

Office of the Police and Crime Commissioner  
for Wiltshire and Swindon

# DELIVERY PLAN

2020 / 2021



Wiltshire and Swindon

**pcc**

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# Introducing the OPCC Delivery Plan

Welcome to the Delivery Plan for the Office of the Police and Crime Commissioner (OPCC) which sets out how the OPCC supports the Police and Crime Commissioner (PCC) to meet all responsibilities and fulfil the functions of the role, including direct delivery of the Police and Crime Plan.

The document serves to inform the public and the Police and Crime Panel of the planned work programme of the OPCC for 2020-21 and provides an overview of the activities to ensure an effective office that supports the PCC to exercise his duties on behalf of the communities of Wiltshire and Swindon.

The OPCC Delivery Plan focuses on five objectives:

1. Support the PCC to deliver the strategic direction, priorities and resources for community safety, policing and criminal justice
2. Support the governance, scrutiny and accountability role of the PCC
3. Deliver the Police and Crime Plan through commissioning and service improvement
4. Be an outstanding employer
5. Support the PCC to engage with and keep the public informed.

The Chief Executive Officer (CEO) is ultimately responsible for the successful delivery of the OPCC, with each Senior OPCC member leading their respective areas. This is monitored by the CEO through the fortnightly OPCC Executive Leadership Team (ELT) meeting.

## OPCC ELT



**Kieran Kilgallen**  
Chief Executive



**Naji Darwish**  
Deputy Chief Executive



**Clive Barker**  
Chief Financial Officer



**Clare Mills**  
Head of Corporate  
Communications  
& Engagement



**Chris McMullin**  
Director of People  
& Change

# The role of the PCC and the Chief Constable



The PCC:

- Ensures there is an efficient and effective police force in Wiltshire and Swindon
- Sets the strategy for policing and community safety through their [Police and Crime Plan](#)
- Is responsible for the coordination of the criminal justice system
- Sets the [annual policing budget and the precept](#)
- Appoints, and if necessary, removes a Chief Constable
- Holds the Chief Constable to account for the operational delivery of policing and the performance of the force
- Commissions a range of services to deliver their Police and Crime Plan, including support services for victims of crime
- Represents the public's demands and concerns for policing
- Consults and engages with members of the public, specifically victims of crime
- Publishes an Annual Report summarising progress made against the [Police and Crime Plan](#)
- Contributes to national and regional criminal activity and threats set by the [Home Secretary in the Strategic Policing Requirement](#).

The OPCC's primary purpose is to provide the PCC with advice, support and capacity to deliver their responsibilities and ambitions, and therefore it is important to understand the role of the PCC.

The PCC is responsible for the totality of policing in the area and the OPCC is primarily in place to support the PCC to meet these obligations, to set the strategic direction for community safety, policing and justice and hold the Chief Constable and others to account for effective and efficient services.

In addition to their legal duties, the PCC is responsible for a range of functions and services to the public directly, as well as effective administration and governance. The graphic on page 5 provides a quick summary of the PCC role which the OPCC supports.

The role of Chief Constable provides the operational leadership and day-to-day functions of the police service within the direction set by the PCC.

