



## **ANNUAL REPORT 2008 - 2009**

## Chairman's Introduction

Welcome to Wiltshire Police Authority's **Annual Report for 2008 – 2009**. This report is designed to provide an overview of the work and progress of Wiltshire Police Authority [WPA] during the last year in terms of our annual policing plan for Wiltshire Police, and other aspects of its work in securing an efficient and effective police service for communities in Wiltshire.

2008 –2009 marked an important year for Wiltshire Police as the 170<sup>th</sup> anniversary of the policing service in Wiltshire. Under the leadership of a new chief officer team, Wiltshire Police made steady progress during this year through the innovative use of their finite resources and a much improved overall performance.

This success resulted in a reduction in overall crime and, therefore, a corresponding reduction in victims of crime. Equally, the creation of new specialist crime investigation teams led to a marked rise in crime detection rates. Our plans envisage that this progress will be accelerated in the years ahead.

Another essential area of improvement, supported by significant WPA investment, related to the core public services of first contact with the police, follow-up, and keeping people informed of progress. Our communities made clear that they wanted a better response to their calls. We have responded on this, and continued our investment in other customer improvements. The quality of public / police contacts and the timeliness of Wiltshire Police's response are monitored regularly by WPA and significant improvements have been made to a standard which can now be regarded as good. This must be sustained however, and the sharp focus on this essential aspect of customer service will continue.

The success and consolidation of neighbourhood policing teams has been a continuing priority for WPA and Wiltshire Police this year and we have worked hard to sustain local police patrols and visibility. Regular and meaningful engagement with local communities is essential to the success of neighbourhood policing and we have worked to forge closer and more permanent links between local police officers and the communities they serve.

Public confidence in the police and its partners in delivering community safety and local concerns is at the heart of the national and local policing agenda, as responsibility by public service partners to provide community safety and assurance jointly is now paramount. WPA is working hard to represent your interests and we always want to know your views. All our meetings are open to the public and we welcome your attendance.

You will find full details on our website at <http://www.wiltshire-pa.gov.uk/> where you can also contact us by email, or telephone us on 01380 734022. We look forward to hearing from you. In the meantime, we hope you find the information in our Annual Report useful.



Chris Hoare,

**WPA Chairman**

*Chris Hoare*

## **Wiltshire Police and the Wiltshire Police Authority**

### **What Wiltshire Police Authority is for**

We are one of 43 statutory police authorities in England and Wales, each governing its local force. WPA is responsible for the county of Wiltshire, including Swindon Borough, which comprises the force area of Wiltshire Police. Many of our duties and responsibilities are laid down by statute, and these form the basis for our work.

It is the job of each chief constable to deliver a policing service in their area. The principal role of a police authority is to ensure that the local police provide an efficient and effective service and are accountable to the people who live in the area. Police authorities make sure that local people have a say in how they are policed. The police authority sets the strategic direction for the force and holds the chief constable to account on behalf of the local community.

The principal responsibilities of the police authority are to:

- Hold the police budget and decide how much council tax should be raised for policing
- Appoint (and dismiss) the chief constable and senior police officers
- Consult widely with local people to find out what they want from their local police
- Determine local policing priorities based on what local people say matters to them and set targets for their achievement
- Monitor everything the police do and how well they perform against the targets set by the authority on behalf of the public
- Publish an annual plan which tells local people what they can expect from their police service and report back at the end of the year
- Make sure local people get best value from their local police
- Oversee all complaints against the police and handle complaints against senior officers

### **WPA- Who we are**





WPA has 17 members. Each serves for a renewable term of 4 years and joins the Authority either as a councillor or an independent member. Across its full membership, WPA aims to draw on a complementary range of skills and experience to support the increasing responsibilities being placed on police authorities.




Our **Councillor members** are nominated by Wiltshire Council (6) and Swindon Borough Council (3). They represent the political parties in proportion to the number of elected members for each party returned across the Wiltshire Police area as a whole. Councillor members constitute a majority on WPA and a majority of them must vote in favour of the level of council tax to be set each year.

Our **Independent members** are local people selected through competitive recruitment following the advertising of any vacancy. They must live or work in the Wiltshire Police area and at least one must be a serving magistrate.






Membership of WPA during 2008- 2009 can be seen in the next few pages, as well as our committee structure chart. As of August 2009, WPA appointed a number of new Members for the Organisation, for further details please see our Member information on our website at <http://www.wiltshire-pa.gov.uk/>.






