

# Candidate Briefing on Role of Police and Crime Commissioner



**Naji Darwish, Chief Executive**

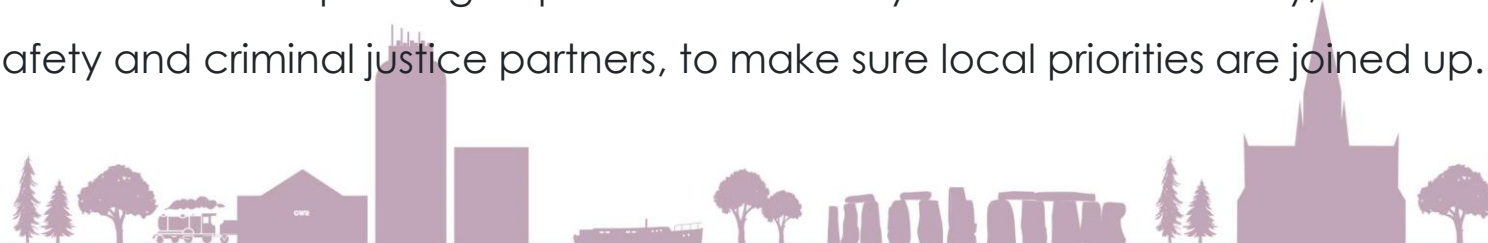
**Rob Llewelyn, Director of Operations**

# Role of the PCC

1. Be the voice of the people and hold the police to account They are responsible for the totality of policing.
2. PCCs aim to cut crime and deliver an effective and efficient police service within their police force area.
3. Hold Chief Constables and the force to account, making the police answerable to the communities they serve.
4. PCCs ensure community needs are met as effectively as possible and are improving local relationships through building confidence and restoring trust.
5. Work in partnership across a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime.

Under the terms of the [Police Reform and Social Responsibility Act 2011](#), PCCs must:

- secure efficient and effective police for their area.
- appoint the Chief Constable, hold them to account for running the force, and if necessary, dismiss them.
- set the police and crime objectives for their area through a police and crime plan;
- set the force budget and determine the precept;
- contribute to the national and international policing capabilities set out by the Home Secretary; and
- bring together community safety and criminal justice partners, to make sure local priorities are joined up.



# POLICE AND CRIME COMMISSIONER

- Responsibility for the totality of policing in their area and ensuring the police force is effective and efficient
- Elected by the public to represent their views on policing and crime
- Publishes the Police and Crime Plan which sets the strategic direction, after consulting with local people
- Sets the police budget and decides how much people will pay towards policing from their council tax, as well as priorities for resources, linked to their plan

- Appoints and dismisses the Chief Constable
- Holds the Chief Constable to account for delivering an effective and efficient police service
- Responsible for local victim support services and funding crime prevention services to help keep communities safe
- Coordinating the criminal justice system to reduce crime and improve services

- Responsible for fulfilling all statutory and legal obligations of the office of Police and Crime Commissioner
- Create an Executive Leadership Group consisting of the executive leadership teams of both the OPCC and Police that will meet monthly in order to manage the delivery of the plan against identified measurements of success, which will report decisions to the Police and Crime Panel and the public, such that they can hold the PCC accountable



## POLICE AND CRIME PANEL

- Supports and challenges the Police and Crime Commissioner
- Has the power to request reports and call the Commissioner to attend its meetings
- Reviews the Police and Crime Plan and annual report
- Scrutinises (with an option to veto) the Commissioner's proposed council tax precept for policing
- Confirms the proposed appointments of Chief Constable and OPCC statutory officers
- Scrutinises the actions and decisions of the Commissioner
- Considers complaints of a non-criminal nature against the Commissioner

