



Executive Summary:
Wiltshire and Swindon
Police and Crime Plan

2013 - 2017



partnership, pro-activity, prevention

Welcome to the first ever Police and Crime Plan for Wiltshire and Swindon



In my Police and Crime Plan, I 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.

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. My role is also 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.

This executive summary serves to give you a 'snap shot' of what my plan contains.

My philosophy behind my Police and Crime Plan:

- To put communities themselves in the driving seat in determining the best way to support their policing and crime aspirations
- To encourage and foster greater levels of volunteering in the policing and crime arena
- To place much greater emphasis upon early intervention and prevention of crime rather than merely relying upon sanction and detection after the event
- To work with partners and communities to commission services that will make a positive and enduring impact upon levels of crime and disorder
- To 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.

My plan focuses on **six** overarching priorities and 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.**

My six priorities are:

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

Angus Macpherson
Police and Crime Commissioner
for Wiltshire and Swindon

Priority one



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 both by frequent changes in personnel and, on some occasions, a lack of co-ordination with the efforts of 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.

My objectives:

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 levels equivalent to one per cent of the Wiltshire and Swindon population regularly taking part in Neighbourhood Watch, Street 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 month period to reduce to less than 20 per cent.



Priority two



Protecting the most vulnerable in society

One of the hallmarks of a civilised society is that it protects the vulnerable within its midst.

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.

My objectives:

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.



Priorities three and four



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.

My objectives:

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.



Reducing offending and re-offending

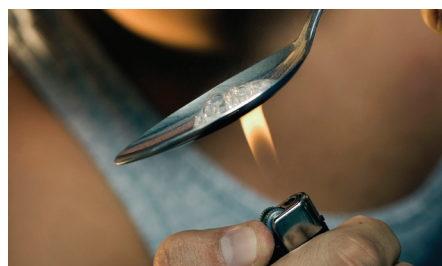
There were 36,046 crimes recorded in Wiltshire and Swindon between 1 April 2011 and 31 March 2012, all with a victim - and approximately 30 per cent with an identified offender. I am delighted to say that these crime figures are reducing each year and that this county remains one of the safest in the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

My 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 50 per cent of detected crimes
2. To see the harm caused by organised crime groups and dangerous drugs networks



3. 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 per cent reoffending 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.



Priority five



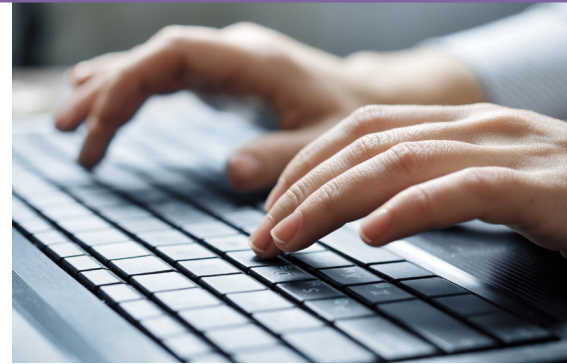
Driving up standards of customer service

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, but I want to encourage 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.

My objectives:

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 over-ride 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 substantially reduced. I would like our performance to compare favourably with the best in the country
7. For initial data quality to be correct first time in at least 99 per cent of cases.



Priority six



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. 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. In some cases however the best way to fulfil these obligations is through shared or collaborative ventures with other police forces. Examples of where Wiltshire Police have taken this approach (i.e. Zephyr) 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.

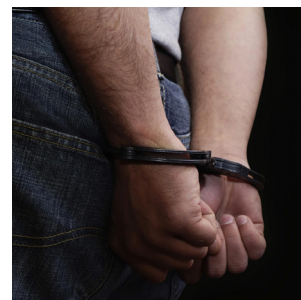
Victim Support's corporate strategy is based upon 'providing services that will meet local need but draw upon national strength.' This will also be my approach in Wiltshire. Service delivery will always be local but, where it is either more efficient or resilient to organise it on shared or collaborative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

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.



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



Unlocking the resources to deliver



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, be this 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.

Despite all of this, crime has reduced and people are feeling safer. 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.

In line with my election pledge, there will be no police council tax increase in 2013-14. 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.

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



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

- pick up the pieces at greater cost further down the line
4. To do things once in partnership rather than multiple times in isolation
5. To emulate the commercial sector much more by providing greater and more cost-effective access to services, often online
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.

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