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# The Commissioner's Annual Report 2016-17

## Foreword

I am delighted to be presenting my first annual report following my re-election in 2016 as Police and Crime Commissioner (PCC) for Wiltshire and Swindon. My role is to ensure that you have the police and community safety services to keep you safe. I hold the Chief Constable to account for delivering efficient, effective and trusted services.

Turnout in the PCC elections increased nationally which I believe is a result of voters becoming more familiar with the role thanks to increased transparency and accountability. The public hold me to account for the policing services at the ballot box.

I will continue to represent the public's legitimate demands and aspirations for policing. Making myself accessible and visible to the public, I will keep working hard to listen and understand the concerns of everyone in our communities.

In my second term I am building on the firm foundations laid down during my first term in office. My approach will be to continue working with Chief Constable Mike Veale, partners, the community and voluntary sectors. We are beginning to see the fruits of significant investment in mobile technology, police modernisation and closer working with partners as the Force becomes more efficient.

This annual report provides an update on the progress made during 2016-17 in delivering my Police and Crime Plan (P&C Plan) 2015-17, an overview of Wiltshire Police performance and my analysis of the challenges and opportunities that lay ahead.

I assess the state of policing by reviewing a range of information including recorded crime figures, service performance measures, external inspections by Her Majesty's Inspectorate of Constabulary (HMIC), and your views and experiences of the services you receive. This is reported quarterly to the [Police and Crime Panel](#).

Section one provides my overall assessment of policing and community safety in Wiltshire and Swindon, incorporating the learning from inspections by HMIC, engagement with victims and local communities.

Section two identifies the future challenges and opportunities that face Wiltshire and Swindon

Section three summarises the progress in delivering the P&C Plan by each priority and the specific future challenges and opportunities for that priority.

Section four provides an overview of financial information from 2016-17 including a breakdown of spending.

## 1. State of policing and community safety in Wiltshire and Swindon

I continue to be optimistic about the state of policing and community safety in Wiltshire and Swindon despite the evolving threats, reforms and reduced resources which continue to challenge all public sector organisations. I am heartened that we are meeting these challenges and that, with public sector partners, are being innovative, bringing services together to keep the people of Wiltshire and Swindon safe.

Overall I believe we are making good progress in delivering my P&C Plan and an effective and efficient police service. We are beginning to make improvements to the criminal justice system in Wiltshire and Swindon. The Force, with its partners, is responding well to the complex demands and threats from criminals, both in Wiltshire and online. There are areas for improvement which I will outline.

My assessment is supported by external assessment. Wiltshire Police is inspected by HMIC annually under the Police Effectiveness, Efficiency and Legitimacy (PEEL) programme. An inspection report is published in each of the three areas of business, with an overarching assessment on leadership. Wiltshire Police is one of only seven police forces to achieving a rating of “good” in all areas of HMIC PEEL inspection, with outstanding work identified in treating its staff with fairness and respect.

I must mention the shocking events in Westminster, Manchester, London Bridge and nearby Borough Market. The threat posed by terrorism is constant. Police officers and staff are at the frontline of the battle to protect us and this is the primary duty of the Chief Constable. Local policing teams have an important role to play: working with communities, gathering intelligence and helping to identify those at risk of radicalisation. I fully acknowledge and support our national and regional commitments to identify and counter terrorism.

### Crime recording compliance and recorded crime

In the 2015-16 annual report I outlined the step change towards an ethical performance culture, ahead of the Home Office-commissioned Curtis Review on police crime recording. The Chief Constable and I agreed that arbitrary targets introduced perverse incentives and distrust of police services. This was based on the principle that the police must record all crime as accurately as possible. The changes were in place throughout 2016-17.

Wiltshire Police improved its crime recording compliance with the proportion of all crimes being recorded correctly first time rising from around 88 per cent to 96 per cent. This rise means that recorded crime figures are more reliable which enhances the understanding of crime and our response to it.

In 2016-17 crimes recorded by Wiltshire Police increased by nine per cent in comparison to 2015-16. Wiltshire Police’s earlier introduction of ethical crime recording and improved crime recording compliance is shown in the graph below. This has now stabilised as other forces have implemented the recommendations and Wiltshire’s nine per cent increase is below the national increase of 11 per cent.