# The role of the PCC and the Chief Constable

## The Chief Constable:

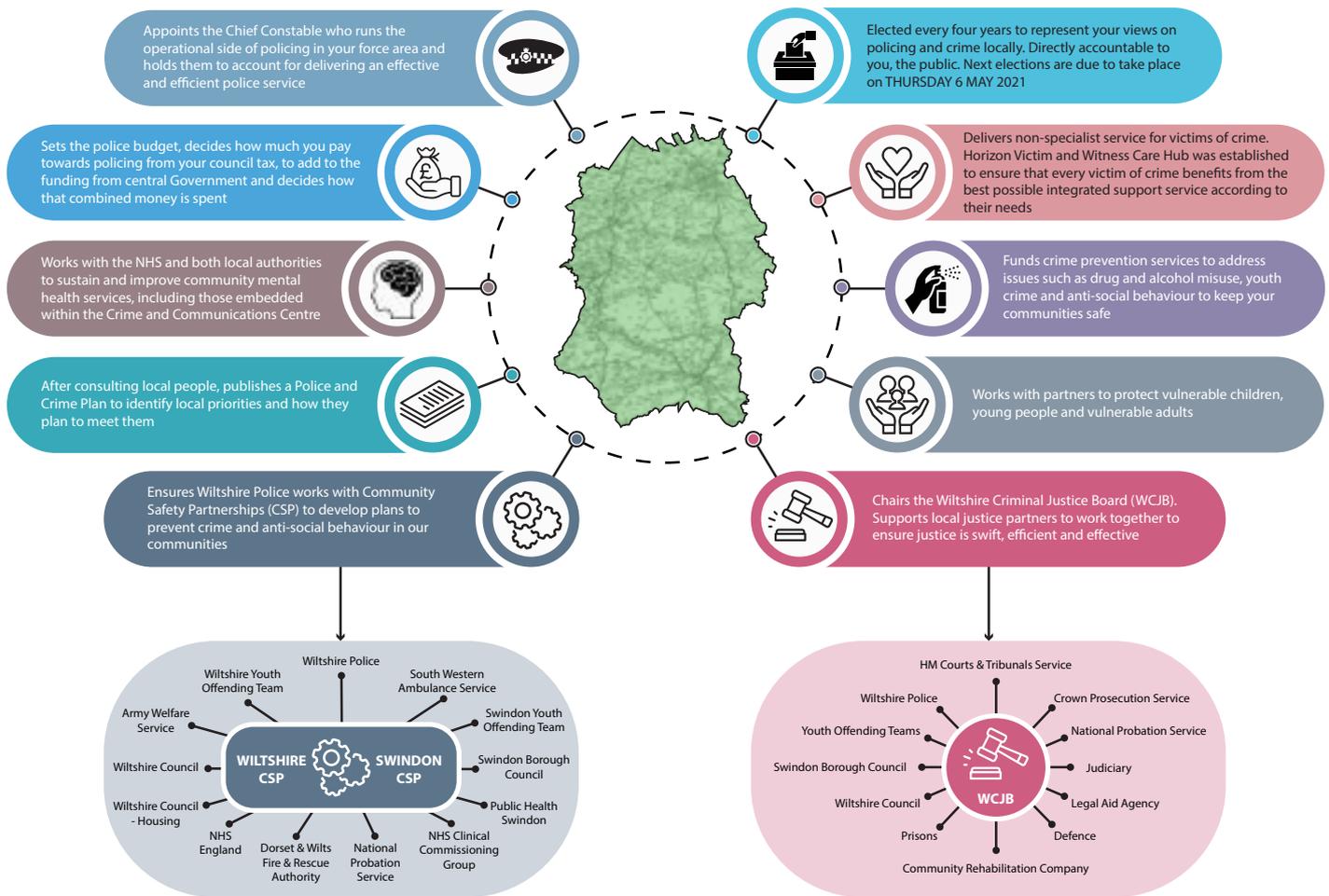
- Is politically independent
- Leads the police officers and police staff of Wiltshire Police and is responsible for their direction, control and conduct
- Is accountable to the Police and Crime Commissioner for the performance of the Force
- Is the most senior policing adviser to the PCC on what is operationally required to meet the

threat, harm and risk faced by the communities of Wiltshire and Swindon

- Explains the operational actions of police officers and police staff to the public.

Both roles require each other to fulfil their roles. This is set out in detail in the section “How do we do our business”.

## What does the Police and Crime Commissioner do?



# The Police and Crime Plan 2017-2021

The PCC's Police and Crime Plan outlines both direction and commitments to improve local services.

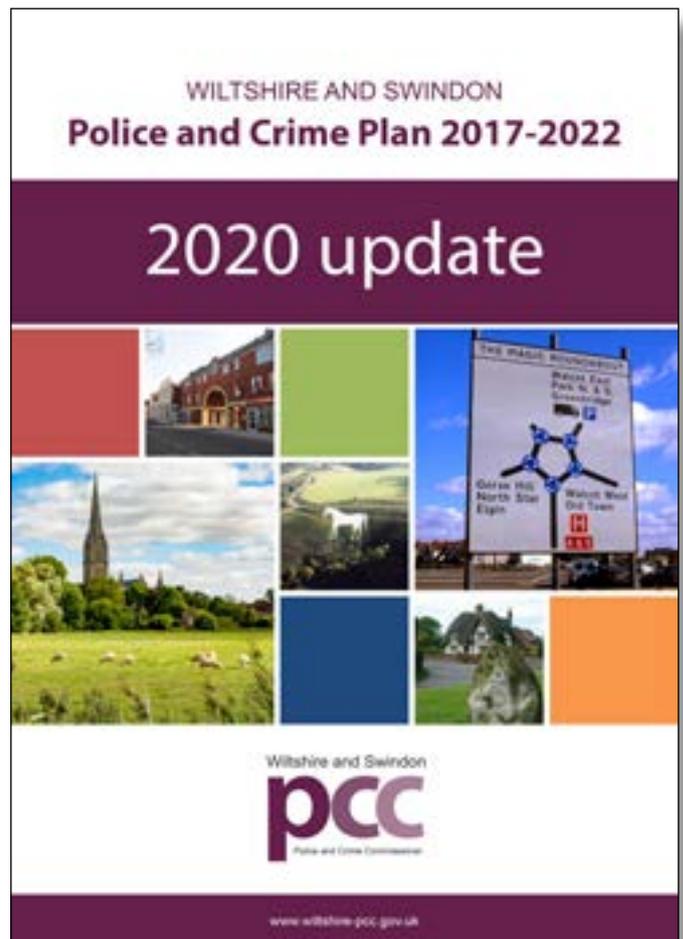
In developing the Plan, the Commissioner is required to consider a number of duties. These include:

- Working and co-operating with partner organisations, including the Chief Constable to develop and implement the plan
- Engaging and consulting with local communities, victims of crime, and businesses
- Ensuring the delivery of local obligations to national policing priorities / strategic policing requirements to address national risks, harm, and threats
- Having regard to the safeguarding of children, promoting the welfare of children and equality and diversity
- Providing services for victims of crime to help them cope and recover
- Leading cooperation and coordination across local criminal justice agencies to provide efficient and effective criminal justice services.

