

**pcc**  
Police & Crime Commissioner  
for Wiltshire and Swindon



Wiltshire and Swindon

# Police and Crime Plan

# 2015 - 2017

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# Foreword

**A**t the end of my third year as Police and Crime Commissioner the challenges that policing faces are as difficult as they were in 2012. However we have a clearer understanding of what is required to meet these demands.

The emerging threats from cyber crime, serious and organised crime, terrorism and child sexual abuse are changing policing. These changes alongside further reductions in central Government funding, and the expanding role of Police and Crime Commissioners have led me to review my first Police and Crime Plan.

As Commissioner, my role is to keep Wiltshire and Swindon safe. I make sure that the police and justice system meets the needs of Wiltshire and Swindon and that Wiltshire Police are held to account for delivering an efficient, effective and trusted service.

This plan sets the priorities to keep Wiltshire and Swindon among the safest places in the country:

Priority 1: Prevent crime and anti-social behaviour

Priority 2: Protect the most vulnerable in society

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

Priority 4: Secure high quality, efficient and trusted services

I have set clear objectives for the Chief Constable and for the Office of the Police and Crime Commissioner (OPCC). These priorities and objectives have been guided by the needs of the people of Wiltshire and Swindon, input from stakeholders and our national policing obligations.

I appoint the Chief Constable, and hold him to account to deliver the police elements of this plan. To deliver the other elements we are already working with our partners. These include our local communities, Wiltshire Council, Swindon Borough Council, Wiltshire Fire & Rescue Service, NHS commissioners and trusts, the National Probation Service, the Crown Prosecution Service, HM Courts and Tribunals Service and registered social



landlords. We will continue to work together and challenge each other to improve in order to provide the best outcomes possible for our communities.

## My commitments to you

In delivering this Police and Crime Plan I am committed to ensuring that:

- Neighbourhood teams, where police officers and staff work in our communities, are at the centre of policing in Wiltshire
- Neighbourhood policing will be protected by shifting resources to the front line
- Any increase in the police element of council tax will be used to reduce the impact of central funding reductions on neighbourhood policing
- The Chief Constable and his officers act in accordance with the published values and behaviours:
  - Putting people first – going the extra mile
  - Acting with honesty and integrity
  - Being professional – delivering the highest possible quality of service
  - Working as a team – combining skills and efforts to share the load and achieve more
  - Taking personal responsibility

**Angus Macpherson**  
Police and Crime Commissioner

# Priority 1: Prevent crime and anti-social behaviour

I want everyone in Wiltshire and Swindon to live without the fear of crime and anti-social behaviour. Everyone should be protected. I want to continue to work with communities to address the issues that affect them. If you are a victim you should 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.



I will hold the Chief Constable to account to ensure that:

