

AGENDA SUPPLEMENT (1)

Meeting: Wiltshire Police and Crime Panel
Place: Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU
Date: Thursday 5 September 2019
Time: 10.00 am

The Agenda for the above meeting was published on **28 August**. Additional documents are now available and are attached to this Agenda Supplement.

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Press enquiries to Communications on direct lines (01225)713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

- 6 **Quarterly data (Q1)- Risk / Performance / Finance / Complaints (Pages 3 - 96)**
- 7 **Public Opinion Survey - update (Pages 97 - 100)**

DATE OF PUBLICATION: 30 August 2019

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Office of the Police and Crime Commissioner for Wiltshire and Swindon

Quarter One 2019-20 (1 April to 30 June 2019)

For Police and Crime Panel meeting 5 September 2019



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Introduction by Commissioner Angus Macpherson

This document provides the performance summary for quarter three 2018-19 against my Police and Crime Plan 2017-21.

Raising awareness of significant topics

Regardless of which group of Plan objectives are being focused on, every performance report should address any performance issues which, for that period:

- a) Have shown a significant change;
- b) Are of particular concern to me;
- c) Are an area of excellent work or progress; or
- d) Are prominent in the local or national media.

Sticking to these criteria should create a 'no surprises' agreement between my Office and the Panel when it comes to performance monitoring.

I would like to draw the Panel's attention to the following areas:

National announcement in Police Officers

I welcome the Prime Minister's promise of 20,000 new police officers as a positive step for policing. The Home Office is coordinating a national delivery structure with the National Police Chief's Council.

Wiltshire Police continue to support these plans and I am determined we recruit these officers as soon as possible. In response to this Wiltshire police have increased the intake for new officers in December this year.

We await further details on what mechanism and the local allocation of funding for the additional officers and the support services required to recruit and maintain these new numbers.

Publication of Annual Report and Force Management Statement

On 27 August 2019, I published my Annual Report 2018/19. The content and delivery against my plan was discussed at the last panel meeting. It has been a challenging but positive year. This includes the increase in Police Officers, success in tackling knife crime, and investment in cybercrime fighting capability.

For the first time, this year's report also includes a public summary of the Force Management Statement (FMS). This is an annual report collated by the Force which sets out the challenges and demands facing Wiltshire Police and the capacity and capability of the Force to meet these.

The FMS is an important tool in showing the public, in real terms, how policing their communities is changing and how we are adapting to meet these growing demands. It is the evidence base on which the Chief Constable advises me and I consider this in setting policing priorities.

<https://www.wiltshire-pcc.gov.uk/article/4912/Annual-Report-2018-19>

A handwritten signature in black ink, appearing to read 'Angus Macpherson'. The signature is stylized and includes a long horizontal stroke at the end.

Angus Macpherson
Police and Crime Commissioner for Wiltshire and Swindon
August 2019



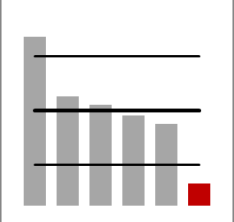
Performance dashboard Key

Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last 8 months have all been above the Average for the past 24 months
	The Discrete Trend, for the past 12 months, is significant and Increasing

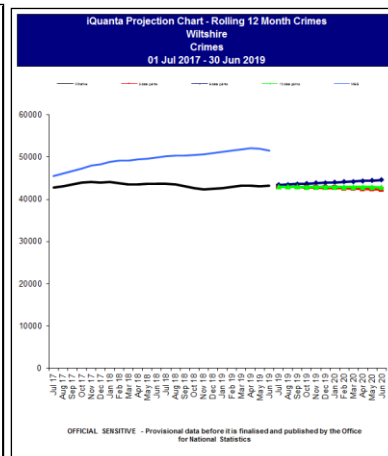
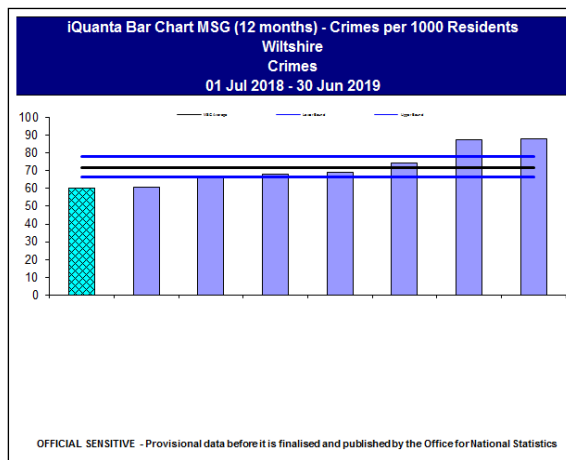
	The Rolling 12-month trend, for the past 12 months, is significant and Increasing
	Last month was less than the previous 24-month Average -2 Standard Deviations
	The last 3 months have all been below the Average for the past 24 months -1 Standard Deviation
	The last 8 months have all been below the Average for the past 24 months
	The Discrete Trend, for the past 12 months, is significant and Decreasing
	The Rolling 12-month trend, for the past 12 months, is significant and Decreasing
	Does not trend with Peers
	No data has been recorded for this measure for at least 12 months

Priority 1: Prevent crime and keep people safe				Priority 2: Protect the most vulnerable 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			
Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context
Crime volume	10,952		Reduction on the previous year and significantly lower than peers	S136 Arrests	70		Increasing trend	Satisfaction of victims with the whole experience	77%		Improving	Immediate response time	10mins 26sec		Consistently good
Crime recording compliance	88.1%		New methodology. General improvement.	Volume of CSE crimes	33		Stable	Satisfaction with being kept informed	65%		Improving	Priority response time	53mins 26sec		Consistently good
Cyber flagged + Key word	668		Increasing trend	Volume of DA Crime (ACPO defined)	1,594		Increasing trend	Satisfaction with ease of contact	94%		Improving	Average time to answer 999 call	4 sec		Consistently good
Hate crime volume	163		Stable trend	Volume of Sexual Offences (Recent / Non Recent)	380		Significantly lower than peers	Satisfaction with treatment	91%		Improving	Average time to answer CRIB call	1min 4sec		Improvement sustained
Outcome ratio*	16.4%		Improving and above peer average					Conviction rates	90%		Stable and high (to May 2019)	CRIB Abandonment rate	3.4%		Improvement sustained
ASB volume	4,424		Stabling following significant long term reductions (linked with crime recording volumes)					% of cracked or ineffective trials due to prosecution	21%		Increasing trend stabling	Quality of full files (error rate)	2.5%		Consistently low error rate
Overall confidence with the police in this area	78.3%		High public confidence									Volume of complaints	180		Increasing trend linked to recording capability
KSI Collisions	273*		*data to April 2019									% Complaints recorded within 10 working days	93%		Improving
Special Constables hours deployed	16,469		Declining trend									Complaints average number of days to record	6 days		Improving
												Percentage of appeals upheld	33%		Reduction in appeals
												Number of actual days lost per person (rolling 12 months)	15.1		Increasing trend
												Percentage of CPT "at work"	84.2%		New measure
												Percentage of CPT "available to respond"	62.9%		New measure

1. Prevent crime and keep people safe

Crime volume	Q1: 10,952 - 43,523 rolling 12 months	
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1. There were 10,952 crimes recorded during quarter one and 43,523 in the 12 months to June 2019.
2. This represents a reduction of 170 recorded crimes (0.4 per cent) compared to the previous 12 months.
3. The recorded crime rate per 1,000 population for Wiltshire in the year to June 2019 is 60.3 crimes. This is significantly below the most similar group (MSG) average of 71.9 crimes per 1,000 population as shown in the chart below:



All crime up to June 2019 – most similar group (MSG) position

4. The latest national crime statistics publication¹ cites that for many crime types, police recorded crime statistics do not provide a reliable measure of levels or trends of crime. This is particularly in relation to the improvements in crime recording practices being adopted up and down the country.

¹ Crime in England and Wales: year ending December 2018 - <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingmarch2019>

5. Police recorded crime has increased nationally by 8 per cent in the 12 months to March 2019 and 2 per cent regionally.
6. The Crime Survey of England and Wales estimates that actual instances of crime has remained stable compared to the previous year.

Figure 1: Following long-term declines crime estimated by the survey has not changed significantly over the last year

England and Wales, year ending December 1981 to year ending March 2019



Source: Office for National Statistics - Crime Survey for England and Wales

7. In the 12 months to March 2019, Wiltshire is one of only four forces to have reported reductions in their volumes of recorded crime.
8. Wiltshire are approximately 18 months ahead of the national trend as predicted within previous performance reports.
9. My press release on this publication can be accessed via my website².

10. Wiltshire are confident that the current position compared to other forces is as a result of improving its crime recording compliance sooner than other forces.

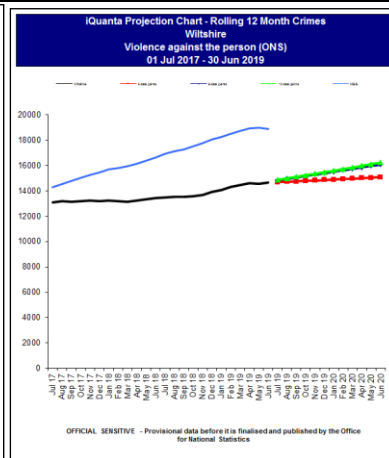
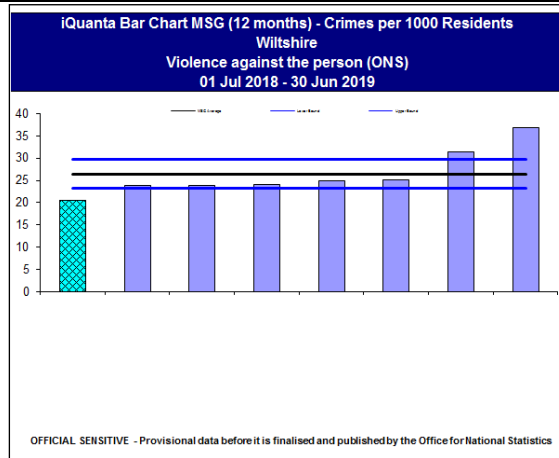
11. The table below provides a breakdown on crime group volumes for the 12 months to June 2019 compared to the previous year.

Crime Category	Crime Sub Group	12m to June 2018	12m to June 2019	Volume Change	% Change
All Crime		43,671	43,357	- 314	- 0.7%
Violence Against The Person		13,489	14,680	+ 1,191	+ 8.8%
	Homicide	1	5	+ 4	=
	Violence WITH Injury	5,896	5,712	- 184	- 3.1%
	Violence WITHOUT Injury	5,575	6,161	+ 586	+ 10.5%
Sexual Offences (All)		1,695	1,600	- 95	- 5.6%
Robbery		296	330	+ 34	+ 11.5%
Burglary (All)		3,838	3,066	- 772	- 20.1%
	Burglary (Business & Community)	1,222	1,138	- 84	- 6.9%
	Burglary (Residential)	2,616	1,928	- 688	- 26.3%
Shoplifting		4,272	4,454	+ 182	+ 4.3%
Vehicle Offences		3,609	2,661	- 948	- 26.3%
Theft from the Person		398	335	- 63	- 15.8%
Bicycle Theft		882	903	+ 21	+ 2.4%
All Other Theft Offences		4,503	4,375	- 128	- 2.8%
Criminal Damage & Arson		5,966	5,735	- 231	- 3.9%
Public Order Offences		2,583	2,717	+ 134	+ 5.2%
Possession of Weapons Offences		281	366	+ 85	+ 30.2%
Drug Offences		1,037	1,234	+ 197	+ 19.0%
Miscellaneous Crimes Against Society		791	716	- 75	- 9.5%
Racially/Religiously Aggravated Offences		425	349	- 76	- 17.9%

Crime group volume comparison to previous year up to June 2019

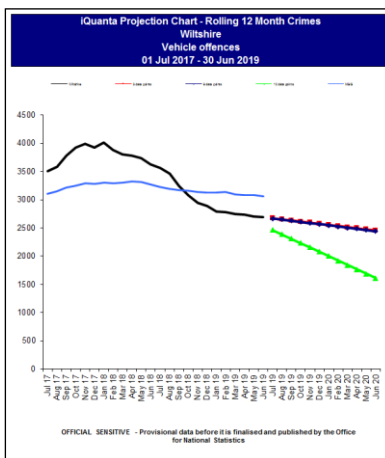
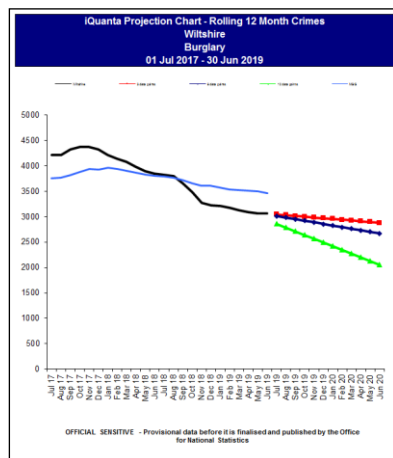
12. Please note that there are minor variations between internal and published crime figures due to our internal figures being a live data set.

13. Wiltshire has a significantly low overall crime and violence against the person crime rate (5th and 6th nationally) and 8th lowest sexual offences rate.



Violence against the person up to June 2019 – most similar group (MSG) position

14. The trend in Wiltshire for the volume of burglary and vehicle offences continue to be significantly better than the national trend.



Burglary and vehicle offences – rolling 12 months

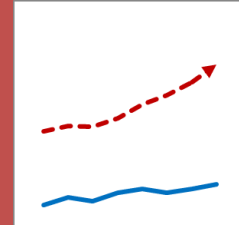
Crime recording compliance rate	Q1: 88.1 per cent	
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15. Wiltshire Police and the Office of the Police and Crime Commissioner (OPCC) are committed to ensuring that crimes reported to the Force are correctly assessed and recorded to comply with standards set by the Home Office.
16. By recording crimes correctly, victims receive the service they expect and deserve; the public are informed of the scale, scope and risk of crime in their local communities; PCCs, forces and their partners can fully understand the extent of demands made on them and Government policy can be developed to reduce crime.
17. Increasing the focus on recording crimes properly does result in an increase in the recorded crime levels, and this is seen across the country and has been previously reported. In this context, increasing crime levels due to improved crime compliance is a good thing.
18. To achieve this, a Crime and Incident Validation Unit (C&IVU) was created with the sole purpose of reviewing all crimes and specific incident categories which may risk inaccurate recording to enable compliance with national standards, swift correction of any errors identified and timely feedback to staff.
19. The June 2019 audit of the work completed by the crime standards auditors identified that 97.5 per cent of crimes and incidents were compliant with national crime recording standards (NCRS) and 94.8 per cent with the Home Office counting rules (HOCR).
20. The overall crime recording compliance rate for June 2019 was assessed to be 88.1 per cent. This is the first sample that is using a collective force level audit as opposed to auditing by teams, thematics or risk factors.
21. Within this audit, domestic and hate related incidents were graded as high at 94.4 per cent. Other high risk crimes such as rape and serious sexual offences, serious violence, robbery, hate crime and public order were graded at 94.2 per cent.
22. The general trend is one of improvement but the historical data points are not comparable.
23. Further comparisons will be possible as the methodology will remain consistent throughout 2019-20.

24. With the CIVU fully resourced since December 2018, I anticipated seeing improvements in this area. It is pleasing to see the improvement.

Cyber flagged
+ key word

Q1: 668 crimes – 2,999 rolling 12 months



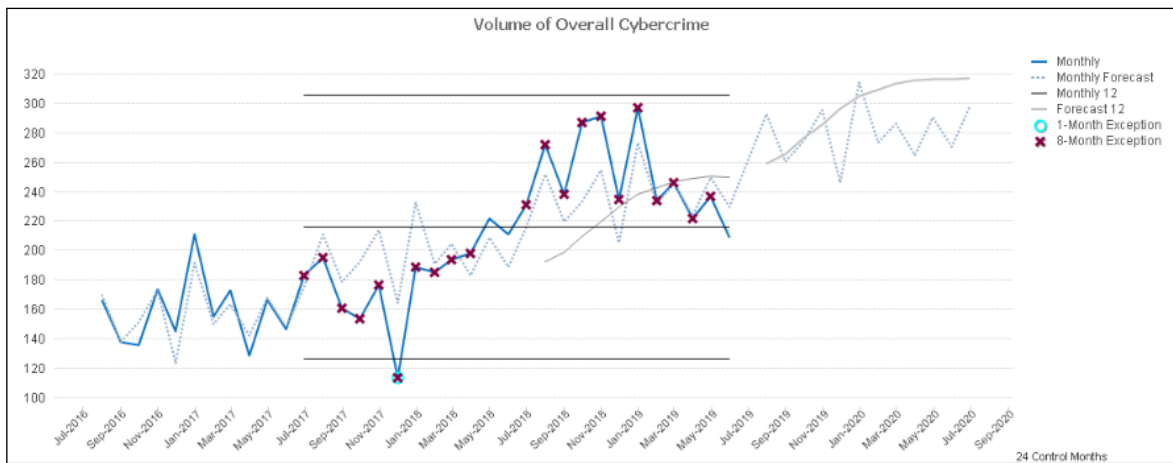
25. As technology advances, so does the threat of cybercrime. Offenders continue to find smarter ways to commit this type of crime.

According to the National Crime Agency (NCA) cybercrime is found in two forms:

“Cyber-dependent crimes can only be committed using computers, computer networks or other forms of information communication technology (ICT). They include the creation and spread of malware for financial gain, hacking to steal sensitive personal or industry data and denial of service attacks to cause reputational damage.

“Cyber-enabled crimes, such as fraud, the purchasing of illegal drugs and child sexual exploitation, can be conducted on or offline, but online may take place at unprecedented scale and speed.”¹

26. To calculate the overall volume of cybercrime, the Force extract crime records that contain a cyber flag or cyber related word/phrase in the summary field of the crime record within NICHE. The key word search is maintained and updated by the Forces Criminal Intelligence department in line with national trends.



Cybercrime monthly and rolling 12 months volume up to June 2019

27. In Wiltshire during quarter one there were 668 cybercrimes recorded and 2,999 crimes reported in the 12 months to June 2019. This is a 37.4 per cent increase on the previous year.

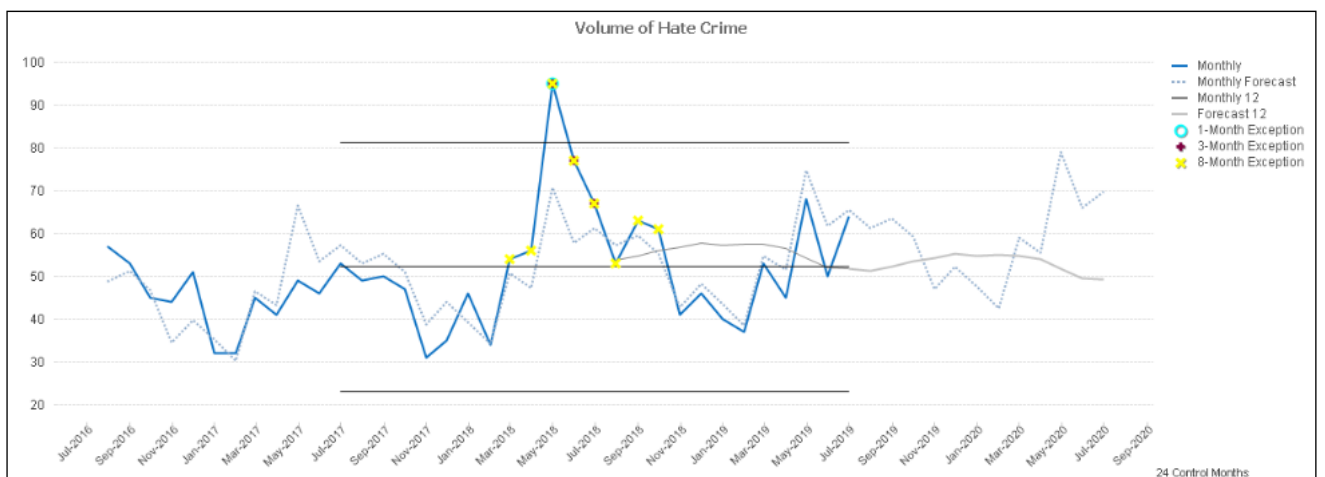
28. The increasing trend in cybercrime is partly driven by improved flagging and identification of cybercrime. However, it primarily reflects the changing nature of demand being placed upon the policing service locally and nationally.

29. The most common reported cybercrimes are stalking and harassment, sexual offences and public order. It must be noted that this refers to cyber enabled or cyber dependent crime excluding fraud, which is centrally reported via ActionFraud.

¹ NCA Strategic Cyber Industry Group Cyber Crime Assessment 2016
<http://www.nationalcrimeagency.gov.uk/publications/709-cyber-crime-assessment-2016/file>

Hate crime	Q1: 163 hate crimes - 624 crimes rolling 12 months	
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30. There were 624 hate crimes reported in the year to June 2019. This compares to 627 hate crimes in the year to June 2018 (a decrease of 3 crimes; 0.5 per cent).



Hate crime to June 2019

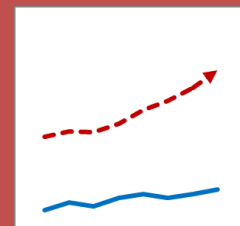
Hate Crime Type	12m to June 18	12m to June 19	Vol change	% change
Prejudice - Racial	508	436	-72	-14%
Prejudice - Sexual orientation	57	97	40	70%
Prejudice - Disability	52	48	-4	-8%
Prejudice - Religion	31	23	-8	-26%
Prejudice - Transgender	11	37	26	236%

Hate crime by strand to June 2019

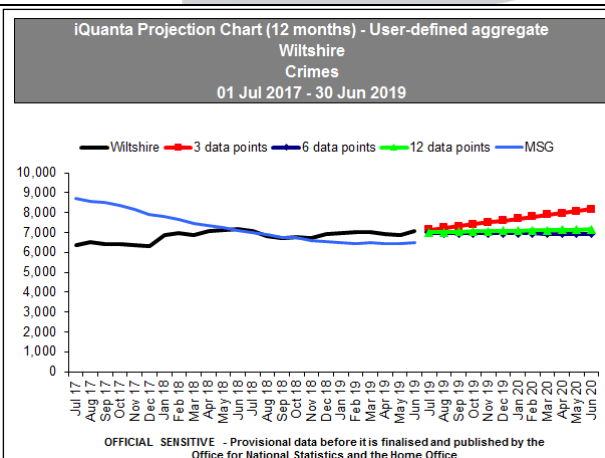
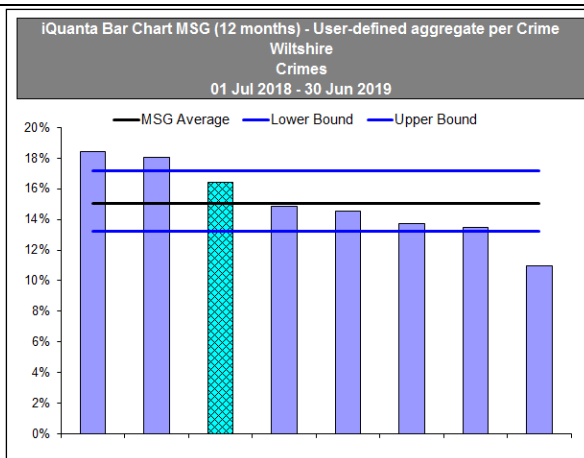
31. It must be noted that the table above records the classification of hate crime. If a victim has been targeted as a result of their religion and disability, it would show in both of the data sets. It would still represent one crime.
32. Analysis of this crime type is considered in fortnightly tasking meetings chaired by superintendents where the Force's key local threats, harm and risk are discussed alongside key events covered by the media.
33. The Force continue to work to understand public confidence, particularly from diverse and minority communities. This is to ensure that people have the confidence to report their crimes and incidents to us.
34. I have oversight of this measure through the quarterly multi-agency hate crime meeting.
35. There are no exceptions or concerns with quarter one figures.