The Police and Crime Plan 2017-21 was published in February 2017 and has been periodically updated as part of continuous improvement and a sharp focus on outcome-based processes, performance measures, and management. The latest update to the Police and Crime Plan was published in June 2020.

The 2020 Plan update:

- Provided clear direction for policing, community safety and criminal justice
- Detailed improvements that increase effectiveness and efficiency
- Met the public's demands for improvements in local policing and visibility.



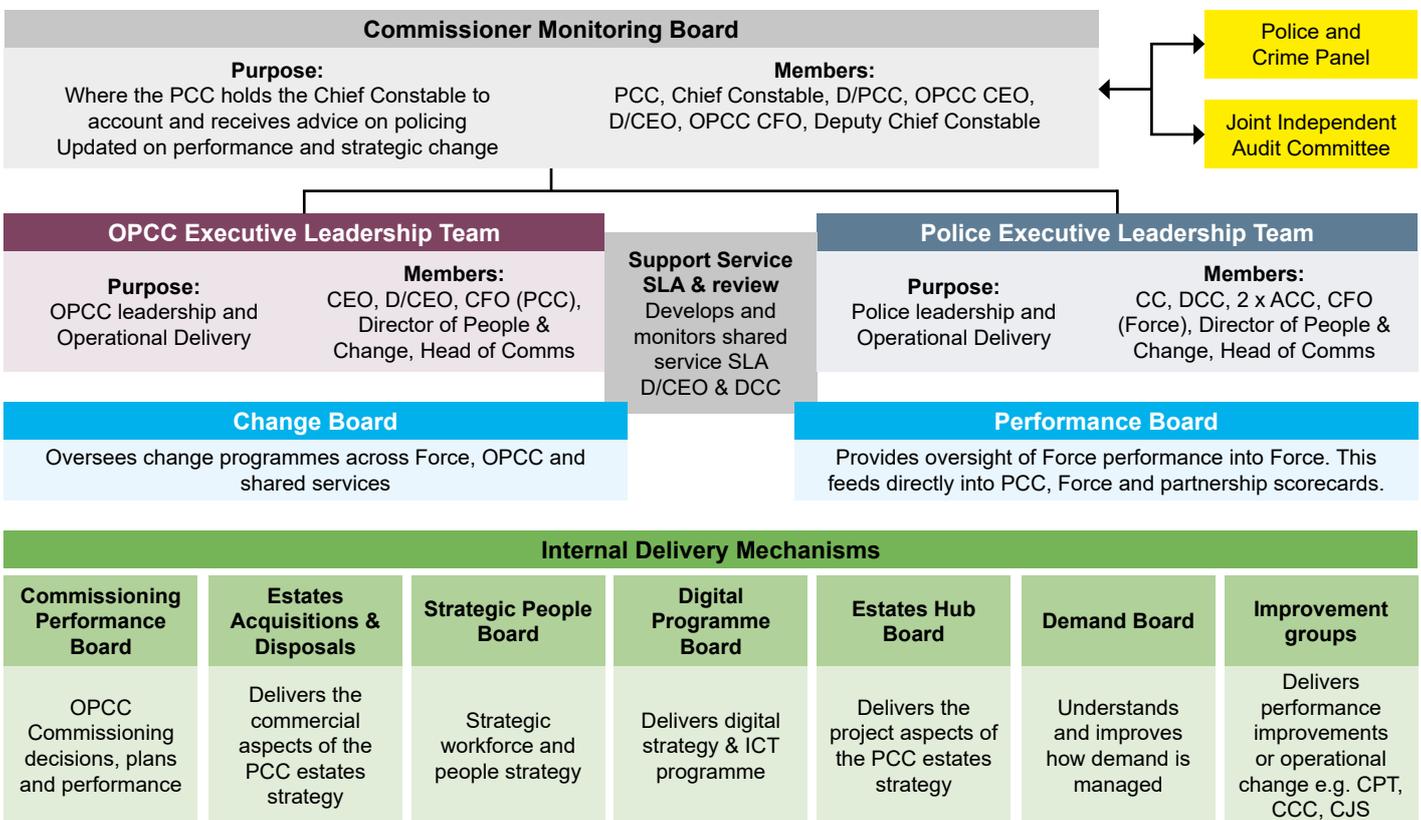
The Police and Crime Plan has four key priorities:

- Priority 1: Prevent Crime and Keep People Safe
- Priority 2: Protect the Most Vulnerable People in Society
- Priority 3: Put Victims, Witnesses and Communities at the Heart of everything we do
- Priority 4: Secure a Quality Police Service that is Trusted and Efficient

Each priority includes an outline of activity and how the PCC will achieve improvement. The plan is supported by a scorecard which sets out how performance will be measured.