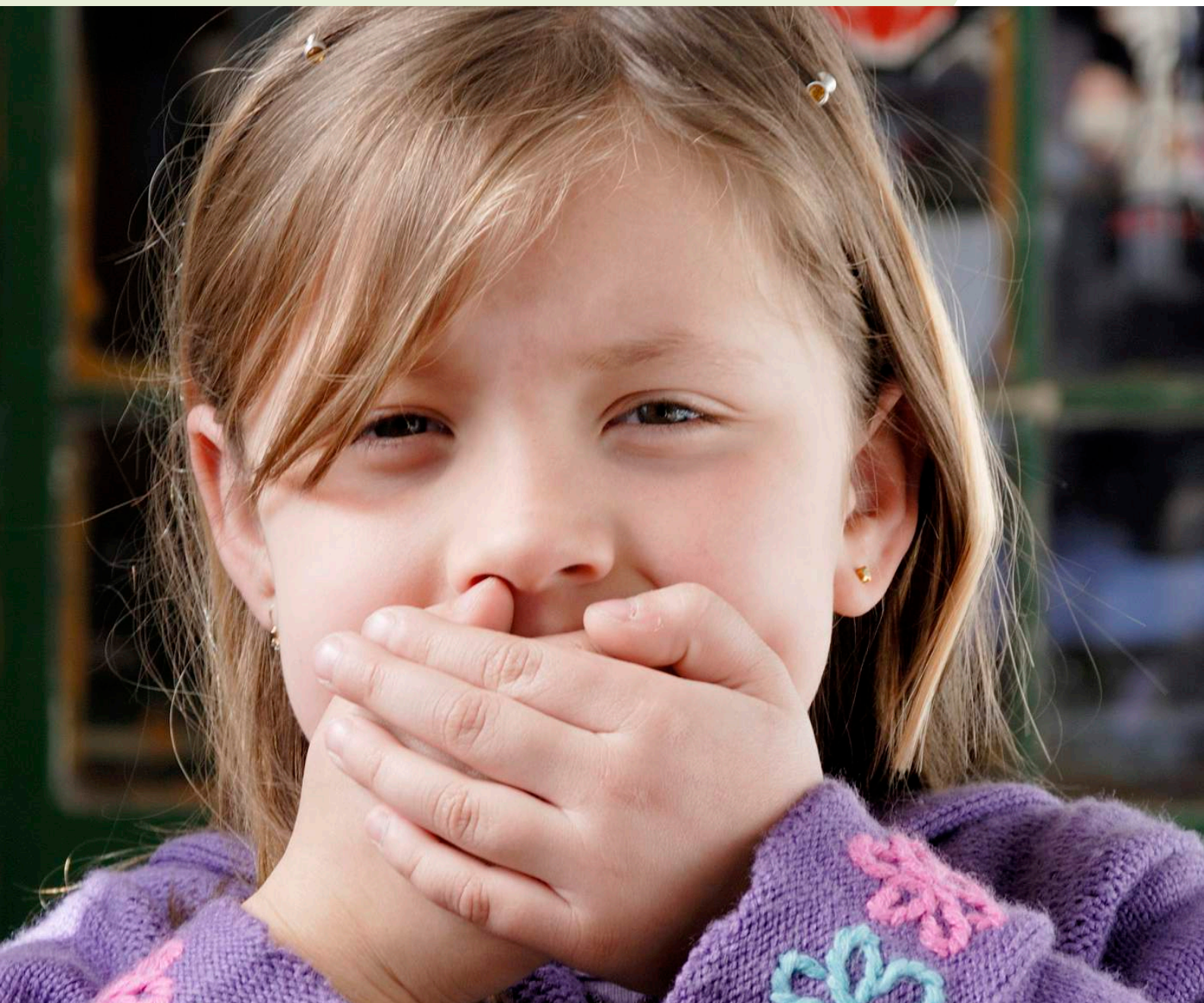
- # 1
- Initiatives are undertaken with local communities and community safety partners to prevent and reduce crime and anti-social behaviour. This work will include:
- Working with partners to co-ordinate our approach and response to tackling anti-social behaviour and utilising information and powers to prevent anti-social behaviour in communities
  - Working with partners to deliver community resolutions such as mediation, face-to-face meetings to provide early and swift justice that involve victims and the community in the justice process
  - Encouraging the active participation of the public by increasing the prominence and diversity of volunteer roles within the police including 'watch' schemes; increasing the value and engagement of special constables, volunteers and police cadets. In addition, recognising the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas
  - Working with Wiltshire Council, Swindon Borough Council, Youth Offending Boards and community led approaches to provide a range of engagement activities, early help and support to those at greatest risk of being victims or offenders
  - Working with partners to identify and prevent those at risk of radicalisation
  - Working with the National Probation Service and Community Rehabilitation Company to improve the Integrated Offender Management service to reduce offending
  - Working with partners to fulfil their responsibilities to develop more effective support for offenders, including the provision of suitable housing to steer repeat offenders away from committing crime
  - Working with partners to improve the management of evening and night time economies and alcohol related anti-social behaviour
  - Working with partners to ensure that business are supported to protect themselves and their customers against cybercrime
  - Extending the community messaging scheme to increase the numbers signed up and include important messages from partners
  - Working with the Wiltshire and Swindon Road Safety Partnership to improve road safety and reduce road traffic casualties through education, road engineering and patrols of the road network.
  - Updating the Automatic Number Plate Recognition system across Wiltshire and Swindon to enhance capabilities to respond to crime

- # 2
- Wiltshire Police is visible, approachable and trusted in all communities, meaning that:
- All communities have local policing teams with a named senior police officer who is known in their area and responsible for local policing
  - Mobile technology is used effectively, allowing officers and staff to work flexibly in our communities by December 2015
  - Communities can trust that crimes that are reported are recorded appropriately

