



Police and Crime Panel 18 June 2015

Wiltshire and Swindon Police and Crime Plan 2015-17 – Consideration by the Police and Crime Panel

1. Purpose of Report

1.1. To provide the Police and Crime Panel (PCP) on with the draft Police and Crime Plan (2015-17) (P&C Plan)

1.2. To seek recommendations or a report to the Commissioner on the draft P&C Plan

2. Background and Main Considerations for the Board

2.1. The first Police and Crime Plan was produced in 2013 and several updates have been issued since then. There is a need to refresh the existing plan as a result of the development of the role of PCCs, the changing strategic context for policing and continued financial challenge.

2.2. As required by the Police Reform and Responsibility Act 2011 the plan will run from 2015-17, including the financial year during which a PCC election is held.

2.3. The PCP is asked to note this draft P&C Plan and to provide recommendations or a report to the Commissioner on the new police and crime plan

3. Scope of changes

3.1. The P&C Plan 2015-17 refines the strategic direction and PCC objectives for policing and criminal justice.

3.2. The Commissioner's overall strategic direction has not fundamentally changed. This plan aims to draw together the strategic objectives from across policing, criminal justice and partnerships.

3.3. This plan has been written with the public as the anticipated audience so it is concise and it minimises the use of technical terms where possible .

3.4. Whilst the current six priorities are still relevant these have been refocused and reworded. This has helped improve clarity, minimise duplication and provided a clear set of objectives.

3.5. The original Plan priority 4 (Reducing Offending and reoffending) has been incorporated into priority 1 in the new plan. Reducing Priority 5 (improving

customer standards) and 6 (unfailing and timely response) and 'Unlocking resources' has been incorporated into a broader Priority four (Securing high quality, efficient and trusted services).

3.6. The Commissioner has developed new P&C plan with stakeholders, partners and the operational guidance of the Chief Constable. It builds on existing strategies, objectives and initiatives, and sets an ambitious clear vision for policing and community safety.

3.7. The new priorities are:

1. Prevent crime and anti-social behaviour
2. Protect the most vulnerable in society
3. Put victims and witnesses at the heart of everything we do
4. Secure high quality, efficient and trusted services

4. Stages of development

4.1. The refreshed P&C Plan will have gone through the following phases:

- Scoping and planning;
- Developing strategic narrative and alignment;
- Content;
- Performance / success measures;
- Continuous feedback and consultation;
- PCP recommendations
- Public consultation
- Publish Plan.

4.2. The development of the new P&C Plan has been part of a continuous testing and checking with stakeholders, Chief Constable and Police and Crime panel members.

4.3. PCP members were circulated an early draft of the P&C Plan for comment in mid May 2015 to allow for early comment

4.4. Extensive stakeholder development has taken place to achieve the attached draft plan, including sharing with both local authority senior teams, 2 stakeholder development sessions where the plan was examined in detail, submitted comments by PCP members, Swindon and Wiltshire Crime Reduction and Community Safety Board.

4.5. The development of this plan is aligned to the work of the performance working group.

4.6. Full details of the emerging themes and subsequent amendments from stakeholder feedback, PCP members, local authority officers and the Wiltshire and Swindon Crime reduction and Community Safety Board can be found in Appendix A of this report.

4.7. Following formal consultation and consideration of any recommendations made by the PCP we will begin a broader public consultation for 30 days. This will allow the public and stakeholders an additional opportunity for feedback

5. Next steps

5.1. Below are the high level milestones that provide a summary of the project plan.

- 18 June – Draft to Police and Crime Panel on 18th June.
- From 18/05/15 – recommendations from PCP considered and response returned
- End of June – July – 30 day public consultation on final plan
- Adoption end of July 2015

6. Recommendations

6.1. To note the new police and crime plan.

6.2. To provide recommendations or a report to the Commissioner on the new police and crime plan.

Kieran Kilgallen, Wiltshire and Swindon OPCC, Chief Executive



APPENDIX A: Stakeholder feedback on Draft Police and Crime Plan 2015-17

This is from the collation of the themes and suggested changes raised at stakeholder events at Potterne (Wiltshire) and Broadgreen (Swindon) events held on 1 & 2 June 2015 respectively. Other sources of feedback include discussion at the Wiltshire and Swindon Crime Reduction and Community Safety Board (3 June 2015) and the written submissions received from Swindon Borough Council and Police and Crime Panel members. Organisations represented are as follows:

Organisations represented

Wiltshire Council – Children and Family Services, Swindon Council – Housing and Community Safety, Swindon – Children and Family Services, Wiltshire Youth Offending Team, Swindon Youth Offending Team, HM Prison Service, Salisbury hospital, Wiltshire Police, Community Rehabilitation Company, Guinness Housing, Aster Housing, Stonewater, Wiltshire Fire and Rescue Service, Selwood Housing, Wiltshire Community Safety Partnership, Legal Aid Agency, Jephson Home Housing Association, Wiltshire Clinical Commissioning Group.