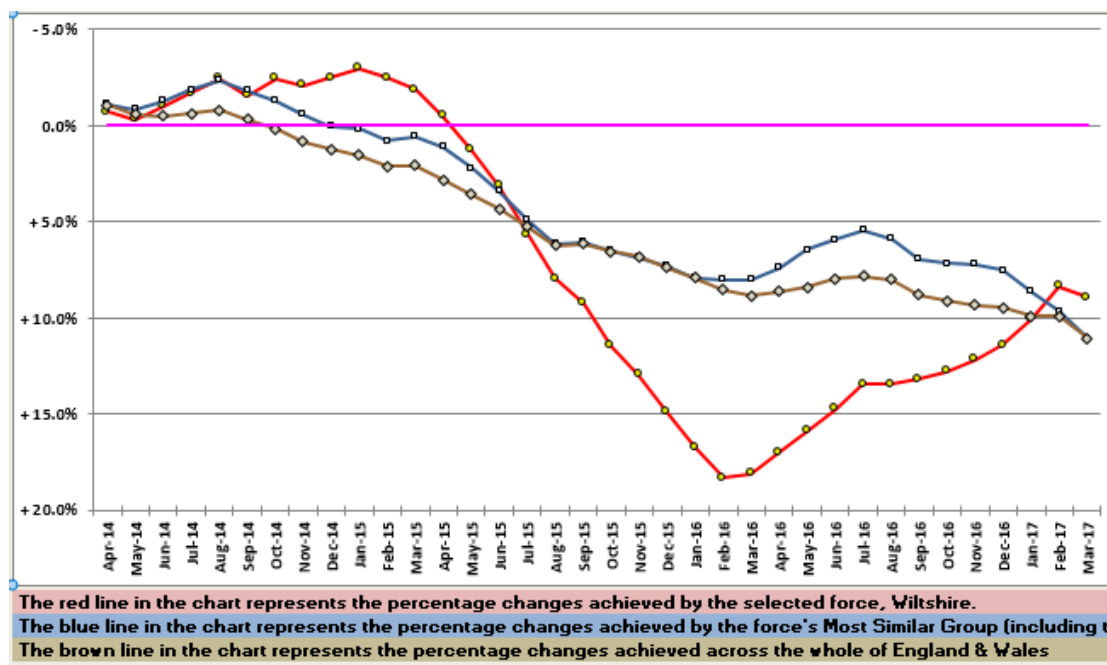


Figure 1 Percentage change compared to previous year trend. All crime up to March 2017

Both nationally and in Wiltshire the rise has been driven by increases in violence without injury of 22 per cent (25 per cent nationally), violence with injury of 12.7 per cent (8.1 per cent), and an 11.3 per cent increase in public order offences (40 per cent nationally).

The dramatic fall in anti-social behaviour correlates with the increases in the crime types above. Anti-social behavior, violence without injury and public order offences were often susceptible to different interpretations of the technical crime recording guidance.

I agree with the Office for National Statistics that the large volume increase is related to changes in recording practices and processes. I am satisfied that performance overall is due to recording practices. However analysis does show that there are specific crimes where there are genuine increases.

Domestic burglary was identified in 2016 as a challenge in relation to how many offenders are held responsible in some form for the crimes they commit. This has continued to be a significant challenge at five per cent, compared to national and regional rates of eight and 11 per cent respectively. This is now combined with an identified increase in the number of dwelling burglaries in Wiltshire of 21 per cent (279 more than 2015-16). Nationally burglary has increased by six per cent. However Wiltshire's increase is higher, caused by a specific series of offences and the historically low level of dwelling burglaries in recent years.

As a result, dwelling burglary is now a Force priority. There is a comprehensive plan putting additional resources and focus into preventing such crimes and pursuing offenders. Performance is monitored at daily, weekly and monthly Force tasking meetings to ensure the right resources are in place. The way in which evidence is gathered and investigations are conducted is under review. I will continue to monitor the impact of these interventions with the Chief Constable in 2017-18 to determine the need for further action.

The second area where recorded crime is rising relates to vehicle offences. Vehicle offences are 28 per cent higher (749 offences) than in 2015-16 and the rate has moved above that of our peers. This is in comparison with national and regional increases of 11 and 12 per cent respectively. Three

quarters of these offences in Wiltshire and Swindon were preventable, where the vehicle was insecure or valuables were left on display. A high profile crime prevention campaign has been undertaken, particularly in locations which are at higher risk and additional policing resources have been deployed.

After extensive analysis, I am confident that the overall rise in police-recorded crime is predominantly caused by more ethical police recording practices. The British Crime Survey (BCS), which asks people about their experiences of a range of crimes in the past year, is stable. I believe that recorded crime should converge with the BCS level as police recording standards improve.

I am confident that the police have identified dwelling burglary and vehicle crime as genuine areas of concern and I will hold the Chief Constable to account for addressing these issues.

In the PEEL assessment on effectiveness HMIC said: “Wiltshire Police is good in respect of its effectiveness at keeping people safe and reducing crime ... The Force is good at preventing crime and tackling anti-social behavior. It is good at tackling serious and organised crime and has the necessary arrangements in place to respond to national threats.”

In 2016 the rollout of the seven community policing teams was completed across Wiltshire and Swindon. This remodelling returns policing to our communities and brings together police community support officers (PCSOs), neighbourhood officers, response officers and local crime investigators in one team. Community teams are responsible for managing crime in that community from beginning to end and building relationships with local communities.

This model is still developing and I will receive an evaluation in summer 2017 into how well it is operating. There are still substantial areas for development, particularly in enhancing communications and relationships with local communities, ensuring staff have the right skills to operate in more holistic roles and that teams have the capacity to prevent crime through problem solving, rather than responding to incidents after they have occurred.