- # 3
- Wiltshire Police has specialist teams to deal with organised crime, high tech crime, major incidents and national threats. These teams include:
- The South West Regional Organised Crime Unit which covers Wiltshire and Swindon
  - Working with partners to reduce the threat and risk to Wiltshire from terrorism, enabling our communities to go about their lives freely and with confidence
  - The Major Crime Investigation Team which covers Wiltshire, Avon and Somerset and in the future Gloucestershire police forces.
  - Working with the Local Resilience Forum partners to plan, respond and help recover from emergencies and major incidents
  - Tri-force services for firearms, roads policing and dog teams

## Priority 2: Protect the most vulnerable in society

The most vulnerable in society are particularly susceptible to becoming victims of crime and anti-social behaviour. They may also be affected by a perception of crime that impacts on their lives, changes behaviour and affects their mental health. All public agencies should protect the vulnerable, working to prevent crime and listening to people when they ask for help - regardless of age, ethnicity, sexual orientation, disability, health, offending history, or any other factor.



I will hold the Chief Constable to account to work with our partners to:

- # 1
- Develop a co-ordinated system for assessing and managing vulnerability, safeguarding and repeat victimisation. This will involve:
- Developing a shared understanding of vulnerability and referral pathways with partners
  - Implementing tools that can identify vulnerability to better direct resources and improve the service to vulnerable people
  - Working with both Wiltshire and Swindon Local Safeguarding Children Boards (LSCBs) to develop flexible local models for Multi Agency Safeguarding Hubs (MASH), where social workers, police, health professionals and others share information and work together to protect children from harm
  - Working with both Wiltshire and Swindon Local Safeguarding Adults Boards (LSABs) to deliver obligations under the Care Act 2015 to safeguard and protect vulnerable adults and explore opportunities to develop a MASH model for vulnerable adults

- # 2
- Protect, and provide support to, vulnerable people and prevent them from becoming victims of crime and anti-social behaviour. This will include:
- Ensuring officers and staff offer crime prevention advice to communities and provide crime prevention measures to the most vulnerable
  - Working with partners and troubled families projects to identify and provide co-ordinated support to those individuals and families with complex needs
  - Protecting high risk victims of domestic abuse by bringing police, local authorities, health professionals, domestic abuse support services and others together to share information, identify risks and co-ordinate responses
  - Implementing the Mental Health Concordat with partners in health and local authorities to ensure those in a mental health crisis are supported appropriately
  - Working with health partners to pilot access to mental health triage support for police to help those in a mental health crisis
  - Commissioning with both Wiltshire and Swindon Councils drug and alcohol services to reduce harm caused by alcohol and substance misuse, increase those in treatment and prevent crime and anti-social behaviour
  - Ensuring officers and staff are able to support those with vulnerabilities including older people, mental health, people with autism and victims of domestic and sexual abuse

- # 3
- Protect children and young people at risk of sexual abuse and exploitation, working with Wiltshire Council and Swindon Borough Council's children's services. This work will involve:
- Providing identification and prevention for victims, increased training and awareness for staff and specialist services to support victims of sexual abuse
  - Working with schools, LSCBs, third sector agencies, Youth Parliament and others to raise awareness of cyber crime, grooming and sexual abuse to keep young people safe

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

Victims of crime have been through a challenging and sometimes traumatic experience. They should be supported to cope with what has happened and to recover as far as possible from their experience. Giving evidence as a witness can be equally challenging and traumatic but is vital in helping to deliver justice. At all stages, from reporting an incident, through the justice system, to the point of recovery, victims and witnesses must be the central focus of Wiltshire Police and partner agencies.





As Commissioner I am taking the following steps to support victims and witnesses:

- # 1
- Ensuring high quality services to help victims of crime and anti-social behaviour by:
- Commissioning the new Horizon Victim and Witness Care to provide a single point of contact for victims. Working alongside the police, Horizon will support, sign-post to appropriate services and guide victims and witnesses on their journey through the criminal justice system
  - Commissioning additional services to provide practical and emotional support for victims who require help to deal with the impact of crime
  - Analysing victim experiences to help improve services and provide innovative schemes which will reduce repeat victimisation and the impact of crime
  - Supporting witnesses by working with Citizens' Advice Bureau witness care staff who can arrange court visits and support victims and witnesses in their appearance at court
  - Working with Wiltshire Council and Swindon Borough Council to commission specialist support services for victims of domestic abuse and sexual offences including independent domestic abuse advisors; Sexual Assault Referral Centres and practical and emotional support that reduces risk
  - Ensuring there are appropriate support services for victims of hate crime
  - Increasing awareness of the community trigger that enables local communities to ensure that persistent anti-social behaviour is dealt with appropriately