Cross cutting themes

Theme	Response
Plan has been positively received, with the clarity, concise nature and alignment to the key strategic objectives of partnerships and stakeholders	We welcome the positive feedback and support from partners and stakeholders to make further refinements to this document prior to wider public consultation.
Raise profile of partnership work to deliver the plan. This includes the governance and roles and responsibilities of partners. Be clear that many of these issues are a collective responsibility and all partners are held to account for their contribution to deliver these priorities. Specific alignment and mention of the Local Safeguarding Children and Adults Board should be included within priority 2 and the section on partnerships.	Outlining the importance of working with partners has been added to the first page. The partnerships section has been redrafted to provide a brief overview of the role of partnerships. Priority one has been reordered to place working with communities and partners as the first objective and several sections within the plan now reflect the role and responsibilities of partners.
Consolidate the strand of the HMIC Police Effectiveness, Efficiency, and Legitimacy (PEEL) to priority 4 with other service quality aspects. It was also raised that maintaining a 'good' rating for PEEL may not be aspirational	This has been amended and PEEL is now only mentioned under Priority 4

enough	
Is protect local policing explicit enough, could this be “maintained at least at their current level”. “Protecting” doesn’t necessarily mean keeping at their present level.	<p>The Commissioner places local polices as a key priority within his plan and it is central to his police and crime plan. The suggested sentence has been added to provide clarity on this commitment.</p> <p>The future and operational challenges that Wiltshire Police is uncertain and the commissioner would listen to advice of his Chief Constable. As committed in the plan any increase in precept and would go into protecting local policing and the pilot to integrated neighbourhood teams, response policing and crime investigation and the focus on increasing visibility is anticipated to have positive impact on our communities.</p>
More RJ and community resolution into priority 1 alongside other aspects of community solutions	This has been amended and community remedies are mentioned in priority 1
Move local policing model to priority four to capture the focus on improving the operating model	This has been amended and local policing operating model is mentioned in priority 4
Wiltshire Youth Crime strategy and crime prevention strategy should be cited.	The Commissioner and his Police and Crime Plan set the strategic direction and objectives of all relevant strategies in policing and community safety. In this respect the chief constable is directed to develop delivery mechanisms to achieve these priorities are detailed in subsequent documents. Both the Youth and Crime Prevention Strategy for part of this operational delivery. These specific plans are in line with the strategic direction proposed in this plan.
What is a top quality service? – Does this need a definition? I think you mean as assessed by PEEL and surveys but this is not clear	The PEEL is part of the Commissioners assessment of performance. As outlined in “How will I know my Plan is working” an assessment will be made using a range of information. This provides an overview and more detailed appendices will provide further information on the specific sources of information that will be used to assess success.
‘The Chief Constable and his officers act in accordance with the Wiltshire Police’s values and behaviours’. Are these the PCC’s to plan on delivering or the CC’s, and what of the other agencies commissioned by the PCC, where	Wording has been clarified. This refers to Wiltshire Police’s own values and the PCC will hold them to account to meet these.

are their equivalents?	
The remit of the PCC in criminal justice was queried with some stakeholders claiming the plan did not go far enough to drive improvements and some that the plan was too ambitious in focusing on elements outside the PCC control.	The PCC fully understands his statutory responsibilities and remit in relation to the criminal justice system. The PCC provides a voice for the victims of crime and antisocial behaviour and will continue to advocate their experiences to partners. Having responsibility for commissioning services for victims is providing a wealth of information on the challenges victims and witnesses face in using the system and there areas they feel require improvement. The Police and Crime Plan is proposing several areas where the PCC will seek to influence and support partners through the Wiltshire Criminal Justice Board to improve and modernise the criminal justice process. This is in addition to holding the Chief Constable to account for improving the aspects within his control.
I do not see anywhere a reference to work to improve the efficiency of the Criminal Justice System in Wiltshire. This has been an ongoing theme over the past several years. Has this effort stopped?	This is reflected under priority four and focuses on driving the agenda of the WCJB and influencing the improvements across the entire system, due to the limited statutory levers. This influencing role is also fundamental to delivering priority three and ensuring victims voices are heard within the CJS context. Please see above for further comment.
Provision of a glossary would be helpful	This plan has been written for the public as its key audience. Every effort has been taken to use language that is easily understandable by people not involved in the commissioning or provision of these services. Whilst a glossary would provide detailed explanations of the mechanisms it increases the size of the document significantly. This plan will have numerous reference points if the reader requires further explanation and detail.

