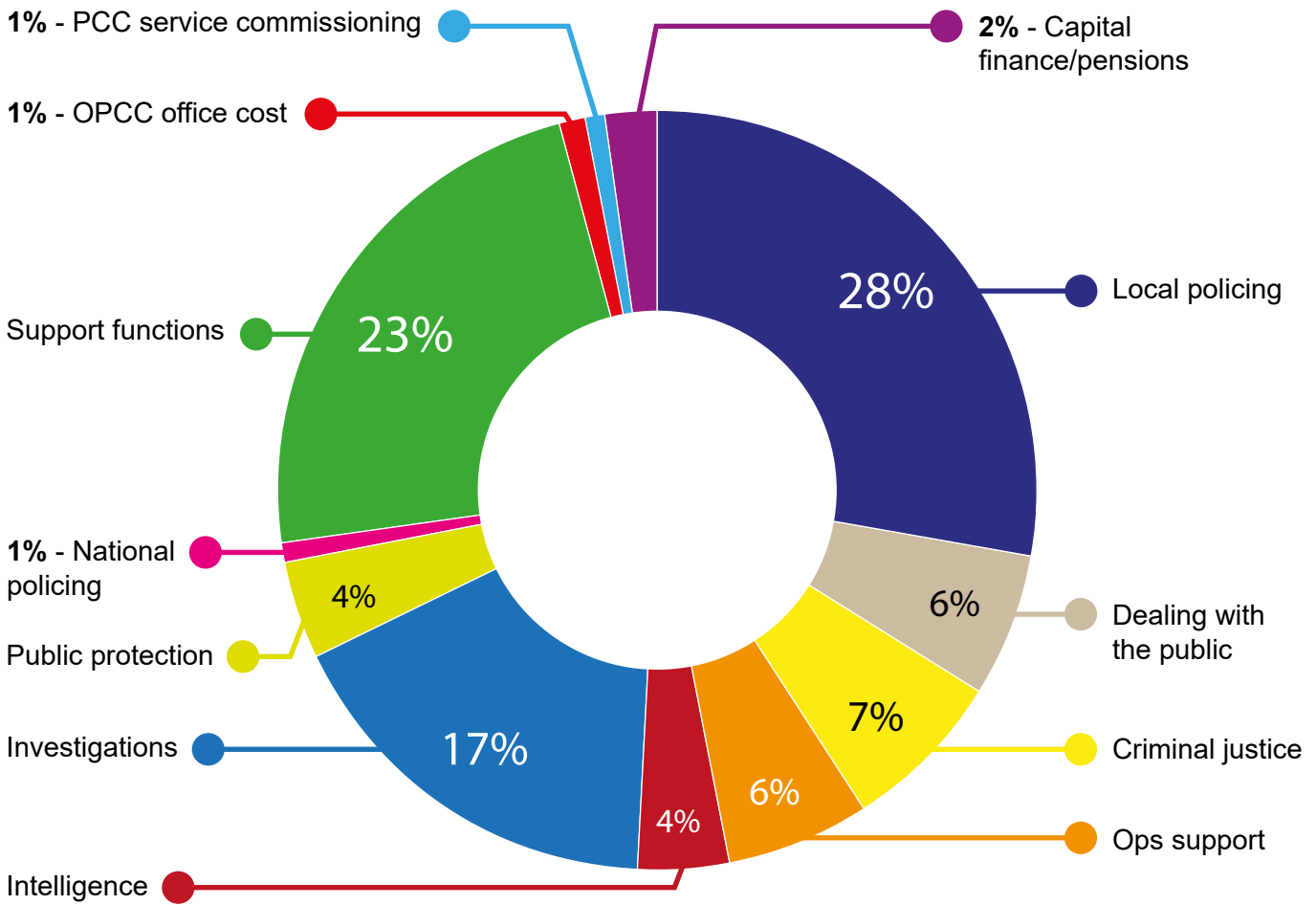
Wiltshire receives one of the lowest levels of central government funding for policing in comparison with other police forces.