- # 2
- Working with Wiltshire Criminal Justice Board (WCJB) to support and protect victims at all stages of the justice system by:
- Delivering the Victims' Code of Practice 2013, the Right to Review, EU Directive and the Witness Charter
  - Working together to adopt a culture of collective responsibility and ownership for the entire victim journey and the performance of the entire system
  - Working to ensure that trials are effective and not failing to proceed due to lack of time, failure to attend court etc, as these unfairly impact on victims, witnesses and defendants
  - Supporting the improvement of court facilities to protect victims, such as giving evidence by video link and separate waiting areas

- # 3
- The Chief Constable will be held to account to ensure that the police listen to, support and protect victims by:
- Keeping victims and witnesses informed on the progress of investigations through face-to-face meetings, phone calls, letters and emails
  - Developing vulnerable victim suites which enable victims to talk to police and criminal justice services in a comfortable and supportive environment

## Priority 4: Secure high quality, efficient and trusted services

Police and criminal justice services should be accessible to everyone, professional and of the highest standard. In emergencies, the right response must be provided swiftly. Communities should feel confident that the police will listen to their concerns and that the courts will provide effective justice for all. When individuals feel this has not been the case, they will have access to a clear, impartial and rigorous complaints process.



I will hold the Chief Constable to account for:

- # 1
- Delivering a high quality police service that is accessible to communities by ensuring that:
- Calls to the police are answered efficiently and responded to effectively
  - Local communities are very satisfied with the service they receive from the police
  - Wiltshire Police has a diverse and empowered workforce that reflects its values and behaviours

- # 2
- Delivering a police service that is highly efficient and embraces innovation and technology. This means that Wiltshire Police:
- Achieve a minimum rating of “good” by Her Majesty’s Inspectorate of Constabulary (HMIC) in its Police Effectiveness, Efficiency and Legitimacy (PEEL) programme
  - Deliver a financial strategy that meets the Government’s austerity requirements (estimated to be at least £3m a year)
  - Commence by September 2015 a pilot that creates a single local policing, response and investigations team. This will provide one team with the responsibility for all aspects of an investigation. Learning from this pilot is anticipated to be evaluated by April 2016
  - Will develop and implement a Strategic Alliance between Avon & Somerset and Wiltshire constabularies and the respective Police and Crime Commissioners
  - Have co-located reception services with partners by December 2015
  - Complete and consult with stakeholders on the findings and proposals for custody facilities by November 2015
  - Will share office accommodation in Trowbridge, Salisbury, Chippenham and Swindon with local authorities
  - Move into shared facilities with Wiltshire Council in Tisbury and Melksham
  - Implement a digital evidence management and interviewing system by April 2016
  - Ensure that every neighbourhood policing team is accessible to the public in a range of locations in the community; where possible working alongside partners
  - Will increase the range of online services including crime reporting, virtual front counters and licence applications in line with its digital strategy

As Commissioner, I will:

- # 3
- Work with Wiltshire Criminal Justice Board (WCJB) members to modernise the courts and justice system, meaning that we will:
- Enable and empower more police-led prosecutions for less serious offences
  - Reduce the delays to planned court dates and adjournments that waste time and resources and let victims and witnesses down

- # 4
- Have a police service that is trusted, professional and respectful to the public by:
- Implementing Home Office proposals to transfer police complaints to the Office of the Police and Crime Commissioner (OPCC)
  - Providing an independent appeals process for complainants
  - Independently scrutinising custody conditions through the Independent Custody Visiting scheme

# Partnerships

**Working with partners is crucial to delivering this plan and to developing more holistic solutions and efficient services. I will play an active role in the numerous partnerships that exist in Wiltshire and Swindon and will work alongside our partners to deliver improvements in our communities. I want collaboration with partners to become the way we work as this is the best way of making our communities safer.**



The Community Safety Partnerships in Wiltshire and Swindon involve a wide range of partners who provide co-ordination to reduce crime and anti-social behaviour. I receive their annual assessment of crime and anti-social behaviour and I considered this assessment as part of the development of this plan.