# How we do our business

The work of both the OPCC and Wiltshire Police requires a strong and effective relationship, with both the PCC and Chief Constable able to operate successfully. Both organisations have introduced a joint planning and governance model. This ensures all individual responsibilities are met and supported by the work of the other. This means that co-production, evidenced based decision making and robust scrutiny is embedded and efficient. It also means that decisions are streamlined and resources are not wasted through duplication. The graphic below sets out the integrated governance and delivery arrangements.



This is based on delivering and governing the responsibilities of the PCC and focused on delivering the Police and Crime Plan. This is supported by an integrated planning cycle and the sharing of enabling services. The planning cycle informs the PCC’s strategic direction, embeds the Chief Constable’s operational advice and sets the priorities and resources to deliver the PCC’s plan.

Shared enabling services consists of Corporate Communications and Engagement, Facilities and Estates, Finance, Human Resources, ICT, Information Management, People Development, Legal Services, the Occupational Health Unit and Professional Standards. They provide support to both the OPCC and Wiltshire Police.

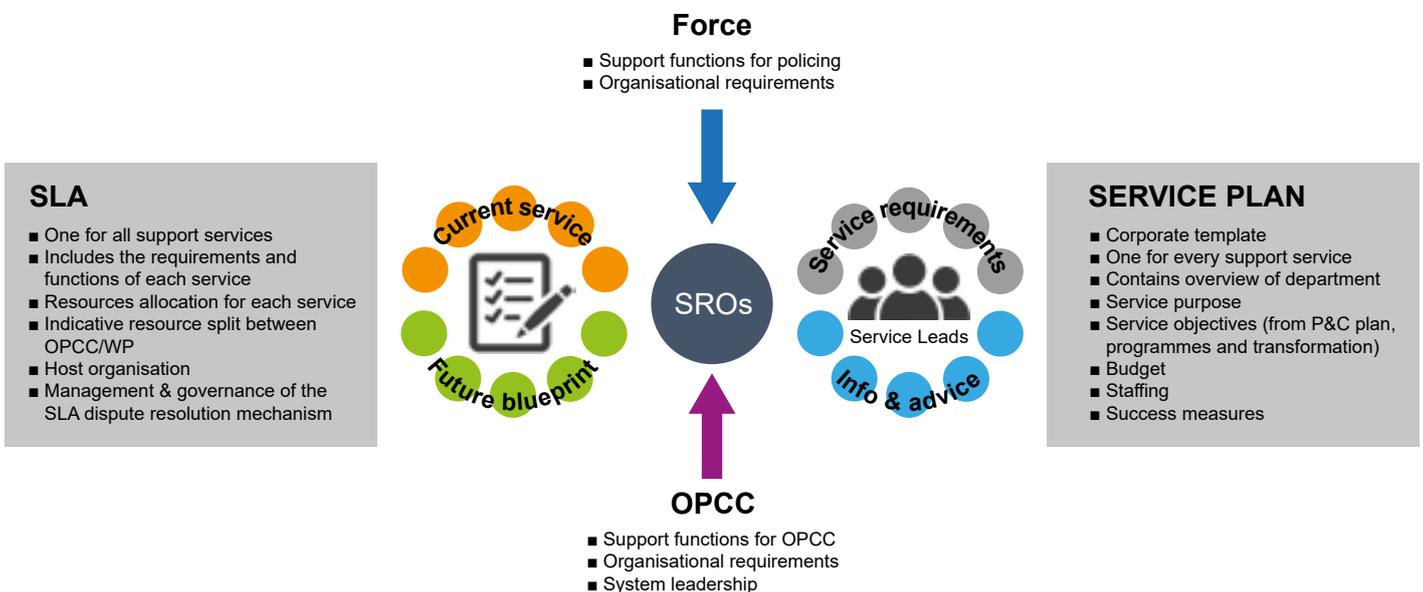
This approach ensures that each organisation has the support they need to deliver their business but without duplicate teams, policies and systems. This means we are able to lower costs as well as increasing

# How we do our business



resilience and productivity. These services are managed through a Service Level Agreement (SLA) and are either hosted by OPCC or Wiltshire Police.

The Service Level Agreement sets out the respective services to be delivered, in line with organisational responsibilities. Service plans then set out the respective delivery and feed into individual team objectives. Prioritisation and resource allocation for enabling services feeds into the integrated planning approach so decisions are made in line with the PCC and Chief Constable’s responsibilities.



# OPCC values

The OPCC's values are based on the national Code of Ethics and are shared with Wiltshire Police, as part of the 'policing family'.

The values are an important set of principles for how our organisation and staff are expected to uphold and behave in delivering services to the public.

## OUR VALUES

### IMPARTIALITY



- Make impartial and objective decisions based upon all available information and/or evidence
- Value diversity - respect difference without prejudice
- Listen and engage with an open mind in order to arrive at a fair and balanced outcome
- Recognise we are all individuals - treat people fairly and according to their individual needs, tailoring services appropriately
- See other perspectives and think about the potential impact of your words, behaviour and actions
- Learn how to recognise unconscious bias in yourself and others.

### INTEGRITY



- Be truthful to yourself and to others, have a good awareness of your own moral and ethical principles
- Declare any potential conflict-of-interest swiftly
- Set an example, and lead by example
- Take personal responsibility for your own practice and decisions
- Have the courage to have difficult and/or challenging conversations
- Be realistic about what you can do, and deliver on the things you commit to doing.