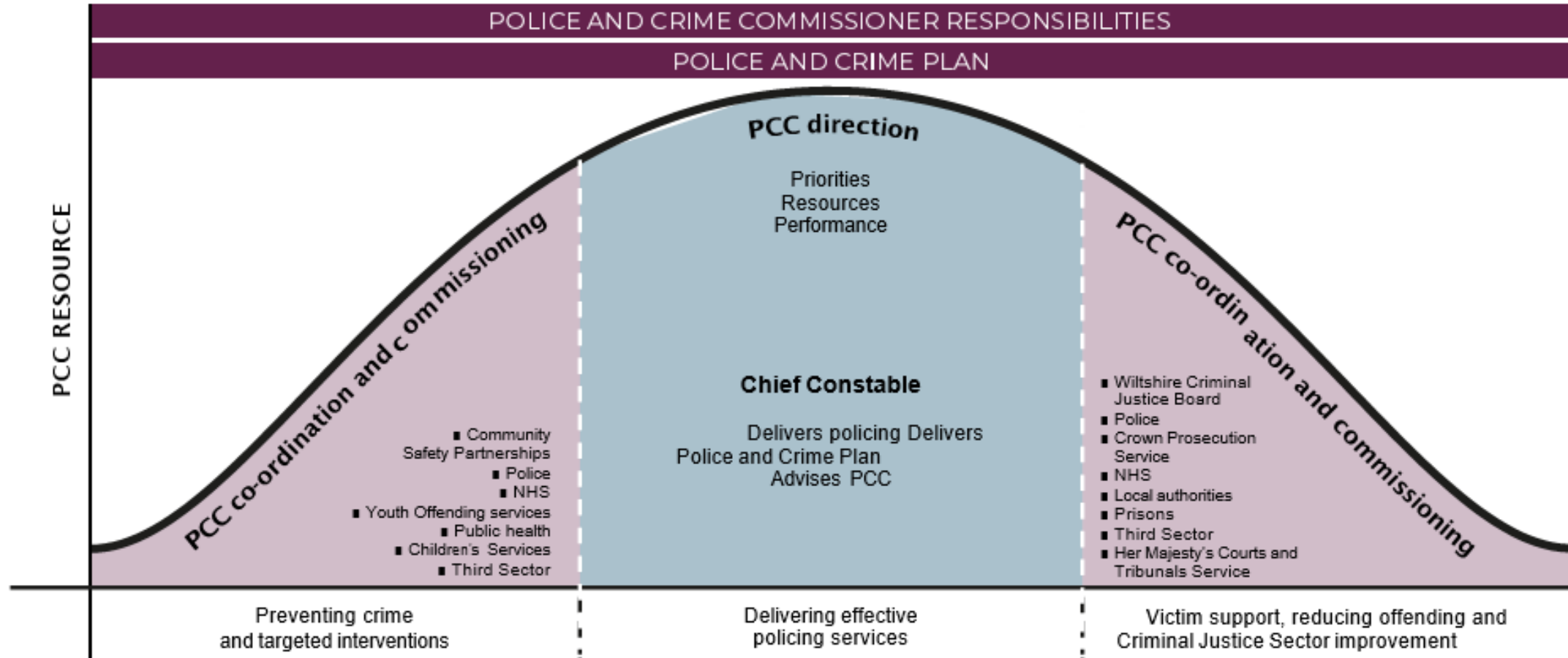


## CHIEF CONSTABLE

- Leads Wiltshire Police, responsible for the delivery of effective and efficient policing services
- Responsible for maintaining law and order
- Accountable to the PCC for delivering the Police and Crime Plan, the Force Performance and
- Operationally independent on day-to-day policing of the force. With total discretion whether to use police officers and staff and where to conduct investigations
- Responsible for the conduct and work of their officers and staff, and reallocating them to meet immediate demands
- Helps development of regional and national policing
- Responsible for fulfilling all statutory and legal obligations of the office of Chief Constable



# Scope of the PCC role



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# PCC Scrutiny, support and transparency



Media

Voters



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Wiltshire Police and Crime  
Panel



Joint Independent Governance, Risk and Assurance Committee

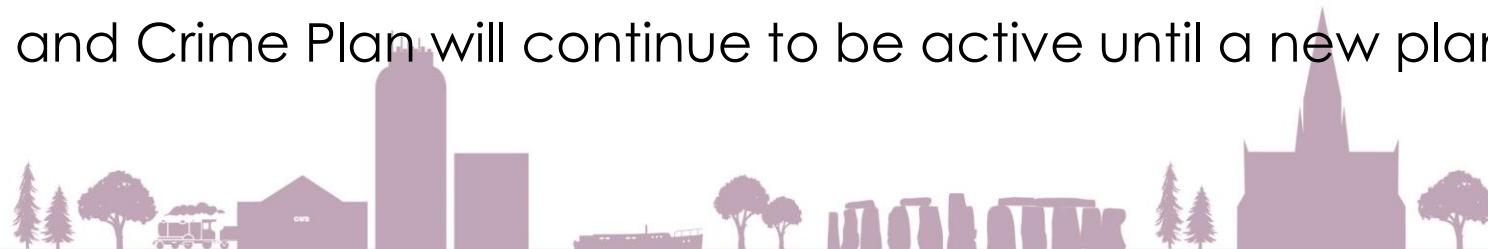
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# Police and Crime Plans

- The Police and Crime Plan sets the direction for policing, community safety and coordination of the criminal justice sector in the local area
- There is also specific content related to national policing obligations, as well as transformation, performance, and financial information
- The Plan is the bedrock for the role of PCCs and are key governance, accountability and performance for the PCC, Police forces and partners
- If elected the OPCC support the PCC to develop manifesto commitments into a new plan, consult the community, stakeholders and advice how best to deliver
- This must be produced by 31 March 2025
- The current Police and Crime Plan will continue to be active until a new plan is finalised



# Strategic Delivery Mechanisms

## Force Delivery & performance



Office of the Police and Crime Commissioner

**OPCC Delivery Plan**  
April 2023 - March 2024

www.wiltshire-pcc.gov.uk

**OPCC Delivery**



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Wiltshire and Swindon Police and Crime Plan 2022-2025



WILTSHIRE CRIMINAL JUSTICE BOARD

WILTSHIRE CRIMINAL JUSTICE BOARD PLAN  
2022-25



**Wiltshire Criminal Justice Board**

Keeping Swindon Safe

**SWINDON COMMUNITY SAFETY PARTNERSHIP BOARD PRIORITIES 2020-23**

Swindon Strategic Council will be the main umbrella for SWINDON COPS (COPs) in the SWINDON area. Communities will not be split into SWINDON, SWINDON and WILTSHIRE COPS, SWINDON and WILTSHIRE COPS and WILTSHIRE COPS. National Priorities for Wiltshire Police (Wiltshire Police)

<p><b>Protect vulnerable people from harm</b></p> <ul style="list-style-type: none"> <li>• Criminal exploitation in night time entertainment venues</li> <li>• Modern Slavery and human trafficking</li> <li>• Radicalisation and extremism</li> </ul>	<p><b>Tackle Violence</b></p> <ul style="list-style-type: none"> <li>• Domestic Abuse and Sexual Violence</li> <li>• Stalking and Unwanted Communication</li> <li>• Youth Violence</li> </ul>	<p><b>Prevent Crime and Keep People Safe</b></p> <ul style="list-style-type: none"> <li>• Anti-social Behaviour, Noise, Nuisance and Environmental Offences</li> <li>• Road Safety</li> <li>• Cybercrime</li> </ul>
<p><b>EXAMPLE DELIVERY GROUPS</b></p> <p>SWINDON NIGHT TIME SAFETY PARTNERSHIP (SWINDON NIGHT TIME SAFETY PARTNERSHIP)</p>	<p>SWINDON DOMESTIC ABUSE AND SEXUAL VIOLENCE GROUP (SWINDON DOMESTIC ABUSE AND SEXUAL VIOLENCE GROUP)</p>	<p>SWINDON ANTI-SOCIAL BEHAVIOUR, NOISE, NUISANCE AND ENVIRONMENTAL OFFENCES GROUP (SWINDON ANTI-SOCIAL BEHAVIOUR, NOISE, NUISANCE AND ENVIRONMENTAL OFFENCES GROUP)</p>

**CROSS-CUTTING THEMES**

SWINDON COPS, SWINDON COPS, SWINDON COPS, SWINDON COPS, SWINDON COPS

Wiltshire Community Safety Partnership

**Wiltshire Community Safety Partnership Strategic Plan 2022-2025**

**Community Safety Partnerships**

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# The Office of Police and Crime Commissioner

Office of the Police and Crime Commissioner



www.wiltshire-pcc.gov.uk



## VISION

To make Wiltshire a safer place to live, work and visit; working to prevent and reduce crime and harm to victims