Wiltshire Police emergency 999 response has continued to be exceptional. However the Force has become aware - through performance information and public feedback - that non-emergency 101 calls is not at a sufficient standard. The answering of 101 calls is consistently good, with over 90 per cent answered in 30 seconds. However completing these calls has taken too long and caused delays for the public. Calls times are lengthening, increasing the time callers are waiting to have their problem resolved. The reasons for this include the introduction of a victim vulnerability assessment for all calls, more detailed work to record crime to comply with recording standards and recruitment and retention challenges.

I have been presented with a detailed improvement plan which covers every aspect of the operation, including the structure of teams and the flow of calls, increased training and multi-skilled teams, enhanced leadership and career progression to retain staff and reduce turnover. As a significant number of callers require an update on their cases, I have set out in my new P&C Plan 2017-21 to increase the ways the public can contact Wiltshire Police. The changes agreed will take time fully to deliver improvements. I have asked the Chief Constable to bring in these changes as quickly as possible and I will continue to monitor the service the public receives.

In previous reports I said that more needed to be done to recruit and develop a more diverse workforce that represented the public which Wiltshire Police serves. A critical factor was the reinstatement of the best use of stop and search scheme (BUSS), which was achieved in 2016. All our communities must feel they are treated in the same way by their police service. Wiltshire Police has been working with the College of Policing, CommTas, staff associations and community groups to review policies and procedures aimed at improving recruitment and development of all staff with protected characteristics. There is extensive work underway to increase BME representation

throughout Wiltshire Police. This is not about artificially boosting numbers but having systems that identify and maximise the talent of the best people. I want to congratulate the Chief Constable and his team for achieving an outstanding grading by the HMIC in the way it treats its staff with fairness and respect.

I was pleased that the HMIC recognised this activity in its legitimacy inspection in which it stated: “The Force has values and behaviours that are clearly understood by the workforce and in line with the code of ethics. Treating the people it serves fairly and with respect is at the core of the Force values and behaviours, and forms the basis of all training.”

Communities in Wiltshire and Swindon play a key role in keeping their communities safe. I am delighted and humbled by the passion and dedication shown by local people. There are the 10,000 who have signed up for community messaging; the many active members of “watch” schemes across the county and those dedicating time in volunteer roles such as special constables and police cadets.

In 2015-16 I committed £1 million to increase the number of special constables to 500 during my second term. We have made excellent strides by recruiting 303 special constables so far. The figure of 500 special constables is an ambition to aim for, rather than a number to chase. Far more important is integrating and retaining special constables in our community policing teams. I would rather have 350 fully integrated and supported officers giving up hours per month, than simply recruiting 500.

I believe Wiltshire Police is in a good financial position with strong financial management. It met its savings requirements of £2 million in 2015-16 and £17.7 million since 2010. I took the decision to increase the police precept by 1.9 per cent in 2016-17 and to allocate £315,000 from my commissioning budget to protect local policing.

Part of meeting the financial challenge is ensuring the Force is effective at managing demand. This requires significant and systematic work with local authority, health and criminal justice partners to prevent crime and intervene as early as possible to prevent issues escalating. In Wiltshire and Swindon, we are well down this path with effective arrangements for public protection with both Wiltshire Council and Swindon Borough Council.

My assessment of Wiltshire Police is supported by HMIC’s “good” grading in effectiveness which says of the Force: “It has a track record of effective budget planning and good financial planning. Effective processes are in place to manage demand for its services and the Force is using various methods to assess future demand ... Wiltshire Police has well-established partnership arrangements and is working well with those partners to assess demand and service delivery for the future.”

My new P&C Plan 2017-21 outlines a range of initiatives and service integration that continue this development and build on our achievements. We are responding to these challenges through innovation and effective leadership, ensuring we are making decisions for the benefit of the public, victims and witnesses.

Key to a successful organisation is having the right leadership and culture in place. This has been a central focus for the Chief Constable and his team over my first term and is starting to produce sustainable results by developing leaders throughout the Force and so providing a foundation for Wiltshire Police to continue to meet the challenges now and in the coming years.

HMIC says: “Wiltshire Police has defined clearly what it expects from its leaders and this is understood at all ranks and levels. Training programmes, recruitment processes and promotion procedures focus on the quality and capacity of leadership. All staff HMIC spoke to understood fully and could explain the Force’s values. The Force has reviewed its leadership capability to identify gaps in knowledge, skills and behaviours and uses this information to appoint the right people to the right roles ... By

taking the radical step of removing some middle and senior police ranks from its management structure, the Force has empowered a new pool of ... current and future leaders.”

I commend the Chief Constable for his leadership and the determination, bravery and public service that every officer, member of staff and volunteer demonstrates every hour of every day. Their hard work and dedication, coupled with strong support from partner agencies and the public, has delivered my P&C Plan and kept the people of Wiltshire and Swindon safe. We must never forget the commitment of Wiltshire Police officers and staff to public service and the personal risks they take to protect us.

**Signature**

**Photo**

**Angus Macpherson**  
**Police and Crime Commissioner**  
**July 2017**

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## 2. Future challenges and opportunities for policing and community safety in Wiltshire and Swindon

Following my re-election in May 2016 I consulted on and launched a new P&C Plan 2017-21. Whilst this annual report covers the previous plan, the challenges and opportunities I have identified are fully articulated in the new plan.