Positive Outcome ratio

16.4 per cent rolling 12 months to June 2019



36. In the year to June 2019, 7,094 crimes have been detected (positive outcome). This is in line with the 7,150 detection the previous year.
37. This represents a positive outcome ratio of 16.4 per cent and is above the most similar group average of 15.1 per cent and in line with peers.



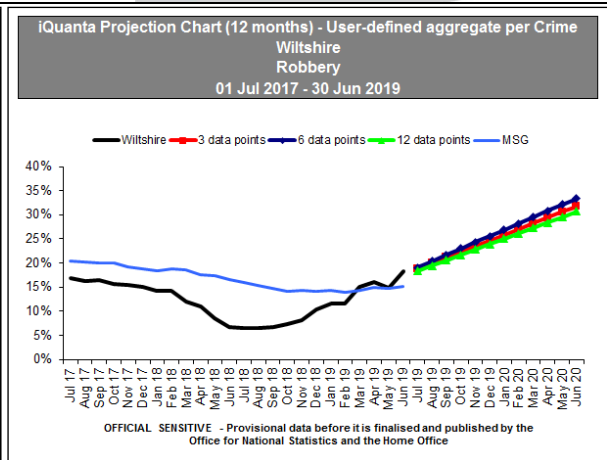
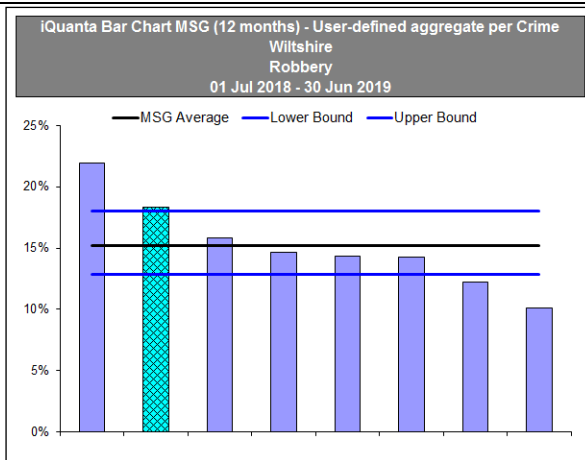
Positive outcome ratio up to June 2019 – most similar group (MSG) position

38. Forces nationally are seeing their outcome ratio decline and this is mostly correlated with increased crime recording compliance.

Crime Group	Crime Volume	Positive Outcome Volume	Positive Outcome %	MSG
VAP	14675	2553	17.4%	16.4%
Shoplifting	4455	1617	36.3%	36.7%
Drug Offences	1215	998	82.1%	77.9%
Criminal Damage & Arson	5726	628	11.0%	10.6%
Public Order Offences	2711	500	18.4%	16.7%
All Other Theft Offences	4391	289	6.6%	5.2%
Miscellaneous Crimes Against Society	715	249	34.8%	23.0%
Burglary	3065	200	6.5%	8.0%
Sexual Offences	1586	169	10.7%	8.1%
Vehicle Offences	2695	128	4.8%	5.5%
Racially/Religiously Aggravated Offences	347	84	24.2%	21.7%
Robbery	327	60	18.4%	15.2%
Bicycle Theft	899	59	6.6%	4.4%
Theft from the Person	337	10	3.0%	2.8%

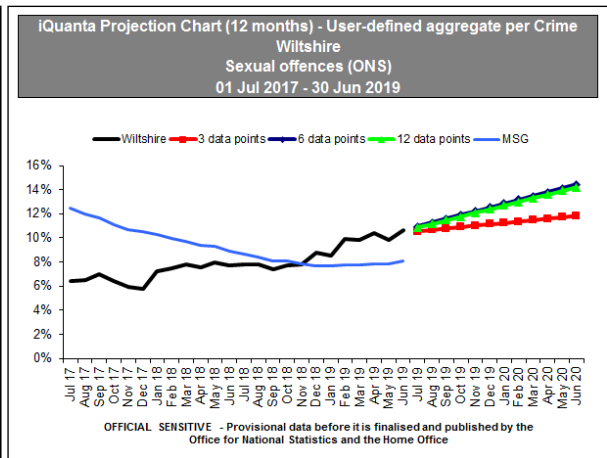
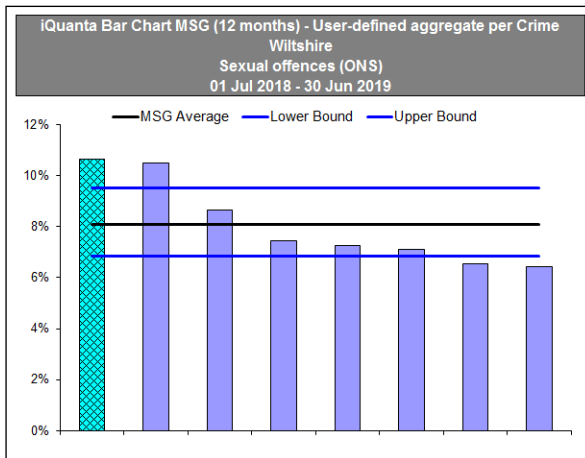
Positive outcome ratio by crime type – up to June 2019 in order of volume

39. The robbery trend has continued to improve during quarter one.



Robbery positive outcome ratio most similar group position and trend – 12 months to June 2019

40. The positive outcome ratio for sexual offences of 10.7 per cent is significantly above our peer average of 8.1 per cent.




Sexual offences positive outcome ratio most similar group position and trend – 12 months to June 2019

41. A huge degree of effort continues to be put into improving the investigative standards of our community policing teams under the leadership of Detective Superintendent Sarah Robbins.

42. The Force Investigative Model (FIM) review systematically reviewed the investigations functions and identified a future operating model. The new investigative model was implemented on 1st April 2019.

43. One of the anticipated benefits of this new model was to improve outcomes for victims. This will be formally evaluated a year after implementation.

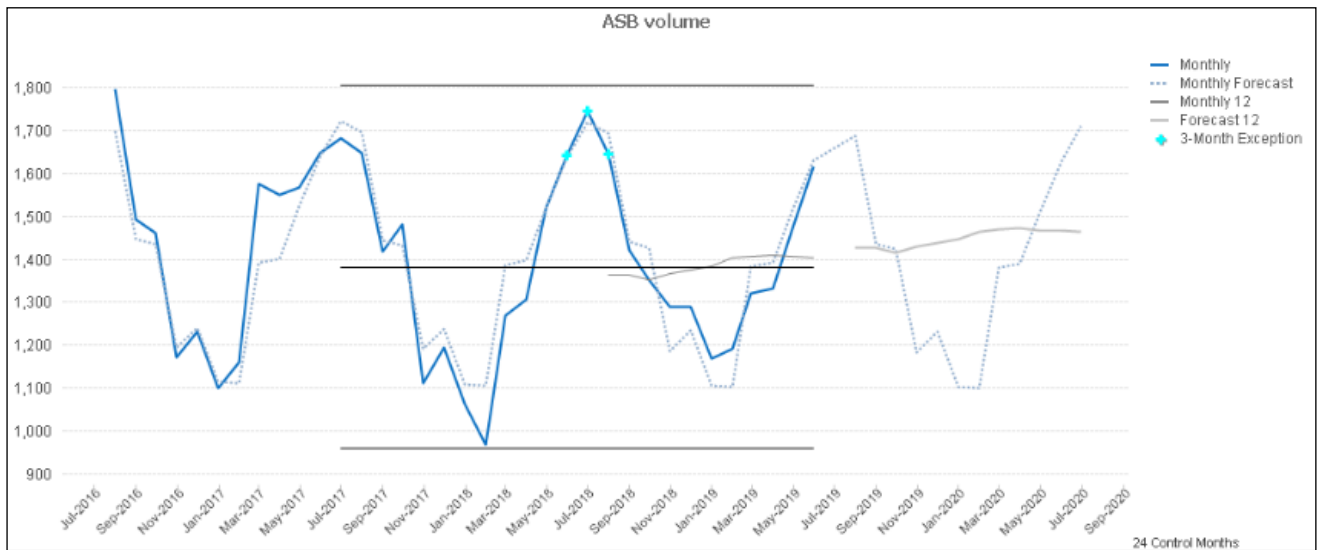
44. It is reassuring that the overall positive outcome rate continues to improve.

Anti Social Behaviour Volume	Q1: 4,424 incidents – 16,848 rolling 12 months	
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45. The volume of Anti Social Behaviour (ASB) incidents has shown a significant long term reducing trend.

46. There were a total of 16,848 ASB incidents reported in the 12 months to June 2019 which equates to 3.3 per cent more than the 16,317 incidents recorded in the 12 months to June 2018.

47. This is mainly due to the low levels of ASB recorded during quarter four of 2017-18.



ASB to June 2019


48. The long term reduction in the volume of recorded ASB correlates with the increased recording of crime as show within the chart below.



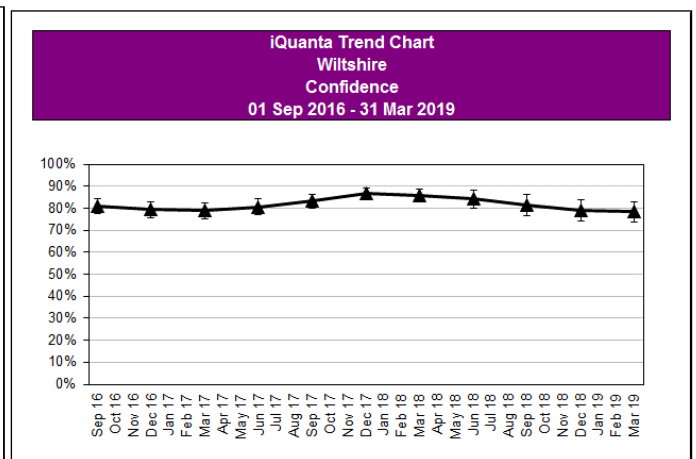
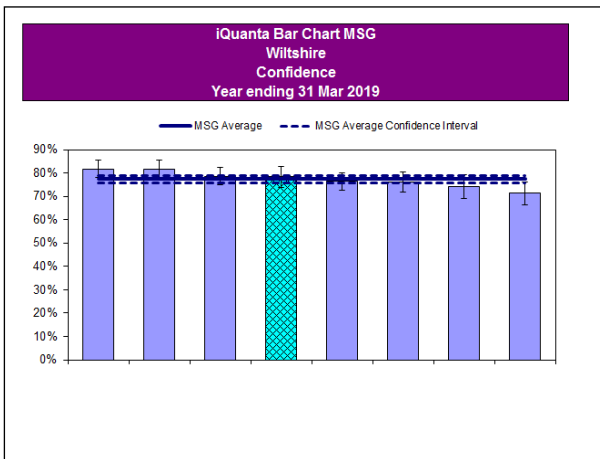
ASB and crime volume trend comparison – z score

49. The chart clearly shows at which point the Force started to increase its crime recording compliance. Local context, reported in the police and crime panel reports at this time showed the relationship between reducing ASB volume and increased public order and violence without injury offences.

50. The volume of anti-social behaviour recorded in quarter one was in line with seasonal forecast.

<p>Overall confidence with the police in this area</p>	<p>78.3 per cent (±4.6 per cent) 12 months to March 2019</p>	
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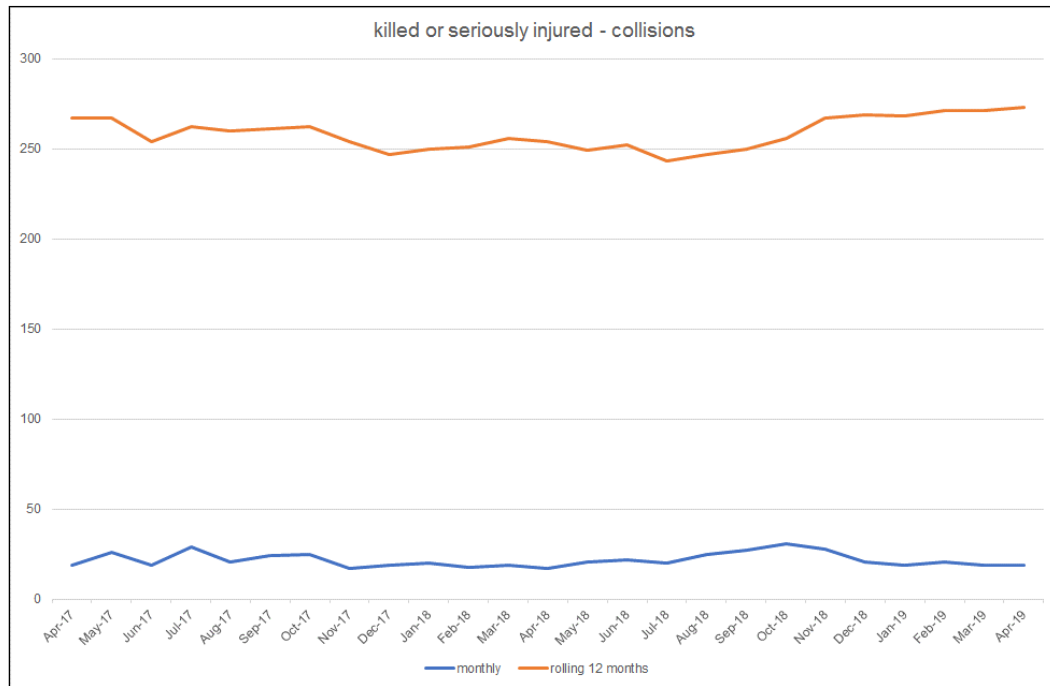
- 51. This measure is usually informed by the Public Opinion survey which I commissioned twice yearly. While we consider the future direction of this survey, this report uses the Crime Survey of England & Wales (CSEW) results as a proxy measure.
- 52. The CSEW has measured crime since 1981. The government use this information alongside police recorded crime to understand the nature and extent of crime in England and Wales.
- 53. This survey is conducted by Kantar Public on behalf of the Office for National Statistics.
- 54. The survey asks members of the public their opinions and experiences of crime over the last 12 months. The survey is statistically significant.
- 55. The CSEW data for the 12 months to March 2019 shows 78.3 per cent (± 4.6 per cent) of respondents have confidence in Wiltshire Police.



CSEW Public Confidence – 12 months to March 2019

<p>Killed and seriously injured (KSI) - Collisions</p>	<p>273 collisions – 12 months to April 2019</p>	
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56. This measure shows the volume of collisions where at least one individual was killed or seriously injured (KSI).



The discrete monthly volume and rolling 12 month trend of KSI collisions

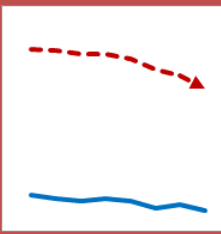
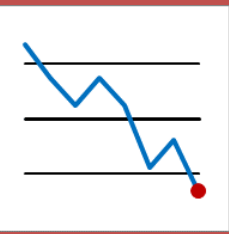
57. In the 12 months to April 2019, there were on average of 23 KSI collisions a month and 273 in total. The longer-term trend is increasing.

58. The traffic department of the force’s criminal justice department is responsible for the collation of data regarding killed and seriously injured people that are involved in collisions within Wiltshire.

59. The data up to April 2019 has only recently become available and yet to be reported at any strategic meetings.

60. New Assistant Chief Constable Maggie Blyth is due to chair a Strategic Road Safety partnership board which will provide renewed focus to road collisions.

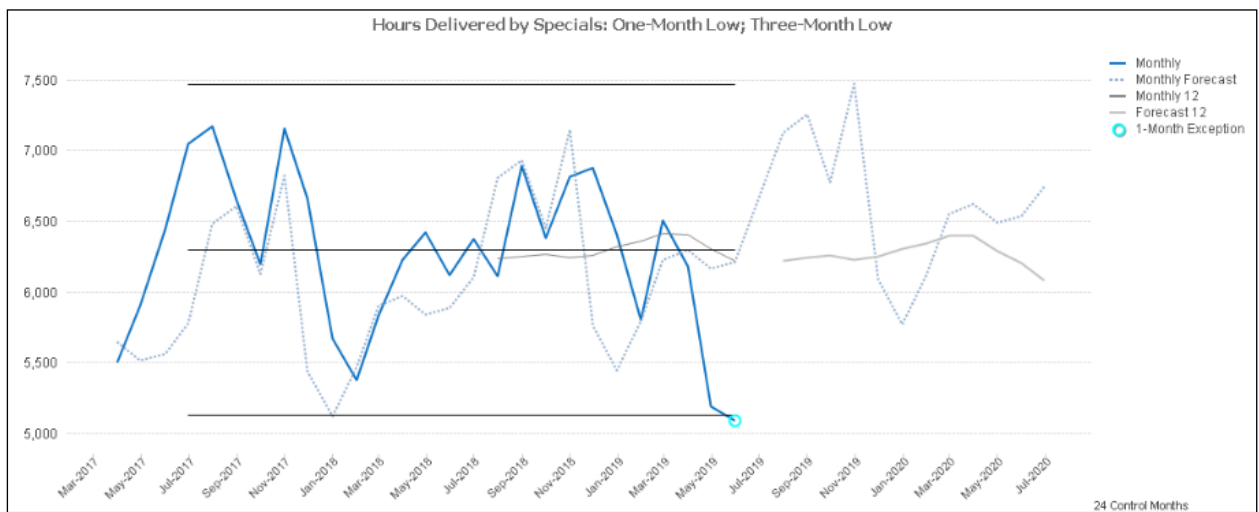
61. My office will be represented at this board.

Special Constables hours deployed	Q1: 16,469 hours deployed		
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62. The Force recognises the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas.

63. As such, I have provided the funding for a recruitment website www.wiltshirepolicespecials.co.uk which has been designed and launched to provide the link between the marketing strategy and the on-line selection process.

64. This measure shows the total amount of hours that the special constabulary were deployed for during each month.



The discrete monthly and rolling 12 months total hours that special constables were deployed

65. In the 12 months to June 2019, special constables have delivered a total of 74,661 policing hours.

66. This trend is beginning to reduce with and is reflective of the decline in active specials from 199 to 170 since January 2019.

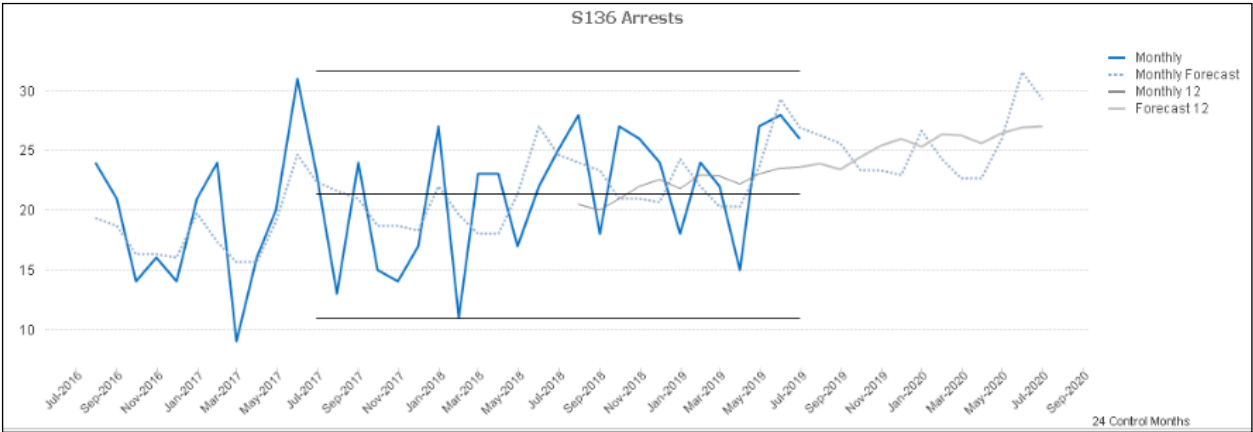
67. There is a continuous improvement review ongoing within the Special Constabulary. A more detailed update on the findings and next steps will be provided in the quarter three performance report.

2. Protect the most vulnerable in society

Section 136 arrests	Q1: 70	
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68. Section 136 (S136) is part of the Mental Health Act (MHA). The police can use S136 to take a person to a place of safety if they think that person has a mental illness and needs care or control.²

69. There were 70 S136 MHA arrests during quarter one and 282 in the 12 months to June 2019.



Discrete monthly volume and rolling 12-month trend of section 136 arrests

70. The volume of S136 MHA arrests has increased by 23 per cent (53 arrests) in the 12 months to June 2019.

71. An increase in the total number of detentions was predicted with new S136 legislation that was introduced in December 2017. This change enabled S136 powers to be used in more

places, essentially anywhere other than a private dwelling compared to previously when it could only be used in a public place.

72. Additionally, prior to the legislation change, S136 could only be used if the officer found the person in a public place, whereas now, S136 powers can be used at any point during the officer's encounter with someone.

73. It was Mental Health Awareness week between 13 - 19 May.

74. I, along with the Chief Constable and Deputy Chief Constable made a daily pledge and visited the welfare wagon.

75. The welfare wagon toured police sites offering mental health and wellbeing checks and cholesterol and blood pressure tests.

76. The press release can be accessed on my website³.

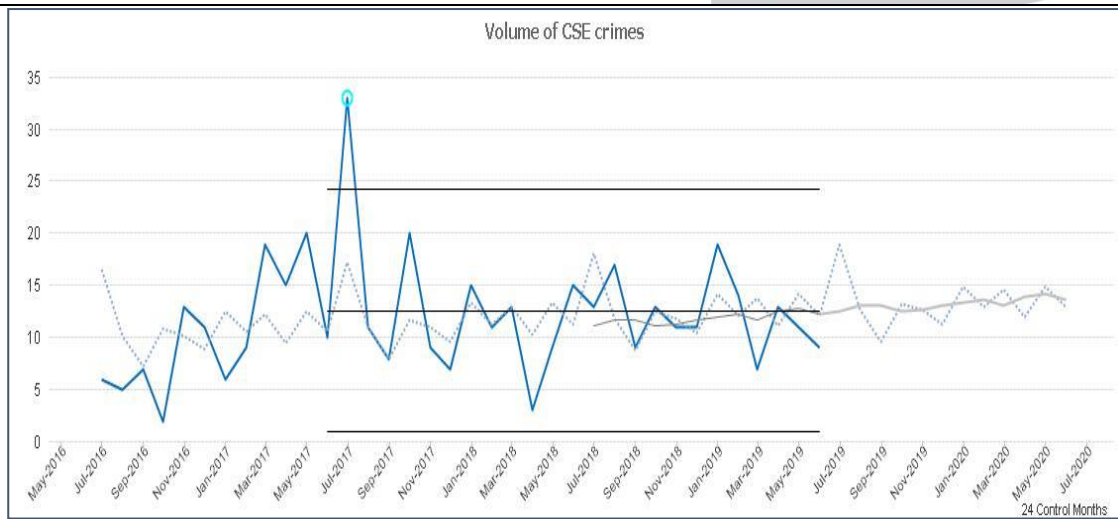
²Rethink Mental Illness 2017

<https://www.rethink.org/living-with-mental-illness/police-courts-prison/section-136-police-taking-you-to-a-place-of-safety-from-a-public-place>

Volume of Child Sexual Exploitation (CSE) crimes	Q1: 33 crimes	
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77. In quarter one there were 33 crimes tagged with a CSE marker. In the 12 month period to June 2019 there were a total of 147 crimes, seven fewer than the previous year.