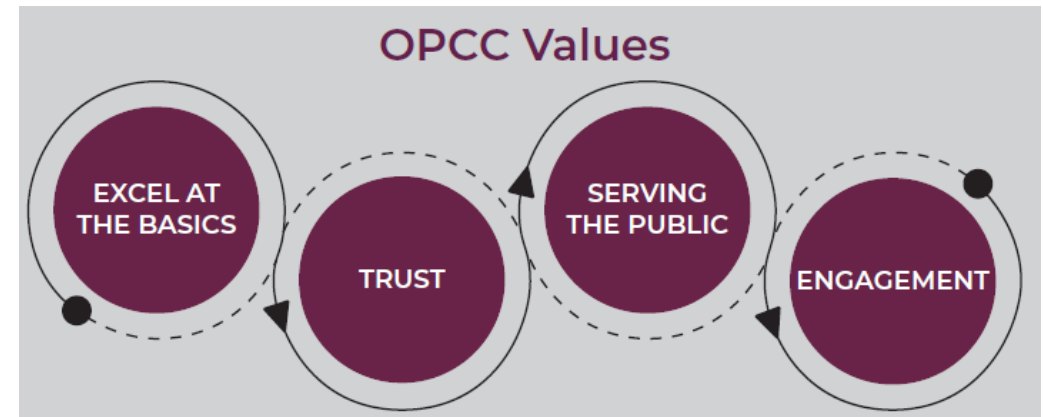
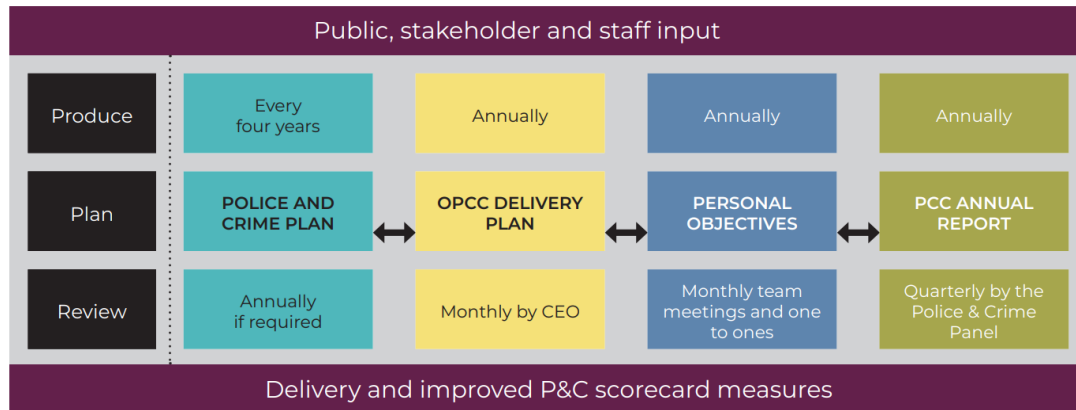
## MISSION

To engage, collaborate, implement, and oversee effective and efficient policing and delivery of the Police and Crime Plan across partners



## VALUES

The PCC and OPCC share four values that explain how we work together, with our partners and our communities



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# The Office

Office of the Police and Crime Commissioner



## OPCC Delivery Plan

April 2023 - March 2024

www.wiltshire-pcc.gov.uk

## POLICE AND CRIME PLAN - PRIORITY ONE



**PRIORITY 1:**  
A police service that meets the needs of its community



## MISSION

To engage, collaborate, implement, and oversee effective and efficient delivery of the Police and Crime Plan



## VALUES

The PCC and OPCC share four values that explain how we work together, with our partners and our communities

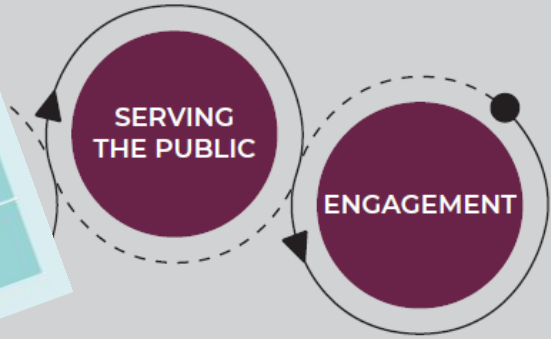
Public, stakeholder

Produce	Every four years	Annually
Plan	<b>POLICE AND CRIME PLAN</b>	<b>OPCC DELIVERY PLAN</b>
Review	Annually if required	Monthly by CEO

Delivery and improved P&C score

PCC objective	Activity	Executive owner	Completion date
Publish and deliver the OPCC Communications and Engagement Strategy	Refresh the OPCC website, to ensure the public can easily access information about the work of the OPCC	Head of Comms and Engagement	28 April 2023 - underway and ongoing
	Deliver the OPCC Police complaints and conduct improvement plan to have effective PCC oversight, provide public confidence and make improvements to the police complaints and conduct system	Head of Comms and Engagement	October 2023
Increase public confidence, trust and police engagement with communities	Work with Wiltshire Police to review independent scrutiny groups covering stop and search, use of force and out of court disposals to ensure they are supported appropriately and structured to be as effective as possible by end of Q4	Chief Executive Officer	March 2024
	Enhance the independent custody visitor scheme through delivery of identified improvements and recruitment of additional volunteers. Build on this foundation by also setting up an Animal Welfare Scheme for police dogs as part of the national programme established by the Dogs Trust by the end of Q4	Director of Operations	March 2024
Develop and deliver the Youth Voice procurement award by end of Q4, to build relationships and confidence with young people and ensure they have an effective say in the delivery of policing and OPCC services		Director of Operations	March 2024

## PCC Values



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POLICE AND CRIME PLAN - PRIORITY ONE

PRIORITY 1: service

# the Commissioner

Office of the Police and Crime Commissioner



## OPCC Delivery Plan

April 2023 - March 2024

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## POLICE AND CRIME PLAN - PRIORITY TWO