## WPA MEMBERS AND ROLES 2008- 2009

<i>Membership Category</i>	<i>Member</i>	<i>Name</i>	<i>Member Roles</i>	<i>Committee Membership</i>
<i>Independent</i>		<i>Mr Christopher Hoare</i>	<i>Chairman of WPA</i>	<i>Consultation &amp; Public Focus</i> <i>General Purposes</i> <i>Human Resources &amp; Professional Standards</i> <i>Resources</i> <i>Strategy, Direction &amp; Progress</i>
<i>Councillor (Conservative)</i>		<i>Mr Brian Ford</i>	<i>Vice-Chairman of WPA (Swindon)</i> <i>Resources Chairman</i> <i>Neighbourhood Policing Team (NPT) Swindon East</i>	<i>Consultation &amp; Public Focus</i> <i>General Purposes</i> <i>Performance</i> <i>Resources</i> <i>Strategy, Direction &amp; Progress</i>
<i>Councillor (Conservative)</i>		<i>Mrs Carole Soden</i>	<i>Vice-Chairman of WPA (County)</i> <i>Consultation &amp; Public Focus Chairman</i> <i>NPT Wootton Bassett</i>	<i>Consultation &amp; Public Focus</i> <i>General Purposes.</i> <i>Performance</i> <i>Resources</i> <i>Strategy, Direction &amp; Progress</i>
<i>Councillor (Conservative)</i>		<i>Mr Roderick Bluh</i>	<i>NPT Swindon Central &amp; Swindon Town Centre</i>	<i>Audit</i> <i>Consultation &amp; Public Focus</i>

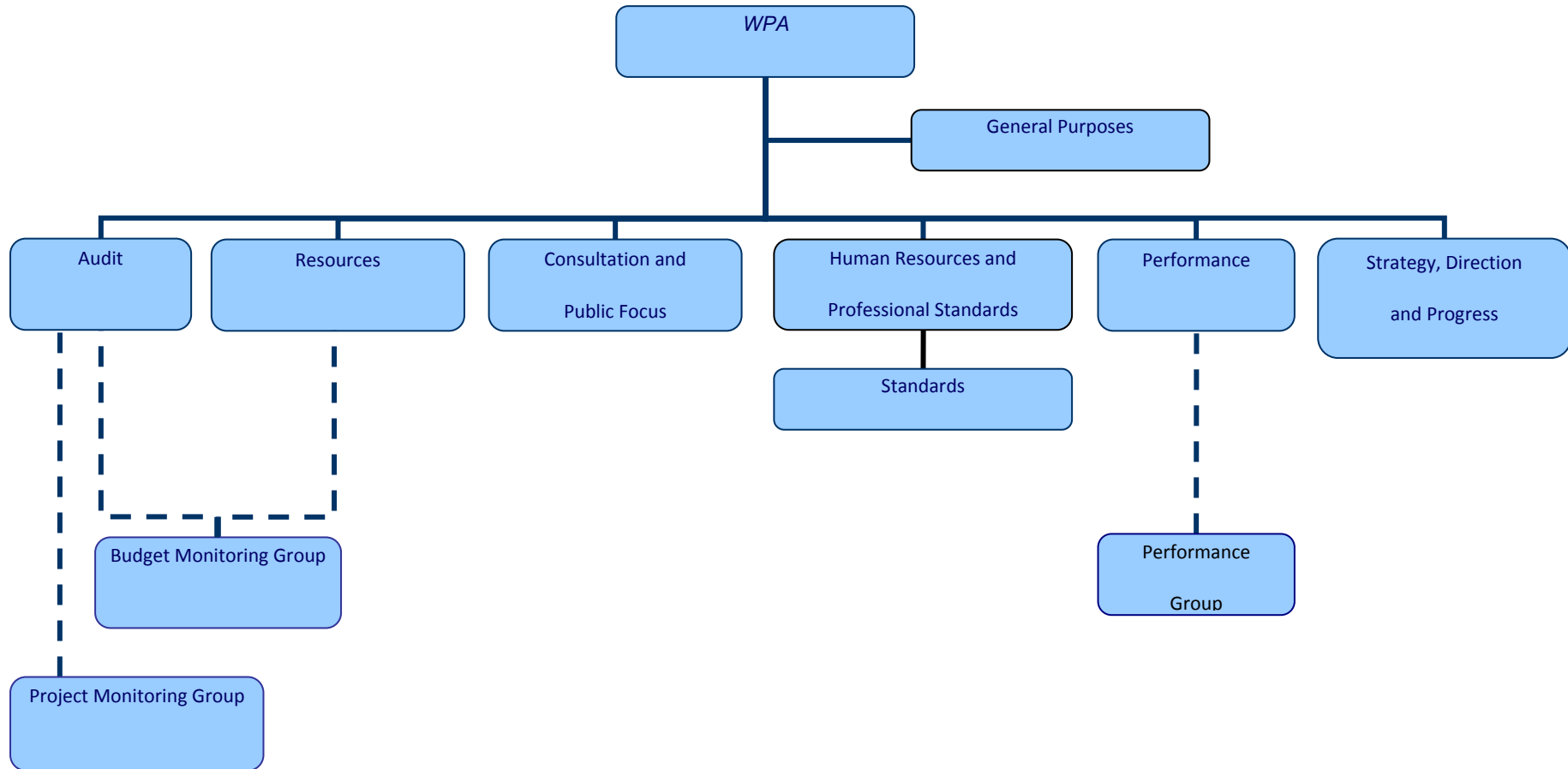
<i>Councillor (Conservative)</i>		<i>Mr Ray Fisher</i>	<i>NPT Swindon North</i>	<i>Consultation &amp; Public Focus. Human Resources &amp; Professional Standards. Standards</i>
<i>Independent</i>		<i>Mr Bill Fishlock</i>	<i>Audit Chairman</i>	<i>Audit General Purposes Resources Strategy, Direction &amp; Progress</i>
<i>Councillor (Conservative)</i>		<i>Mrs Mollie Groom</i>	<i>NPT Wootton Bassett</i>	<i>Audit Consultation &amp; Public Focus Resources Standards</i>