The Wiltshire Criminal Justice Board is responsible for improving and co-ordinating the criminal justice system. Its members are the HM Courts and Tribunals Service, Crown Prosecution Service, Wiltshire Police, HM Prison Service, National Probation Service, youth offending teams and the Bristol, Gloucestershire, Somerset and Wiltshire Community Rehabilitation Company.

Local safeguarding children boards and local safeguarding adults boards ensure public agencies are protecting the most vulnerable people in our society. I will ensure that Wiltshire Police are active in these boards and work to ensure that safeguarding is fundamental to delivering policing.

Wiltshire and Swindon Local Resilience Forum brings a range of partners together to plan, respond and recover from emergencies and major incidents. Wiltshire Police will continue to play a leading role and that sufficient resources are in place to protect Wiltshire and Swindon.

We have a diverse and active Voluntary and Community Sector (VCS) organisations in Wiltshire and Swindon. The VCS plays a vital role in promoting social inclusion, innovation, building trust and tailoring services that better reflect local needs and preferences. Working with the VCS through the Wiltshire Compact and the Swindon Compact agreements, we recognise and value the work of the VCS as both providers of services and providing a voice within the community

A range of other partnerships exist and have an important role to play in delivering specific elements of this plan. I will influence and support these



partnerships such as the health and wellbeing boards, public service leaders boards and others to align our strategies and mutually assist in their delivery.

### **Strategic alliance with Avon & Somerset Constabulary**

In March 2015, I signed an agreement to form a strategic alliance between Wiltshire Police and Avon & Somerset Constabulary, as other forces have done across the country. This will help secure significant savings over the next five years and reduce the impact of budget cuts on frontline policing.

The alliance will help to preserve an efficient, effective and trusted police force for the people of Bristol, Somerset and Wiltshire. The risks that austerity places on frontline policing mean that not exploring savings through this alliance would be a missed opportunity.

This strategic alliance will not diminish the Wiltshire voice in how Wiltshire is policed. As PCC I will continue to hold the Chief Constable to account for delivering a visible, trusted and local policing service. The focus will continue to be the delivery of my Police and Crime plan underpinned by a visible and effective local police service.

# Our resources

As Commissioner I set the budget given to the Chief Constable to deliver policing. I also provide funds for the services commissioned on my behalf by the OPCC.

I have made a commitment that the police and crime element of council tax will remain the lowest in the South West. As shown in the two scenarios below, any future decision to increase the police and crime element of the council tax precept would reduce the funding gap due to central Government funding reductions. However a minimum of £10m in savings will need to be found in the next three years. To protect the services you value I have committed that any precept rises will be dedicated to local policing, enabling the protection of local policing teams.