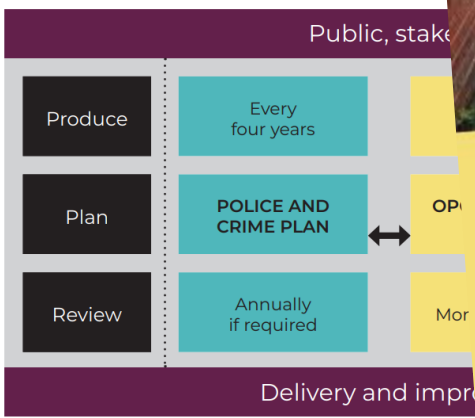
PCC Objective	Activity	Executive owner	Completion date
Violence reduction and domestic abuse	Commission domestic abuse advocacy and refuge / safe spaces for domestic abuse victims in Swindon by the end of Q4	Director of Operations	March 2024
	Work in partnership with Wiltshire Police and Youth Justice Services to deliver the focused deterrence project to build relationships with communities and implement strategies to reduce serious violence amongst high-risk groups by the end of Q4	Director of Operations	March 2024
	Work with community safety partners in mobilising to meet the requirements of the Serious Violence Duty, including recruiting a Serious Violence Coordinator to facilitate the delivery of the strategic needs assessment and local response strategy by the end of Q4	Director of Operations	March 2024



## VALUES

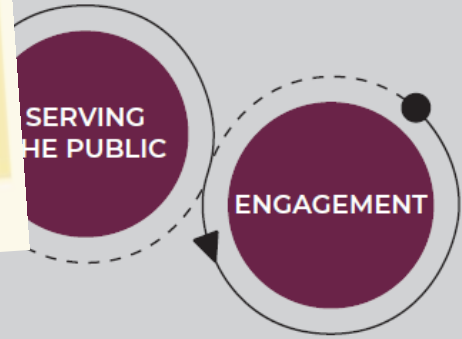
The PCC and OPCC share four values that explain

how we work together, with our partners and our communities



## PRIORITY 2: Reduce violence and serious harm

## Values



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# The Office of the Police and Crime Commissioner

Office of the Police and Crime Commissioner



## OPCC Delivery Plan

April 2023 - March 2024

[www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk)

POLICE AND CRIME PLAN - PRIORITY ONE

**PRIORITY 3:**  
Tackle crimes that matter to local communities

**PRIORITY 1:**  
Improve service

### POLICE AND CRIME PLAN - PRIORITY THREE

PCC Objective	Activity	Executive owner	Completion date
Anti-social behaviour	Develop and roll out multiagency ASB (Anti-Social Behaviour) toolkit, working with Community Safety Partnerships to implement clear and consistent partnership response arrangements to ASB issues and hotspots by end of Q4	Director of Operations	March 2024
Community engagement	Launch the PCC Community Action Fund to enable local groups to apply and secure funding for projects that support delivery of the Police & Crime Plan by end of Q1	Director of Operations	June 2023
Road safety	Work with police, fire & rescue, local authorities, and National Highways to develop a revamped road safety strategy and delivery plan, including the facilitation of a road safety delivery manager to coordinate partnership activity, by the end of Q4	Director of Operations	March 2024

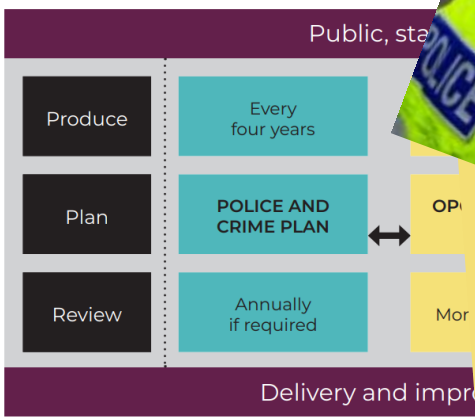
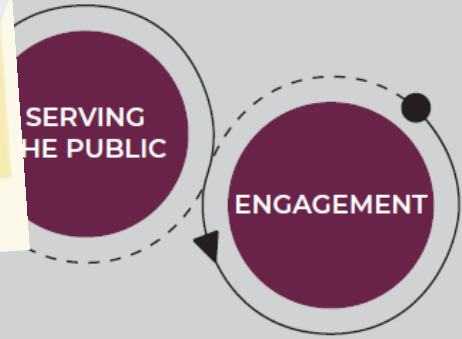


### VALUES

The PCC and OPCC share four values that explain

we work together, with our partners and our communities

### Values



Reduce violence and serious harm

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Increase public confidence, trust and police engagement with communities

Enhance the independent customer delivery of identified improvements by volunteers. Build on this foundation by the Welfare Scheme for police dogs as part of established by the Dogs Trust by the end of Q4, to build relationships and confidence with young OPCC services

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## OPCC Delivery Plan

April 2023 - March 2024

[www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk)



POLICE AND CRIME PLAN PRIORITY ONE

Tackle that ma to local commun

PRIORITY 1:



**PRIORITY 4:**  
Improve the experience of victims and deliver justice

PCC objective	Activity	Executive owner	Completion date
The criminal justice system	Coordinate, support, and lead delivery of Wiltshire Criminal Justice Board Strategy performance improvements 2022-25	Chief Executive Officer	March 2025
Victim care and support	Undertake Victim Services commissioning and contract procurement for adult and young victims of crime with contracts and services in place by end of Q4	Director of Operations	March 2024
	Complete review of victims' hub and restorative services, implementing recommendations to deliver effective victims services in collaboration with Wiltshire Police by the end of Q4	Director of Operations	March 2024
	Mobilise independent sexual violence / domestic violence advocacy services (ISVA / IDVA) by end of Q2, providing support services to victims of domestic abuse in Wiltshire and sexual violence in Wiltshire and Swindon	Director of Operations	September 2023
Reduce re-offending	Work in partnership with NHS to commission therapeutic counselling services to provide support services to victims of child sexual abuse by end of Q2	Director of Operations	September 2023
	Work with Wiltshire Police to increase the throughput and utilisation of out of court disposal rehabilitative services to reduce reoffending, and where required, update or enhance pathways to meet criminal justice system requirements by the end of Q4	Director of Operations	March 2024
	Develop and implement action plans for priority groups including females, veterans, and those with neuro-diverse conditions to improve experience and outcomes in the criminal justice system by the end of Q4	Director of Operations	March 2024
	Mobilise and manage delivery of mental health, substance abuse and custody healthcare contracts to deliver required service levels by end of Q4, providing offenders with appropriate access to healthcare provision to support rehabilitation	Director of Operations	March 2024