<b>Membership Category</b>	<b>Member</b>	<b>Name</b>	<b>Member Roles</b>	<b>Committee Membership</b>
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<p><i>Independent</i></p>		<p><i>Ms Joy Hillyer</i></p>	<p><i>Human Resources &amp; Professional Standards Chairman</i></p> <p><i>NPT Salisbury</i></p>	<p><i>Consultation &amp; Public Focus</i></p> <p><i>General Purposes</i></p> <p><i>Human Resources &amp; Professional Standards</i></p> <p><i>Strategy, Direction &amp; Progress</i></p>
<p><i>Councillor</i> <i>(Conservative)</i></p>		<p><i>Mr Chris Humphries</i></p>	<p><i>NPT Marlborough</i></p> <p><i>Contact Management</i></p>	<p><i>Consultation &amp; Public Focus</i></p> <p><i>Performance</i></p> <p><i>Standards</i></p>
<p><i>Independent</i></p>		<p><i>Professor Allan Johns</i></p>	<p><i>Professional Standards</i></p> <p><i>Procurement</i></p> <p><i>NPT Warminster</i></p>	<p><i>Audit</i></p> <p><i>Consultation &amp; Public Focus</i></p> <p><i>Human Resources &amp; Professional Standards.</i></p> <p><i>Performance</i></p> <p><i>Strategy, Direction &amp; Progress</i></p>
<p><i>Independent</i></p>		<p><i>Mr Stephen Lake</i></p>	<p><i>Estate</i></p> <p><i>Authority</i></p> <p><i>Self-Assessment</i></p>	<p><i>Audit</i></p> <p><i>Resources</i></p> <p><i>Strategy, Direction &amp; Progress</i></p>
<p><i>Independent</i> <i>(Magistrate)</i></p>		<p><i>Mr Angus Macpherson</i></p>	<p><i>Performance Chairman</i></p> <p><i>NPT Warminster</i></p>	<p><i>Audit</i></p> <p><i>General Purposes</i></p> <p><i>Human Resources &amp; Professional Standards</i></p> <p><i>Performance</i></p> <p><i>Standards</i></p>

				<i>Strategy, Direction &amp; Progress</i>
<i>Independent</i>		<i>Mrs Gill Stafford</i>	<i>Protective Services NPT Trowbridge</i>	<i>Consultation &amp; Public Focus Performance Strategy, Direction &amp; Progress</i>
<i>Independent</i>		<i>Ms Gifty Tawiah</i>	<i>Inclusivity</i>	<i>Consultation &amp; Public Focus Human Resources &amp; Professional Standards Strategy, Direction &amp; Progress</i>
<i>Councillor (Liberal)</i>		<i>Mr Ian West</i>	<i>NPT Amesbury</i>	<i>Resources Consultation &amp; Public Focus</i>
<i>Councillor (Liberal)</i>		<i>Mrs Judy Rooke</i>	<i>NPT Chippenham</i>	<i>Consultation &amp; Public Focus HRPS Standards</i>
<i>Councillor (Labour)</i>		<i>Mrs Margaret Taylor</i>	<i>NPT Devizes</i>	<i>Consultation &amp; Public Focus HRPS Standards Resources</i>

# WPA COMMITTEE AND GROUP STRUCTURE



## **WPA Progress in 2008-2009**

Last year WPA set a mission and range of priorities as part of its Annual Policing Plan and longer term 3 year Corporate Strategy. The Vision of the WPA is;