### PUBLIC SERVICE



- Develop effective relationships, working with our partner-agencies, stakeholders and communities
- Manage expectations - explain what we are doing and why we are doing it
- Where appropriate signpost the public to the partners/agencies who can help them
- Always aim to deliver the very best for our communities and our workforce
- Listen and engage with our staff and the public
- Understand and embrace the shared purpose we all work towards.

### TRANSPARENCY



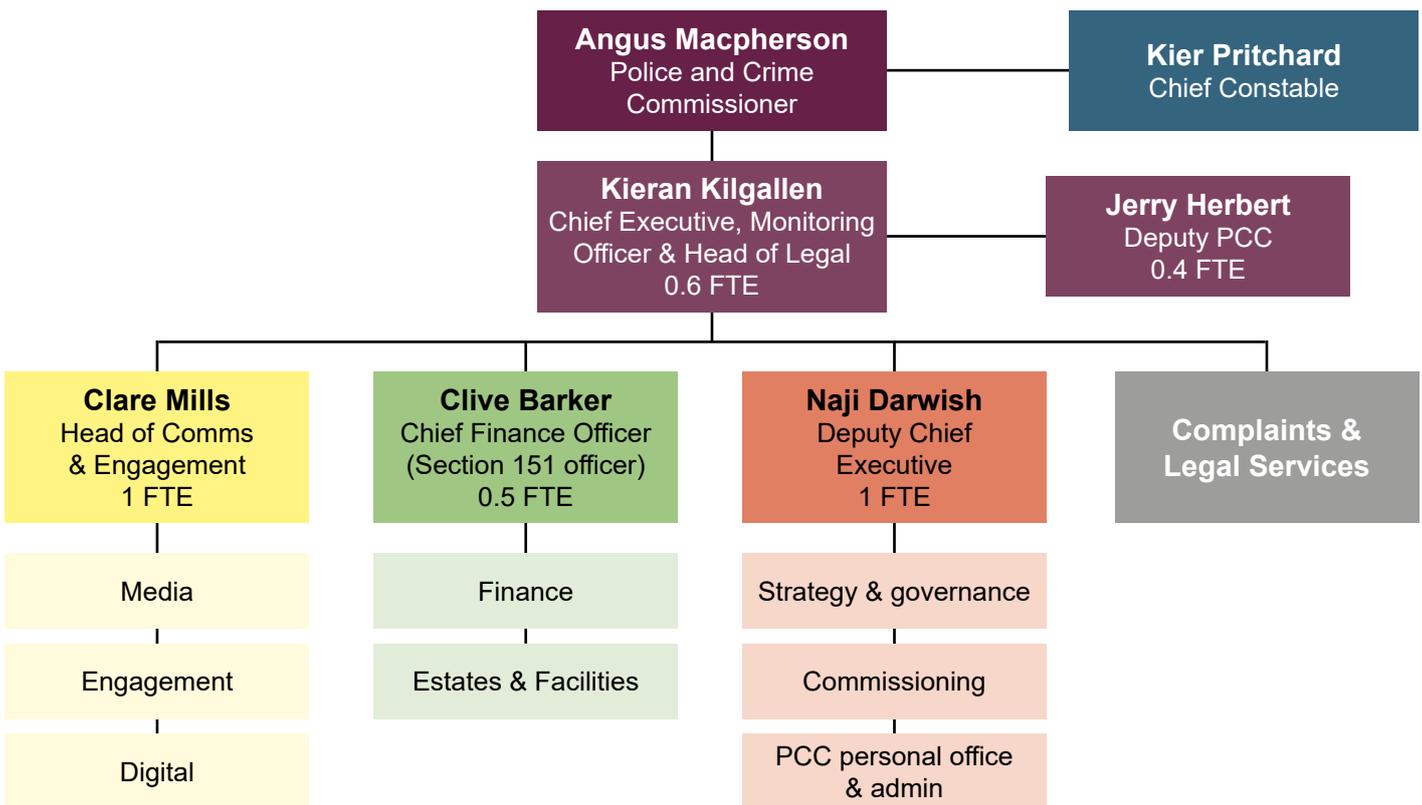
- Be respectfully open and honest in everything you do
- Acknowledge where we get things wrong, learn lessons, and say what we are going to do about it
- Communicate well using plain language
- Manage information and processes consistently and responsibly and share information when and where you can
- Be polite and informed, with no hidden agenda
- Foster good two-way engagement with the public; share success and positive stories.

# OPCC structure

The OPCC structure ensures the PCC has the resources to meet legal, financial and service responsibilities and deliver the Police and Crime Plan. This structure is regularly reviewed to ensure resources are used effectively.

The PCC is required to appoint a Chief Executive Officer who acts as a monitoring officer. This role acts as the head of the service and ensures the PCC and OPCC meet all legal obligations. They are ultimately responsible to the PCC for an effective and efficient OPCC. The other statutory officer is the Section 151 officer, who ensures all financial and audit responsibilities are followed, to ensure public money is managed correctly.