**VALUES**  
The PCC and OPCC share four values that explain

we work together, with our partners and our communities

Values

SERVING THE PUBLIC

ENGAGEMENT

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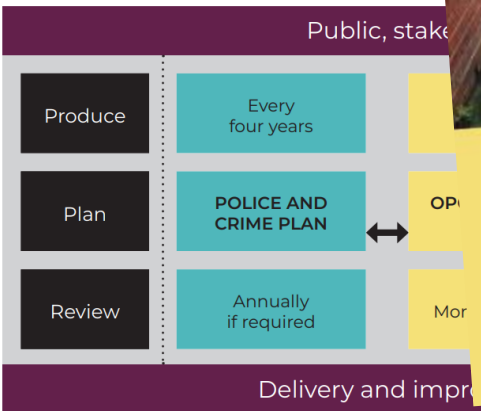


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POLICE AND CRIME PLAN - PRIORITIES



## Appendix B: OPCC Organisational Improvement Plan 2023-24



Organisational aspect	Objective and activity	Executive owner	Completion date
Leadership competence, trust and personal accountability	Provide a clear OPCC purpose, direction for all staff for 2023-24	Chief Executive Officer	May 2023
	Improve trust and personal accountability with all OPCC staff by setting and agreeing values, behaviours, and commitments to improve collectively	Chief Executive Officer	May 2023



Organisational aspect	Objective and activity	Executive owner	Completion date
Objective measurement and performance	Strengthen department planning processes, including development, including workflow, budget setting and monitoring	Chief Executive Officer	August 2023
Processes, policies and systems	To better monitor delivery and enable improved decision making develop OPCC organisational and departmental performance scorecards	Chief Executive Officer	June 2023
	Review OPCC budget structure to support accountability, effective and efficient management of productivity and resources	OPCC Chief Finance Officer	March 2024
	Review all relevant OPCC HR policies and systems to ensure they reflect OPCC direction and support delivery including people development, talent management and succession planning	Director of People	March 2024
	Improve workflow, monitor performance and cost by successfully implementing a case management system for legal services	Head of Legal and Complaints Resolution	September 2023

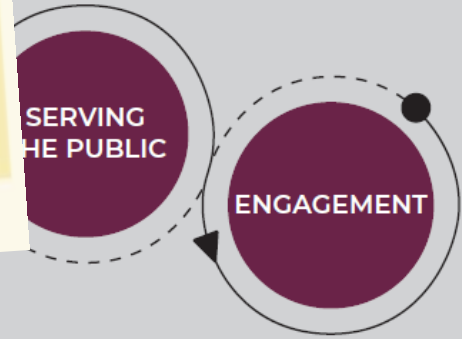
# Commissioner



**VALUES**  
The PCC and OPCC share four values that explain

how we work together, with our partners and our communities

Values



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# The Office of Police and Crime Commissioner

- The OPCC is primarily supports and help discharge the functions of the PCC
- The OPCC is led by a Chief Executive and is a legally required post and appointed on merit. The CEO supports and advises the PCC and manages the day-to-day running of the OPCC, its staff and performance. The CEO is also the “Monitoring officer” to ensure compliance with the law, financial propriety and public accountability
- The PCC is responsible for all police income and assets. They are required to have a qualified finance officer, who is also appointed on merit
- The OPCC also supports the PCC to provide:
  - Strategic direction
  - Strategic financial planning and audit
  - Performance, monitoring and scrutiny
  - Governance and compliance
  - Commissioning, grant funding and partnerships
  - Communications and engagement
  - Police complaints (logging, initial resolution and reviews – ‘model 2’)