*To be an effective independent governing body for Wiltshire Police known for our enduring commitment to securing the best possible policing service for the people of Wiltshire and Swindon.*

During 2008- 2009, WPA objectives reflected the following principles:

- To ensure performance of Wiltshire's policing service continually improves
- To raise the public's awareness of the police services being held to account by WPA on their behalf
- To be easily accessible to our local communities, giving them the opportunity to shape priorities for policing where they live
- To continually assess what our communities think about the policing service they receive
- To work effectively with our local government, central government, criminal justice and health partners securing safety, satisfaction and confidence of our communities
- To demonstrate what has been done on their behalf and with what level of success

Progress against each of these objectives is detailed overleaf.

## To ensure performance of Wiltshire's policing service continually improves

### Force Performance

In 2008- 2009, WPA continued to monitor and assess police performance in crime reduction, public protection, service satisfaction and equality across all service response areas.

Performance is assessed through all aspects of WPA's work, via both Lead Member scrutiny and their regular liaison with, and assessment of, force business, and formally through our quarterly committees which encompass all aspects of policing. A summary of our end of year review of police performance for 2008- 2009 can be seen in the next section of this report, and the complete report can be accessed on our web site [www.wiltshire-pa.gov.uk](http://www.wiltshire-pa.gov.uk). This shows our assessment of the force's outcomes against policing and crime targets and priorities set at the start of the year.

Key aspects of the performance framework set for the force this year were based around raising customer service standards and contact performance following public feedback of lower satisfaction in this area, as well as reducing violent crime, reflecting the force's priority of being the safest county in England.

WPA's overall assessment of the force in this year was one of '*good and improving*' performance. Particular successes included improved ease of contact, impressive performance in reduction of serious acquisitive crime, and notably, reduction of most serious violent crime to make the force the 1<sup>st</sup> nationally in this area.

### Equality

WPA adopts a comprehensive approach to ensuring Wiltshire Police operate within a robust equalities framework. In 2008- 2009, WPA appointed a new Independent Member responsible for the Equalities Portfolio. Ensuring the force adopt fair and equal approach to policing in all their interactions has involved regular review of performance and conduct.

Within the policing plan targets set in the 2008- 2009 Annual Policing Plan set by WPA, a set of equality targets were measured. This included the comparator target of parity between White and BME (British Ethnic Minority) crime victims for satisfaction with the police service they received. End of year results showed the force to have achieved the target and this measure continues in 2009- 2010 to ensure monitoring of equality for all victims of crime. Measures have also been achieved for BME officer and staff recruitment in 2008- 2009, and equality measures incorporating race, gender and disability are to be maintained within the force's recruitment and retention workforce framework, monitored by WPA.

Within our public consultation work, equality consultation groups exist to ensure that minority group interests are properly reflected in our annual plans. These include the **Independent Advisory Group** and the **Race Equality Action Group** both of which draw on existing community networks and established representative groups and this year have continued to ensure progress is made in addressing any equality issues.

## **Custody Visiting**

Custody visitors are members of local communities who review procedure and inspect detainee facilities in police stations. It is a statutory requirement for each police authority to have a custody visiting scheme.

Custody visitors check that people held in police custody are being treated properly and are receiving the rights to which they are entitled, eg. access to a solicitor. There are three custody suites in Wiltshire; located in Melksham, Salisbury and Swindon. There are 33 custody visitors.

Highlights of custody visiting in 2008- 2009 were as follows:

- The treatment of detainees has not attracted any adverse comment.
- Minor issues arising from visits have been reported, but generally these are addressed quickly between the custody visitor, the co-ordinator and custody staff.
- Three new custody visitors have been recruited and two existing custody visitors resigned during the year. The gender split remains even and the number of black and minority ethnic (BME) visitors remains low at two. There are three visitors who consider themselves disabled.
- Two of the three co-ordinators resigned in the year (one resignation was due to the appointment as an Independent Member to the Police Authority). The two vacancies have since been filled with existing custody visitors.
- The introduction of the self-introduction scheme to Melksham and Salisbury, following the success in Swindon as a pilot.

2009- 2010 will be a busy year for custody visiting. The WPA Secretariat will be providing support to the three new co-ordinators (the Swindon post will be shared by two custody visitors) as well as the existing co-ordinator for Melksham.

**To raise the public's awareness of the police services being held to account by WPA on their behalf**

### **WPA Work Programme**

WPA's regular public committee meetings are a key process whereby force performance, operational activity and police services are held to account.