## Senior OPCC Structure



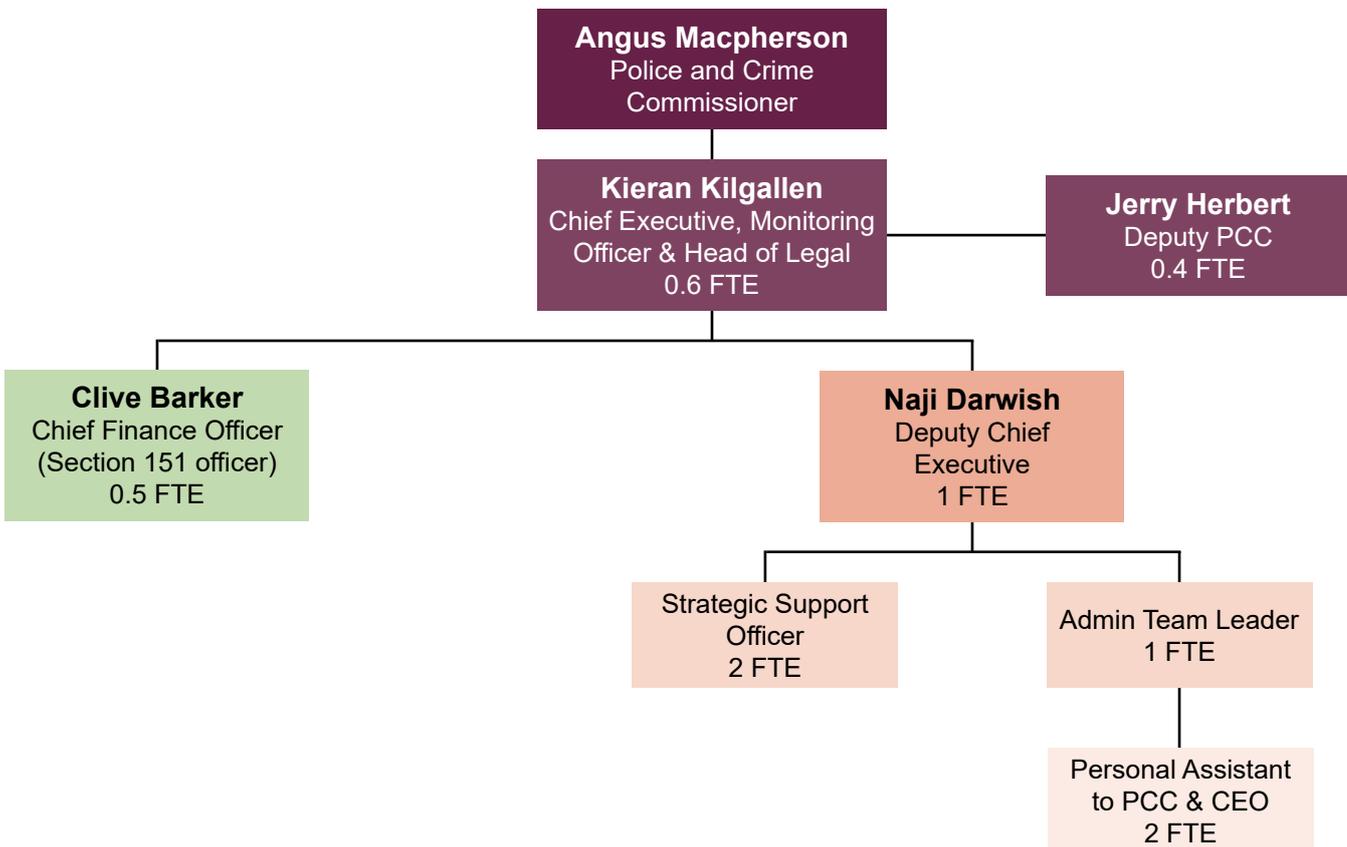
## OPCC Department – PCC’s Personal Office

In addition to the statutory roles we have categorised, certain roles are required to provide direct support to the PCC in discharging his role and day-to-day business and public correspondence. The personal office provides strategy, governance and administration functions to ensure that the OPCC meets all relevant statutory obligations.

# OPCC structure

These roles form the PCC's personal office and can be used as an approximate comparison for policing governance costs, such as a Police Authority. This is only an approximation as the role of a PCC is broader and fundamentally different to previous models due to its executive-chair model, the breadth of remit, service delivery responsibilities and leadership role in the coordination of blue light services and the criminal justice system.

As an indication, the Police Authority cost £880,892 in 2020 terms and the PCC model costs £607,045 in terms of the personal office.



## OPCC Department - Commissioning Team

To deliver the plan and service responsibilities, the PCC commissions various service providers to help with the delivery of goods and services. These support the work of the police in tackling the drivers of crime and offending. In addition to the commissioning of services, the OPCC Commissioning team provide leadership across policing, community safety and criminal justice. They work with partners to coordinate and bring people together to deliver the PCC's plan and objectives.