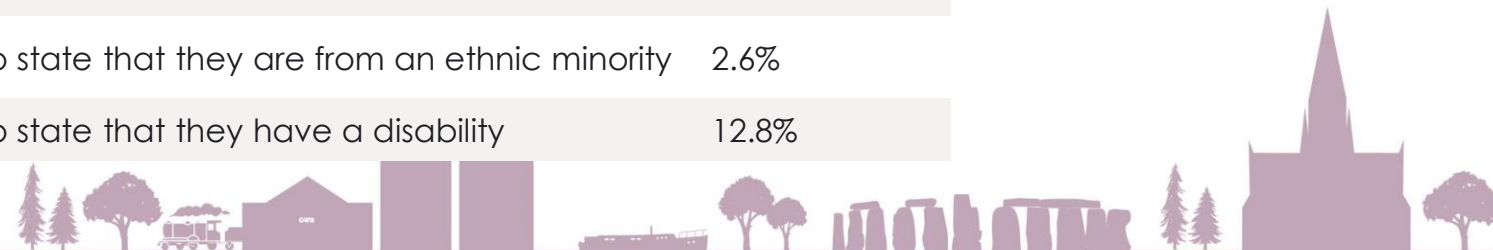


# The Office of Police and Crime Commissioner

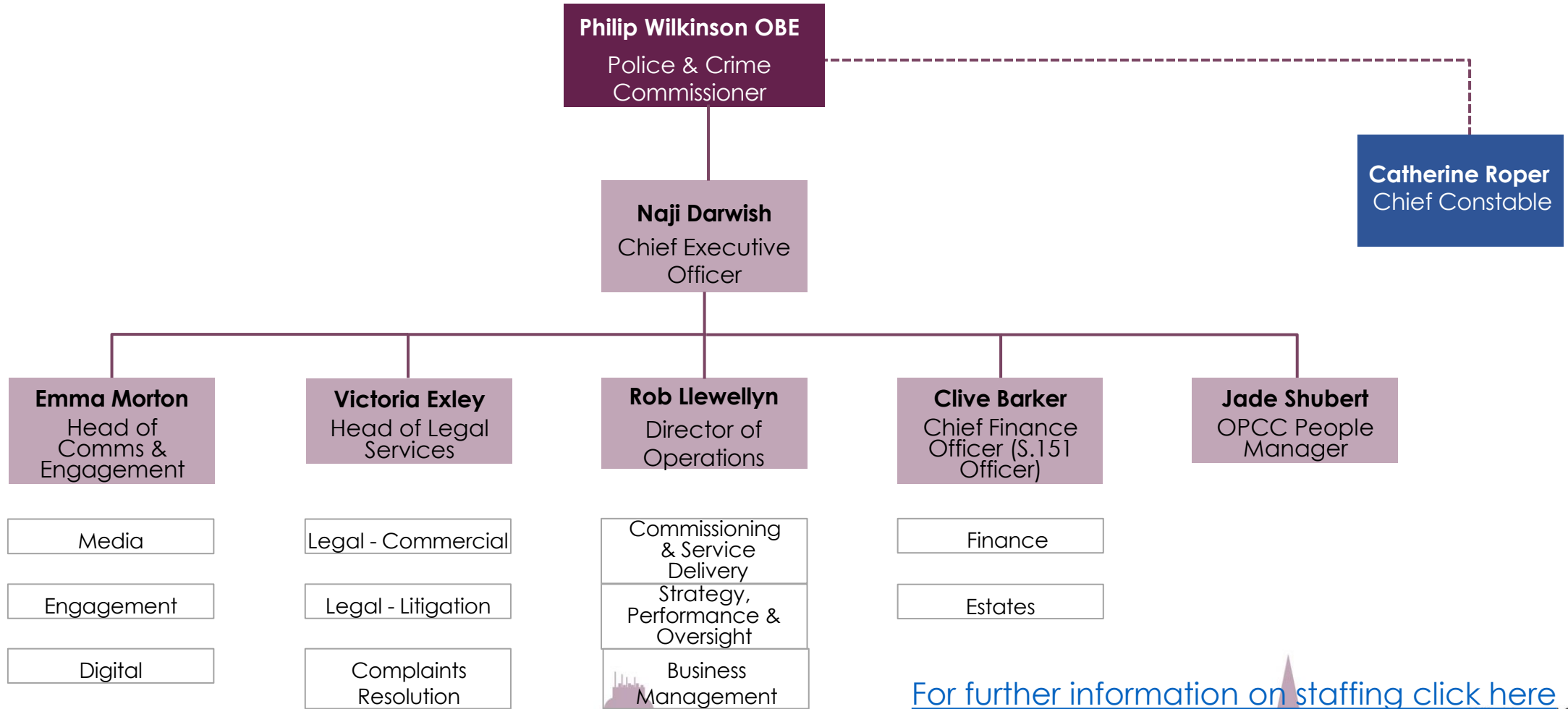
- All staff are political restricted and operate to similar rules to local government / civil servants
- A PCC may appointed **one** Deputy PCC. They are the only staff member who can engage in political activities (as well as the PCC)
- The OPCC also act as the employer of some services that provide support to both the OPCC and the Force. This includes, legal services, finance and estates and facilities.
- There is no set configuration for each OPCC as developed locally and dependant on local responsibilities, priorities and arrangements.

## OPCC Staff information

Total FTE of total OPCC staff	38 actual
Total Finance & Estates providing support to OPCC and Force	25.7 (Finance) 14.9 (Estate)
Proportion of OPCC staff who are female	66.6%
Proportion of OPCC staff who state that they are from an ethnic minority	2.6%
Proportion of OPCC staff who state that they have a disability	12.8%



# OPCC Executive Team



[For further information on staffing click here](#)

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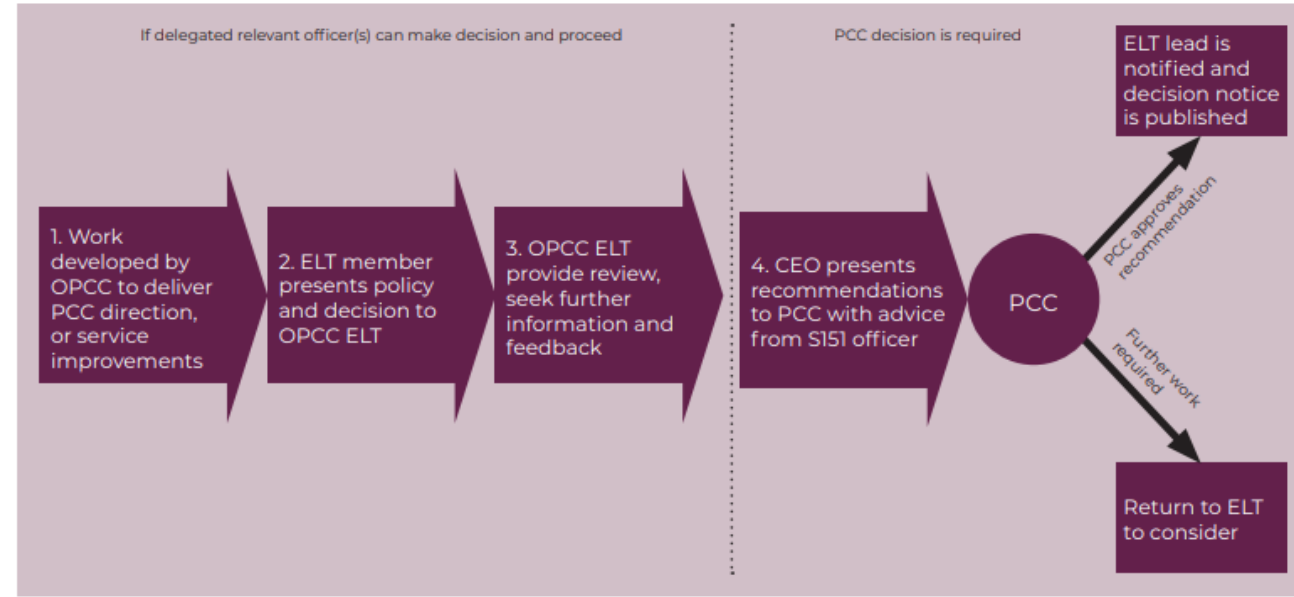


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# Decision Making

- The governance arrangements the PCC, and Chief Constable are set by government both having different but mutually **dependant** and **independent** roles
- The OPCC CEO ensures that the organisations act lawfully, reviewing arrangements regularly
- The OPCC and Force have a corporate governance framework (Scheme of Governance) on how these responsibilities are discharged
- The Scheme of Governance consists of four documents:
  - Code of Corporate Governance – sets out our governance principles of the OPCC
  - Scheme of Delegation - the powers delegated by the PCC and the Chief Constable to the Chief Executive or others
  - Financial regulations of Wiltshire OPCC & Wiltshire Police
  - Contractual regulations of Wiltshire OPCC & Wiltshire Police