In 2008- 2009, our quarterly Performance Committees were based around Wiltshire and Swindon to increase involvement and accessibility for the public, and included local policing sector performance updates. This has improved accessibility and opportunity for the public to be able to attend our meetings and hear about policing going on in their local area, and to be able to comment or feedback on any concerns or issues they wanted to raise.

We aim to increase public awareness of the police services being assessed by WPA through further communication, performance reporting on crime and through our Joint Consultation Strategy with Wiltshire Police.

**To be easily accessible to our local communities, giving them the opportunity to shape priorities for policing where they live**

### **Neighbourhood Engagement Assessment**

WPA in 2008- 2009 carried out a number of Neighbourhood Engagement Assessments, consulting Community Leaders and Sector Inspectors across all Neighbourhood Policing Teams (NPTs) to gauge how far they felt NPT's were working with their community on local priorities. Through this, WPA identified any local problems or dissatisfaction and in collaboration with the force this has led to improvements being made. Further assessments will take place during 2009- 2010.

### **Police & Communities Together (PACT) Review**

The assessments have in turn led to wider review in conjunction with the force's Citizen Focus Unit of local NPT engagement with residents via the 'Police & Communities Together' (PACT) process. This is the process by which NPT's encourage local involvement of residents in communicating local priorities to them via a variety of meeting forums, in order that any crime or anti-social behaviour concerns that they may have are being directly addressed.

Aspects of local engagement which were identified as in need of improving were identified during this year and precipitated a PACT review with the force which is resulting in improved local communications and participation in local priority setting meetings. This is something the WPA continue to monitor in its longer term communication and engagement strategy with the force.

## To continually assess what our communities think about the policing service they receive

### WPA Public Consultation Programme

In 2008, the WPA embarked upon its own public consultation programme- the **Wiltshire Safe and Satisfied Survey** which continues within our 3 year Corporate Strategy, as a standard annual public confidence assessment. An initial baseline of research was carried out in October 2008 to assess satisfaction with Wiltshire Police, at force and Basic Command Unit (BCU) level and via the local NPTs.

Our Survey consulted on a number of themes for residents in Swindon and Wiltshire. These included local neighbourhood issues and concerns about crime and anti-social behaviour, feelings of safety, police and partnership resolution of local issues, satisfaction with various aspects of the policing service, and annual priorities. Results provided a baseline of public opinion, and key findings were as follows:

- Overall satisfaction with police, 72%
- Taking everything into account I have confidence in the police in this area, 80%
- Agreement that the police do a good job locally, 61%
- Agreement that police and local partners are dealing successfully with crime and anti-social behaviour, 47%
- Agreement that you can influence decisions in local neighbourhood, 32%
- Agreement police treat you with respect, 82%
- Agreement the police can be relied upon to be there when you need them, 64%
- Biggest local crime/anti-social behaviour concerns:
  - Young people hanging around, 25%
  - Traffic offences, 17%
- Most important policing priorities:
  - Quickly respond to most urgent incidents, 86%
  - Tackle serious and organised crime, 81%
  - Support victims of crime that leave people vulnerable, 81%

WPA have worked with the force to build a baseline of these initial results, and have established an ongoing consultation programme whereby we will report regular confidence results back to the public, highlighting how your views or concerns are being addressed with the force.

**To work effectively with our local government, central government, criminal justice and health partners securing safety, satisfaction and confidence of our communities**

Following the new national target introduced for the police and its local partners to jointly deliver public confidence in dealing with local issues this year, a strong emphasis is being placed on local partnership working and this assumes an even sharper focus when viewed against the very challenging economic conditions.

WPA has been at the centre of a new strategic approach involving the community safety partnerships of both Wiltshire Council and Swindon Borough Council and member agencies of the Wiltshire Criminal Justice Board. Senior officers from these bodies will from 2009/10 form a new strategic Confidence Group whose specific aim will be the coordination and focus of all activities that have an impact on public confidence.

This year we proposed consolidated of our representation on the Community Safety Partnerships through the involvement of local councillor members of WPA. Wiltshire Police continue to be represented by their Divisional Commanders. Meetings of the Community Safety Partnerships are held in public.

Following implementation of recent legislation, the two councils now have power to scrutinise through committee the work of Community Safety Partnerships for their respective areas. As scrutiny is a key element of governance, there is a clear overlap with the role of WPA. Home Office guidance suggests that the preferred approach to this overlapping of functions is to ensure that one member of the Crime and Disorder Committee of each council should be a member of the Police Authority. We are seeking to negotiate this position with our two council partners.

**To demonstrate what has been done on their behalf and with what level of success**

The WPA is strongly aware of its statutory duties and responsibilities more generally in representing the public view, and ensuring they are provided with an effective policing service in Wiltshire.