## OPCC structure

### **OPCC hosted shared service: Complaints and Legal Services**

The legal team:

- Provides their expertise on litigation
- Manages a specialist legal caseload
- Oversees property transactions
- Assists with collaboration agreements
- Manages procurement
- Supports the South West Police Collaboration Programme.

From September 2020, the OPCC will increase its role in the management of complaints from the public. This will build on the current independent OPCC complaint appeals process; all initial contact and triage with people dissatisfied with police services will be managed independently by the OPCC.

### **OPCC hosted shared service: Corporate Communications & Engagement**

They jointly ensure that the Commissioner is effectively connected with local communities which enables him to translate public concerns into action. The department supports the Commissioner in his statutory duty to consult with the public and victims of crime about their policing concerns and in relation to their views on the Police and Crime Plan and the proposed precept.

The key departmental strategies: Digital Strategy; Public Engagement Strategy and Employee Engagement Strategy are currently being reviewed

and renewed due to an ever-changing media 'landscape' and numerous external influences such as Single Online Home for UK policing, National Enabling Programmes and the IOCT transition from shared services with Wiltshire Council to a standalone Wiltshire Police/OPCC ICT systems.

### **OPCC hosted shared service: Finance**

The Chief Financial Officer (CFO) for the Commissioner is responsible for the proper administration of the financial affairs of the OPCC and ensuring effective systems of internal control within the OPCC. The Finance department manages and operates the financial systems, the integrity of the computerised financial records and ensures that all accounting records are maintained in accordance with legislation and with the adopted Scheme of Governance. The CFO reports annually to the Joint Audit Committee on financial controls and value for money.

The OPCC CFO is also the CFO for Wiltshire Police.

### **OPCC hosted shared service: Estates and Facilities**

The PCC owns all police estate and the team provides both day-to-day management and estates development. The team is directed by the PCC's Estates Strategy, which was published in 2017. They ensure that this strategy is delivered, meets the needs of officers and staff and complies with all legal and health and safety requirements.

# Key partnerships

The Police and Crime Plan requires the members of the OPCC to work closely with local authorities, criminal justice agencies and other partners involved in community safety. Working with partners is key to keeping Wiltshire and Swindon safe and making sure we deliver efficient and effective public services. Protecting our communities is not just about the policing and criminal justice response after a crime is committed but addressing the underlying causes to prevent it from happening.

The OPCC supports the Police and Crime Commissioner in his role to strategically bring partners together to improve policing and work collaboratively to protect those most vulnerable in our communities, and on the wider issues to reduce crime and demand on policing. The OPCC closely collaborates with a wide range of public bodies and partnerships that address issues such as safeguarding, vulnerability, mental health, substance misuse and housing.

The following section provides a brief overview of the key partnerships:

## Wiltshire Criminal Justice Board

The Police and Crime Commissioner for Wiltshire and Swindon chairs the board and plays a pivotal role in supporting local justice partners to work together in order to make sure that the community needs are met and, agencies are working as efficiently as possible to provide justice, punishment and rehabilitation.

## Community Safety Partnerships

There are two Community Safety Partnerships for Swindon and Wiltshire. The PCC and his officers (OPCC) attend both partnerships. Wiltshire's Community Safety Partnership aims to increase community resilience through reducing vulnerability

and exploitation. Swindon Community Safety Partnership is working to create a safer world for those who live, work and play in the Borough of Swindon.

## Health and Wellbeing Boards

Health and Wellbeing Boards are attended by the PCC and his office (OPCC). The role of Wiltshire's Health and Wellbeing Board is to lead on work to improve the health and happiness of Wiltshire, specifically focusing on reducing health inequalities. Swindon's Health and Wellbeing Board aims to achieve the long term improvements in local people's health and wellbeing in Swindon.

## Public Services Leaders Boards

The PCC attends Wiltshire Public Service Board which assists the public sector within Wiltshire to work together in a more focused way to improve its efficiency and effectiveness.

## Rural Crime Partnership

The Rural Crime Partnership for Wiltshire and Swindon is focused on reducing and preventing crime in rural communities and space across the county.

## Area Boards, Parish & Town Councils

Area Boards, Parish & Town Councils bring local decision-making back into the heart of the community.