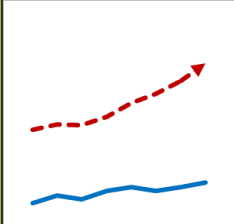
³ We must keep talking about mental health - <https://www.wiltshire-pcc.gov.uk/article/4486/We-must-keep-talking-about-mental-health>



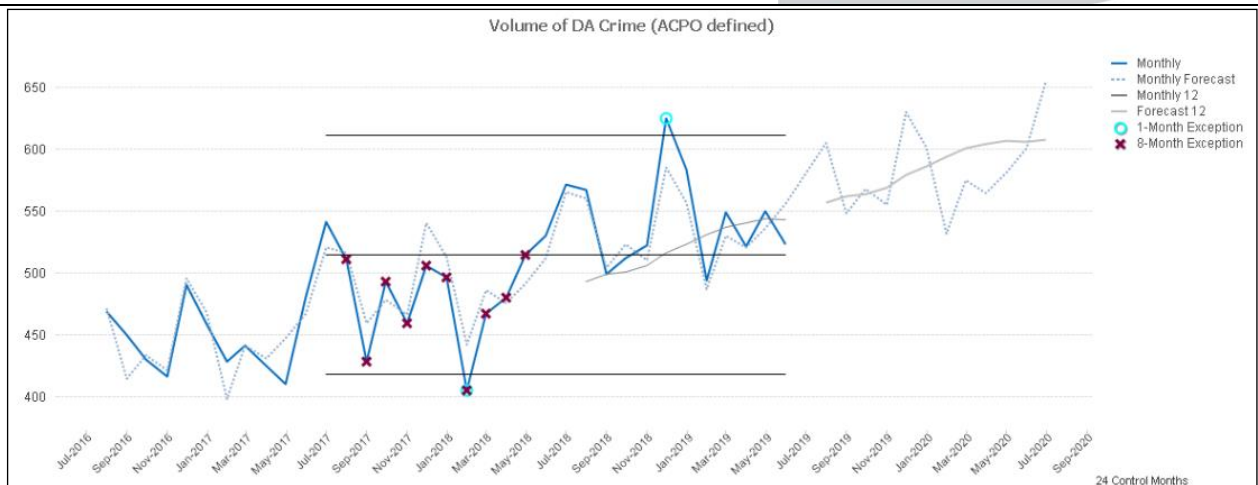
The discrete monthly volume and rolling 12 month trend crimes tagged with a CSE marker

78. The reported level of CSE crime shows no exception in quarter one and the overall trend is stable.

79. The Force has a plan in place with 19 strands of activity (including partners) to manage and prevent the threat posed by child sexual abuse and exploitation to children within Wiltshire and Swindon which is led by Detective Superintendent Deborah Smith.

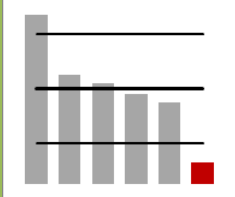
<p>Volume of DA Crimes (ACPO defined)</p>	<p>Q1: 1,594 crimes; 6,516 rolling 12 months</p>	
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80. There were 6,516 DA crimes reported in the 12 months to June 2019. This compares to 5,830 in the year to June 2018 which is an increase of 11.8 per cent (686 DA crimes).



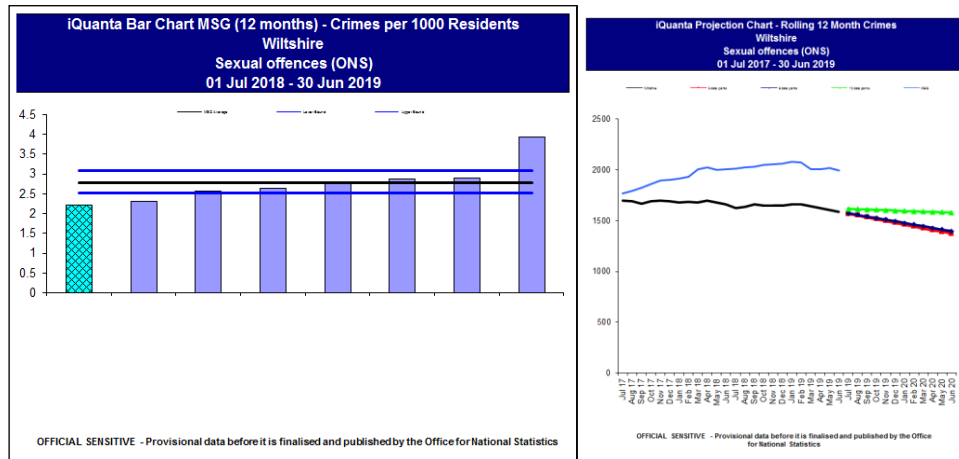
Discrete monthly volume and rolling 12 month trend of DA crimes

- 81. An analysis of the factors behind the increasing trend is being taken to the Force Operations Board in September which will generate a detailed plan of activity.
- 82. The new ACC, Mark Cooper has assessed this area of performance and has satisfied himself that partnership structure surrounding domestic abuse are good.
- 83. A more thorough update on next steps will be provided in the quarter two performance report.
- 84. In May, I personally wrote an open letter to residents in the county who may be suffering from domestic abuse in silence in the hope that a greater awareness of Clare’s Law will encourage those who need it to get the help and support available to them.

<p>Volume of sexual offences (recent/ non-recent)</p>	<p>Q1: 380 crimes – 1,601 rolling 12 months</p>	
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- 85. Wiltshire recorded 380 sexual offences during quarter one and 1,601 in the 12 months to June.
- 86. This represents a 5.9 per cent reduction on 1,701 crimes recorded during the previous 12 months.

87. Wiltshire’s rate of sexual offences per 1,000 population is significantly lower than its peer group average.

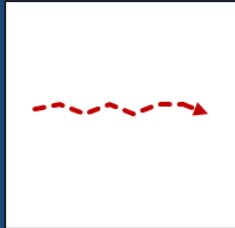


Sexual offences up to June 2019 – most similar group (MSG) position

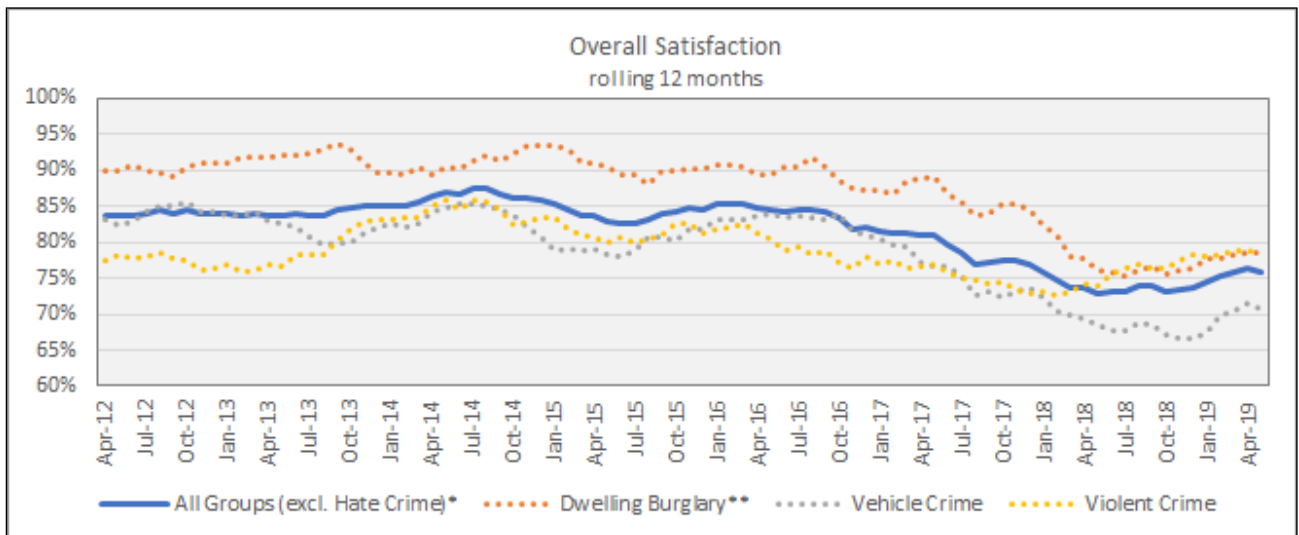
- 88. The new ACC, Mark Cooper has spent time assessing the force’s response to sexual offences and will continue to engage with key partners such as the CPS to identify and act on opportunities for improvement.
- 89. ACC Cooper and I issued a media release on Monday 3rd June to warn online dating users of the dangers of meeting people online.
- 90. This campaign focused on findings from the National Crime Agency (NCA) that showed the emerging threat of online dating and reports of rape.
- 91. I was interviewed on two radio stations and our press release⁴ was covered by many local news agencies.

⁴ Police warn about dangers of online dating - <https://www.wiltshiretimes.co.uk/news/17680202.police-warn-about-dangers-of-online-dating/>

3. Put victims, witnesses and communities at the heart of everything we do

Satisfaction of victims with the whole experience	77 per cent (12 months to June 2019)	
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- 92. I commission a survey of victims of crime (based on previous Home Office criteria) each month to check on the quality of service that is being provided. This is done on a rolling 12-month basis to ensure that the sample size is significant.
- 93. The victim satisfaction rate was 77 per cent (± 2.6 per cent) in the 12 months to June 2019. This is an increase of four percentage points compared to the 12 months to June 2018.



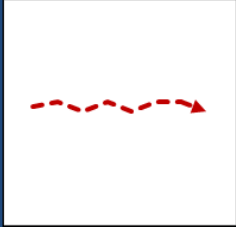
Victim satisfaction rolling 12 month trend

- 94. The chart above shows the improving trends across all groups in the last 12 months.
- 95. The table below shows the breakdown across the traditional crime types. It is recognised that this does not reflect the current demands placed on policing by its service users.

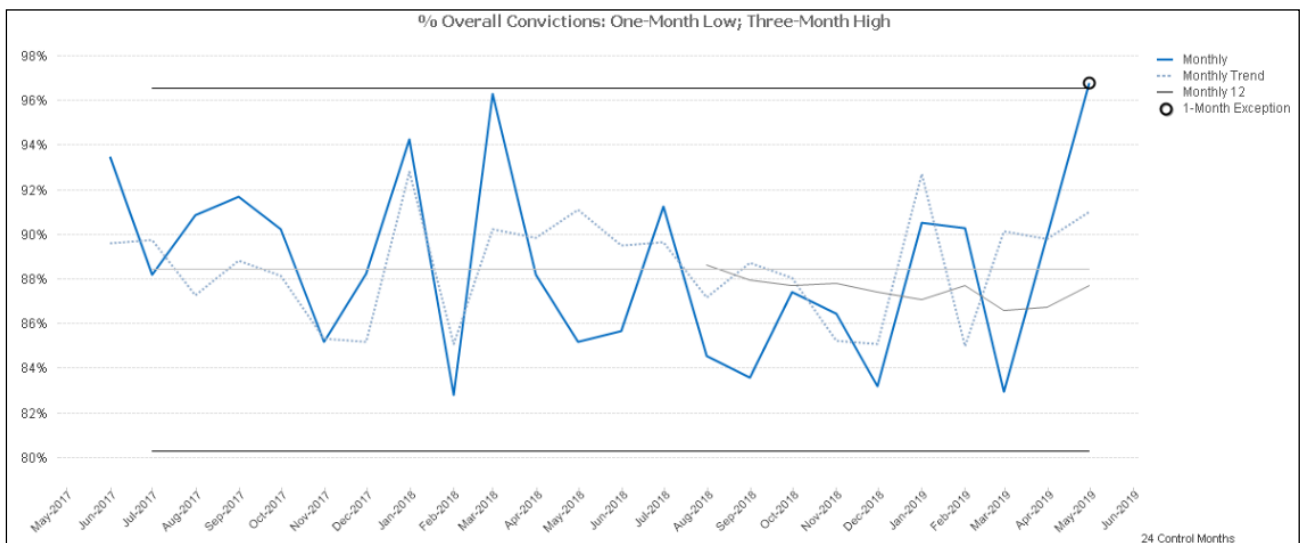
		12 month satisfaction level			
		All Groups	Dwelling/ Residential Burglary	Vehicle Crime	Violent Crime
Overall Satisfaction	Jun-15	83%	89%	78%	81%
	Jun-16	84%	91%	83%	79%
	Jun-17	80%	87%	77%	76%
	Jun-18	73%	76%	68%	75%
	Jun-19	77%	80%	71%	79%
Ease of contact	Jun-15	95%	95%	94%	97%
	Jun-16	94%	96%	95%	92%
	Jun-17	91%	95%	88%	91%
	Jun-18	90%	92%	88%	89%
	Jun-19	94%	94%	93%	94%
Time to arrive	Jun-15	89%	93%	84%	89%
	Jun-16	88%	94%	88%	82%
	Jun-17	83%	90%	83%	78%
	Jun-18	83%	88%	78%	83%
	Jun-19	83%	88%	77%	85%
Actions taken	Jun-15	71%	82%	66%	66%
	Jun-16	74%	81%	71%	69%
	Jun-17	68%	78%	60%	66%
	Jun-18	68%	74%	62%	67%
	Jun-19	67%	73%	60%	68%
Investigation	Jun-15	77%	84%	69%	77%
	Jun-16	78%	84%	76%	72%
	Jun-17	73%	83%	64%	73%
	Jun-18	61%	58%	53%	71%
	Jun-19	65%	67%	54%	73%
Keeping informed	Jun-15	77%	85%	73%	73%
	Jun-16	79%	82%	80%	74%
	Jun-17	73%	81%	66%	73%
	Jun-18	66%	66%	61%	71%
	Jun-19	65%	69%	55%	72%
Treatment	Jun-15	93%	94%	94%	92%
	Jun-16	93%	98%	94%	87%
	Jun-17	91%	95%	89%	89%
	Jun-18	88%	92%	87%	85%
	Jun-19	91%	92%	91%	90%

Victim satisfaction year on year comparisons

- 96. Work is underway to develop improved engagement methods which should help provide insights into how we can learn and improve across our wide range of services.
- 97. A deeper dive into public consultation and engagement will be provided at the quarter two meeting.

Conviction rates	Q1: 93 per cent (April + May)	
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- 98. The long-term trend for the percentage of convictions in Wiltshire courts is stable.
- 99. There were 747 convictions during April and May of quarter one (93.4%). The data for June had not been received at time of producing this report.
- 100. The overall conviction rate (an average of both magistrate and crown courts in Wiltshire) has remained consistently high for some time.

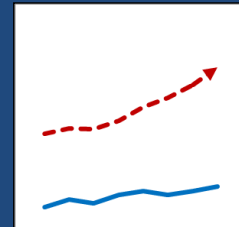


Conviction rate by month

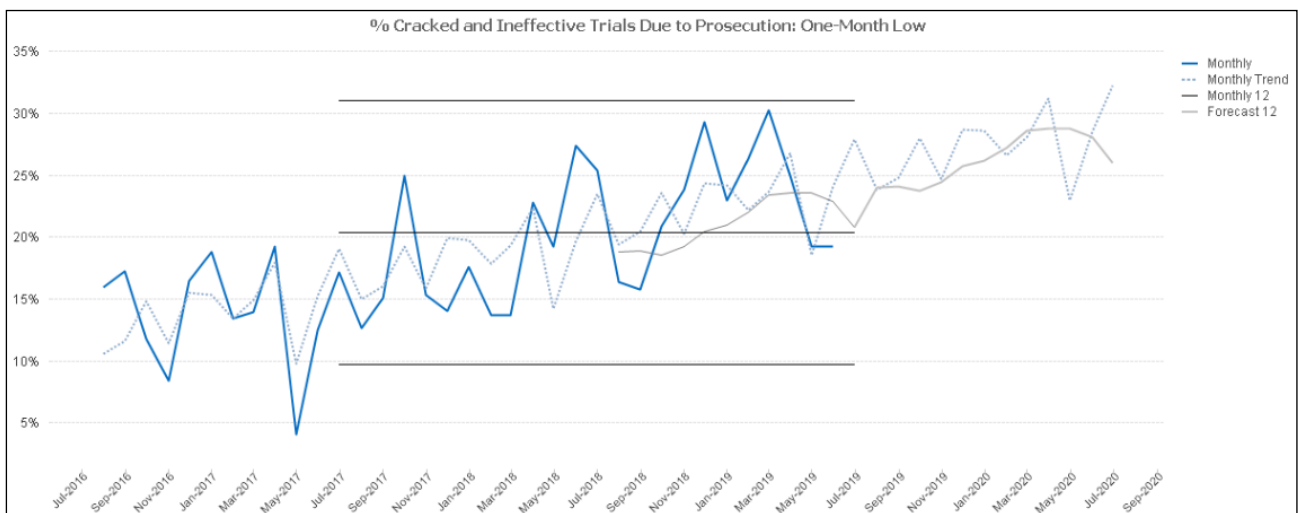
101. This measure forms part of the performance scorecard at the Wiltshire Criminal Justice Board, a partnership meeting that I chair on a bi-monthly basis.

Percentage of trials that are cracked and ineffective due to prosecution reasons

Q1: 21 per cent



102. There were 236 trials listed during quarter one, of which 129 were cracked or ineffective and 50 of these were due to prosecution reasons.



Monthly percentage of cracked and ineffective trials including due to prosecution reasons

103. This measure forms part of the Wiltshire Criminal Justice Board (WCJB) performance framework.

104. The proportion of cracked and ineffective trials due to prosecution has risen during quarter four and started to stable in May and June.

Cracked and ineffective reasons by prosecution

- B - Acceptable guilty plea(s) entered late, previously rejected by the prosecution
- D - Acceptable guilty plea(s) to alternative new charge, previously rejected by the prosecution
- F - Defendant bound over, now acceptable to prosecution - previously rejected by the prosecution
- I - Prosecution end case: insufficient evidence
- J - Prosecution end case: witness absent / withdrawn
- K - Prosecution end case: public interest grounds
- L - Prosecution end case: adjournment refused
- M1 - Prosecution not ready: served late notice of additional evidence on defence
- M2 - Prosecution not ready: specify in comments
- M3 - Prosecution failed to disclose unused evidence
- N1 - Prosecution witness absent: police
- N2 - Prosecution witness absent: professional / expert
- N3 - Prosecution witness absent: other
- O1 - Prosecution advocate engaged in another trial
- O2 - Prosecution advocate failed to attend
- P - Prosecution increased time estimate - insufficient time for trial to start

List of cracked and ineffective trial reasons due to prosecution

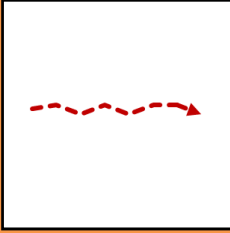
105. The increase in cracked and ineffective trials due to prosecution reasons is driven by an increase in cracked trials, particularly in Magistrates court with 29 additional cracked trials compared to the previous year, an increase of 26 per cent.

Cracked Trials Magistrates Court Rolling 12 months	2018		2019	
	Total	111	Total	140
	Volume	Rate	Volume	Rate
B - Acceptable guilty plea(s) entered late, previously rejected by the prosecution	0	0%	10	7%
D - Acceptable guilty plea(s) to alternative new charge, previously rejected by the prosecution	0	0%	2	1%
F - Defendant bound over, now acceptable to prosecution - previously rejected by the prosecution	0	0%	0	0%
I - Prosecution end case: insufficient evidence	51	46%	60	43%
J - Prosecution end case: witness absent / withdrawn	41	37%	41	29%
K - Prosecution end case: public interest grounds	13	12%	19	14%
L - Prosecution end case: adjournment refused	6	5%	8	6%

Cracked trials by reason 12 months to June – Magistrates court

106. A paper has been provided to the Quality Assurance Delivery Group (QADG) summarising the cracked and ineffective trials analysis and recommends that business leads understand the causes behind the trends and make recommendations for improvement to the September WCJB meeting.

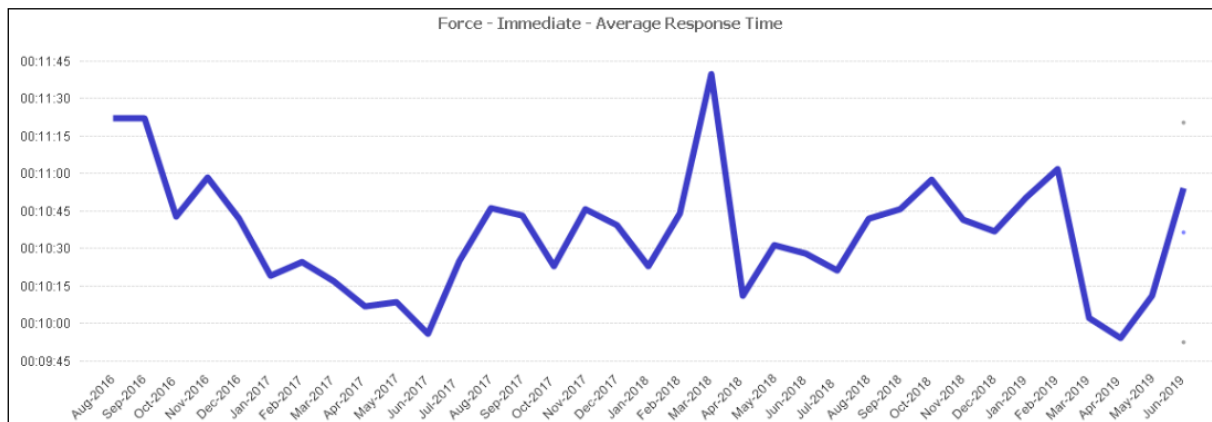
4. Secure a quality police service that is trusted and efficient

Response time (average)	Immediate Q1: 10 minutes 26 seconds	Priority Q1: 53 minutes 26 seconds	
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107. This measure assesses the average time it takes for Wiltshire Police to arrive at emergency (immediate) and priority incidents.

108. The Force attended 4,364 emergency incidents during quarter one and 17,995 in the 12 months to June 2019.

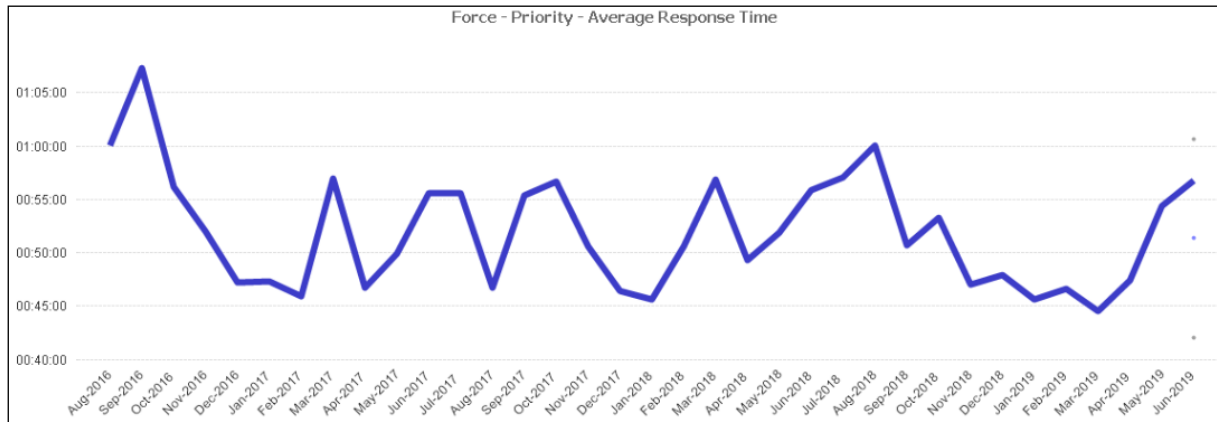
109. The chart below demonstrates that immediate response incidents have been attended on average within 10 minutes and 26 seconds during quarter one.



Average immediate response time by month

110. While there is minor monthly variation in average response times, the chart demonstrates Wiltshire’s sustained ability to respond quickly to emergency incident.