It is our intention to ensure the public feel sufficiently informed about any aspect of policing or crime in Wiltshire, and about the work the WPA are doing their behalf to assess the force and ensure services are provided at their highest standard for victims of crime and for all Wiltshire residents.

## **Wiltshire Police Performance in 2008- 2009**

### **Annual Policing Plans**

In early 2008- 2009 the WPA and Wiltshire Police published the new Annual Policing Plan outlining new policing priorities and business objectives for the year ahead. The annual plan is formulated in each year through review of national and local policing priorities, the National Intelligence Model (NIM) and local strategic crime assessment and public consultation. This section provides detail on full performance results in the last year against the specific measures set in the policing plan.

### **Performance against Priorities**

The WPA observed that Wiltshire Police in 2008- 2009 provided a very satisfactory performance against policing plan measures. Based on agreed assessment methodology and subject to final data verification, the WPA concluded that the force has achieved at least 19 of the 25 performance measures in the Policing Plan. Of these, 12 were rated 'Excellent' or 'Good' and 7 were 'Fair'.

Key results in **Crime Reduction** were as follows:

- Overall crime in 2008- 2009 year dropped by 7%, representing 3119 fewer crimes overall
- County Policing Division achieved 1<sup>st</sup> place out of 15 most similar group of force divisions for overall reduction in crime which the WPA recognised as a great success
- Reflecting the Chief Constable's continued emphasis on reducing violent crime, the Wiltshire Police achieved 1<sup>st</sup> place in the country for reduction in most serious violent crimes
- Domestic burglary decreased by 16% from the previous year placing the force in 1<sup>st</sup> place out 8 with its most similar forces
- Vehicle crime fell by 15% placing the force 2<sup>nd</sup> out of 8 with its most similar forces at the end of the year.

Within the policing plan measures set for the year the Wiltshire Police achieved 'excellent' ratings from the WPA for crime reduction and detection of serious theft and fraud, detection rates for racial crime, and reduction in serious violent crimes.

The WPA's full performance assessment methodology and results are available in our **WPA Police Performance Review 2008- 2009** accessible from our web pages. The following table outlines key results under each priority.

POLICING PLAN TARGET MEASURE	TARGET	OUTCOME	RATING	MSF POSITION
<b>DELIVER SATISFIED COMMUNITIES</b>				
Satisfaction of victims with overall service	81.5%	80.2%	Good	8
Satisfaction gap between white and BME victims	Achieve parity	-1.9%	Achieved	2
Racist incidents victim satisfaction with service	78.4%	71.6%	Fair	8
Ease of Contact	90.2%	89.4%	Fair	8
% of CRIB calls answered in 30 seconds (Crime Recording Incident Bureau)	90%	57%	Not Achieved	-
CCH calls answered in 30 seconds (Central Call Handling)	95%	93.8%	Fair	-
<b>DELIVER SAFE COMMUNITIES</b>				
To reduce violent crime	8517	8829	Fair	3
Increase proportion of violent crimes detected	60%	52.9%	Fair	3
Serious violent crimes per 1,000	235	198	Excellent	1
Assault with less serious injury	2279 or less	3598 crimes	Not Achieved	3
Domestic violence incidents resulting in arrest	41.1%	37.5%	Fair	3
Serious acquisitive crimes per 1,000 population	6310 or less	5715 crimes	Excellent	2
Serious acquisitive crime detection rate	19.0%	20.2%	Excellent	2
Racially aggravated crimes detection rate	45%	53%	Excellent	3
Value of assets recovered (millions)	£1.25 m	£652, 212	Not Achieved	-

Agreement that police understand local issues	65%	65%	Good	3
Agreement that police deal with local issues	52%	53%	Good	4
% of emergency calls attended within 15 minutes	85%	83.1%	Fair	-
<b>TAKING OUR STAFF WITH US</b>				
Number working days lost due to sickness (days)	Officers/Staff- 8	9.31/8.24	Not Achieved	40/43 forces
PDR completion	85% target	85.7%	Good	-
Diversity measure for recruitment	+ 2.5%	2.5%	Achieved	-
<b>MANAGING OUR RISKS</b>				
Achievement of PRDLDP/PIP & MLDP/CLDP	100% take up	100%	Achieved	-
<b>COMMUNICATING OUR SUCCESS</b>				
Confidence in Wiltshire Police	56.2%	54.6%	Poor	3
<b>CONSOLIDATE &amp; COORDINATE EFFORTS</b>				
Cashable efficiency savings	0.7 million	1.3 million	Achieved	-
WFM change programme	Meet milestones	On target	Achieved	-

## **Annual Spending in 2008- 2009**

WPA has aimed to deliver stringent planning of resources and investment of policing revenue, for maximum impact and benefit to the public in meeting policing objectives. We aim to secure an efficient service for Wiltshire and are responsible for securing an effective police force for Wiltshire and Swindon. With the Force, we focus on safeguarding the public when it comes to crime and providing effective policing, particularly during these challenging and changeable times.