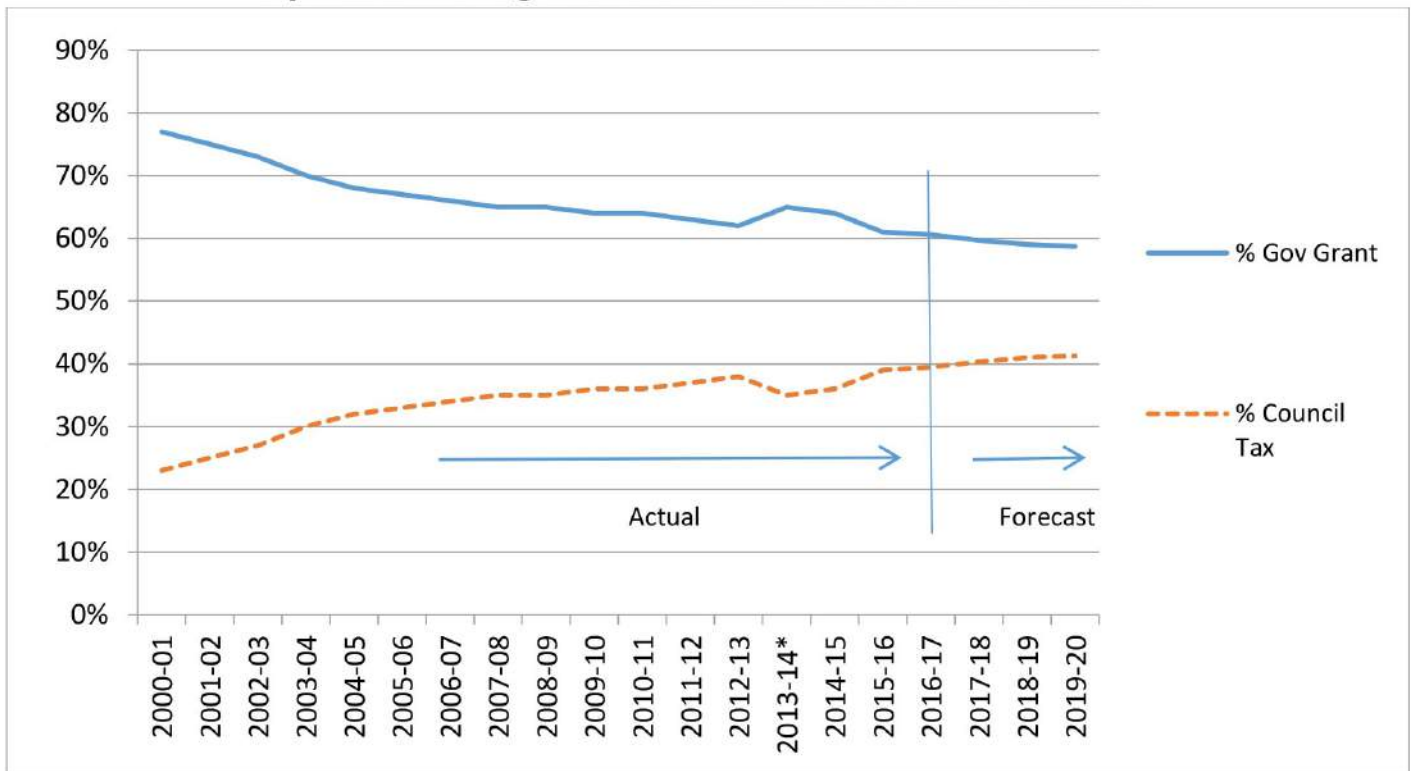
## Total income and allocation of funding based on 0% police and crime precept increase

	2015/16	2016/17	2017/18
	£million		
<b>Income</b>			
Main police grant	37.700	36.267	35.034
Department for Communities and Local Government	20.801	20.011	19.330
Other central funding (freeze and localisation grant)	5.235	5.235	5.235
Police and crime precept - 0%	39.110	39.501	39.896
Other income	0.860	0.823	0.632
<b>Total income available to PCC</b>	<b>103.956</b>	<b>101.837</b>	<b>100.127</b>
Central funding reduction		-3.5%	-3.1%
Reduction in total funds available		-2%	-1.7%
<b>Allocation</b>			
OPCC office costs	0.700	0.686	0.674
OPCC - capital contribution	0.729	0.714	0.702
OPCC - external funding allocation	1.004	1.004	1.004
OPCC - Chief Constable allocation	101.523	99.434	97.748
<b>Total allocation</b>	<b>103.956</b>	<b>101.837</b>	<b>100.128</b>

## Total income and allocation of funding based on 2% police and crime precept increase

	2015/16	2016/17	2017/18
	£million		
<b>Income</b>			
Main police grant	37.700	36.267	35.034
Department for Communities and Local Government	20.801	20.011	19.330
Other central funding (freeze and localisation grant)	5.235	5.235	5.235
Police and crime precept - 1.99% rise	39.110	40.251	41.426
Other income	0.860	0.823	0.632
<b>Total income available to PCC</b>	<b>103.706</b>	<b>102.588</b>	<b>101.658</b>
Central funding reduction		-3.5%	-3.1%
Reduction in total funds available		-1.3%	-0.9%
<b>Allocation</b>			
OPCC office costs	0.700	0.691	0.684
OPCC - capital contribution	0.729	0.719	0.713
OPCC - external funding allocation	1.004	1.004	1.004
OPCC - Chief Constable allocation	101.523	100.174	99.257
<b>Total allocation</b>	<b>103.956</b>	<b>102.588</b>	<b>101.658</b>

## Split of funding between central and local sources



As reductions in central Government funding continue, so too does the challenge of how best to deal with those savings. As well as looking at the precept I am driving efficiency within Wiltshire Police. Despite this the financial challenges we face mean that we must continue to innovate and transform policing to protect front line services. Many of these objectives are highlighted on pages 10-11 of this plan.