111. The Force attended 9,459 priority incidents during quarter one for which an estimated time of arrival of within one hour is given.

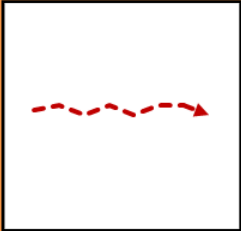


Average priority response time by month

112. The average time taken to attend a priority incident during quarter one was 53 minutes and 26 seconds.

113. In the 12 months to June 2019, 37,258 priority incidents were attended at an average arrival time of 51 minutes 13 seconds.

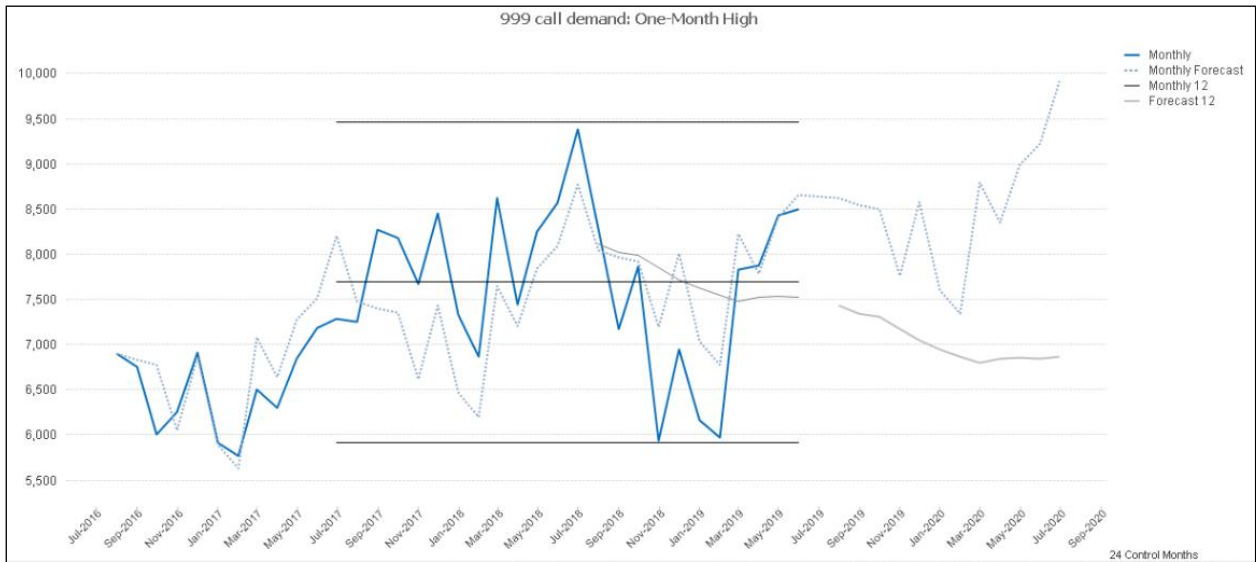
114. These measures demonstrate the consistent ability for Wiltshire Police to be there for the public at their time of need.

Average time to answer 999 calls	Q1: 4 seconds	
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115. During quarter one, 24,811 999 calls were received and answered within an average of four seconds.

116. This consistent and reliable delivery is against the backdrop of sustained increased demand. There were 98,909 999 calls received in the 12 months to June 2019.


117. This represents a five per cent increase in 999 demand compared to the 12 months to June 2018.



Volume of 999 calls answered

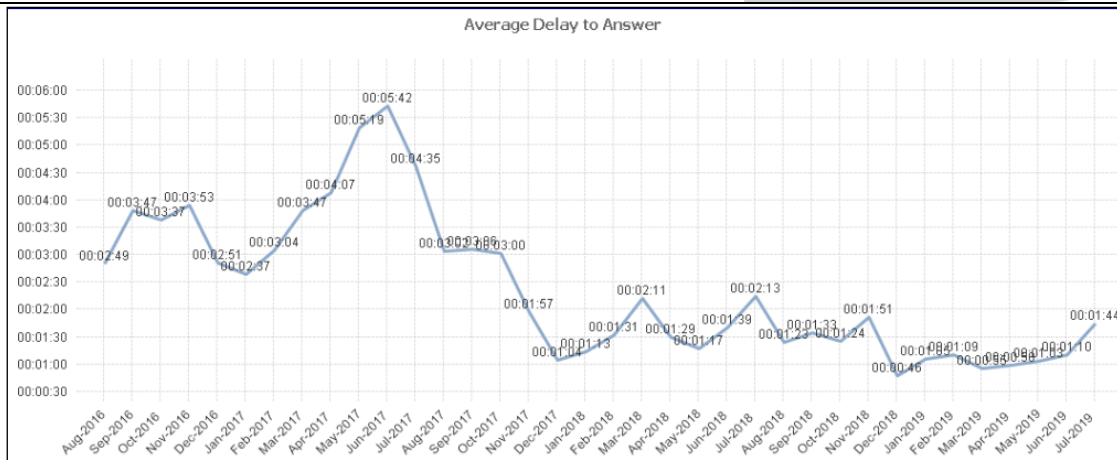
118. This increase is in line with research which shows that 999 calls are increasing across England and Wales.

119. Despite this increase, there are no concerns about Wiltshire Police’s capability to answer emergency calls quickly.

<p>Average time to answer Crime and Incident Bureau (CRIB) calls</p>	<p>Q1: 1 minute 4 seconds</p>	
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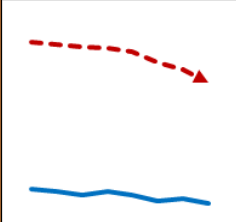
120. A total of 38,318 Crime and Incident Bureau (CRIB) calls were received by Wiltshire Police during quarter one.

121. The length of time it takes to answer a CRIB call has significantly decreased compared to the previous years. The trend is below expected forecasts and to the lowest levels experienced in many years.



Average CRIB call answer time

122. This improvement and consistency is reassuring as it has been a key priority for some time.

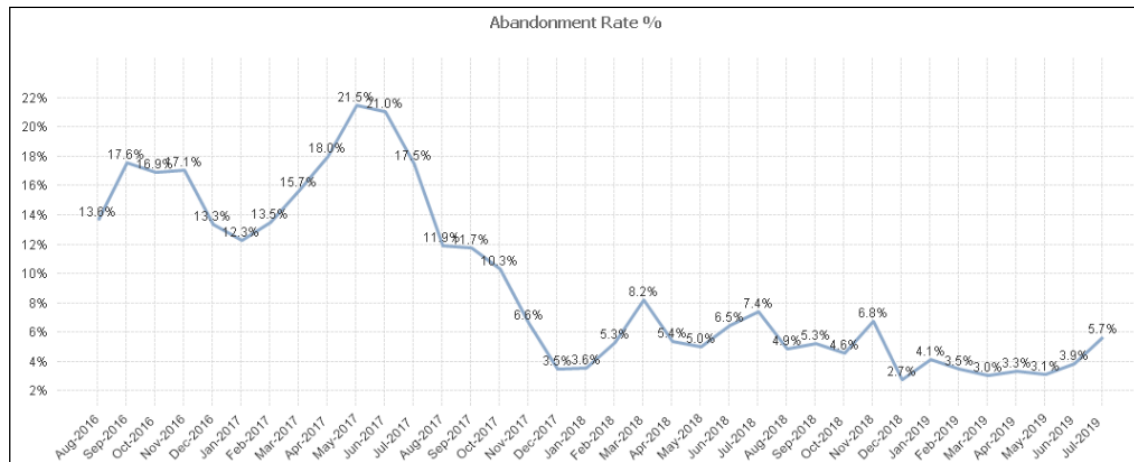
<p>Crime and Incident Bureau (CrIB) abandonment rate</p>	<p>Q1: 3.4 per cent</p>	
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123. The reduction in the average time to answer a CRIB call has had a significant affect on the number of people who abandon their call before it is answered.

124. The abandonment rate for quarter one 2019-20 was 3.4 per cent and 4.3 per cent for the year to June 2019.

125. The rate has been consistently below ten per cent since November 2017. This is a significant improvement and breaks a trend of 18 consecutive months of over ten per cent dating back to April 2016.

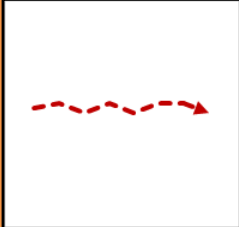
126. This means there has now been consistent improved performance for a year and a half and is reflective of the improvements made under the Crime and Communications Centre Improvement Programme (CCCIP) and more specifically the resourcing which is now better aligned to demand.



Percentage of CRIB calls abandoned

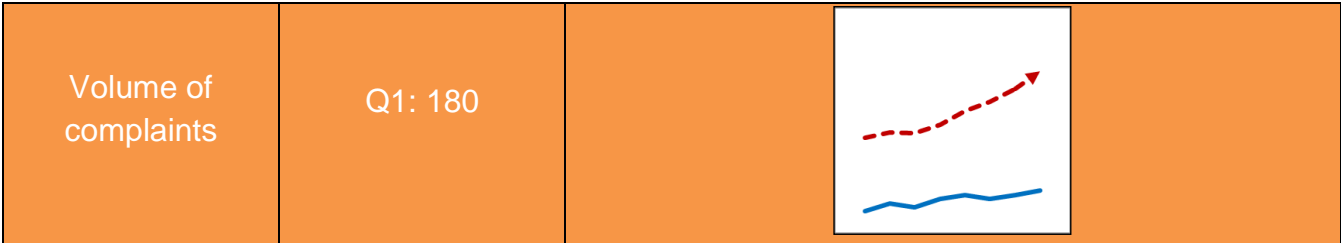
127. The Chief Constable has asked for the CCCIP to make recommendations on how they will be able to reduce costs, while maintaining the improved performance levels, making best use of the channels available and an effective demand management approach.

128. I will be seeking regular reassurance on performance through my monitoring board.

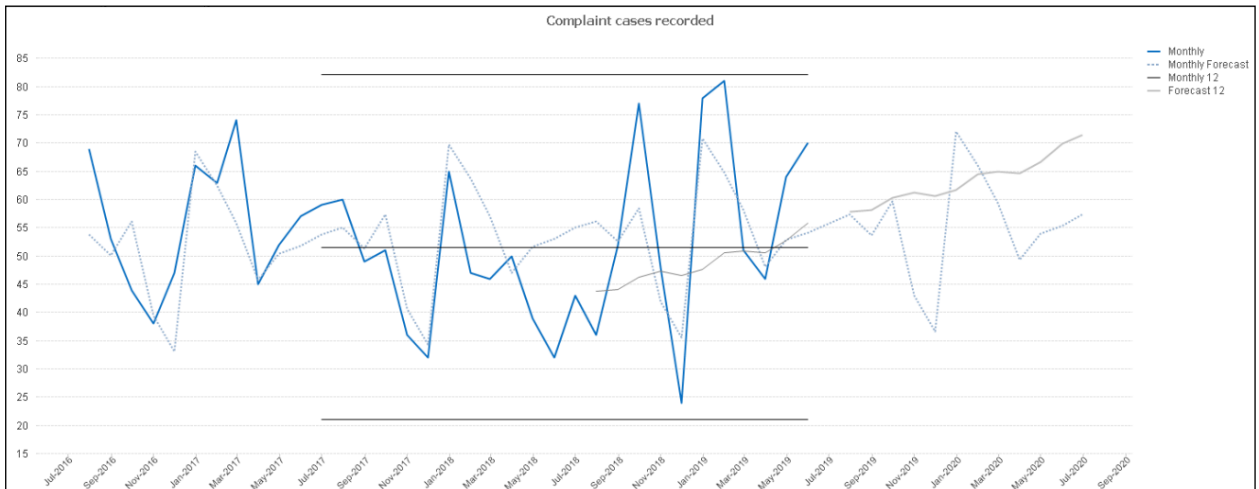
<p>Quality of full files (error rate)</p>	<p>Q1: 2.5 per cent</p>	
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129. This measure relates to an internal assessment of the quality of full files which the Force submits to the CPS. A full file will be requested by the CPS if a defendant has pleaded not guilty at the first hearing. Consequently, the defendant will be put forward for a trial and a full file will need to be produced to proceed with the judicial process.

- 130. Each full file is assessed using 11 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.
- 131. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments. Updates are provided to managers on a fortnightly basis to ensure feedback is delivered quickly.
- 132. There were 161 full files sent to the CPS in quarter one, of which there were only four files with unsatisfactory gradings. The most common error relates to the production of a statement.
- 133. Each error has a case file reference which enables learning and continuous improvement.
- 134. This measure has been an area of focus for the justice department and is good to see the efforts are being reflected with sustained improvements.




- 135. There were 180 complaints recorded during quarter one and 670 in the 12 months to June 2019.
- 136. This represents an 18 per cent increase on the previous year where 566 complaints were recorded.
- 137. The peaks and troughs in recent months, shown in the chart below, are more associated with the capacity of the standards department in recording the complaints that have been received. The spikes relate to times where the unit has improved capacity and have been able to deal with today's business as well as clear the backlog.



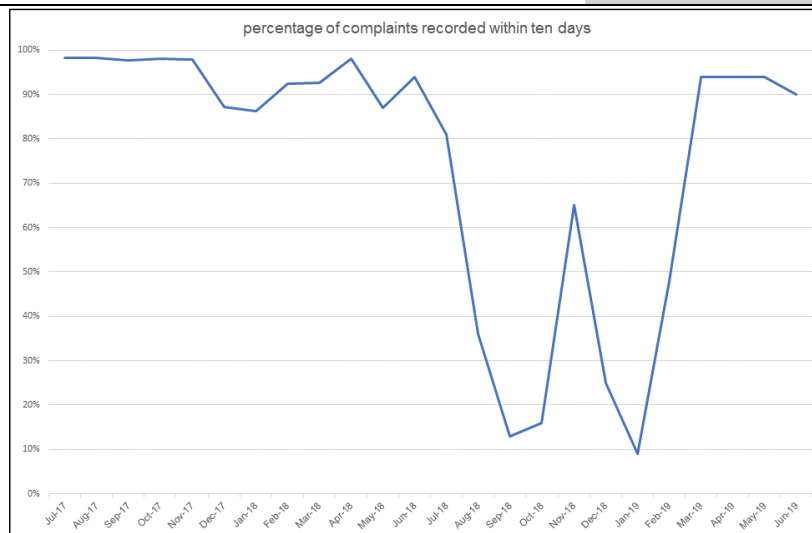
Recorded complaint volume by month

138. This measure is reported at the Force's Strategic People Board (SPB) chaired by the Deputy Chief Constable. At the June SPB it was actioned to closely monitor the volumes.

<p>Percentage of complaints recorded within 10 days</p>	<p>Q1: 93 per cent</p>		
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139. The Independent Police Complaints Commission (IPCC) expects complaints to be recorded within ten working days on average.

140. The percentage of complaints recorded within ten days has continued to improve as I expected. The figures for quarter one show we recorded 93 per cent of complaints within ten days.



Percentage of complaints recorded within ten days

141. The average number of days it took Wiltshire Police to record a complaint throughout quarter one was 6 days. This is a significant improvement on the average of 15 days it took to record a complaint during quarter four of 2018-19.

<p>Percentage of complaint appeals upheld</p>	<p>Q1: 33 per cent (6 appeals completed and 3 upheld)</p>	
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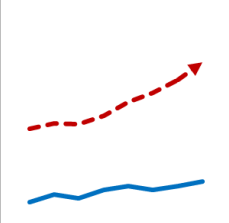
142. The purpose of this measure is to understand the quality of our complaints investigation process by monitoring the proportion of the appeals that are upheld.

143. If the proportion is consistently high, it would indicate that the outcomes from our complaint processes are not effective.

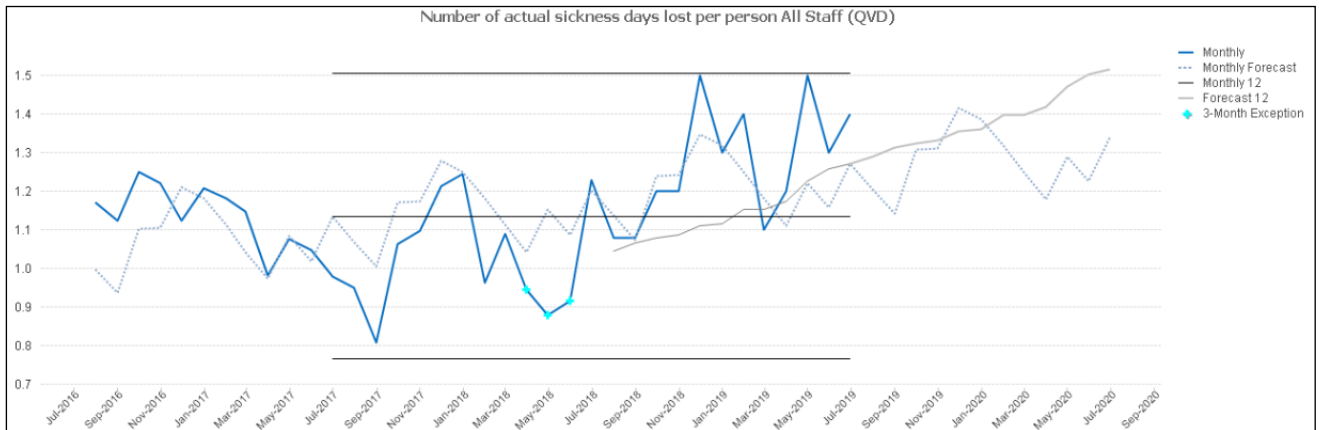
144. For quarter one, six appeals were completed and two were upheld.

145. Of the 20 appeals completed in the 12 months to June 2019, 6 were upheld. This represents 30 per cent of appeals and 0.9 per cent of the total number of complaints received.

146. There were 33 appeals made to the force in the 12 months to June 2019 which represents a 17.5 per cent reduction on the previous year.

Number of actual days lost per person	Year to June 2019 15.1 actual days lost per person	
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147. There were on average 15.1 days lost per person in the 12 months to June 2019.




Sickness days lost per person

148. The current methodology takes a snapshot of the open sickness records each month. The month's 'days lost per person' is then totalled to create a figure for the 12 months to June 2019.

149. The reason this is important to note is that there are instances where sickness records have remained open despite the member of staff returning to work. This is an administration factor and is something that will overinflate the figures.

150. Work is being done to provide a more reflective methodology and to improve administrative processes. A review of 137 open cases at the end of June found that 55 of them needed to be closed.

151. Our People Services department are supporting line managers with their sickness management and have daily absence monitoring in place.
152. Despite this, the Force recognises that the levels of sickness in recent months is high and commissioned analysis to understand the drivers.
153. The analysis identified the main reasons for sickness were psychological disorders (33%). This is a recording category of the Dorset 12, a framework of 12 sickness categories police forces have to use to report sickness to the Home Office.
154. The analysis led to a review of two departments where the sickness was high and also identified that the increase in sickness was predominantly driven by an increase in police staff sickness.
155. The SPB has actioned the Director of People and Change to oversee and develop a comprehensive improvement plan which is due to be reported back in September.
156. The improvement plan is being developed by the Head of HR and will include hot spots, early intervention support for line managers, recruitment procedures, toolkits for line managers and a communications plan.

Community Policing Team Resourcing	April – June 2019	
	Percentage of CPT “at work” – 84.1 per cent Percentage of CPT “available to respond” – 62.9 per cent	

Measure	Quarter 1
CPT establishment	412 police constables 131 police community support officers
Percentage of CPT “at work”	84.1%
Percentage of CPT “available to respond”	62.9%

157. The table below presents the strategic measures and supplementary measures by staff role and by each community police team.

FORCE	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing / CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
PC	412	32	11	5	1	12	12	73	82.3%	80	62.9%
SGT	55	1	1	0	0	3	2	7	87.3%		
LCI	69	4	1	2	0	0	2	9	87.0%		
PCSO	131	12	1	1	0	0	3	17	87.0%		
TOTAL	667	49	14	8	1	15	19	106	84.1%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	215	16460		26.00							

Figure 1 CPT resourcing by staff role

	FTE	Specials	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT North	125	83	9	3	1	0	1	4	18	85.6%	14	66.2%
Swindon CPT South	127		8	4	0	1	2	4	19	85.0%	16	58.0%
Wiltshire CPT North	104	30	10	4	0	0	4	3	21	79.8%	10	64.1%
Wiltshire CPT West	130	35	5	3	4	0	3	4	19	85.4%	19	59.7%
Wiltshire CPT East	57	17	4	0	0	0	0	1	5	91.2%	8	61.8%
Wiltshire CPT South	124	36	13	0	3	0	5	3	24	80.6%	13	67.1%
TOTAL	667	201 +14 HQ Specials = 215	49	14	8	1	15	19	106	84.1%	80	62.9%

Figure 2 Overall CPT resourcing by community police team

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT North	125	9	3	1	0	1	4	18	85.6%	14	66.2%
PC	77	5	2	1	0	1	3	12	84.4%	14	66.2%
SGT	10	0	0	0	0	0	0	0	100.0%		
LCI	13	2	1	0	0	0	0	3	76.9%		
PCSO	25	2	0	0	0	0	1	3	88.0%		
	Number	Hours (Apr - June)		Hours per person per							
Specials Swindon	83	6329		25.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT South	127	8	4	0	1	2	4	19	85.0%	16	58.0%
PC	81	8	4	0	1	2	3	18	77.8%	16	58.0%
SGT	10	0	0	0	0	0	0	0	100.0%		
LCI	13	0	0	0	0	0	0	0	100.0%		
PCSO	23	0	0	0	0	0	1	1	95.7%		
	Number	Hours (Apr - June)		Hours per person per							
Specials Swindon	83	6329		25.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT North	104	10	4	0	0	4	3	21	79.8%	10	64.1%
PC	64	5	3	0	0	3	2	13	79.7%	10	64.1%
SGT	10	0	0	0	0	1	0	1	90.0%		
LCI	9	1	0	0	0	0	0	1	88.9%		
PCSO	21	4	1	0	0	0	1	6	71.4%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	30	2730		30.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short and Medium Term Sickness & Annual Leave Av. Posts lost*	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT West	130	5	3	4	0	3	4	19	85.4%	19	59.7%
PC	77	5	2	1	0	2	2	12	84.4%	19	59.7%
SGT	10	0	1	0	0	1	0	2	80.0%		
LCI	17	0	0	2	0	0	1	3	82.4%		
PCSO	26	0	0	1	0	0	1	2	92.3%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	35	2118		20.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT East	57	4	0	0	0	0	1	5	91.2%	8	61.8%
PC	34	4	0	0	0	0	1	5	85.3%	8	61.8%
SGT	5	0	0	0	0	0	0	0	100.0%		
LCI	5	0	0	0	0	0	0	0	100.0%		
PCSO	13	0	0	0	0	0	0	0	100.0%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	17	895		18.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT South	124	13	0	3	0	5	3	24	80.6%	13	67.1%
PC	79	5	0	3	0	4	1	13	83.5%	13	67.1%
SGT	10	1	0	0	0	1	0	2	80.0%		
LCI	12	1	0	0	0	0	1	2	83.3%		
PCSO	23	6	0	0	0	0	1	7	69.6%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	36	1958		18.00							

Figure 3 CPT resourcing by role and by community policing team

158. Gold and Silver groups were established to manage the risks attributed low number of Police Officer available to respond, particularly over peak demand over summer.

The following activity was completed:

- Resource Management Panel (RMP) rules and guidelines updated and careful consideration made towards any moves/abstractions from CPT.
- Development of a "mobilisation matrix", business plan and communications strategy to implement a process whereby officers outside of CPT help by covering critical shifts.
- Review of recruitment forecasts and expansion of Police Officer Oct intake to 40.
- V. 13 of the min. staffing model developed by RMU and deployed.
- Critical gaps across the summer have been forecasted and planning is in place to balance predicted demand and abstractions.
- Critical review of all restricted officers and the support offered.
- Reviews of transferees and incentives we can offer.