I undertook a large consultation process on the new plan. It involved holding four live question and answer sessions on Facebook and Twitter to answer points raised directly by the public; producing a video setting out the proposals; and carrying out the usual survey. I was delighted with the response to this consultation and the different ways I was able to speak to local communities. I am confident that this new plan sets the right direction and is fully supported by the people of Wiltshire and Swindon.

Local policing is central to the direction I have outlined in my new plan. The new community policing model has been rolled out across the Force. Whilst we need continually to improve and refine this approach, other areas of policing need to develop. The evaluation due in summer 2017 will provide an opportunity to review how this model is operating and identify areas to improve.

The next phases involves examining how the police investigate crimes, respond to and support vulnerable victims and ensure we bring as many offenders as possible to justice. In 2017 the Chief Constable and I will be presented with a significant system thinking review of this area of the organisation. I believe it will remove departmental silos and ensure the service is focused on the victim. Ensuring the policing response is effective is the precursor to further work with partners to integrate services that I have set out in the P&C Plan 2017-21

I have been lobbying central government for fairer funding for Wiltshire. We receive one of the lowest shares of Home Office funding for police per head of population. This is unfair and does not recognise that each policing area has national, regional and local obligations. I believe Wiltshire has made significant steps to become more modern and efficient but it is perversely penalised by an outdated police funding formula that is focused on traditional crime types. The Policing and Fire minister is due to receive proposals on new funding arrangements for policing in 2017. I will continue to lobby MPs and ministers to provide funding that does not disproportionately disadvantage the people of Wiltshire and Swindon.

I take over as chair of the Wiltshire Criminal Justice Board in 2017-18. This board draws together partners involved in the criminal justice process: investigations by police, prosecutions by the Crown Prosecution Service, the trial process led by HM courts service, through to sentencing, release and rehabilitation. During 2017-18 we have a real opportunity to implement the improvements we have started and ensure we protect the principles of justice whilst both putting the victim at the heart of everything we do and preventing reoffending.



### 3. Progress in delivering my Police and Crime Plan 2015-17

This report provides an overview of the progress against the four priorities within my previous P&C Plan 2015-17. Under each priority I provide a brief assessment of the progress, followed by a selection of achievements and challenges.

#### Priority One: Prevent crime and anti-social behaviour

Residents, visitors and businesses in Wiltshire and Swindon should be able to live without the fear of crime and anti-social behaviour. Wiltshire is a safe place but you should be able to have the confidence to report the crime to the police, knowing that you will be listened to, and that the crime will be properly investigated.

Highlights in 2016-17 include:

- Recorded crime in Wiltshire increased by nine per cent in comparison to 2015-16, slightly below the recorded crime rise of 11 per cent nationally.
- Both nationally and in Wiltshire the rise has been driven by increases in violence without injury of 22 per cent (25 per cent nationally), violence with injury of 12.7 per cent (8.1 per cent nationally), and an 11.3 per cent increase in public order offences (40 per cent nationally).
- The fall in anti-social behaviour incidents correlates with the increases in violence without injury and public order offences
- A total of 96 per cent of all recorded crime now meets Home Office compliance rules first time
- Supporting local people to help keep their communities safe by recruiting 303 Special Constables, with the aim of reaching 500. This is in addition to the 130 volunteers supporting Wiltshire Police in a variety of roles.
- Community Messaging continues to increase its members with 10,000, up 2,200 people on the previous year, receiving information from their local police teams. Members will now receive messages from Dorset & Wiltshire Fire and Rescue Service.
- Community Speed Watch has grown from 250 members in 2013 to 850 members across 144 sites in Wiltshire and Swindon.
- The Safe Drive Stay Alive road safety education has been delivered to 7,500 students and 3,000 military personnel. This is in addition to the high profile campaigns and operations to tackle driving whilst using a mobile phone and cycle safety.
- Making policing mobile and completing the roll out of laptops, smartphones and tablets to all staff.
- Salisbury and Chippenham are recognised, by receiving the Purple Flag award, for the efforts to improve the safety of the night time economy.
- The Integrated Offender Management programme has continued to expand its focus on repeat violent and domestic abuse perpetrators to proactively monitor, support and prevent the most persistent offenders from repeat offending.

- Our Counter Terrorism teams and partners are continuing to deliver the national CONTEST strategy. Keeping us protected from - and disrupting - attacks, working with partners to stop people becoming terrorists and preparing for the impact of any attacks.