For more detailed financial information please refer to the medium term financial plan.

### Grants and commissioning

As Police and Crime Commissioner I 'commission' or purchase efficient and effective policing for Wiltshire. As well as my responsibilities for commissioning services for victims and witnesses I shall continue to commission specific services to that deliver this police and crime plan.

Commissioning involves making decisions about how best to spend the money I receive from central government and local council tax to get the best possible services for you.

I work with partner agencies, local communities and service providers to understand what is needed in Wiltshire. By listening to local people, partners and victims of crime I gain a real insight into how services are doing, understand any gaps, strengths and how we can make improvements.

# How I will know my plan is working

Over the last six months, I have reviewed the approach to targets and the negative behaviours that targets can create. I want to ensure that the Chief Constable and the men and women he leads focus on the quality of service delivered to the public rather than on often meaningless targets.





No one measure will provide an answer to how well the police and the criminal justice service are doing. I will judge the delivery of this plan and the quality of the police and will be held to account by the people of Wiltshire and Swindon.

I will be robust, challenging and holistic in my assessment of performance and police quality. This will be analysed through measures, external inspections and scrutiny by Her Majesty's Inspectorate of Constabulary (HMIC), reviews and by listening to what you are telling me about your experiences. It is ultimately using this information that will enable me to assess how well Wiltshire Police is delivering services that matter and protecting the public.

In my annual report I will publish my assessment of each priority and the overall delivery of this plan. I will also outline additional actions I have taken, or asked the Chief Constable to take, to maintain the delivery.

I have established a framework of topics to determine success. Whilst not exclusive it will include the following questions:

- How effective is Wiltshire Police in preventing crime and anti-social behaviour?
- Is the investigation of crime and the management of offenders effective?
- Is Wiltshire Police effective with others at protecting the vulnerable and supporting victims?
- Is Wiltshire Police a financially sound, efficient and effective police force?
- Does Wiltshire Police build positive and constructive relationships with all communities in Wiltshire and Swindon?
- How well is the Force modernising and how successful is it in implementing technology?
- Is the leadership of Wiltshire Police effective in delivering a sustainable, effective and respected police force that is meeting the objectives of this plan and protecting the public?
- What do local communities, victims, staff and Police and Crime Panel members and others tell me about the police and the service received?



To help answer those questions I will examine multiple sources of information that capture:

- Volume - crime levels, trends, patterns, staff numbers, court information, financial statements
- Responsiveness – response times, customer standards, local resolution measures, successful delivery of initiatives
- Quality – victim insight, satisfaction levels, visibility, police confidence, complaint levels, internal audits, HMIC inspections, staff surveys

The delivery of this plan through partnerships may have different mechanisms and performance will be managed as agreed by the respective partnerships. As a member of any partnership I will have the same approach to performance as outlined above and work to use a range of information to judge how well we are collectively elements of this plan. This will include celebrating our successes as well as challenging and supporting when improvements are needed for our communities.

## **Wiltshire and Swindon Police and Crime Panel**

The Wiltshire and Swindon Police and Crime Panel scrutinises my performance as Commissioner and the work of my office. The panel supports me by examining key areas of work and providing valuable insight and recommendations. I welcome and support the Panel in this work and its consistent support in identifying improvements to deliver this plan.

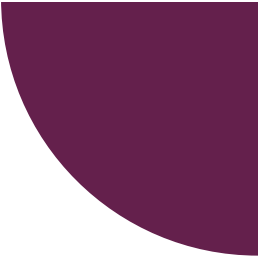
# Listening to you

I will continue to talk to, and listen to, individuals and communities across Wiltshire and Swindon in a variety of ways. I will continue to meet shoppers at market day events, attend local community events, listen to locality and area boards and be a visible figure in the community. I will continue to meet people who use our services to discuss their experiences and seek to make improvements.



I will also conduct a series of surveys, research and consultations to provide robust information from across the area about specific issues such as police visibility and satisfaction with services as well as with communities across Wiltshire and Swindon such as young people, people living in rural areas and older people.

For further information on this plan and the work of the Wiltshire Police and Crime Commissioner please go to [www.wiltshire-pcc.gov.uk/Home.aspx](http://www.wiltshire-pcc.gov.uk/Home.aspx)





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