	2016-17
Wiltshire	£156.20
National average	£177.20
Most Similar Group (MSG)	£174.90





## 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 - approximately 98 per cent - I allocate to the Chief Constable to provide an efficient and effective policing service. Through my office I commission services for victims that help to deliver my priorities that are not provided by the police service, such as mental health services, domestic abuse services and community speed watch. I review this allocation annually and this is published on my website.

Community Speed Watch volunteers



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.

Spitz Wiltshire delivers support to women and young people experiencing the trauma of domestic abuse





Out and about at local markets

# 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 online forums through my Facebook and Twitter accounts
- Attend community events in Wiltshire and Swindon
- Keep you informed about key issues through blogs and other information on my website
- Consult with you on key matters
- Visit community groups/projects



## HOW YOU CAN CONTACT ME



01380 734022



PCC@wiltshire.pcc.pnn.gov.uk



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



OPCC, London Road, Devizes, Wiltshire  
SN10 2RD



@PCCWiltsSwindon



WiltshireandSwindonPCC



Angus Macpherson Wiltshire Police and  
Crime Commissioner

# HOW THE SYSTEM WORKS

Who's in charge of policing? Is it the Home Secretary, the Police and Crime Commissioner (PCC) or the Chief Constable? Who reports to whom? Who's answerable to the public? Where does the buck stop? It's a complex picture, so here is a simple guide to who does what

## PUBLIC

- They vote for the Government and pay taxes. Part of their taxes go to the Home Office to pay, among other things, for policing in England and Wales
- They elect the Police and Crime Commissioner and hold him to account for the police service they receive
- The policing precept is raised by the PCC to help pay for local policing services

## PCC

- RAISE CONCERNS**
- CONSULTS THE PUBLIC**
- PAY POLICING PRECEPT**

### Police and Crime Panel

- Scrutinises PCC
- Reviews proposed appointments of senior officers
- Reviews PCC's proposed precept

- Provides the link between the police and communities
- Elected by the public and accountable to them for the performance of the Force
- Translates the legitimate demands of the public into action
- Sets the strategy for policing and community safety (Police and Crime Plan)
- Maintains an efficient and effective police force
- Sets the budget and precept
- Owns all police assets (ie buildings, equipment, vehicles)
- Hires and (if necessary) fires chief constable
- Holds chief constable to account for performance of the Force
- Commissions range of services to deliver his Police and Crime Plan (ie services for victims and witnesses, initiatives to reduce offending and improve criminal justice)



## SETS STRATEGY FOR POLICING

## HOME OFFICE FUNDING & NATIONAL POLICING PRIORITIES

- Sets national policing priorities known as the Strategic Policing Requirement (ie counter terrorism, mutual aid)
- Passes laws which govern policing
- Allocates funds to PCCs in England and Wales



## TAXES

## ADVISES ON STRATEGY & BUDGET

- Led by the Chief Constable
- Protect the public
- Prevent crime and anti-social behaviour
- Enforce the law
- Investigate crime
- Help victims of crime
- Operate in line with the Force's values and behaviours



## CHIEF CONSTABLE

## DIRECTION & CONTROL

- Leads the officers and staff of Wiltshire Police
- Accountable to PCC for the performance of the Force
- Advises PCC on strategy and budget to meet current threats, risk and harm
- Has direction and control of the Force
- Responsible for the operational delivery of policing and maintaining "the Queen's Peace"
- Has operational independence and absolute discretion as to who or what should be investigated
- Explains to the public the operational actions of officers and staff
- Responsible for upholding the Force's values and behaviours
- Remains politically independent



## POLICE

For further information on this plan and my work as your Police and Crime Commissioner please go to [www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk)



Angus with Chief Constable Mike Veale and Sgt Ronnie Lungu of the Black Police Association in Devizes



Angus supporting the crackdown on street drinking in Trowbridge town centre



Angus at the launch of Wiltshire Crimestoppers in Salisbury



Supporting the #don'triskit campaign in Swindon



Angus promoting eye sight tests for road users in Chippenham