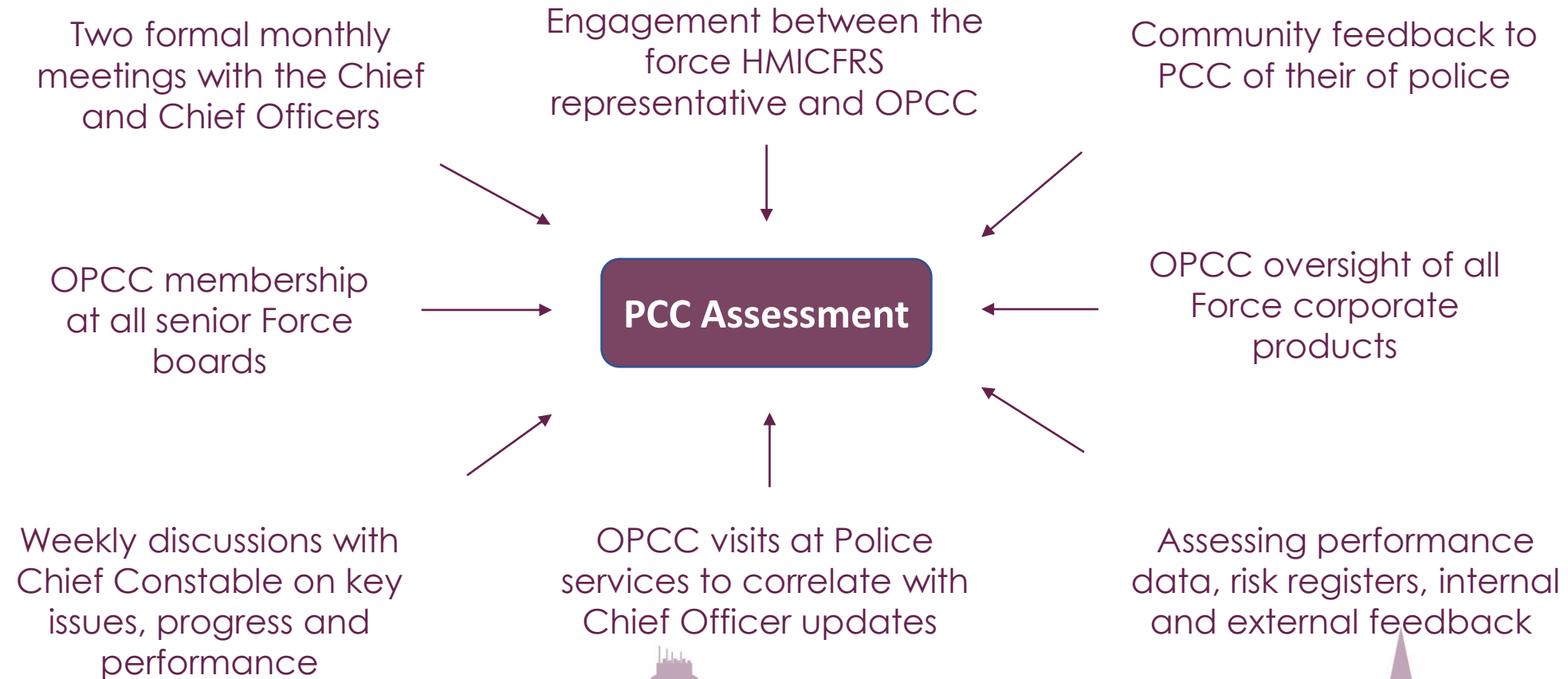
- All significant decisions are published via a 'decision notice' on the OPCC website. These notices set out the advice received from the CEO and the OPCC CFO officer, in making the decision.



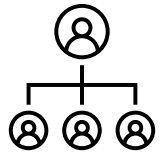
# OPCC Planning, Governance and performance



# How the PCC holds the Chief Constable to account?



# How the PCC spends resources (23/24 Budget)



**OPCC**

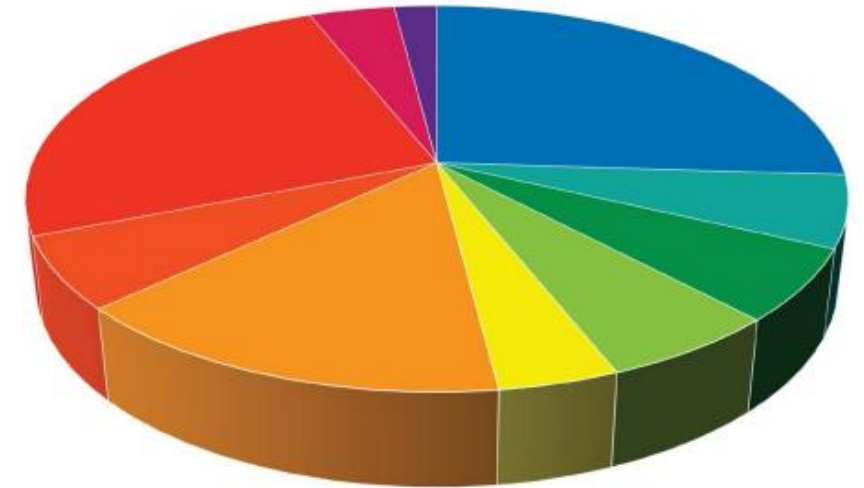
**OPCC Commissioning**

**Wiltshire Police**

**2%**

**2%**

**96%**



- Local policing: **26%** (28% 21/22)
- Criminal justice arrangements: **6%** (6% 21/22)
- Intelligence: **4%** (4% 21/22)
- Public protection: **6%** (5% 21/22)
- Support including ACPO: **25%** (24% 21/22)
- Central costs including reserves/capital: **2%** (4% 21/22)
- Dealing with the public: **6%** (8% 21/22)
- Specialist operations: **6%** (4% 21/22)
- Investigations: **15%** (15% 21/22)
- National policing: **0%** (1% 21/22)
- PCC including commissioning: **4%** (3% 21/22)