159. Plans to address vacancies have been in place. 20 Police Officers in training are due to join CPT in October.

160. There are also 19 PCSOs in training and due for deployment at the end of this year.

Service Delivery Plan 2019 Quarter 1 report

Priority 1 - Prevent Crime and keep people safe

Objective one

Wiltshire Police and partners will understand and respond effectively to local communities' concerns and priorities

1.01 Wiltshire Police continuing to increase the accuracy of recorded crime

Since October 2014, the Force has had a period of adjustment with crime detections, and has made significant strides away from a culture of chasing targets and is focused on ethical crime recording and outcomes.

To determine the forces' compliance with the National Crime Recording Standards (NCRS) and Home Office Counting Rules (HOCR), in relation to the conversion of incidents to crime and the correct classification of crime records, detailed auditing has taken place within the 'command and control' and 'records management' systems (Storm and Niche). The audits are concentrated on 'risk' areas of the business reviewed by the validators; violence, sexual offences, rape, robbery, domestic incidents, hate crime incidents and those most likely to reveal mis-recording or under-recording of crime

In April, audits of all crime, including 'other crime' types, domestic crimes and hate incidents were completed. Audits of crime and incidents continue to be business as usual, a data sample from an audit completed in May 2019 resulted in an overall compliance result of 97.5%.

The Force Crime Registrar attends monthly meetings with the Chief Constable and Assistant Chief Constable to discuss the audit results and this is followed by a crime recording meeting in which tactical leads take action to improve compliance based upon the audit results.

1.02 Local communities continuing to be satisfied with the service they receive from Wiltshire Police

Wiltshire Police are committed to delivering Community Policing Teams (CPT) whilst ensuring that they are built on effective engagement and consultation with communities.

Based on College of Policing (COP) guidance, essential elements of engagement should include:

- A clearly defined and transparent purpose for engagement activities
- Regular formal and informal contact with communities
- Making available information about local crime and policing issues to communities
- Engagement that is tailored to the needs and preferences of different communities
- Using engagement to identify local priorities and inform problem solving
- Officers, staff and volunteers providing feedback and being accountable to communities
- Officers, staff and volunteers supporting communities, where appropriate, to be more active in the policing of their local areas.

The key vision and strategy of CPT is to reduce demand through implementation of the pillars from the COP. These concepts are intrinsically linked. We know that through good community policing, identifying the issues that impact communities, working with them to prevent these issues and ensure they are satisfied, we will see reductions in demand. These reductions translate to less incidents deemed as “bad” happening to communities, meaning they will feel safer and confident in our ability to ensure this. We have uplifted our Community Coordinators (CCs) posts; these roles specifically bridge key links and messages with our teams and communities. We are now seeing benefits through a recent uplift of CCs. Furthermore, a recent peer to peer review has provided positive feedback with regards to the both the CCs and PCSO roles delivering improvements in terms of community policing.

Op Jura/Repose/Artemis are examples of specific work completed recently that look to work alongside communities and their problems to prevent issues. Op Jura in Trowbridge is one of the first operations to look at the wider problems, to really utilise a Problem Orientated Policing Plan. We have seen very good outcomes as a result of a coordinated partnership response to knife crime in Trowbridge.

We have created a smaller CPT in terms of Amesbury. This will result in the South communities, especially those increasing military populations, experiencing the effects of dedicated leadership from inspectors who will have more capacity to co-ordinate, liaise and reassure the communities they serve.

Public confidence and satisfaction levels are still high as reported at Strategic Delivery & Transformation (SDT) and we have seen a crime reduction of 4% over the last year, one of only 8 Forces to experience this. We are hitting our immediate and priority log targets and we are in the top percentile for community satisfaction. We are confident the model, the improvement plan and our direction is right. This is further corroborated following the results of the independent audit which showed that our structure, changes and improvement model were good and simple and will, in time, become outstanding.

Our, “On the beat”, campaign looks to brief our public regarding what our CPTs do and IAGs have been briefed regarding the model and the improvements we are making.

The new Force website enables CPT’s to make information available to their communities about local crime and policing issues, identifying and communicating priorities. This allows the public to see that we understand their issues, are connected to their concerns, hear what they say and ultimately evolve our response. The new Force website also provides crime data so that communities can understand the issues impacting their communities. This coupled with an increase in social media presence which is tailored by each CPT for their areas means we help ensure that communities are satisfied with the service they receive.

1.03 Community Policing being embedded into the fabric of communities

Community Policing Teams (CPT) have now become embedded in process and structure. There has been a clear drive to stabilise the teams and, through strong leadership, embed a “one team” ethos and a more **community focused** way of working. The CPT Inspectors have responsibility for being the visible Senior Police Officer for the area. The structures and staff reporting within these teams are tailored to the respective geographical areas to ensure the effectiveness of service delivery. Each Hub Command has a flexible tasking team who can be dynamically tasked to respond to emerging issues within community areas.

Volunteers are still a core part of the Community Policing Teams and they perform a crucial and varied role. They range from Community Speedwatch, where local people play a key role in tackling speeding in their community, to the Special Constabulary. Special Constables perform the same role as their full time colleagues, and are an essential part of the Community Policing Teams. Importantly,

they are also members of the public and are able to represent Policing in their communities. The volunteers are part of the Government's "Citizens in Policing" priority, which traces back to Robert Peel's Principles in Policing.

There has been significant improvement in the current initiatives being run throughout the county:

- Scanning, Analysis, Response and Assessment (SARA), is being used by CPT leads and provides excellent examples of targeting activity and utilizing analysis to target the causes of demand or threat, harm and risk. Informal feedback suggests a cultural and atmosphere shift within certain CTPs; joint effort has been placed on improving community policing, problem solving and improving the sharing of best practice and knowledge.
- PCSO 'Prevention' inputs have now completed and the information from the positive feedback received has been used to develop bespoke workshops for Sergeants (Sgts), Police Constables and Local Crime Investigators. Specific inputs have been given at Sgts workshops across the Force and we have seen improvements and recognition of direction. There is a need for dedicated training days to deliver enhanced community training, this is currently being scoped under the next phase of CPT improvement.
- New call signs have been established, pending Amesbury Inspector for final sign off. These call signs align to Community Coordinators and PCSOs, linking all roles together and improving ownership and accountability.
- New templates and expectations for briefings are being trialed over the next month. This is part of a 10 point improvement plan whereby CPT and the Intelligence Unit are working to change the structure of briefing outputs and ensuring that Community elements and tasks are not lost. This is complimented by improvements in local tasking and a piece of work looking to improve consistency across the board.
- CPT Inspectors and Sgts have been involved in creating their own plans on a page. This translates community and strategic expectations in tactical deliveries and concepts that the teams identify, own and hold each other to account for. The concepts of a Team Charter would allow teams to be specific around how they contribute to the vision and allows teams to hold each other to account for these plans. Two tactical plans are currently in development for CPT County and CPT Swindon.
- An independent audit has been completed on the CPT Re-alignment project and our methods for change and evolution have been ratified as good practice.

- We have also launched a new internal website, promoting pillars internally: <http://firstpoint/divinfo/Pages/default.aspx>
- Problem Orientated Policing Plan has seen very good outcomes as a result of a coordinated partnership response to knife crime in Trowbridge. Operation Jura in Trowbridge is one of the first wider problems to really utilize the plan.

CPT continue to reflect the views of increasingly diverse communities and respond to crime and community issues through the invaluable help of Local Independent Advisory Groups (IAG's). CPT are currently working towards the College of Policing guidance in regards to the modernization of Neighborhood Policing and are currently governed by a project and strategic board.

We have seen a 4% reduction in crime in the last year, we are hitting our immediate and priority log targets and we are in the top percentile for community satisfaction. We are confident the model, the improvement plan and our direction is right.

1.04 Police informing the public about how they are keeping them safe

Various communications channels such as; our website, social media, local media and Community Policing Team (CPT) engagement opportunities have been utilized by Wiltshire Police to inform the public about how we are keeping them safe.

During the first quarter (1 April – June 2019) a total of 315 media releases were issued including information about assault, burglary, drugs, theft, appeals for information, incident updates, arrests, crime prevention advice, good news stories and wider force updates.

In April 2019, we engaged with the public through campaign activities such as:

- Supporting National Stalking Awareness week in which the Deputy Chief Constable, was interviewed by local media outlets and messages were promoted via social media channels.
- We also supported the National Police Chiefs Council (NPCC) Mobile Phone campaign, highlighting the dangers of driving while using a mobile phone and the national Get Safe Online focus which was #SafeBreaks, focusing on the safe booking of holidays and the scams employed.
- #OnTheBeat was launched and ran for the entire month – it focused on local policing, whilst challenging the perception of frontline policing. Similarly,

#BeyondTheBeat, aimed to raise awareness of the demands facing Wiltshire Police.

More recently, in May 2019, 'Game of Homes' was launched as part of the burglary campaign. The game was designed as a way for people to test their crime prevention knowledge. The initiative resulted in good engagement from the public and interviews by Det Supt Sarah Robbins for Heart and BBC Wiltshire. The Online Crime Reporting tool was also launched in May and since the launch there has been 373 reports. In July, 20 reports were received which is the highest number received in one day to date. Communication about the Online Crime Recording function was planned to be staggered, allowing the functionality to be tested for the first few weeks and to ensure the process was smooth within the Crime and Communications Centre (CCC).

Social media remains a key channel and we continue to look for creative ways to communicate our messages. Our fans and followers on Wiltshire Police social media accounts have continued to increase 4,783 followers on Instagram, 11,199 subscribers on Community Messaging, 59,578 Facebook and 64,204 Twitter followers on the Wiltshire Police accounts.

Objective two

Preventing crime and reducing harm by working with local communities

1.05 Wiltshire Police increases the numbers of people involved in helping to keep communities safe by participating in 'watch' and cadet schemes and volunteer roles.

Wiltshire Police are fortunate to have some exceptional people within our communities, who undertake volunteering roles. As an organisation we value the unique skills each volunteer brings and the time they invest in helping to make our communities a safer place.

Over 160 people currently work directly with Wiltshire Police as volunteers. Their roles are considerably varied and include; restorative justice facilitators, office support, bobby van and online safety support.

New roles such as; community messaging and support, rural crime partnership support and vehicle cleaning and inventory, have been introduced and developed.

More diverse recruitment has been sought by the Volunteers Supervisor in conjunction with positive action organisations such as WorkFit, Wiltshire Employment Services Team (W.E.S.T) & Step Together at Tidworth.

There has been an increase to the number of cadets and young people recruited from 'hard to reach' groups through the support of National Volunteer Police Cadets (NVPC). NVPC have offered access to training, resources, and other support to assist development of the Wiltshire Cadets Programme. The total number of Cadets in Swindon, Trowbridge, Salisbury and Chippenham are now 105 cadets. Progress continues to be made to increase the volunteer support around cadets.

Cadets volunteer at community events and initiatives alongside our officers and members of the Special Constabulary. Cadets have supported a number of high-profile events including Solstice, WOMAD, Remembrance events, Swindon Pride and the Emergency Services Show.

The relationship between Wiltshire Neighbourhood Watch Association (WNHWA) and Wiltshire Police has been developing over the last two years and formalised agreements are currently being developed, including exploring how it links in better with Community Policing Teams (CPT).

The Citizens in Policing (CiP) team continues to increase its' watches schemes across the force. Below shows the numbers of watches at the end of July 2019. Horse Watch: 236, Canal Watch: 730, Neighbourhood Watch (NHW): 2500+ registered coordinators, 630 members assigned to schemes, Lorry Watch: Bradford on Avon team only at this time with approximately 20 volunteers with two potential new teams in the process of gathering their volunteers and Hotel Watch continues to be progressed and will include approximately 17 hotels, which CPT have already approached in regards to offering some County Lines information and raised Hotel Watch as something coming up in the future.

Community Speed Watch (CSW) consists of 110 teams across Swindon and Wiltshire which is made up of over 1200 active participants, with proposals for new schemes being considered. The annual team leader event took place in July 2019 and attracted over 30 leaders facilitating good discussions around how we can improve e.g. setting up a scheme, analytical data provision, and traffic survey. The event was well received and supported by OPCC and Crime Prevention Lead. Good feedback has been received on the event.

1.06 Wiltshire Police recruits and maintains 500 Special Constables and makes them an integral part of community policing teams

The Special Constabulary Development project team was created to deliver the business case aimed at attracting, recruiting, and training 500 specials. The force has maintained on average 222 specials over the last 18 months and an addition of 21 who attested in July 2019, contributing on average 18 hours a month to policing in Wiltshire and Swindon. We continue to recruit and support this with well-planned information evenings and assessment days.

The project will now become business as usual and a new command structure has been communicated to the Force with Special Superintendent Oaten leading the Special Constabulary in Wiltshire. The Special Constabulary is currently being integrated into the Citizens in Policing (CiP) portfolio and the aim is for Specials to be better integrated into Community Policing Teams (CPT). Five strategic aims of the Special Constabulary have been created and include:

- Feel engaged and valued
- Be appropriately trained
- Fully utilise their existing skillsets.
- Be fully integrated
- Support the delivery of the Force's strategic aims.

The merger of Specials into CPT is being reviewed by the Continuous Improvement Team in order to ascertain whether or not the merger is engaged and valued as well as other areas in line with the Specials delivery plan. The review is expected to be complete early September 19.

Potential support from the Business Intelligence development team to help build central oversight of Policing Action Check lists (PAC's) to identify any gaps and areas for improvement which should inform focused activity or support.

The CiP team continues to progress the Specials dashboard to better understand the value added by the Specials cohort and how we can best support their careers.

The Police and Crime Commissioner understands that volunteers bring with them additional skills and experience from business and industry and the aim is for them

to reflect the communities we serve. This can only add value to the work we do and benefit the communities of Wiltshire and Swindon.

1.07 Wiltshire Police has the training, skills and specialist support to deal with rural crime as a core part of community policing teams. This will be supported by an active rural crime partnership and the Special Constabulary

The Rural Crime Team (RCT) is a highly skilled team of individuals whose aim is to provide the rural community with a single point of contact, whilst offering specialist policing advice and guidance. The dedicated team deals with the specific rural crimes that affect our most isolated communities. Rural crime can be broken down into four main types:

- Heritage Crime
- Environmental Crime
- Wildlife Crime
- Agricultural Crime

The RCT, which consists of 2 x full time PC's and is supported by trained wildlife crime officers (WCO), who in turn support our Community Policing Teams (CPT) with their improved knowledge of rural and wildlife related offence. The team also help run Farm Watch and Horse Watch. These schemes encourage the sharing of information, partnership working and help provide crime prevention advice.

The Rural Crime Partnership (RCP) for Swindon and Wiltshire meets on a quarterly basis. The aim of the Partnership, which was introduced in October 2016, is to bring together representatives from a number of organisations to provide coordination and strategic leadership in tackling rural crime issues. The aims include:

- Reducing the number of victims of rural crime
- Improving the confidence of rural communities in reporting crimes, knowing that action will be taken
- Reducing offending and re-offending
- Strengthening the Partnership over time to improve outcomes for all communities across Wiltshire.

The partnership is seen as the flagship in the region and other forces have visited Wiltshire to observe the RCP forum in action.

In July 2018 two national strategies were launched by the National Police Chiefs Council in conjunction with a number of partner agencies, for Rural crime and Wildlife Crime. The RCT ensure that we are working to and achieving those objectives set within the strategies.

The RCT sits on the South West regional Rural Crime Group and also has an input into the National Poaching Priority group. Both groups seek to share information and best practices to help educate the public and disrupt those breaking the law.

A number of proactive Operations and events have been run by the RCT, in conjunction with CPT's. These include;

- Awareness Day at Avebury in June 2019 where 22 Wiltshire Police Wildlife Crime officers took part, along with other delegates from across the country run by Wiltshire Rural Crime Team and Historic England.
- To help protect heritage sites, in July 2019, Operation Apollo was launched within the force and out to the public.
- On the 12th of June, the official drone launch funded by Historic England and the National Farmers Union (NFU) for the rural crime team was carried out at Avebury.
- A mobile App and mapping systems are currently being developed by students and Historic England which will hopefully enable Police to be notified when a heritage area is likely to be targeted.
- Operation Aston launched to tackle illegal activity on the Salisbury Plain is still ongoing since September 2018 and is supported by the Ministry of Defence (MoD).
- In May 2019, as part of the Wiltshire Rural Crime Partnership, we launched 'Police stop me' stickers in a new initiative to help tackle farm machinery theft in the county.

This year has seen a rise of thefts across Wiltshire targeting tractors GPS systems and has been recognised as a National issue. The thefts are suspected to be linked to Organised Crime Group's (OCGs) from Eastern Europe. In response to this, the National Wildlife Crime Unit (NWCU) will be collating the top 20 poachers from each

of the 12 forces involved, in an effort to identify OCG's and those travelling between multiple forces.

Finally, the RCT have continued to develop the use of social media, helping to communicate to farming communities through the creation of a closed Facebook page and a number of What's App groups. The page now has over 300 members and is continuing to grow.

1.08 Wiltshire Police work with Community Safety Partnerships to improve the management of evening and night time economies in Salisbury, Swindon, Chippenham, and other larger market towns

The licensing team at Wiltshire Police continues to be proactive, supported by Wiltshire Council (WC) and Swindon Borough Council (SBC), in providing advice and guidance to licensed premises.

Licensing Officers work with partners to promote Pub Watch schemes throughout the county resulting in positive benefits for the NTE in these areas and a reduction in public disorder. Chippenham and Trowbridge schemes have been reinvigorated and are developing well. Work in the south of the county has encouraged liaison between Salisbury and Amesbury Pub Watch schemes fostering closer collaboration and partnership working. Pubwatch is key to maintain good communication between venues across the city and has seen an upsurge in membership over recent months resulting in some really positive activity and interaction between agencies.

Swindon town center and Old Town pub watches have merged together and they have been working to develop an authorised professional practice (APP) to improve the process of ban requests.

The licensing team continues to develop the Community Resolution Training project. This offers an alternative route to prosecution for first time offenders and the opportunity for them to develop an awareness of the impact of disruptive and disorderly behavior under the influence of alcohol, in public spaces. The intention is to create a programme that focusses on reducing the number of repeat offenders for drunk and disorderly behavior. The target group will be first time offenders, aged 18years and above, who have been involved in alcohol related incidents. The

objectives of the project will be reducing alcohol related risks, raising awareness of health issues, encouraging responsible drinking and reduced re-offending.

The 'Ask for Angela' scheme is a national initiative in which licensed premises can be alerted to, and offer help to people who are on a date or who have met someone at a venue and feel unsafe get help from bar staff. This scheme has been implemented across Swindon and Wiltshire in conjunction with Swindon Borough Council and Wiltshire Council. The scheme is fully operation in Gloucestershire and the Licensing team visited the force to see how the initiative is implemented and to learn best practice.

Regular informal and formal Licensing Tasking meetings are now established with both Local Authority's. County Police licensing staff provide two weekly reports which allow for constant checks with WC licensing authority over joint operations. Swindons licensing officer meets regularly with his counter-parts from Swindon Borough Council licensing authority ensuring ownership of issues and the tracking of progress.

Regular communications between multi-agency partners has allowed for more joint visits and joint operations including Swindon Borough Council working with Special Constables on taxi operations.

Wiltshire police are currently trialing a traffic light scoring process allowing a transparent and regulated approach to working with premises. This approach ensures the premises are aware of the process and the same action is taken against the premises irrespective of its location: Swindon or Salisbury for example.

The Swindon licensing officer is now being supervised by the CPT Deputy and is being included in local tactical meetings. A purple flag application is being compiled by Swindon Borough Council initially for gap analysis prior to a formal submission. Purple flag status is awarded for town & city centers that meet or surpass the standards of excellence in managing the evening and night time economy. This is a great recognition to the safety of the night time environment that exists in these areas. A considerable amount of partnership work has gone into these achievements.

Swindon Borough Council licensing tasking currently hold a separate meeting, proposal for this is to combine with the fortnightly tasking meeting that is held with other agencies including in Swindon Bid Street Team and Turning Point. Quarterly

meetings for Wiltshire Police licensing staff are to be arranged to maintain Licensing Team communication/best practice.

1.09 Local authorities, police and fire service work together to improve road safety through the three E's: engineering, education and enforcement

OPCC Objective

Objective three

Wiltshire Police is effective at preventing crime and reducing threats

1.10 Maintain the rating of “good” by Her Majesty’s Inspectorate of Constabulary (HMICFRS) in its inspection of effectiveness

In 2018/19 HMICFRS (Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services) adopted an integrated PEEL assessment (IPA) approach to their existing PEEL Inspections. This combined, into a single inspection, the effectiveness, efficiency, and legitimacy areas of PEEL. Each force is assessed against each part of HMICFRS IPA programme every year.

On 2nd May 2019, PEEL: Police Effectiveness, Efficiency, and Legitimacy 2018/19 An Inspection of Wiltshire Police was published, by HMICFRS. The full report can be viewed at www.justiceinspectors.gov.uk/hmicfrs/. Wiltshire has maintained its Good rating for all of the three pillars: Effectiveness, Efficiency, and Legitimacy.

The next PEEL inspection will take place in 2020 with the publication of the report later in the year.

1.11 Increase the capacity to work with partners to embed crime prevention in policing and local communities

The Crime Prevention Department manages tactical crime prevention, youth engagement, mental health, licensing and troubled families.

These roles work alongside partners to ensure that threat, risk and harm drives preventative activity as well as offering advice on problem solving and having a good understanding of "what works" in terms of crime prevention. The team place a focus on early intervention and this is the key thread that runs through all work.

A new Youth and Early Intervention team is now being actively recruited. This will comprise a new Supervisor role replacing the Sergeant, and two coordinators. The team will provide central coordination and support for the local Crime Prevention Team (CPT) delivery of Youth Engagement and Early Intervention and Problem Solving, and continue to work closely with partners including Local Authorities, schools and youth groups.

The introduction of 'Mini Police' into Swindon and Wiltshire has been a huge success, with 3 Swindon schools and 1 in Wiltshire currently running units, and 8 more signed up in September 2019. PCC funding supports units in areas of deprivation, some schools have offered to self-fund. The programme has been further boosted by a significant grant from the National Volunteer Police Cadets, awarded in March 2019.

Work is ongoing to coordinate and deliver the 31st annual two week crime prevention and safety program 'Junior Good Citizen'. The scheme is co-delivered with a range of partners from the Fire Service, Environmental Health and Road Safety teams from Wiltshire Council and Housing Association groups.

Two bespoke youth engagement projects have been undertaken, with Trowbridge College working on an interactive smartphone game to highlight the issues and serious consequences surrounding Knife Crime and weapon awareness. In Swindon, New College are working on a County Lines awareness film.

The first 'Call In' knife crime intervention has been held at Swindon Crown Court in conjunction with Public Health (Wiltshire and Swindon) and the local Pupil Referral Unit. 20-25 young people will attend. The next 'Call In' will be held at Salisbury.

The Kickoff@3 Charity Football Tournament has been completed in association with national charity Kickoff@3. Partner agencies involved include Wiltshire FA, youth groups, Tesco and the first match played on May 19th.

We continue to work with Partner agencies for the next Operation Sceptre in September 2019 including both Swindon and Wiltshire Trading Standards, Youth Offending Team's (YOT) and the Lead Safeguarding Advisor – Education in Swindon Borough Council.

As part of the 'high intensity user network scheme' a small cohort of high intensity users (approx. 10 per area) have been identified and Community Engagement and Demand Management Officers (CEDMOs) are working alongside health colleagues, providing appropriate support and setting clear boundaries, the aim being to reduce the level of demand placed on police and health services.