PRORITY 1: Preventing Crime and anti-social behaviour

Theme	Response
Enhance section on volunteering and the collective effort all partners are making to increase volunteering and engagement and capacity in	The ordering of community solutions is now first under priority 1 and volunteering language has been strengthen

communities.	
Clarification should be given to what is desired from local policing in terms of visibility or accessible or both.	The word accessible has been replaced with approachable to reflect the intended meaning under this objective.
Clarification of night time economy developments, existing initiatives and the aspiration for improving management and local economies.	Wording has been amended to reflect this comment
Change the word youth “services” to focus on engagement and amend the word “diversionary” to reflect the broader and more positive aspects of this work. This should be expanded to represent the significant role of the third sector in delivering much of this agenda.	Wording has been amended to reflect this change and reflect the diversity in provision in this area
Move sections relating to offending into Priority 1, this would also broaden out the existing focus on young people as possible offenders and reflect the broader risks across communities	Offending now part of Priority one and is more balanced across the range of offenders
Emphasis joint responsibility for reducing offending and supporting rehabilitation	Wording has been amended to reflect joint responsibilities and requirement for a joint response
Is it possible to be visible, accessible and trusted by all communities?	A police service must aspire to meet these goals and be a respected and fair body that listens and protects everyone. This is examined under the legitimacy elements of PEEL but includes not only how the police constructively work with communities, are fair in their use of powers and that the force represents the communities they service.
Significant lack of housing for young people at risk of harm and for offenders or those at risk of offending. As housing is a significant influence on supporting rehabilitation this is a strategic challenge	We have now incorporated this strategic need within the plan and will have discussions with both local authorities in how to best approach this
Adjust wording to reflect that young people and youth offenders also vulnerable and at risk of becoming victims	This has now need amended
The inclusion of Tri-force does not appear alongside the other specialist capacity and capability collaborations	Reference to Tri-force has been made
The public are unlikely to understand what restorative justice (RJ) means can we clarify this and perhaps use the term local resolution	This has been reworded as community resolution to simplify and represent the role of the community
Consider the inclusion of the RJ kite mark which is a standard for restorative justice initiatives. This would be a useful tool to increase the quality of RJ work across partnerships	Whilst we are supportive of efforts to increase the quality of RJ schemes and initiatives there is a cost implication for this quality mark. The OPCC is recruiting two posts to work with partners to

	coordinate the RJ approach in Wiltshire. We will ensure that the quality mark is explored.
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PRIORITY 2: Protect the most vulnerable in society

Theme	Response
The CC alone cannot be held to account for developing a co-ordinated system for assessing and managing vulnerability	Wording of objective amended to reflect the CC is held to account for his element but the desire is for integration and coordination.
The reference to MASH is positive however the wording needs to represent the local developments.	This section has been rewritten to include local developments and incorporate the Local Safeguarding Children Boards
Partners need to be a collective understanding of vulnerability and what this means.	This has now been rewritten to reflect this desire for a collective understanding of vulnerability
Positive that MH has been included add the MH triage service within plan	The MH triage service, both in the police control room and in Swindon has now been included within the plan alongside the other positive work under the Mental Health Concordat action plan.
Consideration to be given to include work on other areas of MH such as Autism	We agree that autism is an area that requires support. This is in addition to the range of other mental health and behavioural conditions that are important. There is an ongoing work to secure more positive treatment of people with autism. We believe that this work has been started but requires attention to implement properly. In light of comments from health and LA colleagues we will seek direction from both Local Authority and Clinical Commissioning Group Mental Health Commissioners to understand the needs of the population before highlighting a specific focus in this area.
Add wording to reflect MAPPA and other arrangements for managing high risk offenders	The concept of MAPPA has been added but in an effort to minimise jargon the Acronym has not.
Broaden hate crime paragraph to include all other types of hate crime and move to priority 3	This has been broaden and moved to priority 3 as it fits better under this priority
How does this plan want to work with schools to support the delivery of this plan	The redrafted language provided more specified inclusion including schools but also the role of safeguarding boards and