\*Separate briefing with OPCC CFO

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# OPCC Commissioning

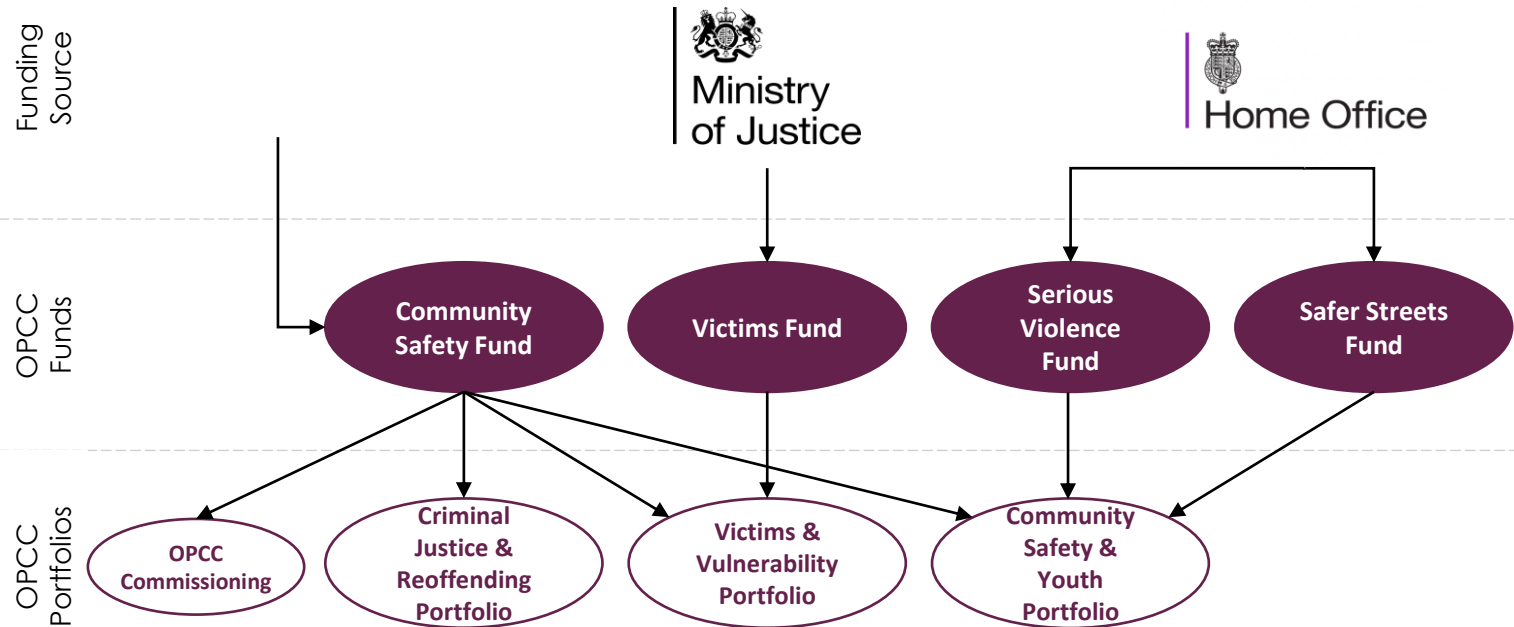
The PCC works with service providers outside policing to deliver the P&C Plan and address the causes and impacts of crime

## Community Safety & Youth

- Diversionary activity
- Coordination with partners
- Prevention of violence
- Anti-social behavior
- Performance of Force and partners

## Victims and vulnerability

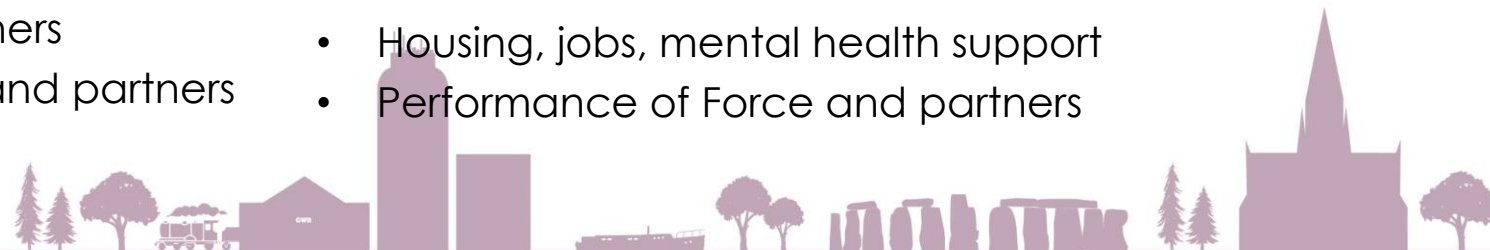
- Domestic Abuse support
- Sexual violence support
- All victim support
- Coordination with partners
- Performance of Force and partners



## Criminal Justice & Reducing Reoffending

- Services to minimise risk of reoffending
- Substance misuse services
- Housing, jobs, mental health support
- Performance of Force and partners

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# Useful Practical Information

- PCCs are office holders are required to swear an oath of office
- Significant local public figures – significantly large electorate
- Vetting is not required – however candidate eligibility requirements
- Salaries are set by Government – originally set against government minister
- Public sector allowance scheme for additional costs – such as cost of driving for work, additional security etc. Policies in place and approved by CEO

## PCC Government set pay bands

Band 1: West Mids	£101,900
Band 2: Avon & Somerset, Devon & Cornwall, Essex (uplift for PFCC to £91,600), Hampshire, Kent, Lancashire, Merseyside, Northumbria, South Wales, South Yorkshire, Sussex, Thames Valley	£88,600
Band 3: Cheshire, Derbyshire, Hertfordshire, Humberside, Leicestershire, Nottinghamshire, Staffordshire (uplift for PFCC to £81,400), West Mercia	£78,400
<b>Band 4: Bedfordshire, Cambridgeshire, Cleveland, Dorset, Durham, Gwent, Norfolk, Northamptonshire (uplift for PFCC to £76,300), North Wales, North Yorkshire (uplift for PFCC to £76,300), Suffolk, Surrey, Wiltshire</b>	<b>£73,300</b>
Band 5: Cumbria, Dyfed-Powys, Gloucestershire, Lincolnshire, Warwickshire	£68,200



# PCC Conduct

- PCCs are expected to adhere to the Seven Principles of Public Life, as well as commitments made in the oath
- Each PCC publishes their own Code of Conduct which align to a national ethical framework developed by PCCs
- PCCs (and any deputies) are subject to a specific complaints system - [About the council - Wiltshire Council](#)
- All complaints regarding PCCs are managed by Wiltshire Council Monitoring Officer. If matters could be criminal these are referred to the Independent Office of Police Complaints