### **Policing Precept**

Each year we receive funding from central government, from the allocation of non-domestic rates, and through the local council tax precept. The precept is collected from householders through the payment of council tax. Our annual policing expenditure is considered in the light of our duty to demonstrate efficient and effective use of public money, constantly monitored and tested by the Police Authority.

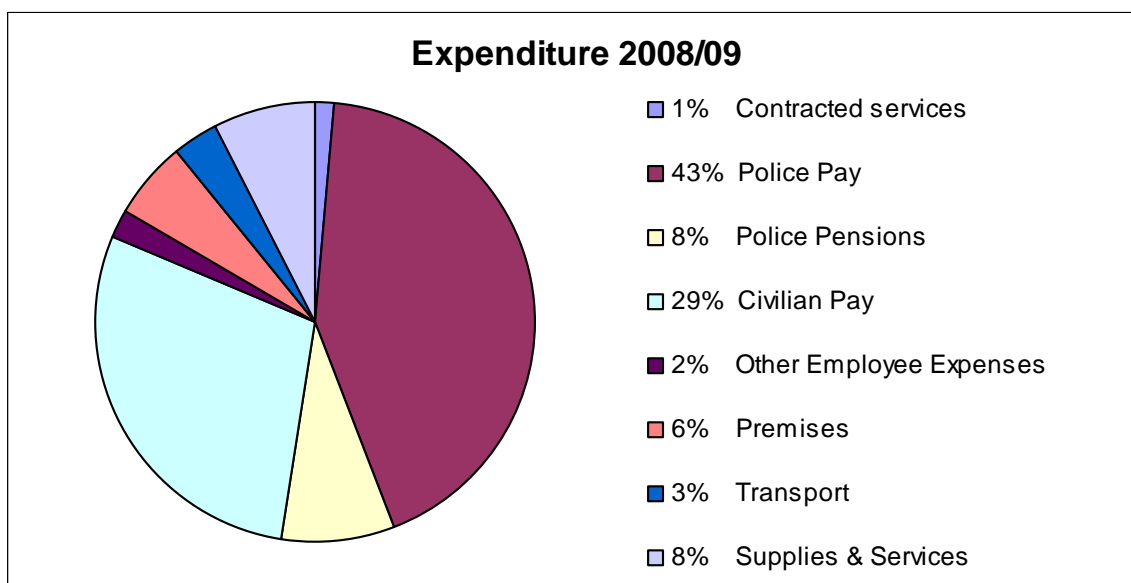
The policing precept for 2008- 2009 represented £35.7 million of the overall £101.6 million budget. This allowed force service levels to be maintained and the overall budget allowed for investment in specialist units for Wiltshire Police's Protective Services through Public Protection Unit and Serious and Organised Crime Unit. These investments in specialist crime teams helped to reduce crime and bring more offenders to justice.

Over the next few years we will continue to challenge Wiltshire Police to ensure the highest standards and efficiency of policing are achieved in Swindon and the County. It is our aim to maintain current service provision and policing capacity at the same time as recognise current economic constraints and limiting the precept increases where possible for local taxpayers.

