

Cllr Richard Britton
Chair, Police and Crime Panel
Wiltshire Council
Bythesea Road
County Hall
Trowbridge
BA 14 8JN

27 August 2014

Dear Richard

At the meeting on Tuesday 26th August 2014, reference was made to there being greater alignment between the PCC's priorities and the PCP's forward work programme. Having provided a list of 10 items that were on the Commissioner's immediate work plan, you asked on behalf of the panel that we identify the top four and provide you with a very brief synopsis on the work involved in each:

1. The strategic integration with Wiltshire Council and Swindon Borough Council

The PCC, Chief Constable and Wiltshire Council have agreed a strategic integration programme covering both co-located front line delivery of service and back office integration. This is backed by a legal agreement and is based on a project initiation document that was approved in July 2013. To date, programme management, IT services and estates and facilities management functions have been transferred. A review of fleet, finance and human resources is underway. The main item currently out of scope is corporate communications as the Chief Constable and PCC believe they need to retain an independent voice. Work to create an integrated town centre team is underway with Swindon and the Plus One building on the civic offices campus is now being redeveloped. Accommodation will be shared with SBC departments such as community safety, licensing, trading standards, environmental enforcement and street protection.

2. Regional Vision for Collaboration

On 16th July 2014 the five PCCs for the South West agreed a vision statement for the region. This commits to the maintenance of the identity of separate forces with democratically derived local priorities. Within this context interoperability is a key enabler. Bilateral and trilateral programmes will move forward provided they have regard to the wider geographic five way collaboration opportunities. The PCCs have agreed the establishment of a regional five way project team to develop the candidate projects and an interoperability study to

highlight action required to achieve effective interoperability, ranging from full collaboration to systems alignment.

3. The Performance Culture Review

The potential dangers of a target driven culture have become as clear recently in policing as formerly in health. We are now reviewing the force performance culture to ensure that officers are operating ethically and in the best interests of the community. A rigorous performance culture creates a perverse incentive to manipulate statistics. Developing an effective management system that recognises and encourages good practice is the key outcome for this review. Implementation and embedding of the new structure and culture will take time and clear communication with the public will be required to ensure clarity and understanding.

4. Systems Thinking Review of Service Delivery

This review will potentially affect all areas of business. The process involved in reporting, investigating and prosecuting to conclusion a simple crime has been reviewed. The current process involves different parts of the organisation handling discreet elements of a single case. This results in multiple hand-offs incurring cost and time delay and resulting in a lack of ownership of the final outcome. Trials of the new process are underway in two areas; retaining responsibility within a geographical team structure so as to cut cost, delay and increase accountability. The trial process will require refinement and retesting. Ultimately, the new process will be rolled out across the whole force if the trial is successful. This is ground breaking work by Wiltshire Constabulary implementing the Commissioner's strategy in the Police and Crime Plan.

The Commissioner will be happy to provide more detail at the forthcoming Police and Crime Panel meeting.

Yours sincerely



Kieran Kilgallen
Chief Executive
Office of the Police and Crime Commissioner

cc: Henry Powell, Senior Scrutiny Officer, Wiltshire Council
Sarah Kyte, OPCC Business Manager