The project is titled PHIM (Police and Health Integrated Mentoring Project) and is developing well. A new officer has been recruited to work in the North Wilts area and we hope to cover Swindon again soon utilising the funding offer from the Academic Health Science Network (WEAHSN). The South PHIM Officer has had a big success with a Salisbury service user making high demand on our services, who is now due to be discharged.

The Mental Health Sergeant now attends MAPPA meetings where Mental Health/Learning Disability is an issue where police and partners work together to prevent crime and protect communities. Due to this role being recognised as a single point of failure, a proposal to offer bespoke Mental Health training to initially 10 Officers/Police Staff was agreed through RMP. A further 10 spaces will be opened up to officers/staff in phase 2 to ensure the 24/7 coverage needed. The training package is in early development led by Sgt Mike Hughes liaising with HR/L&D colleagues and will include information events being held in the hubs to raise awareness to staff that may want to volunteer for these ancillary roles.

The team worked with Dorset & Wiltshire Fire & Rescue Service (DWFRS) to raise awareness of the role of Safe & Well Officers & how Officers can refer to their service. If Officers are dealing with anyone who falls within their criteria, with the persons consent, they can be referred to DWFRS for a Safe & Well visit so that fire safety interventions can be put into place.

In the last 4 months Wiltshire Police Designing Out Crime Officer has consulted with Wiltshire Council and Swindon Borough Council in relation to the planning, layout and crime prevention measures for 4746 homes, 3 ATMs, 3 care homes, 1 Science park, 5 Licensed premises, 41 Industrial units, 13 potential sites for MDS, 2 places of worship, 3 schools, 1 vet surgery, 2 skate parks, 1 rifle range, 3 community hubs, 1 youth centre, 1 Library, 1 Sub Station, 3 sites for Gypsy pitches, 1 fireworks store, 3 Filming locations, one large retail development and 3 hotels.

The team worked with Wiltshire Council to help organise and deliver the multi-agency learning event for practitioners 'Protecting vulnerable people from County Lines, Modern Slavery and Human Trafficking' conference which took place on April 4th. Delegates came from a wide range of agencies – Alabare, MASH, Housing Associations, National Health Service England, Turning Point, Splash, DWFRS, various schools across Swindon and Wiltshire to name a few. The day provided a mix of talks and training sessions to help attendees identify the signs that someone may be a victim of County Lines, Modern Slavery and Human Trafficking with the aim of delegates being more confident that you can help protect those who are being exploited.

1.12 Work to protect people from becoming victims of cyber crime

The Digital Investigations & Intelligence Unit (DIIU) was formed in July 2018. The DIIU provides leadership, best practice, research and support for digital investigations with a team of skilled and experienced investigators focusing on cyber dependent crime. The unit assists officers with digital elements of investigations including the development of digital strategies and has a dedicated prevent officer to help give cyber advice to our communities and businesses.

Local trends will be identified within this work, alongside national trends which are fed in by the South West Regional Organised Crime Unit, the National Fraud Intelligence Bureau and Action Fraud. The team will work to identify opportunities to educate individuals and corporations around cyber dependent crime, and cyber security. A campaign around cyber safety has already been run as part of the 'beyond the beat' communications with coordinated cyber inputs from across the force and further afield, including from Stay Safe Online, Bobby Van, Action Fraud and the force's fraud department. A campaign to emphasise online safety messages was carried out in July.

The DIIU will constantly seek to support the front line and investigative departments providing up to date and current advice and guidance on matters such as sextortion and phishing, as well as technical support on more common issues.

Cybercrime Investigators or the Cyber Protect Officer make contact with all reported victims of cyber dependent crime, and provide individuals with protection advice. The DIIU have established a close working relation with the Bobby Van Trust ensuring that there is continuity in the protection messages being delivered.

Two full time Prevent & Protect Officers are in place, and working towards objectives as per the PROTECT strategy. The DIIU work in conjunction with the Bobby Van Trust who carry out 'stay safe online' visits. An extensive social media presence ensure regular sharing of appropriate messaging. In addition, Stay Safe inputs have been developed and delivered to businesses, young people, parents & carers, school head teachers & business managers, and members of the public.

Training and awareness events have been held for internal staff including all communication staff, upskilling them in relation to cybercrime and associated crime prevention opportunities. Furthermore, additional funding has been identified to

resource a further Prevent & Protect Officer, who will also continue this important work.

1.13 Work to disrupt the efforts of organised crime and drug gangs to infiltrate communities. This will involve working effectively with local partners, including action to reduce exploitation of children and adults

As a Force we have made significant improvements in working with partners to reduce vulnerability to organised crime. Following an upsurge in the number of local children being exploited by organised criminals, last year, we have worked effectively with partners to put effective pathways in place for raising to the attention of MASH (Multi Agency safeguarding hub) and MARP (the Multi Agency Risk panel) the children we feel may be being exploited by organised criminals. We are also piloting a Criminal Exploitation of the Vulnerable officer within the Opal CSE team to further reduce the vulnerability of these children.

Earlier this year, following a review of the Child Criminal Exploitation officer pilot in Swindon, recommendations were made that the force should seek to expand the role into Wiltshire. A project has been commissioned to seek an individual on either the Developed Leaders Programme (DLP) or the Senior Leaders Programme (SLP) to lead on a review of models that exist in other forces to manage Child Criminal Exploitation. With the support of our key partners across safeguarding and youth/family services, make recommendations on what the Wiltshire Police CES or team will look like. It is anticipated that this project will take three months prior to recommendations being made back to the Senior Leadership Team.

In June 2019, there was a proactive operation to identify CE victims, which carried out positive intervention of 12 CE victims' in collaboration with Education, Social Services, Health and Children Services. Furthermore, we are sharing intelligence with partners to ensure the intelligence picture is up to date with regards to the true levels of drug and gang criminality which is substantially greater than first thought. This work has been ongoing on for a number of months and is still being progressed.

We have effective partnership working groups such as the Anti- Slavery Partnership and Operation Tarak partnership against County Lines in place, as well as an over-arching Organised Crime Partnership Board to help partners come together to more effectively protect communities and tackle organised crime. In addition, Force wide

communications and awareness campaigns are scheduled to be rolled out to further raise awareness among partners and the public around organised crime.

Organised Crime Group mapping has now been regionalised and as of the April 2018 the ROCTA (Regional Organised Crime Threat Assessment Team) now undertake mapping and scoring, supported by the Serious and Organised Crime thematic desk in the Wiltshire Intelligence Unit. Processes to identify and refine our approach to Organised Crime are developed and embedded via an Organised Crime tactical working group.

Wiltshire runs an Organised Crime Partnership Board which oversees the activity against a range of strands, including Modern Slavery and County Lines. A number of active partnership working groups addressing organised crime and gang related threats (County Lines) exist. Organised Crime Group mapping has now been regionalised and as of the April 2018 the ROCU (Regional Organised Crime Unit) now undertake mapping and scoring, supported by the Serious and Organised crime threat desk in the Intelligence Development Hub. Processes to identify organised crime and priority individuals are currently being explored in the Intelligence Development Hub.

1.14 Improve criminal investigations to provide an effective service

Wiltshire Polices Head of Crime has been developing a number of key strands of work aimed at improving criminal investigations across the force and enhancing our service to victims. This is supported by a Major Crime Review Officer whose role is to conduct investigative debriefs, peer support and reviews.

In April 2018 Rhoda Nikolay began her work with the Community Policing Teams (CPT's) across Wiltshire to assist in improving investigative standards. Rhoda is a qualified lawyer and ex Head of CPS Berkshire. She has been commissioned for 12 months and will provide 10 sessions a month in which she will work alongside PC's and Sergeants in their file building and ongoing cases. She will review cases and provide expert advice on a one to one level. She has a wealth of experience and knowledge and has been commissioned previously by Thames Valley Police where she has carried out a similar initiative. The feedback from her initial session has been very positive and officers are making good use of her skills and advice. In addition all CPT and Duty Inspectors are undertaking Evidence Review training in September

2018 which as a result will allow them to scrutinize their teams' workloads. The force is currently exploring options to roll out Evidence Review training for all CPT Sgt's.

A working group has been created by Rhoda and D/Supt Sarah Robbins looking at Improving Investigative Standards. The meeting is represented by members of all investigative departments from CPT to CID and Public Protection Department (PPD) and incorporates supervisors from the Command and Control Centre. Its focus is to identify new initiatives whereby improvements to the standards of investigations can be achieved over the next year or so. It is acknowledged that improving standards will not be a quick process and officers will need support from those members of staff that have more expertise and accreditations in investigations such as members of CID and PPD.

In January 2018 the Pre-Charge Advice Submissions Panel was introduced to quality assure cases thought to be ready for a CPS charging decision. The purpose of the Panel, which is chaired by Rhoda Nikolay, Guy Turner (Force Review Officer) and DS Bob Cooper, is to ensure that those cases progressing to CPS are of sufficient standard to negate or substantially reduce the need for case Action Plans and to identify and conclude those cases where there is no realistic prospect of a conviction. The Panel also provides advice on CPIA/Disclosure, lines of enquiry not considered and provides bespoke feedback to the OIC and Supervisor on the content and quality of their MG3.

We continue to invest in improving the quality of our investigative interviews, particularly in rape and serious sexual offence investigations. In the past year we have trained 20 Interview Advisers to provide high level support and guidance to all staff in planning, conducting and evaluating our investigative interviews, both victim/witness and suspect. Further upskilling of staff has been made through a number of CPD events with presentations from national experts in interviewing our most vulnerable.

We have also undertaken significant Estates work at Melksham with a complete refurbishment of the unit to improve the environment for those vulnerable victims and witnesses attending to provide video interviews.

Bob Cooper and Rhoda Nikolay continue to work with CPT/LCI staff across the county to support them with their sexual offence investigations. This is achieved through inputs and presentations and by providing direct investigative advice and guidance.

It is clear that the confidence and competence of our staff to investigate rape and serious sexual offences has improved. The overall standard of our investigations is improving as is the quality of our file building and there is now a better understanding of what is required if a charging decision is to be achieved. There is also a better appreciation of those cases that will never realistically reach a charging threshold and for those cases earlier decisions are being made to conclude the investigation and thereby reduce the time victims spend in the justice system, allowing them to move on with their lives.

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5 September 2019

Police and Crime Plan 2017-21 update 2019

1. The Police and Crime Plan 2017-21 (P&C plan) was published in February 2017.
2. As part of the ongoing development, the PCC wants to improve the assessment of progress against the plan and proposes an update to the metrics in the current plan.

Background

3. A desktop review has been conducted and concluded that:
 - The plan priorities and objectives reflect the PCC's strategic direction
 - Some specific objectives and activities are outdated as performance and policy has developed
 - The section on community policing does not reflect the extensive development of the model
 - There are now measures that can be used to replace activity updates
 - Reviewing the metrics would strengthen delivery in the final phase of the plan
4. The Force has delivered significant change that it has incorporated into core delivery. The Commissioner no longer requires activity updates to ensure progress where areas form part of business as usual.
5. This reflects the ongoing improvements to policing governance and PCC & PCP oversight of the current plan. It presents an opportunity to provide more robust management through performance measures, rather than narrative and activity updates. This will not only improve strategic oversight, but also reduce bureaucracy.
6. The review mirrors changes within Wiltshire Police to strengthen its performance management systems and fully incorporate P&C objectives and measures into its BAU.

Police and Crime Plan update 2019

7. To capitalise on this, an updated set of measurements has been produced alongside an expanded strategic scorecard. It reflects each police and crime

plan objective and aligns to measures used across policing, Wiltshire criminal justice board and community safety partnerships.

8. The attached is an early draft and suggestions for changes are welcome
9. The aim of this update is to:
 - Update rather than produce a new plan
 - Reflect the significant progress since 2017
 - Provide more concise structure which is clearly linked to performance measures
 - Increase the scope of performance to reflect all aspects of the PCC role and responsibilities
 - Significantly increase the P&C scorecard to ensure it measures outcomes for the public and service performance
10. Key points include:
 - Retaining the four P&C plan priorities
 - Distilling the 48 objectives into 18. Under each objective specific requirements are derived from the plan, setting a consistent direction.
 - Each one of the 18 objectives has a corresponding section of performance in the updated P&C Plan scorecard. This enables a more objective measurement of performance. Currently the deep dive reports what has been done, not whether the outcome is successful.
 - All 48 original objectives have been incorporated into either 18 objectives or into a specific performance measure in the scorecard.
 - The P&C update 2019 fully incorporates the development of community policing and the resource measures developed with the PCP

Police and Crime Plan Scorecard

11. The updated P&C Plan scorecard has significantly increased in measurement. All measures are grouped to enable the PCC to review performance against the 18 objectives under their respective priority.
12. As this scorecard reflects the performance of the P&C Plan, it is suggested that it is adopted by the PCP.
13. As the scorecard would increase in size and scope, it is proposed that the deep dive reporting be incorporated into commentary and analysis of the performance report.

14. Timescales

15. The current proposals are in draft form. The PCC would welcome PCP feedback on the proposed P&C plan update and the performance scorecard.
16. The goal is to publish the update is by October 2019. The expanded scorecard would then be available for scrutiny at the 19 December meeting.

Recommendation

17. Members are asked to note the report
18. Members are asked to approve the expansion of the plans scorecard
19. Members are asked to agree incorporation of activity into the performance report, rather than a separate deep dive report.
20. The PCC welcomes comments and feedback on this police and crime plan update before this work is presented to the police and crime panel.
21. Members approve the timescales and amendments to the P&C scorecard presented to the panel.

Kieran Kilgallen
Chief Executive
OPCC Wiltshire

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Proposed Updated Police and Crime Plan Update 2019 Scorecard

Priority 1: Prevent crime and keep people safe	
1.1. Effective Wiltshire Police	
Measure	Status
Wiltshire Police being rated 'good' at preventing crime, tackling anti-social behaviour and keeping people safe by HMICFRS	New
Wiltshire Police being rated 'good' for effective specialist capabilities by HMICFRS	New
Crime recording compliance	Existing
Volumes of crime	Existing
Anti-social behaviour volume	Existing
Overall confidence in police	Existing
Hate crime volume	Existing
Overall confidence with the police in this area	Existing
1.2 Community Policing is the best it can be	
Measure	Status
CPT establishment level	New
Percentage of CPT staff at work	New
Percentage of CPT officers able to respond to crime	New
Delivery against all National guidelines on neighbourhood policing	New
Special Constable average hours deployed	Existing
Number of volunteers in post	Existing
1.3 Reduce Violent Crime	
Measure	Status
Wiltshire Police being rated 'good' at tackling serious and organised crime by HMICFRS	New
Volume of serious violent crime	Existing
Volume of knife crime	Existing
1.4 Tackle Cybercrime	
Measure	Status
Volume of cybercrime	Existing
1.5 Protect rural communities	
Measure	Status
Rural crime volume	New
Delivering NFU five point plan	New
1.6 Make our roads safer	
Measure	Status
Reducing those killed or serious injured on our roads	Existing

Priority 2: Protect the most vulnerable in society	
2.1 Tackle domestic abuse and sexual offences	
Measure	Status
Wiltshire Police being rated 'good' at protecting the most vulnerable by HMICFRS	New
Volume of domestic abuse crime	Existing
Outcome for Domestic Abuse	New
Domestic abuse conviction rates	New
Volume of sexual offences	Existing
Outcome for Sexual Offences	New
Sexual offences conviction rates	New
Percentage of unsuccessful domestic abuse and Sexual offence convictions due to victim issues	New
2.2 Support those in Mental Health Crisis get the help they need	
Measure	Status
S136 arrests	Existing
2.3 Protecting children and young people from harm	
Measure	Status
Volume of missing children	Existing
Volume of child sexual exploitation offences	Existing
First time entrants into the criminal justice system	New
2.4 Preventing offenders from offending	
Measure	Status
New reducing reoffending scorecard to be developed by WCJB	

Priority 3: Put victims, witnesses and communities at the heart of everything we do	
2.1 Tackle domestic abuse and sexual offences	
Measure	Status
Wiltshire Police being rated 'good' at protecting those who are vulnerable from harm, and supporting victims by HMICFRS	New
Satisfaction of victims with the whole experience	Existing
Satisfaction with being kept informed	Existing
Satisfaction with ease of contact	Existing
Satisfaction with treatment	Existing
Percentage of unsuccessful convictions due to victim issues	
3.2 Investigating crime	
Measure	Status
Wiltshire Police being rated 'good' at investigating crime and catching criminals by HMICFRS	New
Outcome rates	Existing
Quality of full files	Existing
Volume of Out of court disposals (including Restorative Justice)	New
3.2 Investigating crime	
Measure	Status
Average days offence to trial	New
Overall conviction rates	New

Priority 4: Secure a quality police service that is trusted and efficient	
4.1 An efficient police service	
Measure	Status
Wiltshire Police being rated 'good' at using its resources to meet the demand it faces by HMICFRS	New
Wiltshire Police being rated 'good' at planning for the future by HMICFRS	New
Immediate response time	Existing
Priority response time	Existing
Average time to answer 999 call	Existing
Average time to answer CRIB call	Existing
CRIB Abandonment rate	Existing
Wiltshire annual collaboration procurement savings	New
4.2 Our Workforce	
Measure	Status
Number of actual days lost per person (rolling 12 months)	Existing
Overall staff satisfaction	New
Workforce BAME %	Existing
4.3 A trusted and professional police service	
Measure	Status
Wiltshire Police being rated 'good' at treating the public	New
Police being rated 'good' at ensuring its workforce	New
Volume of complaints	Existing
% Complaints recorded within 10 working days	Existing
Complaints average number of days to record	Existing
Percentage of appeals upheld	Existing
4.4 A digital police service	
Measure	Status
Meet National Police ICT compliance standards	New
Successful implementation of an Enterprise Resource	New

Measure to be removed

RJ level 1 training

Replaced with volume of out of course disposals, which includes RJ

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POLICE AND CRIME PANEL

AGENDA ITEM 6C

5 September 2019

COMMUNITY POLICING TEAM RESOURCE MEASURES

1. INTRODUCTION

- 1.1. The summaries the development of the performance measures for the PCC and Police and Crime panel related to areas of Community Policing Teams (CPT)

2. BACKGROUND

- 2.1. Over the last 18 months work has been undertaken to develop a range of information by which to monitor and understand resourcing levels in CPT. This has been an iterative process as the OPCC and PCP work trying to distil a complex resource and staffing mechanism into strategic indicators.
- 2.2. Following 6 June 2019 PCP meeting, it was agreed to hold a subgroup to work develop the information already provided. This meeting took place on 10 July with the following in in attendance:
 - Cllr Richard Britton – PCP chair
 - Maime Beasant – PCP member
 - Cllr Ross Henning – PCP member
 - Cllr Tom Rounds – PCP member
 - Cllr Jonathan Seed – PCP member
 - Naji Darwish – Deputy CEO, OPCC
 - Chris McMullin – Director of People and Change, Wiltshire Police
 - Gemma Blake - Continuous Improvement team leader, Wiltshire Police
 - Matthew Girdlestone – CPT Delivery manager, Wiltshire Police
 - Ryan Hartley – Head of Business Intelligence, Wiltshire Police

3. OUTCOME OF SESSION

- 3.1. The discussions focused the PCP's views on the core information to assist in monitoring the resource levels of CPT.
- 3.2. The members agreed that the PCP, OPCC and Force needed to share an understanding of CPT resourcing and it must be provided in a simple range of measures.
- 3.3. The PCP members recognised the importance for management to understand the detail. That said, definitions, such as abstractions etc. are not helpful to the Panel or the public in developing a shared understanding.
- 3.4. PCP members agreed that they wanted to focus on areas that took resources out of organisation, rather than separating out the components of being a frontline officer or staff member. There was consensus, for example, that an officer at court is at work and available.



3.5. PCP members agreed to the measurement of the following in order to monitor CPT resources:

1. CPT staff budget (Establishment)
2. Total CPT officers and staff “At Work” (as against establishment)
3. Police Constables allocated to respond to 999 (as against establishment)

3.6. A number of factors affect these overall measures and are used to assess planning and management of CPT resources. These include:

- CPT vacancies
- Long term sickness in CPT
- Maternity leave
- Suspension
- Posting outside of CPT
- Short & medium term absences such as annual leave, sickness – (being developed)

3.7. The scorecard will also present information on police sergeants, local crime investigators and specials to capture all aspects of CPT.

4. DEVELOPMENT OF SHORT TERM ABSENSE MEASURE

4.1. Calculating short-term absence (less than 27days) within CPT is complex and subject to considerable variance. A method for measuring it has been developed, and is included. However, it requires further testing and a longer time-period to generate a rolling average.

4.2. Further testing is also ongoing to ensure the distinction between short term and long-term sickness is correctly categorised.

4.3. Accordingly, the short-term absence measure should be treated as preliminary. This metric should be more reliable by the quarter 2 performance report.

5. NEW CPT RESOURCING SCORECARD

Measure	Quarter 1
CPT establishment	412 police constables 131 police community support officers
Percentage of CPT “at work”	84.1 %
Percentage of CPT police constables “available to respond”	62.9 %

5.1. The table below presents the strategic measures and supplementary measures by staff role and by each community police team.