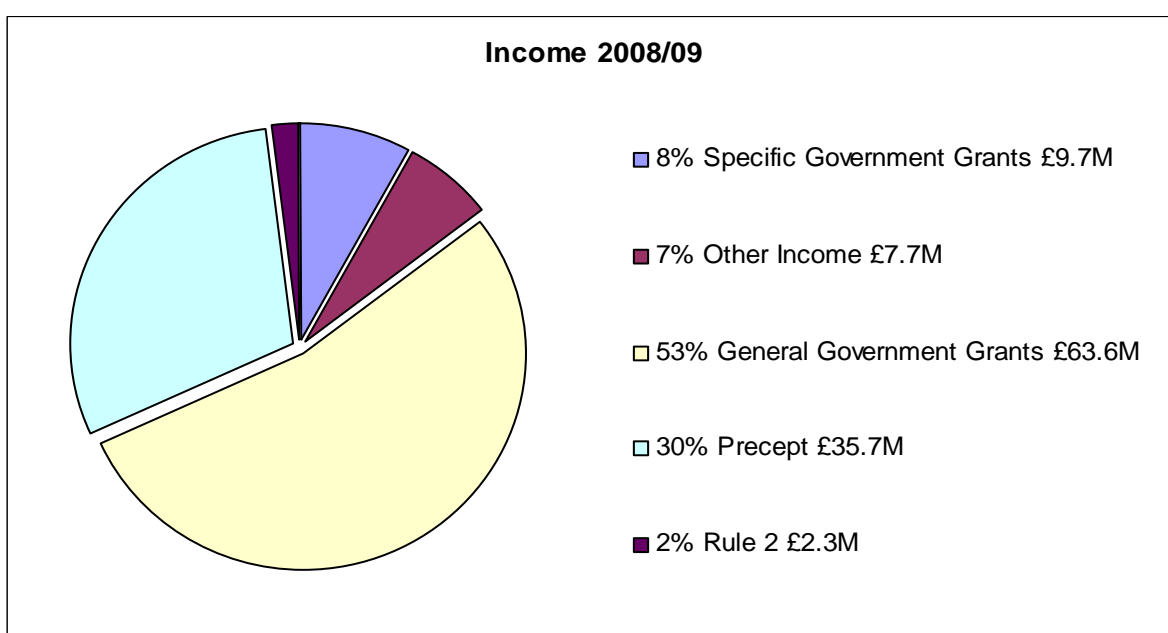
## Expenditure

Approving the Budget is one of the Police Authority's key decisions each year. In 2008-09 the net budget set by the Authority was £101.6 million. Net expenditure was £102.5 million, leading to an over-spend for the year of £0.906 million.

The 2008-09 budget allowed for growth of £1.726m. The largest single item of growth surrounded Volume Crime Teams with £0.876m allowing for 2 new units to be set up. This level of investment was only affordable due to cashable efficiencies of £1.526m being achieved (budgeted efficiencies were £1.413M). A full statement of accounts is available on the Authority's web site at [www.wiltshire-pa.gov.uk](http://www.wiltshire-pa.gov.uk)



The services provided by the Authority were funded as follows:



## Looking Ahead

WPA will continue to oversee a successful police force for Wiltshire. Within its 3 year Corporate Strategy it aims to deliver the following from 2009- 2012:

- **Managing our Business-** Our Annual Programme forms a framework for the delivery of all our key business aims for the current performance year
- **WPA Organisational Development-** Given the many new challenges facing the policing service and the increasing responsibilities being placed on police authorities, the next stage of our development is designed to ensure that WPA is fit for purpose and equipped to strive for our Vision, deliver our Mission and demonstrate our Values
- **National Policing Target-** In a move to reduce the proliferation of centrally imposed targets, the Home Secretary has introduced a single top-down target of public confidence for policing with effect from 2009. The Government has set a 'confidence' target for each police force to attain by March 2012. Wiltshire's target is 58.3% as measured by the level of public confidence in the Force and the local authority in dealing with the issues of crime / anti-social behaviour that matter in their area.

Although introduced principally as a *policing* target, achievement of the public confidence target will rely greatly on the combined efforts of local authorities and other bodies working in close partnership with the police. Working with our partners, WPA will lead on the governance of the joint work to raise and sustain public confidence.

- **Working in Partnership-** As can be seen from the introduction of the new public confidence target a strong emphasis is being placed on local partnership working and this assumes an even sharper focus when viewed against the very challenging economic conditions.
- **Dealing With Economic Factors-** In our business planning, WPA has been acutely aware of the very difficult economic environment facing policing, and all public services, in the near and mid terms. Growth of the Public Sector Borrowing Requirement will, inevitably, lead to severe cuts in public expenditure over at the least the next 2-3 years. These conditions bring the need for an even greater focus on efficiency savings and productivity gains as the levels of both government grant and council tax precept are effectively reduced. WPA will need to set challenging targets for Wiltshire Police and establish new systems to measure efficiency and assess the optimum use of scarce resources within the service as currently structured.

- **Securing the Maintenance of Efficient and Effective Policing-** The primary duty of WPA is to maintain an efficient and effective police force for the area. The sustainability of small forces has been in question since the Closing the Gap report by HMIC in 2006. Much work to close the Protective Services gap has been done. However, as the policing environment becomes more complex, sustaining a small force becomes progressively more difficult. Implementation of new systems and processes requires a level of resource, regardless of size.

WPA will re-examine the structure of the service within the police area, and look to collaborate much more closely with public and private sector partners. WPA has established a group of senior members, including the Chair and two vice-chairs, to review with Wiltshire Police the available options and commission detailed business cases for aligning, combining or collaborating on the most promising functional areas.

This essential work will take place primarily within the revitalised regional Collaboration Programme but also through work with more local partners and the private sector. The work will be an integral part of the WPA and Force planning process and progress will be reported to the public through the Strategic Policing Plan for 2010-13 which we aim to publish in April 2010.