	the influence role they have.
Amend language to reflect Child Sexual Abuse including exploitation. Broaden and strengthen the section of Domestic Abuse and sexual abuse to include the broader work to address this; including perpetrator courses, MARACs, work IDVA services and refuges.	Wording has been amended and expanded wording to reflect broader work to reduce Domestic Abuse and support victims.
Enhance wording to note the importance of work in partnership with health services	The identification of health sector colleagues roles in this is valid and has been enhanced.
Amend the language to reflect troubled families agenda, the complex needs that need to be addressed	This has been amended to reflect comments
Consider the new responsibilities under the Care Act 2015 and include relevant wording to reflect this	This has been amended to reflect comments
Consider the new responsibilities for supporting those recently released from prison for Probation and CRC	This has been amended to reflect comments and as above been moved to priority 1
Include aspects of fear and perception of crime that can lead to social isolation	The introductory paragraph has been reworded to include fear of crime and impact on the vulnerable.
Emphasis the preventative work as well as the reactive work that is taking place	The order and focus of this priority has been restricted to provide a greater emphasis on preventative work.

Priority 3: Putting victims and witnesses at the heart of everything we do

Theme	Response
Include and explain the use of community triggers and how local communities can use them to ensure they can get a response from agencies and are not ignored	Community triggers have now been included.
Ensure that witnesses are included more clearly in the sections that are aiming to support both victims and witnesses	Witnesses have been enhanced in this amended sections
Are these not directing the CC in operational matters that are the CC's, not the PCC's, to worry about	This section has been reworded and rephrased to be clearer that the CC will be help to account for police elements. There is a mix of CC operational delivery and OPCC functions relating to victims and community safety services

Priority 4: Secure high quality, efficient and trusted services

Theme	Response
The inclusion of response targets does not align with the overall plan, particularly in light of the desire to move away from targets. Whilst useful as a measure of service quality the prominence in the plan seems unbalanced	The high profile response targets were given has been removed and amended with a strategic objective of efficient and effective service. The response times will still be an indicator of service performance
The content in this priority is extremely detailed and clear, but the language needs to be simplified for the public audience	Language has been simplified where possible
Consider work to develop aligned local teams through mechanisms such as shared problem profiles, joint action planning and aligning operational tasking across agencies.	This has been included within the changes in priority one
Reword statement of independent custody visiting scheme to put custody quality to the front rather than just provision of the scheme.	Amended
It appears that only the Police have had to bear the brunt of cuts and been forced to find savings	The PCC has no remit to discuss issues relevant to another organisation or the challenges they face but the discussion of austerity has been amended to include general impacts on policing.

Proposed editorial Changes

Suggested Change	Response
Clearer explanation on integrated ASB systems	Section rewritten to provide clarity
What is meant by 'Solutions'? Is not the word 'schemes' better, a solution indicates known success – perhaps that is true but I doubt it?	This instance of the work has been changed as initiatives are more reflective of the objective.
Does Wiltshire just aspire to have access to specialist teams or participate in them to ensure that access cannot be denied?	Wording amending to reflect that we have these services.
Suggest changing 'threat' to 'fear'; are you threatened by crime or do you fear it?	Agree – word has been changed
Clarify what 'predictive analysis' is	The term 'predictive analysis' has been removed and written in plain English
Include 'safeguarding' within priority two	Agree section rewritten to increase the prominence of safeguarding

Reword cyberbullying to cybercrime to reflect the broader risks	Agree wording has been changed
Reorder section priority 2.3 to have prevention statements first	This section has been reordered
Change wording for 'officers' to officers and staff receive training (MH concordat)	Amended
Can we remove the term 'SWITCH' as this is the brand of the programme and replace with the Integrated Offender Management term	This has been amended
Reword 3.2.3.4 & 3.5 to capture PCC can only influence not deliver	This has been rewritten to reflect the influencing role within the Wiltshire Criminal Justice Board
Add the word "defendants" to line about	This has been added
Add locality boards and area boards as mechanisms to listen	Added