FORCE	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing / CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
PC	412	32	11	5	1	12	12	73	82.3%	80	62.9%
SGT	55	1	1	0	0	3	2	7	87.3%		
LCI	69	4	1	2	0	0	2	9	87.0%		
PCSO	131	12	1	1	0	0	3	17	87.0%		
TOTAL	667	49	14	8	1	15	19	106	84.1%	80	62.9%
	Number	Hours (Apr - June)		Hours per person per							
Specials	215	16460		26.00							

Figure 1 CPT resourcing by staff role

	FTE	Specials	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT North	125	83	9	3	1	0	1	4	18	85.6%	14	66.2%
Swindon CPT South	127		8	4	0	1	2	4	19	85.0%	16	58.0%
Wiltshire CPT North	104	30	10	4	0	0	4	3	21	79.8%	10	64.1%
Wiltshire CPT West	130	35	5	3	4	0	3	4	19	85.4%	19	59.7%
Wiltshire CPT East	57	17	4	0	0	0	0	1	5	91.2%	8	61.8%
Wiltshire CPT South	124	36	13	0	3	0	5	3	24	80.6%	13	67.1%
TOTAL	667	201 +14 HQ Specials = 215	49	14	8	1	15	19	106	84.1%	80	62.9%

Figure 2 Overall CPT resourcing by community police team

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT North	125	9	3	1	0	1	4	18	85.6%	14	66.2%
PC	77	5	2	1	0	1	3	12	84.4%	14	66.2%
SGT	10	0	0	0	0	0	0	0	100.0%		
LCI	13	2	1	0	0	0	0	3	76.9%		
PCSO	25	2	0	0	0	0	1	3	88.0%		
	Number	Hours (Apr - June)		Hours per person per							
Specials Swindon	83	6329		25.00							

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT South	127	8	4	0	1	2	4	19	85.0%	16	58.0%
PC	81	8	4	0	1	2	3	18	77.8%	16	58.0%
SGT	10	0	0	0	0	0	0	0	100.0%		
LCI	13	0	0	0	0	0	0	0	100.0%		
PCSO	23	0	0	0	0	0	1	1	95.7%		
	Number	Hours (Apr - June)		Hours per person per							
Specials Swindon	83	6329		25.00							

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT North	104	10	4	0	0	4	3	21	79.8%	10	64.1%
PC	64	5	3	0	0	3	2	13	79.7%	10	64.1%
SGT	10	0	0	0	0	1	0	1	90.0%		
LCI	9	1	0	0	0	0	0	1	88.9%		
PCSO	21	4	1	0	0	0	1	6	71.4%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	30	2730		30.00							

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short and Medium Term Sickness & Annual Leave Av. Posts lost*	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT West	130	5	3	4	0	3	4	19	85.4%	19	59.7%
PC	77	5	2	1	0	2	2	12	84.4%	19	59.7%
SGT	10	0	1	0	0	1	0	2	80.0%		
LCI	17	0	0	2	0	0	1	3	82.4%		
PCSO	26	0	0	1	0	0	1	2	92.3%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	35	2118		20.00							

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT East	57	4	0	0	0	0	1	5	91.2%	8	61.8%
PC	34	4	0	0	0	0	1	5	85.3%	8	61.8%
SGT	5	0	0	0	0	0	0	0	100.0%		
LCI	5	0	0	0	0	0	0	0	100.0%		
PCSO	13	0	0	0	0	0	0	0	100.0%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	17	895		18.00							

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT South	124	13	0	3	0	5	3	24	80.6%	13	67.1%
PC	79	5	0	3	0	4	1	13	83.5%	13	67.1%
SGT	10	1	0	0	0	1	0	2	80.0%		
LCI	12	1	0	0	0	0	1	2	83.3%		
PCSO	23	6	0	0	0	0	1	7	69.6%		
	Number	Hours (Apr - June)		Hours per person per							
Specials	36	1958		18.00							

Figure 3 CPT resourcing by role and by community policing team



6. RECCOMENDATIONS

- 6.1. Members note this report and the revised measures for monitoring CPT resourcing levels
- 6.2. Members are asked to note the need to continue to develop short term absence data
- 6.3. Members are asked to accept the revised information, which will be included in the performance framework

Kieran Kilgallen
Chief Executive
OPCC Wiltshire

7. Technical notes on measures

- 7.1. **CPT “At Work” Level:** This measure compares the budget FTE against the reasons why CPT Officers and Staff are not at work. This identifies longer term reasons, such as long term sickness, vacancies, maternity leave, suspensions and abstractions outside of CPT. The figure includes posts lost to short terms sickness and annual leave.
- 7.2. **Short Term absence:** Calculating short-term reasons (less than 27days) for absence within CPT is complex and subject to more variance than longer term reasons. A method for measuring this has been developed and is included, however requires further testing and allow for a longer time period to able an annual rolling average. Further testing is also ongoing to ensure the distinction between short term and long term sick is in the correct category for this report. Therefore the specific numbers on short term absences should be treated as preliminary. This information should be more reliable by the quarter 2 performance report.
- 7.3. **Number of PCs allocated to proactive policing and community support:** This measurement includes officers and staff who are partially available to respond. There are 109 Officers and Staff working in roles that allocated to proactive policing such as priority crime teams (21 PCs) and community coordinators (30PCs).

In general, these roles do not provide resource for general dispatch. This is to enable them to conduct their roles. However they are available to provide a response in the community or can be activated in priority circumstances. For example, our Community Tasking Teams all carry radios, wear uniform (unless on a specific operation) and are able to help. Similarly, many of our Community Co-Ordinators are in full uniform in their communities and at times attend calls for service if nearby. As such they are not included within PCs allocated to respond to 999, but are providing a vital policing role.

The remaining number of PCs are provide CPT support, such as desktop investigations, interviewing witnesses etc. due to being on recuperative duties.

- 7.4. **PCs allocated to respond to 999:** This measure assesses the percentage of Police Constables available and allocated for 999 response. This is the PC establishment, minus those not at work (long term and short term) and minus PCs allocated to preventative policing (7.3)



PCC RISK REGISTER

1. Purpose of Report

- 1.1 To update the Police and Crime Panel (PCP) on the PCC Risk Register.

2. Background and Main Considerations for the Panel

- 2.1 The risk register is aligned to the lifespan of the Police and Crime Plan (2017-2021) and has been reviewed and updated as at 15th August 2019.
- 2.2 All risks are split into two categories – they are either inherent risks and will remain on the register regardless of score, or topical risks which will be removed when they have a score of 10 or under. This will assist in ensuring focus remains on current risks and what additional mitigations or plans are needed to reduce the score and thus be removed from the register.
- 2.3 The register is a dynamic document and is intended to capture live management of risk and mitigation, rather than being a record of all possible risks.
- 2.4 The register is reviewed monthly on an informal basis by the Deputy Chief Executive and formally by the Commissioner's Monitoring Board on a quarterly basis, prior to meetings of the Joint Independent Audit Committee and the Police and Crime Panel. The Commissioning and Policy Officer has responsibility for the day-to-day management of the register.
- 2.5 Owners for each risk are identified and they are responsible for providing updates on mitigation and score.
- 2.6 The risk appetite remains at 30.
- 2.7 The PCC Risk Register is attached at Appendix A.
- 2.8 Attached at Appendix B is a glossary setting out the meaning of the acronyms used and the scoring brackets for identifying risks as high, moderate, acceptable or minor.

3. Key Risks to Consider – Inherent

- 3.1 The register identifies eleven inherent risks; six are considered as either minor or acceptable, four are considered moderate and one is considered major.
- 3.3 Details on the one risk identified as major is:
- *Risk 18: ICT services are not resilient and transformational to support effective and efficient policing*

Members will be aware of the strategic partnership between the OPCC, Wiltshire Police and the Council to deliver ICT services. This collaboration has been successful, however the demands for ICT projects in both organisations continue to increase. The review of the service has been completed and due to the increasing demands placed by national Police ICT, the decision has been taken by both Wiltshire Council and Wiltshire Police to return to individual provision. The Chief Finance Officer and senior council officials are overseeing the return of this function.

3.4 Details on the four risks considered moderate are:

- *Risk I2: Failure to produce a MTFs that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings*

The overall scoring for this risk is maintained at 24 since the last review in February 2019. The financial settlement announced by the Government in December 2018 allowed Police and Crime Commissioners the flexibility to increase the precept by up to £24 per year. Government has announced increased police officer numbers; however the scoring has not been adjusted until there is detail on the financial allocation for Wiltshire and any precept parameters for the PCC.

- *Risk I6: Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process*

There has been no formal notification from partners as to if, where, and how they will be making savings from 2019-20 onwards. This risk continues to be monitored.

- *Risk I9: Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits*

This risk has been fully reviewed following the withdrawal from Tri-Force by Avon and Somerset. Scoring is maintained at 18 although, since last reported, the score for control has increased from 2 to 3 and impact reduced from 3 to 2. Revised mitigation is now in place within the risk register in light of these changes

- *Risk I11: OPCC does not have enough resource to discharge its responsibilities to the standard set by the PCC and external bodies*

The likelihood for this risk has increased from 2 to 3 due to short term delays experienced in recruiting to the vacant roles, due to vetting capacity. The risk will be reviewed once all posts are filled. Recruitment is progressing with posts due to be filled by autumn 2019.

4. Key Risks to Consider – Topical

4.1 The register identifies seven topical risks, three are considered minor and five are considered moderate.

4.2 Details on the five existing risks considered moderate are:

- *Risk T3: Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN*

The control and impact of this risk has been changed due to the appointment of the Wiltshire Chief Constable as the national NPCC lead for this programme. Control has reduced from 4 to 3 and the impact increased from 1 to 2. This is to

recognise the increased reputational risk to the PCC and Wiltshire Police being more closely linked to the programme. It also recognises the recently published National Audit Office report which concludes it is unlikely that ESN will be delivered by the target date of 2022. New national guidance is still awaited along with a business plan and details of costings and timings.

- *Risk T4: Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010*
An internal audit took place in 2018-19 which resulted in a 'partial' assurance. This mainly related to a number of HR policies being out of date and requiring review. Internal Audit has conducted a follow-up review on this audit and found that the majority of recommendations had now been confirmed as substantially complete. However, the general process to ensure all Force policies are updated promptly remains under review to refine and fully embed. As a result the overall scoring for this risk remains at 18. A follow up audit is due to be reported at Audit Committee in October. The risk will be reviewed once assurance is provided by Internal Audit.
- *Risk T6: Unable to continue to meet the demands of frontline policing*
A review of CPT is due to be undertaken. This has resulted in the likelihood being increased from 2 to 3 whilst the scoping for the review is undertaken and a better understanding obtained of what issues the review will look to address. Substantial work has been delivered to address short term concerns in this area of high demand over the summer. This work continues through performance monitoring of CPT resourcing. This risk will be reviewed following the end of the summer period 2019.
- *Risk T8: Failure to comply with General Data Protection Regulations (GDPR)*
Work is ongoing to ensure compliance with GDPR and a new structure for Information Assurance has been in place since January 2019. The score for this risk is maintained at 18 whilst the new structure is embedded and seeks to become business as usual.
- *Risk T10: Impact of a 'No Deal' Brexit on Wiltshire*
A Gold Group is in place to consider all issues relating to Brexit on which the OPCC is represented. Members will be aware that the EU and the UK have agreed a further delay to Brexit until 31st October 2019. This risk continues to be closely monitored.

5. Amended Risk

- 5.1 Risk I5 has been amended and now reads '*Failure to maintain effective partnerships with criminal justice agencies*'. The risk previously also referenced the commissioning of effective services for victims but it is felt this no longer sits within this risk and is incorporated within risk I3 (*OPCC commissioning arrangements are not in place or are ineffective*).

6. Future Reviews of Risk Register

- 6.1 Any amendments required following this meeting will be made at the monthly informal review by the Deputy Chief Executive.

Naji Darwish
OPCC Deputy Chief Executive

ACRONYM	MEANING
ACCs	Assistant Chief Constables
APAC ² E	Association of Police and Crime Commissioners Chief Executives
APCC	Association of Police and Crime Commissioners
BUSS	Best Use of Stop and Search
CC	Chief Constable
CFO	Chief Finance Officer
CJB	Criminal Justice Board
CJS	Criminal Justice System
CMB	Commissioner's Monitoring Board
CPS	Crown Prosecution Service
CPT	Community Policing Team
CSPs	Community Safety Partnerships
D&C	Devon and Cornwall
DA	Domestic Abuse
DCC	Deputy Chief Constable
ESN	Emergency Services Network
FME	Forensic Medical Examiner
GCHQ	Government Communications Headquarters
GDPR	General Data Protection Regulations
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service
HO	Home Office
HR	Human Resources
ICT	Information Communication Technology
JAC	Joint Independent Audit Committee
LA / LAs	Local Authority / Local Authority's
MPs	Members of Parliament
MTFS	Medium Term Financial Strategy
NAO	National Audit Office
NPCC	National Police Chiefs Council
Op Fairline	First Salisbury incident
OP Fortis	Second Salisbury incident
OPCC	Office of Police and Crime Commissioner
P&C Plan	Police and Crime Plan
PACCTS	Police and Crime Commissioners Treasurer Society
Panel	Police and Crime Panel
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PCSOs	Police Community Support Officers
PEEL	Police Effectiveness, Efficiency and Legitimacy Programme
RJ	Restorative Justice
S&S	Stop and Search
SA	Sexual Abuse
SARC	Sexual Assault Referral Centre
SD&T	Service, Delivery and Transformation
SW	South West
TOIL	Time Off In Lieu
WC	Wiltshire Council
WCJB	Wiltshire Criminal Justice Board
YOTs	Youth Offending Teams

RISK KEY

risk score 30+ Major
risk score 18-29 Moderate
risk score 8-17 Acceptable
risk score 1-7 Minor

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WILTSHIRE AND SWINDON POLICE AND CRIME COMMISSIONER DYNAMIC RISK REGISTER 2017-2021

Risk Appetite is: 30 (NB: inherent risks will always remain on the register, topical risks with a score under 10 will be removed)

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	Residual Risk Score				Date Reviewed	Summary
						L	C	I	Score		
Inherent Risks											
I1	31-Jan-17	Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats	<ul style="list-style-type: none"> Failure to discharge role of PCC Reduced public and partner satisfaction and confidence in PCC and OPCC Damage to partnership relationships Criticism from Government / HMICFRS and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> P&C Plan integral part of planning cycle P&C Plan reviewed annually as part of annual report process (13th May 2019) P&C Plan agreed as key document for police community safety partnerships and WCJB Informed by CC's operational advice and partnership delivery plans Comprehensive engagement and consultation with the public in developing final P&C Plan Attendance at strategic boards with partners Attendance at Force SD&T where performance is reviewed PCC commissioning of services in addition to policing to support delivery of P&C Plan – 2019-20 commissioning plans drafted Quarterly reporting to the Panel on performance against plan Publication of annual report summarising progress made against priorities and P&C Plan – work commenced for 2018-19 report Continue to receive 'good' grading in HMICFRS PEEL inspections Following public consultation, police precept for 2019-20 increased by £24 for Band D property Recruitment of police officers Integrated OPCC and Force Planning cycle introduced in 2019-20 	2	2	4	16	15-Aug-19	Maintain - business as usual, work commenced on 2018-19 annual report
I2	15-May-17	Failure to produce a MTFS that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings	<ul style="list-style-type: none"> PCC and OPCC failure in statutory obligations Unable to commission required services or provide enough funds to CC to provide efficient and effective police service Unable to deliver P&C Plan priorities Incorrect precept sought from Wiltshire public resulting in too much or too little funds being provided Look at borrowing money options – would no longer be debt free Negative impact on future budgets and reserves Impact on Wiltshire public through the services they receive and setting of the precept Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMICFRS and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO Member of APCCs / APAC²E / PACCTS Horizon scanning database referenced Fortnightly finance meetings between PCC and CFO Collaborations / projects require financial sign-off at CMB Continual review and update working closely with CC Central government determined by Treasury Restrictions on council tax amended, PCCs able to increase precept up to maximum of £24 per year for 2019-20 (PCC has held public consultation on proposal and increased precept to maximum limit) Precept consultation conducted January 2019, findings summarised and reported to PCP in February PCC presented plans for precept increase to PCP at February meeting Awaiting further details on national announcement of police officer and support staff uplift. Further details anticipated mid Sep / October from Home Office. 	2	3	4	24	15-Aug-19	Maintain - review once detail is received
I3	18-Aug-15	OPCC commissioning arrangements are not in place or are ineffective	<ul style="list-style-type: none"> Insufficient resources available Services commissioned that are not required, duplicated elsewhere, do not assist PCC in meeting P&C Plan objectives Failure to maximise performance Failure to secure value for money Stifle innovation and creative / effective solutions Failure to comply with legal requirements on procurement Failure to ensure commissioned agencies comply with PCC legal requirements under Equality Act 	Reputational Operational delivery Performance Legal	<ul style="list-style-type: none"> Commissioning Strategy in place Partnership agreements / grant letters issued for each commissioned service outside of the police Commissioned services provided by Wiltshire Police reviewed Regular / Final reports a prerequisite of all commissioned services Quarterly meetings of the Commissioning and Policy Group which keeps all commissioned services under review Monthly Commissioning Update meetings established between officers Constant future planning of allocation of Community Safety Fund and Victims Fund – 2019-20 commissioning plans finalised and incorporated into planning cycle Planning underway for review of services to ensure timely and smooth transition to new provider where necessary Ongoing / New commissioning with LAs meeting all legal and procurement requirements Internal Audit reviewed governance arrangements and gave a 'reasonable' assurance with no significant findings 2019-20 first year of fully established commissioning structure Clear processes in place and have been tested for full financial year Commissioning process embedded 	2	1	3	6	15-Aug-19	Decreased (previously 12) - clear processes in place and embedded to become business as usual

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I4	15-May-17	Failure by the PCC to hold the CC to account for the delivery of an efficient and effective police service that meets public expectations	<ul style="list-style-type: none"> Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMICFRS and adverse media 	Reputational	<ul style="list-style-type: none"> Fortnightly CMB meetings with CC Attendance at monthly SD&T Review of performance data Regular review of force spend Engagement with public and partners to understand requirement and needs Development of P&C Plan and objectives in consultation with the CC Continue to receive 'good' grading in HMICFRS PEEL inspections Working with CC to review all accountable mechanisms to ensure they are fit for purpose DCC/ACC attending all Area Boards OPCC management represented on Specialist Ops Board 	1	2	4	8	15-Aug-19	Maintain - business as usual
I5	18-Aug-15	Failure to maintain effective partnerships with criminal justice agencies	<ul style="list-style-type: none"> Justice processes become inefficient and not joined up Justice outcomes, victim satisfaction, and care declines Reduced satisfaction and confidence in criminal justice process by victims of crime Reduced public satisfaction and confidence in PCC which is likely to extend to Wiltshire Police and CJS partners 	Reputational Operational delivery Performance	<ul style="list-style-type: none"> PCC Chair of WCJB, additional support being provided by OPCC PCC has coordination role across CJS system on behalf of victims WCJB delivering substantial parts of the P&C Plan WCJB action plan in place and being delivered by sub-groups Victims, Witnesses and Most Vulnerable sub group coordinate victim through CJS and CSPs manage offender work RJ strategy agreed by WCJB Partnership working to support delivery of specialist victim services for DA and SA Victim services being redeveloped to further integrate support Work to improve interface between force and CPS to improve efficiency with sexual offences In conjunction with Northumbria OPCC, Wiltshire is coordinating WCJB work to identify areas for improvement in specialist courts and support for victims Improved links and coordination between local and national CJB through APCC and portfolio leads CJBs from other areas been in contact to learn lessons from progress made to date in Wiltshire Performance dashboard now in place WCJB strategy in place for one year Annual review completed by WCJB Manager and with partners, identified areas of service improvement, but overall strategy is on course and targeting the right areas Strong relationships with CSPs and YOTs Commissioning manager (CJS & Reducing Reoffending) within OPCC Reducing Reoffending Board established National changes around Probation Service taking place - awaiting further information 	2	1	3	6	15-Aug-19	Reduced - WCJB strategy reviewed, is on course and targeting the right areas
I6	18-Aug-15	Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process	<ul style="list-style-type: none"> Missed opportunities to collaborate / save money / provide a more efficient and effective service Unexpected detrimental impact on the PCC's ability to deliver the P&C Plan objectives Unexpected detrimental impact on policing affecting funding and police officer time Increase demand on PCC and OPCC staff Increased demand on policing services Loss of satisfaction and confidence in relationships with partners and their decision making / consultation process Negative reaction from the public / media 	Reputational Operational Delivery Performance	<ul style="list-style-type: none"> Regular engagement with LA Leaders Attendance at strategic boards with partners OPCC engagement with partners and stakeholders and attendance at relevant boards Fortnightly meetings of CMB discuss emerging developments with partners Updating and monitoring of Horizon Scanning database Early engagement with LAs and partners to identify and reduce demand on policing services LAs have indicated increased savings requirement for 2019-20 No formal notification received from partners on where savings are being made OPCC working to co-ordinate commissioning of services across local government health 	3	4	2	24	15-Aug-19	Maintain - watching brief
I7	31-Jan-17	PCC estate fails to enable effective and efficient policing	<ul style="list-style-type: none"> Unnecessary maintenance of surplus buildings and associated utility costs Waste of resources maintaining surplus estate Damage to community relationships Negative impact on CPT and provision of local policing Negative comments from public / local media Underestimate estate requirement and dispose of too much estate Sub-optimal estate provision is ineffective use of resources Loss of opportunity to share properties and associated costs with local partners / communities 	Financial Reputational Operational Delivery	<ul style="list-style-type: none"> PCC's Estate Strategy published and key stakeholders (including the public) notified Estates strategy governance in place and appropriate Boards PCC holding officers to account for delivery of strategy CC has provided operational requirements to PCC Operational requirements developed across all police departments and informed by current and future predicted demand Programme plan delivering against Estate Strategy Range of business cases, approved / being developed Acquisitions and Disposal Board overseeing commercial aspects Wiltshire Hub Board overseeing Force estate programme operations 	2	2	2	8	15-Aug-19	Maintain - delivering against strategy

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I8	15-May-17	ICT services are not resilient and transformational to support effective and efficient policing	<ul style="list-style-type: none"> • ICT vulnerable to cyber attack • ICT is out of date, fails and is unsupported • Missed opportunities of improvement technology • Impacts upon delivering P&C Plan objectives • Use of older / out of date equipment limits capability • Criticism from Government / HMICFRS and adverse media • Reduced public and partner satisfaction and confidence in PCC and OPCC 	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> • ICT project delivery overseen by the Digital Programme Board with risks central to discussions • The independent accreditation review has seen a reduction in the risks open to the joint service • The introduction of the National Management Centre under NEP will bolster security • Management of risk is reviewed every 6-8 weeks in the Joint Technology Board • Business Continuity Plans in place and have been used with short term issues • PCC has agreed significant investment to ensure continuity and improvement of services • Frequent contact with national police ICT departments surrounding requirements and resilience • Service delivery reviewed and due to more 'police only' standards change in model agreed • Working towards standalone Police only model utilising the cloud and latest technology • Cloud technology is more secure and resilient than on premises solutions • Resources identified to deliver improvements and efficiency. Reviewed in line with national programme rollout 	4	2	4	32	15-Aug-19	Maintain - Focus, risks are being managed and with delivery of projects during 2019/20 will be reduced
I9	18-Aug-15	Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits	<ul style="list-style-type: none"> • Collaborative partners do not wish to pursue collaborative opportunities • Key delivery areas are compromised or do not address the requirements of PCC, Police, collaborative partner(s), or the Wiltshire public • Reduced influence of PCC to provide local accountability • Effective and efficient service not delivered • Reduced public and partner confidence and satisfaction in PCC and police • Negative reaction from the public / media • Criticism from Government / HMICFRS • Damage to partnership relationships 	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> • Governance arrangements outlined in all collaborative agreements • Performance, finance, and strategic risks are managed at Strategic Board • Collaborative arrangements standing agenda item on CMB • PCC strategic parameters for collaboration set and communicated December 2017 • Governance arrangements have been reviewed for all collaborative agreements • Performance, finance, and strategic risks are managed at Strategic Board • Collaborative arrangements updates given regularly at CMB • PCC strategic parameters for collaboration set and communicated December 2017 • Specialist operations have been brought back under local control save for Firearms Training (at Black Rock); Counter Terrorism Firearms Command; Major Crime Investigation • Quarterly meetings taking place for all collaborations 	3	3	2	18	15-Aug-19	Maintain
I10	31-Jan-17	OPCC fails to meet its legal requirements as set out in various legislation including but not limited to the Police Reform and Social Responsibility Act, Specified Information Order, Equalities Act 2010	<ul style="list-style-type: none"> • Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media attention • Damaged relationship and reputation as an employer 	Reputational	<ul style="list-style-type: none"> • Membership of APCC, APAC²E, and PACCTS • All HMICFRS reports considered and responded to • Appropriate staffing structure in place with clearly defined roles and responsibilities • PCC staff conduct horizon scanning and provide regular briefings to the PCC 	2	2	2	8	15-Aug-19	Maintain - business as usual
I11	17-Sep-18	OPCC does not have enough resource to discharge its responsibilities to the standard set by the PCC and external bodies	<ul style="list-style-type: none"> • Failure to deliver statutory responsibilities • Failure to support the PCC to fulfil his role and responsibilities • All risks in every aspect will increase 	Legal Reputational	<ul style="list-style-type: none"> • Annual review of OPCC delivery demands • Policy and horizon scanning for changes in PCC statutory responsibilities • Discussions with PCC and partners on anticipated direction and requirement for officers • Identified gaps to be addressed in next six months • Comparison of resources with other OPCCs • Review national guidance (APCC/APACE) • Results of scoping, identified demands, outcomes of discussions to be fed into planning cycle • Expansion of PCC role - increased devolution from central government (criminal justice / fire governance) • Further refinement of shared service model with Wiltshire Police - provides access to greater range of services than an OPCC can deliver but additional resources required • OPCC resourcing plan agreed at CMB to address identified gaps • Recruitment to vacancies challenging 	3	2	3	18	15-Aug-19	Increased (previously 12) - due to challenges in recruiting to vacant roles