# OPCC Delivery Plan 2020-2021

Objectives	Core Activities	ELT owner
1. Support the PCC to deliver the strategic direction, priorities and resources for community safety, policing and criminal justice	Support the PCC to secure an effective and efficient policing force that meets all statutory requirements and obligations	CEO
	Support the PCC to appoint the Chief Constable and ensure a robust performance process is in place	CEO
	Lead effective shared services that meet the needs of both OPCC and Wiltshire Police	D/CEO, Head of CC&E, CFO
	Lead the Wiltshire Criminal Justice Board, delivery of its strategy and scrutiny of criminal justice partners	D/CEO
	Commission a new environmental strategy to understand and reduce our impact on the sustainability of the environment	CEO
	Support the PCC to collaborate more closely with the Dorset and Wiltshire Fire Authority to improve work across police and fire service	CEO
	Support the PCC to lobby and campaign to address the unfairness of the policing funding formula	CEO
	Work across the OPCC and Wiltshire Police to ensure an Enterprise Resource Planning System (ERP) is implemented and delivers benefits to both organisations	CFO
	Analyse and report on improvements and issues to increase value for money and any financial governance issues	CFO
2. Support the governance, scrutiny and accountability role of the PCC	Support the PCC in being held to account by the Police and Crime Panel and ensure timely and accurate information is provided to the PCP to enable this	CEO
	Ensure effective governance of regional and national collaborations and that they meet the requirements of the PCC	CEO
	Ensure effective OPCC risk management, an effective independent Audit Committee and response to internal or external audit reports	D/CEO & CFO
	Increase OPCC capacity to scrutinise policing and CJS system, including police action, disproportionality and independent custody visitors	D/CEO
	Deliver the independent custody visitor scheme	D/CEO
	Monitor and manage compliance of police and criminal justice partners of the Victims Code / law	D/CEO
	Complete the transfer of responsibility for initial police complaints handling and triage to the OPCC	CEO
	Review CMB and OPCC ELT to further develop the annual timetable for organisational business planning	D/CEO
	Develop further governance on commissioning, contract monitoring and service improvement	D/CEO
	Develop an executive performance dashboard overview for OPCC ELT and PCC / Police and Crime Panel	Director P&C
3. Deliver the Police and Crime Plan through commissioning and service improvement	Develop a demand and crime prevention strategy to ensure we have the right range of early intervention and crime prevention for those at risk of being victims or offending	D/CEO
	Commission an external demand assessment to identify the drivers of crime and police demand, to inform OPCC, Police and Community Safety Partnerships priorities and service transformation	D/CEO
	Improve the commissioning arrangements for mental health triage service and ensure it helps those in crisis and reduces demand for policing	D/CEO
	Commission victim services that meet the needs of victims of Wiltshire and Swindon and all legal requirements	D/CEO
	Commission specialist services for domestic abuse, sexual violence and vulnerable people to meet the needs of victims of Wiltshire and Swindon and all legal requirements	D/CEO
	Commission a new approach to victims experience of police and CJS, including a cross organisational survey, focus groups and an annual report with recommendations for improvements	D/CEO

# OPCC Delivery Plan 2020-2021

	Commission victim related health services sexual assault forensic and support services through regional procurement and NHS England	D/CEO
	Produce a new restorative justice strategy to support organisations and settings to become restorative through policy and operational toolkits	D/CEO
	Deliver the Wiltshire Reducing Reoffending Framework 2020-21 and monitor performance of criminal justice partners to reduce reoffending. This includes priority groups of IOM, female offenders, veterans and young people, as well as issues of health, housing, employment and substance misuse services	D/CEO
	Chair SW Health and Justice Board and lead the commissioning of Custody Healthcare for Wiltshire	D/CEO
	Ensure systems are in place to monitor all commissioning contracts, including performance and risks	D/CEO
	Develop and publish commissioning <b>intentions</b> for demand, victims and vulnerability and Criminal Justice and reducing reoffending as part of business planning cycle to advise PCC on resources required	D/CEO
	Prepare a commissioning team action plan which identifies support required to deliver the agreed work from other support services	D/CEO
	Deliver year 3 of the OPCC estates strategy by opening a new community policing hub in Warminster, Royal Wootton Bassett and continued development of Tidworth	CFO
	Dispose of excess PCC estate in line with the PCC's estates strategy	CEO
	Implementing the HQ masterplan, providing a vision for the future	CEO
4. Be an outstanding employer	Have excellent attraction, recruitment and retention systems in place	Director P&C
	Embed and deliver the wellness strategy delivery plan	Director P&C
	Ensure OPCC ELT receives regular information on its people and is able to meet all transparency and publication requirements	Director P&C
	Ensure all policies and procedures are reviewed to support OPCC staff and are informed by OPCC ELT and CEO	Director P&C
	Deliver and embed the OPCC / Force leadership charter	Director P&C
	Ensure that all OPCC understand the shared values and standards and are firmly part of the 'police family'	Director P&C
5. Support the PCC to engage with and keep the public informed	Ensure the OPCC meets its obligations to publish all statutory information on its website, and go further to provide transparency for the public on decision making, use of resource and performance against the Police and Crime Plan and Wiltshire Police	CEO
	Provide a range of ways for the public to raise their concerns and feelings about policing in Wiltshire and Swindon with their Police and Crime Commissioner	Head of CC&E
	Continue to build a strong media profile for the current PCC through a broad, proactive media engagement plan for local, regional and national press	Head of CC&E
	Deliver a range of public awareness and community safety campaigns to support the delivery of the Police and Crime Plan	Head of CC&E
	Ensure the recognition process is inclusive, fair and wide-ranging to ensure we value and recognise employees for their contributions	Head of CC&E
	Ensure local communities are provided with information on local priorities and crimes in their local area	Head of CC&E
	Ensure there is engagement with all OPCC staff, providing a comprehensive range of face-to-face and digital activities, in line with the Employee Engagement Delivery Plan, that meets the needs of the OPCC ELT	Head of CC&E



Wiltshire and Swindon

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