## Challenges and opportunities

- The devastating attacks in Westminster, Manchester and London Bridge/Borough Market are a reminder of the exceptional bravery and professionalism of all emergency services. Changing threats mean I will keep my Police and Crime Plan under review to ensure the Chief Constable has what he needs to keep us safe
- Financial austerity continues to place pressure on my budgets. As services are reduced, the potential impact on crime and community safety is increased with a greater expectation on police to resolve issues. We have seen this in the area of mental health and we are responding both nationally and locally to address these issues.
- The police funding formula review is due to be presented in 2017. I will continue to lobby for fair funding for Wiltshire.
- Domestic burglary - and holding offenders responsible - has continued to be a significant challenge. The number of dwelling burglaries in Wiltshire has increased 21 per cent (279 more than 2015-16). As a result, domestic burglary is now a Force priority with a comprehensive plan putting additional resources and focus into preventing and pursuing offenders. I will continue to monitor the impact of these interventions with the Chief Constable in 2017-18 to determine the need for further action.
- Vehicle offences are 28 per cent higher (749 offences) than in 2015-16 and the vehicle crime rate has moved above that of our peers. Three quarters of these offences were preventable (vehicle insecure or valuables left on display). A high profile crime prevention campaign has been undertaken, particularly in locations which are at higher risk, and additional policing resources deployed.
- Continuing to invest in technology, equipment and infrastructure. I want to see direct access to police systems by officers and staff to enable them to reduce the need to write up paper records and allowing them to stay out on the beat.
- As we have recruited a significant number of Special Constables in 2017-18 I am asking the Chief Constable to ensure we are supporting and retaining these committed volunteers.

## Priority Two: Protecting the most vulnerable in society

There is a continuing focus on this priority by all public services with a collective duty to ensure that we protect the most vulnerable in society. The most vulnerable are often those who need the greatest support, often by numerous organisations, each responding to their element of the situation.

Public partners are working to redesign services that prevent escalation of problems and to take a wider problem-solving approach. Working with people who use our services the most - either as offenders or victims - means we can anticipate an escalation of problems and work to prevent crime and anti-social behaviour and not just respond to it.

The response to vulnerability is continuing to improve. HMIC and Joint Targeted Area Inspections (JTAI) in 2016 have identified excellent collaborative responses, breaking down organisational silos, and developing an increasingly multi-disciplinary response.

Highlights in 2016-17 include:

- Implementing the recommendations by HMIC made in its vulnerability Inspection in 2016.
- The creation and additional investment in the Multi-Agency Safeguarding Hub for Children with local authority partners is now embedded and extremely positive. HMIC and JTAI inspections have been excellent and extremely positive.
- In areas of mental health and vulnerability worked with partners to identify opportunities to support people will prevent crime and help protect the public
- The Bobby Van service now supports vulnerable victims of cybercrime with home visits and cyber security advice.
- Commissioning with Wiltshire and Swindon Clinical Commissioning Group mental health professionals to work 24/7 in the CCC from July 2017 to assess those in mental health crisis and advise police officers.
- Commissioning alongside Swindon Borough Council to provide independent domestic violence advocacy and outreach support to victims of domestic abuse
- Contributing £170,000 to the treatment services for people with substance misuse problems who are at risk of offending
- Supporting Circles South West to work with probation and police to prevent reoffending by sex offenders.
- Working with the Nelson Trust to expand its harm reduction work for those working in the sex trade to cover Wiltshire
- Police youth engagement officers working with schools, youth offending teams and community policing teams to improve cyber safety and tackle cyberbullying, grooming and the so-called sexting of young people.

### Challenges and opportunities

- Building on the infrastructure projects and single view data project to identify with partners areas for service improvement and integration of services that support early intervention and problem solving.
- Working with Adult Safeguarding Boards and building on the learning from the Multi Agency Safeguarding Hub (MASH) to improve the safeguarding of vulnerable adults.
- Seeking opportunities during the recommissioning exercise in 2017 to further integrate services for victims of domestic abuse and to ensure they are improved.
- Continuing to work with partners to ensure those suffering mental health crisis are not placed in police custody as a place of safety and there is suitable alternative provision.
- Working with NHS England to improve services provided across Wiltshire and Swindon to victims of rape and sexual assault
- Redesigning substance misuse services in 2017 for commissioning in 2018, making sure that there are clear pathways from the criminal justice system and that we can prevent crime by tackling underlying causes such as substance misuse as early as possible.

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## **Priority Three: Putting victims and witnesses at the heart of everything we do**

Great strides have been made in improving the focus on victims and witnesses, since PCCs were given responsibility for commissioning services for victims. In Wiltshire, Horizon Victim and Witness Care has been in place since March 2015. It provides a single point of contact for vulnerable victims.

Working alongside the police, Horizon is updating, supporting and signposting victims and witnesses on their journey through the criminal justice system. Victim Support is providing practical and emotional help for victims who need it. I also commission specialist services for the most vulnerable victims of certain crimes.

I have invested more money into services for victims of crime and anti-social behaviour, helping them cope and recover from its impact. These services will continue to develop as outlined in my P&C Plan 2017-2021.

The formality and procedures are designed to achieve an impartial and fair justice system but can be alienating, disempowering and intimidating for the victim. The Wiltshire Criminal Justice Board is working to address these challenges and use restorative approaches to help empower victims and allow offenders to confront the impact of their crimes.