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
Topical Risks											
T1	05-Jan-16	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	<ul style="list-style-type: none"> PCC and OPCC failure in statutory obligations Not able to provide enough funds to Chief Constable to provide an efficient and effective police service Unable to commission required services due to reduced funding Unable to deliver P&C Plan priorities Further savings would need to be identified Reduction in reserves Reduced satisfaction and confidence in PCC and OPCC Criticism from Government / HMICFRS and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO D&C PCC is a member of the Technical Group and PCC able to channel his views through her Review put on hold following announcement of general election and purdah and no further announcement with regard to review - publication of National Audit Office report may reignite this issue PCC continually informing Wiltshire and Swindon MPs of the current situation, this is now a national issue which may lead to overall higher funding levels but there is no guarantee of this Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before completion of formula review £1.7m of additional savings will be required from 2017-18 onwards if funding formula not revised as proposed in 2015-16 PCCs able to increase precept up to maximum of £24 per year for 2019-20 (PCC has held public consultation and increased precept to maximum limit) National report suggests new formula will not be brought in until 2021-22 PCC seeking clarification on new timescale Additional resources for policing will mitigate risk, but not resolve disparity in funding 	2	4	2	16	15-Aug-19	Maintain - review once CSR, 2020-21 details are announced
T3	02-Mar-17	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	<ul style="list-style-type: none"> ESN is not fit for purpose or equal to the Airwave network it replaces (including gaps in coverage) Commons Public Accounts Committee has been told that ESN will be running in September 2020 Financial impact of delayed implementation on PCCs budgets and some high level costs are unknown Negative reaction from the public / media Damage to reputation of PCC, OPCC, and Force Limited control due to national programme 	Financial Operational Delivery Reputation	<ul style="list-style-type: none"> PCCs represented by PCC Katy Bourne on HO Oversight Group National meetings taking place at which police forces are represented CC SW representative – information received more timely and increased force focus Situation reviewed by the Public Accounts Committee and has national profile Updates being received on a regular basis but not providing confidence or clarity on timescales and costs – latest update provided to PCCs at January APCC General Meeting Concerns around devices provided and whether they can deliver the necessary technology Potential for significant cost increases CFO delivered update to JIAC December 2018 meeting Refreshed business case, budget and timeline to be produced as part of programme reset – expected later in the year Stop on project team recruitment to limit cost and no longer rolling funds forward New communications expected imminently - still awaiting national guidance and business plan with new costings and timeline Funding allocated in capital plan NAO report published May 2019 highlighting significant risks and seems unlikely ESN will be delivered by target date of 2022 Wiltshire CC appointed NPCC National Lead 	4	3	2	24	15-Aug-19	Increased - no new information available, still awaiting national guidance, Wiltshire CC appointed as National NPCC Lead
T4	18-Aug-15	Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010	<ul style="list-style-type: none"> Failure of the PCC to hold the CC to account Wiltshire Police does not fulfil legal duty and values of organisation Wiltshire Police does not reflect the diversity of the community it serves Failure to identify and respond to demands of diverse communities Reduced public satisfaction and confidence – disproportionate effect in diverse communities Reputational damage to PCC, OPCC and Police Increased risk of HR tribunals and litigation Damaged relationship and reputation as an employer 	Legal Operational Delivery Reputational	<ul style="list-style-type: none"> Assessment undertaken of victim's vulnerability, including aspects of diversity Specialist support services in place for ensuring support for a range of diverse groups Force has S&S policies in place and is BUSS compliant Recruitment of 3x Positive Action Officers to review and advise on internal policies and procedures Hate crime scrutiny group established to provide challenge and advice on policies and procedures related to diversity HR Policies set out obligations and procedures to meet Force duties - currently being reviewed due to 'partial' assurance from Equalities audit Recruitment, redeployment and support policies in place Force implementing action plan including leadership, coaching and mentoring support, redesigning recruitment of officers, specials, and staff to attract more diverse applicants PCC receiving monthly briefings on delivery against improvement plan from lead officer Force Equal Opportunities policy updated and published Internal Audit follow-up recognised majority of recommendations from initial audit substantially completed although general process to ensure policies updated promptly 'remains under review to refine and fully embed' Follow up audit to be completed Sep 2019 	2	3	3	18	15-Aug-19	Maintain - Risk to be reviewed following review by Audit Committee in Autumn after follow up internal audit

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T6	13-Feb-18	Unable to continue to meet demands of frontline policing	<ul style="list-style-type: none"> Decline in force performance Decline in force morale Damage to reputation of PCC, OPCC, and Force Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMICFRS and adverse media attention Service quality decreases and visibility falls 	Operational delivery Performance Reputational	<ul style="list-style-type: none"> Ongoing recruitment of police officers and PCSOs Ongoing review of assets / resources CPT resource and officer deployability scorecard developed and used by force, PCC and PCP Intake of new police officers progressing through training Reviewing HMIC inspection reports and PEEL assessments PCP scrutiny 40+ police officers allocated to CPT following increase in precept Force performance and resourcing reviewed as part of planning cycle in Autumn of each year Utilises evidence and demand planning produced in Force Management Statement. Further work to fully understand demand and align to capacity and capability CC advice on resourcing, staff mix and policing threats Focus on CPT resources and availability 	3	2	4	24	15-Aug-19	Increased (previously 16) - whilst review of CPT delivery is scoped
T8	07-Jun-18	Failure to comply with GDPR	<ul style="list-style-type: none"> Failure to comply with legislation Damage to reputation of PCC, OPCC, and Force Criticism from Government / HMICFRS / Internal Audit and adverse media attention Staff and partners lose confidence in PCC, OPCC and Force 	Reputational	<ul style="list-style-type: none"> Project Team established Project Team meet bi-monthly Original action plan has been revised and all outstanding tasks have been prioritised and are to be completed within six months Internal Audit have issued a position statement relating to GDPR readiness for both OPCC and the Force Position Statement reported to JIAC meeting held in June 2018 Update on GDPR provided to November 2019 JIAC meeting OPCC internal processes reviewed to ensure robustness PCC and CC agreed new structure for Information Assurance which is now in place and will improve management of this area All contracts have robust information agreements as mandatory element & reviewed by information governance team 	3	3	2	18	15-Aug-19	Maintain - new structure in place, time needed to become embedded and business as usual
T10	19-Feb-19	Impact of Brexit on Wiltshire	<ul style="list-style-type: none"> Failure to delivery statutory responsibility Financial risk impacts on policing settlement 	Financial Operational delivery	<ul style="list-style-type: none"> Gold Group established which OPCC attends Contingency plans in place for OPCC and every Force business area APCC cross party Brexit Working Group established and updates / briefings circulated to PCCs Three-year CSR settlement now less likely due to Brexit delay Close monitoring of national developments Chief Constable risk register managed operational policing risks 	3	2	3	18	15-Aug-19	Maintain - watching brief
T11	19-Feb-19	Failure to provide forensic medical services in SARC	<ul style="list-style-type: none"> Damage to reputation of PCC and OPCC Reduced public and partner satisfaction and confidence in PCC and OPCC Failure to deliver Plan priority of 'putting victims at the heart of everything we do' 	Operational delivery Reputational	<ul style="list-style-type: none"> Regional OPCC Steering Group working to identify possible solutions Engagement with FME leads to fully understand the issue Extension agreements agreed in principle with current supplier Working through legal and procurement issues to finalise contract extension, expected to be signed Summer 2019 	2	2	3	12	15-Aug-19	Reduced (previously 18) - arrangements in place to ensure continuation of service

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POLICE AND CRIME PANEL
5 September 2019

Briefing Paper – Specialist Operations Transition UPDATE

1. PURPOSE

At 0001 hours on April 19th 2019, the Tri Force Specialist Operations collaboration formally returned to the direction and control of the Chief Constable. Some four months on, this paper provides an update on the current operational status of armed policing, roads policing, collision investigation and dogs policing, and provides clarity in respect of the delivery of the new specialist operating model, due to 'go-live' on January 6th 2020 and its integration into the overall community policing operating model (CPT) of Wiltshire Police to reduce harm in Wiltshire communities.

2. CURRENT POSITION – Wiltshire Specialist Operations

Specialist Operations has transitioned smoothly into the operational framework of the organisation and all specialisms are currently delivering effective service across the county, working closely with CPT to support overall 'frontline' resilience and provide specialist knowledge as required.

All officers remain in their original teams and on the six-team shift pattern until transition to the new operating model in January. They continue to be deployed from Police HQ in Devizes, under the direction of the duty Force Incident Manager. All resources are operationally available throughout a full twenty-four hour duty cycle and are locally managed by their thematic heads of department as shown below:

- Head of Armed Policing – Inspector Paul Saunders
- Head of Roads Policing – Inspector Mark Freeman
- Head of Dogs Policing – Inspector James Brain
- Head of Dogs Training – Mr Ian Partington

All four managers continue to split their time between HQ and the main Community Policing Hubs, to forge relationships with their peers and ensure absolute understanding of local challenges and community issues. They represent the department at local tasking meetings and continue to develop the Force's Tasking and Briefing system to ensure Specialist Officers can provide quick-time updates in respect of live-time activity and high-priority incidents.

Since April 2019, specialist officers have responded to over 1000 Force logs, working side-by-side with CPT colleagues in support of the public. Of these logs, 209 were initially graded at the highest level of priority, and all were attended within an average time of under five minutes - this demonstrates how the newly focused Specialist capability is effectively supporting service to the communities of Wiltshire.

Armed Policing

Armed Policing remains operationally resilient with full establishment. Officer deployability is

challenged by the summer period and the associated annual rise in calls for service, however this is being managed and operational deployability is consistent, and effective. Overall officer numbers reflect the key-findings of the annual Armed Policing Strategic Threat and Risk Assessment (APSTRA) process that will be refreshed from September 2019 to secure a contemporary understanding of the threats associated with public access to weapons as we enter 2020.

Wiltshire continues its regional relationship with the Avon and Somerset, and Gloucestershire constabularies in accessing bespoke training through the Black Rock Specialist Training Centre near Portishead, and operationally as partner members of the South West Counter Terrorist Specialist Firearms Team in mitigating high-threat criminality.

Roads Policing (including Collision Investigation)

Having initially required notable abstraction to build the Wiltshire Collision Investigation capability, Roads Policing is now steadily returning to strength with new staff transferring to the department continuously over the next six months. Armed Policing colleagues are additionally trained and available to offer secondary support to this area of Policing, providing strong visibility and capability on our fast roads, when not deployed on their core role.

The Collision Investigation team has stabilised well with new members working to achieve both occupational and operational competence in this highly important area of specialist policing support. They are structured to achieve early compliance with ISO accreditation requirements, due to come into effect in 2020. In the four months since the team have returned to standalone Wiltshire direction and control, they have responded to 23 major roads incidents of which 7 have sadly proven fatal.

The integration of Roads Policing, Collision Investigation, and Road Safety into a single portfolio under the thematic 'Inspector, Head of Roads Policing' effectively delivers preventative, tactical, and enforcement approaches in full support of the National Road-Harm Reduction Strategy and the OPCC's Police and Crime Plan.

Dogs Policing and Training

Our dogs officers are fully effective and deploying directly from their kennel locations to wherever operational business requires. Directly line-managed by a specialist Dog Sergeant, they are now also supported by a dedicated Dog Training Manager and two dog-training officers. This ensures our animals are always operating at the highest level of occupational ability, are available county-wide, and that their welfare is always a core departmental focus. Our dogs play a key role in the effective management of high-threat offenders, tracking of vulnerable persons, and the recovery of discarded stolen goods.

The Inspector Head of Dogs Policing has recently designed and delivered an internal campaign to highlight the capabilities of the team, and importantly educate Force colleagues to think creatively at incident scenes and to call for a dog whenever appropriate. This has been supported by an external publicity campaign which has been well received.

Ad Hoc Arrangements (Securing operational resilience during transition)

Since April 19th 2019, transition resilience has been supported for all specialisms by the ability to access formal 'Ad-Hoc' arrangements in between Avon and Somerset, Gloucestershire, and Wiltshire. These arrangements are now drawing to a close and will formally cease at 2359 hours on August 31st. The Force is extremely grateful to regional colleagues for their support.

Securing this position has been a crucial delivery requirement of the past four months and

the Force is now in a period of stability pending movement to the new specialist operating structure on January 6th.

3. NEW SPECIALIST OPERATIONS OPERATING STRUCTURE

The PCC and Chief Constable have formally agreed the new Specialist Operations delivery model and a 'go-live' date has now been set for January 6th 2020.

This model recognises the three main specialisms individually but crucially recognises the strengths they bring when deployed in multi-disciplinary teams where they share resilience and balance operational availability. There are a number of benefits to approaching specialist operations from a 'multi-skilled', interoperable perspective. Updating the operating model to a 12-hour shift pattern provides the opportunity to deliver a team structure that maximises operational capability by flexing hours of work to meet demand. The model has been designed to meet and be resilient to unanticipated service-demand, but focus effort toward frontline CPT priorities and assist with problem solving. It achieves this efficiently without excessive growth, and utilises effective tasking processes to prioritise activity. The model maximises specialist operational capability.

12-Hour Shift Pattern

The strength and foundation of any operating model is the shift-pattern that underpins it, and significant work and officer consultation (both locally and nationally) has been undertaken by the Force to ensure that demand, operational experience, and officer wellbeing were fully recognised at the core of any considered options. Over a number of months the strengths and weaknesses of a number of options were evaluated with eventual recognition that a 12-hour shift pattern could be safely worked by specialist officers, and would be capable of delivering service in line with public expectation and Force demand.

Many forces across the country, both metropolitan and rural, utilise similar patterns to deliver their specialist policing services.

This pattern has now passed through formal officer consultation and been agreed by the Chief Constable. The team structure is now being built to balance skills and secure operational readiness for go-live in January.

Collision Investigation, by exception, will continue to work on a days and evenings pattern with an on-call capability at all other times.

2019/2020 Budget

The budget for the current year has been secured and assigned to the new operating model. It is of note that reliance upon officer overtime has been an issue of the existing structure as the Force has sought to stabilise officer numbers and create a standalone capability for all business areas. The new shift pattern and structure manages officer numbers across fewer teams and has a notable inbuilt protected learning capability which minimises necessity to abstract from core strength. In addition use of 12-hour shifts minimises service delivery requirements and maximises officer numbers at key demand times. It is anticipated that reliance upon overtime will reduce in 2020 and measures have been taken to address this.

Location

Firearms and Roads Policing assets will continue to be centrally deployed from Force operations police HQ, but will now operate on the same team and shift structure.

Dog Unit assets will operate on the same wider team and shift structure as their firearms and roads colleagues, but they can deploy directly from their home address kennelling locations to the CPT hubs.

4. CONCLUSION

The Force is committed to mobilising its workforce towards addressing high threat, harm and risk in the community, particularly in relation to supporting those most vulnerable individuals in our communities, susceptible to exploitation. The new model is working well, and is grasping the opportunity to bring proactivity and problem solving to local community policing.

ACC Maggie Blyth Local Policing and Specialist Ops
Supt Mark Sellers Head of Specialist Ops



POLICE AND CRIME PANEL

5 September 2019

AGENDA ITEM NO: 7

PUBLIC CONFIDENCE & VICTIM SATISFACTION WORK – progress since June 2019

1. Background

- 1.1. This report presents the Panel with an update on the progress of work in the area of public confidence surveying and victim satisfaction since the last Police and Crime Panel meeting (6 June 2019).
- 1.2. As outlined at the previous meeting, these are two distinct work strands. This update is in two sections.
- 1.3. Public confidence focusses on obtaining the broader public views of policing, typically from those not directly experiencing the criminal justice system (CJS). This strand is led by Head of Corporate communications, on behalf of the OPCC and Force.
- 1.4. Victim Satisfaction aims to obtain information from victims who have experienced the criminal justice service, from Police to the probation service. This is led by Deputy CEO, OPCC on behalf of the Wiltshire Criminal Justice Board.

2. Public confidence surveying

2.1. Question set development

- 2.2. Meetings have taken place to begin the discussion regarding the types of areas that we would wish to measure in terms of the confidence levels of local communities in their local police force.
- 2.3. This includes preliminary work on the specification development including what we ‘need’ to know, and what we ‘want’ to know.
- 2.4. Initial scoping has included the following:

Who are the audiences?	What do we ‘need’ to know?	What do we ‘want’ to know?
<ul style="list-style-type: none"> • Young people • Ageing population • Hard to reach groups • Independent Advisory Groups • Under engaged groups • Community leaders • Online communities 	<ul style="list-style-type: none"> • How to contact us? • Preferred method of contact? • Perception of the purpose of the police? • Confidence/trust police will help at a time of need? 	<ul style="list-style-type: none"> • Perception v expectation • Do we engage well? • Are we approachable? • Do you know how to get involved? • Do you know what the local priorities are in your area?

<ul style="list-style-type: none"> • Those who live and work in Wiltshire and Swindon • Local businesses • Rural communities • Local politicians • Educational establishments • Community groups 	<ul style="list-style-type: none"> • How accessible are we? • How safe you feel? • Perception around the biggest issues for the police to tackle? • Would you feel confident to report a crime? • Good value for money? 	<ul style="list-style-type: none"> • What worries you most? • What challenges do you think the police are facing?
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2.5. Work now continues to develop this work into detailed proposals.

2.6. Opportunity for collaboration

2.7. Discussions are taking place with Wiltshire Council to explore the consolidating the surveying of local communities. This offer to explore options will also be extended to Swindon Borough Council. Further discussions are scheduled for September 3.

2.8. This could see a twice-yearly formal public survey, with different sections included for each organisation, but with the opportunity to share common data (i.e. around perceptions of safety, ASB etc).

2.9. In addition to the formal twice yearly survey, we would use the police specific question set dynamically across modern channels (i.e. social media, community messaging, websites, surveys on officers smartphones) in order to build up a rich picture of feedback in a timely way.

3. PUBLIC CONFIDENCE - NEXT STEPS

3.1. In the interim period we continue to use Crime Survey of England and Wales data to measure public confidence in policing within Wiltshire and Swindon. This is next due to report in October 2019.

3.2. Once local data from this work is analysed, we will incorporate it into the Police and Crime Plan scorecard.

4. VICTIM SATISFACTION

- 4.1. The OPCC led an audit of all existing victim engagement. This identified a range of formats and mechanisms currently in use to understand the experience of victims. This includes Wiltshire Police, Wiltshire OPCC, criminal justice partners, and OPCC commissioned victims' services.
- 4.2. The wide range of mechanisms used are often small scale and lack the depth of information to make improvements in services. There is a lack of consistency in how victim experience is collected and used.
- 4.3. The Wiltshire Criminal Justice Board Strategy has set the objective to bring together a system for measuring victim experience to strengthen the victim's voice in the system. Wiltshire OPCC is leading this work.
- 4.4. An outline model for delivering a system approach has been developed and will be scoped with criminal justice partners at a victim's satisfaction workshop. Wiltshire OPCC is working with Her Majesty's Court and Tribunal Service to develop the first shared victim satisfaction tools.

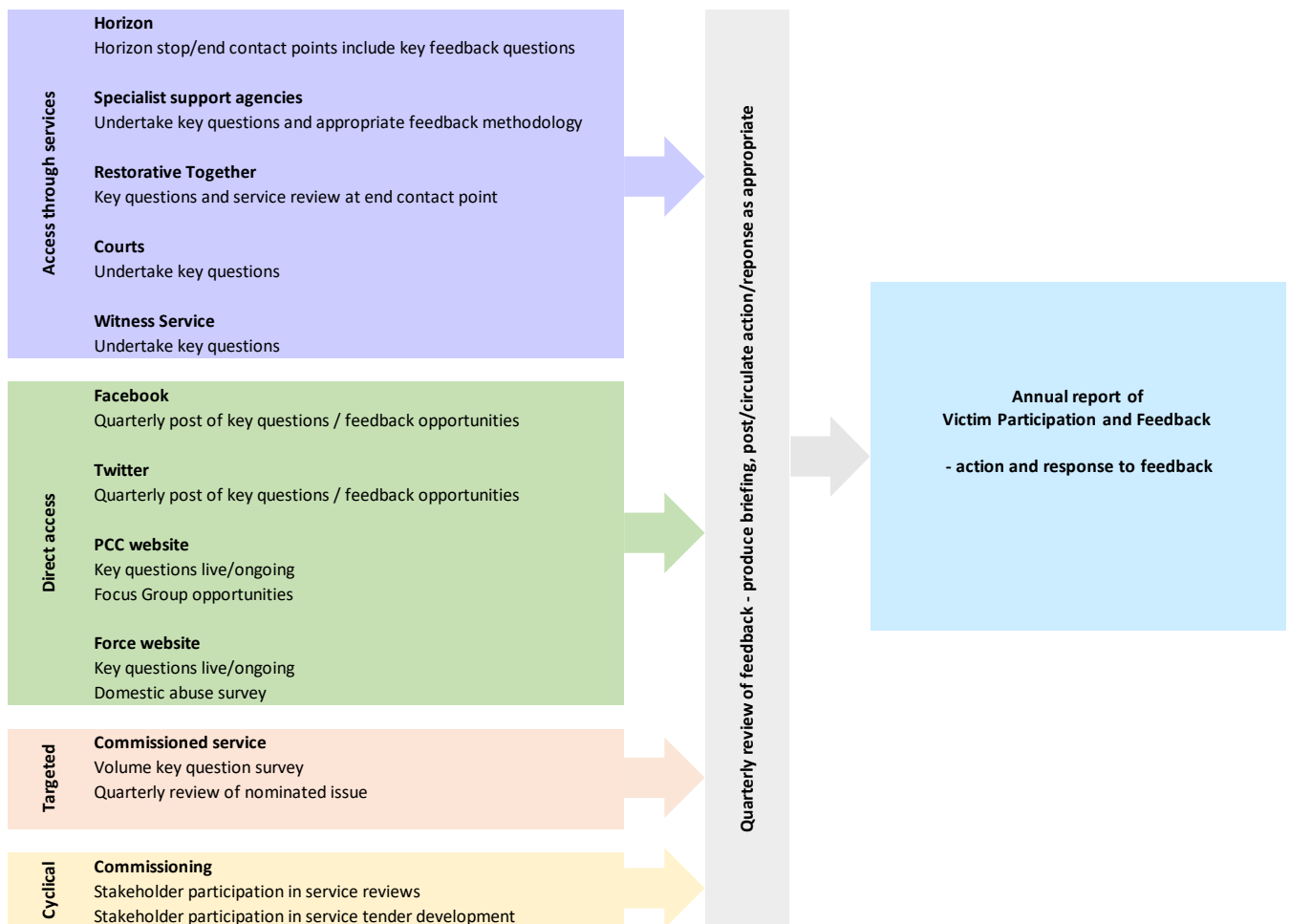


Figure 1 Outline Victim experience model



- 4.5. The objective is to provide shared performance measures for victim satisfaction as well as the production of an annual PCC victim participation and feedback report.
- 4.6. This report will identify themes in the victims' experience of the criminal justice system and provide the framework for improvement for the criminal justice board.
- 4.7. A specification has been drafted to commission a multi-agency survey to obtain information for CJS partners. This includes standardised surveying, victim focus groups and interviews.
- 4.8. Options for the production of the PCC victim participation and feedback report are being considered and may form part of the specification.

5. NEXT STEPS

- 5.1. Further consultation on the approach will be conducted with CJS stakeholders.
- 5.2. A stakeholder workshop is scheduled for early autumn with partners across the CJS to discuss the specification and work to improve consistency in how victim feedback is coordinated.
- 5.3. Market testing will commence once an agreed specification has been agreed
- 5.4. Once information is available, we will incorporate it into both the Wiltshire Criminal Justice Board and Police and Crime Plan scorecard.

6. RECCOMENDATIONS

- 6.1. Members are asked to note the update

Kieran Kilgallen
Chief Executive
OPCC Wiltshire