Highlights in 2016-17 include:

- A total of 81 per cent of victims are satisfied with the service they have received from the police
- Horizon Victim and Witness Care celebrated its second anniversary. Since it was established in March 2015 it has supported 8,100 vulnerable victims of crime. Horizon continues to expand and develop. In 2016-17 the support to victims of crime was widened to include victims of fraud and burglary.
- At any one time Horizon Victim and Witness Care can be supporting around 7,000 victims and witnesses for the 6-700 cases listed.
- In 2016-17 more than 1,100 people were referred to Victim Support which provides emotional and practical support to help victims to cope and recover from crime and ASB.
- I have commissioned specialist support from the Intercom Trust for victims of hate crime.
- With NHS, local authorities and Wiltshire Police I co-commissioned the Sexual Assault Referral Centre (SARC) in Swindon where specialist care and support is provided to victims of sexual offences.
- A hugely successful Restorative Together conference was held to increase awareness of restorative justice and increase support for restorative approaches.
- All frontline police officers, sergeants, inspectors and special constables are being trained to use restorative practices, providing swift and immediate justice for victim and offender in ASB and low-level crimes.

- Our Restorative Justice volunteers are developing rapidly, building experience of restorative case conferences for victims and offenders.
- Live court links are now in use, increasing efficiency and enabling police officers to give evidence away from court. In future these links will also support vulnerable victims and witnesses

### **Challenges and opportunities**

- Horizon has had an extremely positive impact on the way victims and witnesses are supported. I expect the service to continue to develop over the coming years. My office will review the victim services landscape and see how support can continue to improve.
- As chair of the Wiltshire Criminal Justice Board 2017-18, I will continue to review and support the way all partners in the system work to improve the victim journey, work effectively with offenders and deliver justice outcomes for all.
- I want restorative approaches to continue to develop and become an everyday tool in policing. RJ empowers victims to have a voice and helps them cope and recover by getting answers to questions which were not aired in court. It helps offenders to confront the impact of their crime on the victim and those around them.

## Priority Four: Secure high quality, efficient and trusted services

Police and criminal justice services should be accessible to everyone and of the highest standard. I believe that Wiltshire Police delivers a high quality and efficient service. The “good” HMIC PEEL inspection provides a platform that the Chief Constable and his team are already building on to drive more improvements.

Efficiencies of £17.7 million have been made since 2011, which has required changes to the way we deliver services. I wholeheartedly support the Chief Constable’s values-based leadership and his work to empower officers and staff throughout the organisation. The work is receiving national attention and shows that we are thinking differently about how services are delivered, not only in the police but jointly with other public services in order to address the causes and impact of crime.

Highlights in 2016-17 include:

- Wiltshire Police is one of only seven police forces to achieving a rating of “good” in all areas of HMIC PEEL inspection, with some areas outstanding
- A total of 81 per cent of the public having confidence in Wiltshire Police
- A total of 75 per cent of people believing that Wiltshire Police deals with things that matter to the community
- Achieving 94 per cent of 999 calls being answered within ten seconds
- The successful roll out of the community policing model, that decentralises the police response to crime and removes bureaucracy.
- Wiltshire policing area having one of the lowest spends on police per head of population in the country.
- Reinstating the best use of stop and search scheme (BUSS). Since the scheme was suspended, rapid improvement was delivered to address non-compliance. This included a revised information gathering process, a new lay observation policy and community trigger procedure which are published on the Wiltshire Police website.
- Police officers are now leading prosecutions for low-level traffic offences with a conviction rate of over 90 per cent
- Completing the rollout of laptops, tablets or smartphones to all staff who can work flexibly in our communities
- Completing the move to Bourne Hill in Salisbury as part of the community police roll out – sharing with Wiltshire Council, working alongside other services and saving money.
- Continuing to collaborate with other regional police forces to identify opportunities to share operational support services
- The annual report of “Professional standards, integrity and complaint appeals” produced by the independent complaints adjudicator provides me with a detailed assessment of performance in this area.

- Independent Custody Visiting (ICVs) uses volunteers to check on the treatment of detainees and the conditions in which they are held. It also ensures that their rights and entitlements are being observed. We had 21 ICVs as at 31 March 2017. In 2016 – 17, there were 10,545 detainees in custody, a slight increase over the previous year. A total of 139 visits were made to the custody suites, compared to 108 last year (65 at Melksham and 74 at Swindon). The scheme continues to work well and good working relationships continue between the ICVs and the Force.

### **Challenges and opportunities**

- Wiltshire receives one of the lowest levels of Home Office funding for policing across the country. This is unfair. The new police funding formula is due to be delivered in 2017. I have been lobbying MPs and ministers to address this unfairness, and to ensure that the Force has enough resources to keep Wiltshire and Swindon safe.
- I will review and hold the Chief Constable to account for the implementation of the CCC improvement plan and will continue to monitor the service the public receives.
- My estates strategy is being published, setting out how the estate will meet the needs of Wiltshire Police, support police modernisation and ensure we are not wasting money on buildings. The strategy reduces the size of the police estate and improves the capability of the estate we need. I am determined that I will make sure the police have the estate facilities and ICT to tackle criminals and keep us safe. Every pound spent on buildings which we no longer need is not spent on frontline policing. The investment in technology means that officers and staff can work in our communities, not behind a desk.
- Technology presents opportunities to make policing more efficient. It also presents new threats to our communities and changes the expectations of the public when they need to contact the police. During 2017-18 I will continue to work with our ICT partners Wiltshire Council to deliver my P&C Plan and ICT strategy. We will seek to move on to national or regional mobile solutions that offer the technology we need to tackle criminality, be visible and more efficient.



## 4. Summary of financial performance

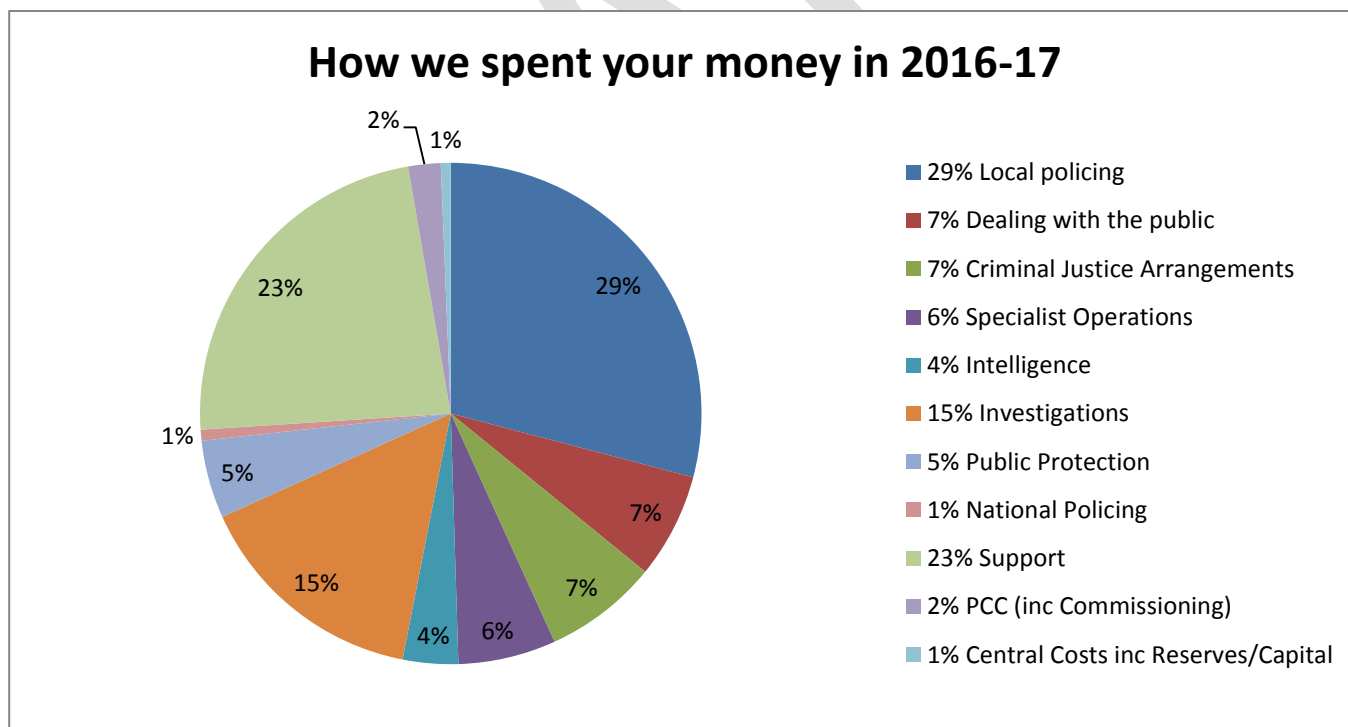
During 2016-17, my determination to protect frontline services and local policing has continued. To reduce the projected funding gap of £3.7 million in 2016-17 I took the decision to raise the police and crime element of council tax by 1.9 per cent. This increase reduced the funding gap by £814,000 and meant that the amount of savings required has been reduced. This has allowed me to direct this money to protect frontline and local policing.

Most people I speak to share my view that this is worth the increase of £3.17 per year for a Band D property to £170.27.

In 2016-17 I have:

- Maintained the lowest policing precept in the South West.
- Received an income of £105.4 million with £63.4 million (60 per cent) from the Home Office, £42 million (40 per cent) from the local police precept to keep Wiltshire and Swindon safe.
- Allocated to the Chief Constable Mike Veale £103.1 million to delivering policing services
- Delivered £2.1 million of efficiencies (and £17.7 million efficiency savings since 2011)

In 2016-17, we spent your money on the following areas:



\*OPCC includes £2.1 million commissioning of services - OPCC Office costs less than 1%

I am responsible for commissioning services other than policing to deliver my P&C Plan. This is funded by direct grants from central government or by money I allocate from the overall budget.

## Commissioning Fund 2016-17

I set a budget of £1,227,095 for this fund in 2016-17 this was supplemented with £136,737 of underspend in 2015-16. This makes up over 50 per cent of the cost attributed to my office. This fund supports the delivery of my P&C Plan objectives and obligations to partner agencies. The fund supports collaborative arrangements with local authority, third sector providers and Wiltshire Police.

Service / project	Provider	2016-17 spend (£)
Commissioning for substance misuse services	Swindon BC	69,380
Commissioning for substance misuse services	Wiltshire Council	105,992
Community safety grant	Swindon BC	70,000
Running costs - Youth Offending Teams	SBC & WC	216,634
Community Messaging	Wiltshire Police	90,658
Community Speed Watch	Wiltshire Police	88,548
Junior Good Citizen	Wiltshire Police	2,810
Diversionary activity for young people at risk of ASB / crime	SPLASH	54,835
WP Volunteers Officer	Wiltshire Police	62,685
ASB Advocacy Service	Victim Support	48,000
Match funding Home Office child sexual exploitation	Swindon BC & Wiltshire Council	33,000
Interviews with those at risk of child sexual exploitation	Missing People	31,345
Volunteer support to Salisbury CCTV	Salisbury Citiwatch CIC	25,000
Independent appeals adjudicator	Wiltshire OPCC	15,258
Horizon Victim and Witness Care	Wiltshire Police	273,594
Offender Management support	Circles West	10,000
Commissioning and Programme Manager	Wiltshire OPCC	73,037
Outreach - sex workers	Nelson Trust	17,191
Support former police dogs	WAGs	500
Mental health triage	Swindon CCG	49,000
In case of emergency (ICE) cards	Victim Support	336
Medium domestic abuse outreach	Splitz	737
Other costs	Wilts OPCC	25,363
<b>Total Community Safety Fund</b>		<b>1,363,832</b>

## Victims Fund 2016-17

This is a specific allocation by the Ministry of Justice for victim services and restorative justice services. In 2016-17, the amount provided to me was £826,119. This helps me to commission services to improve services for victims.

Victim Services spend	2016-17 spend (£)
Victim Services Commissioning / provision	377,750
Services for victims of sexual violence and domestic abuse	216,548
Services for victims of child sexual abuse	89,000
Restorative justice services	76,128
Building capacity and capability in the voluntary and community sector	17,132
Associated costs of commissioning	48,960

<b>TOTAL</b>	<b>826,119</b>
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For further details about financial information please consult the medium term financial plan, and the [draft statement of accounts 2016-17](http://www.wiltshire-pcc.gov.uk/Home.aspx) which are available on my website <http://www.wiltshire-pcc.gov.uk/Home.aspx>

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## 5. Engagement

An important part of my role is to engage with you so that I understand your concerns and priorities when it comes to policing and the criminal justice system. Your feedback is crucial in drawing up my Police and Crime Plan which sets the direction for the Force.

During 2016-17 my focus was on expanding the ways in which you can contact me and give me your views. In addition to the extensive P&C Plan and policing precept consultation I have been listening to people's concerns across Wiltshire and Swindon, attending events, such as summer Solstice, Swindon and Salisbury Pride, Bengali new year celebrations, Eid festival, Trowbridge food festival and services of remembrance. I have spent time out and about in the city of Salisbury and the towns and villages of Wiltshire and Swindon. I have been delighted to speak to various audiences including college students, the Black Police Association, Women's Institutes, the National Farmers Union, Neighbourhood Watch annual meeting, Rotary Club and many more besides.

I was especially pleased to attend the Wiltshire Youth Summit in Devizes in February. I always value the feedback I receive from young people, including our Wiltshire Police volunteer cadets who joined me for takeover challenge day and to raise money for good causes with a sleepout in February.

It is critical that I listen to concerns and articulate the direction for policing and justice, and the wider implications of national policy. Through my blogs I consider the impact that events and issues happening locally and nationally have on Wiltshire. You can read my blogs by visiting [www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk) and select Your PCC/PCC blog.

I believe it is also important to engage with the men and women who work and volunteer for Wiltshire Police in order to understand the challenges they face. I have spent time with Tri Force officers including dog handlers and roads policing. I greatly value their professionalism, bravery and dedication to making our communities safe.

Working with partner agencies is key to delivering a successful policing service. My office is actively involved with a wide range of public bodies and partnerships. Some are identified in the diagram below:



**Accountability**

**Police and Crime Panel**

I am ultimately responsible to the electorate of Wiltshire and Swindon for my performance in office. However the Wiltshire and Swindon Police and Crime Panel (PCP) has the power to scrutinise my activities, including the ability to review my Police and Crime Plan and annual report, request papers and call me to public hearings. The PCP can veto decisions on the local policing precept and the appointment of a new Chief Constable.

I want to thank the panel members for continuing to provide scrutiny and support to my office and myself. They have provided vital support in developing and supporting the performance, culture changes and have provided guidance and feedback on my Police and Crime Plan.

**Joint Independent Audit Committee**

The Joint Independent Audit Committee provides independent assurance on the corporate governance and risk arrangements in place for both the PCC and the Chief Constable. The committee identifies areas for improvement, checks and tests governance arrangements and supports the development of improvements according to good governance principles.

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