

# AGENDA

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**Meeting:** WILTSHIRE POLICE AND CRIME PANEL  
**Place:** Committee Room 6, Civic Office, Euclid St, Swindon SN1 2JH  
**Date:** Thursday 7 December 2017  
**Time:** 10.30 am

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Please direct any enquiries on this Agenda to Kevin Fielding, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01249 706612 or email [kevin.fielding@wiltshire.gov.uk](mailto:kevin.fielding@wiltshire.gov.uk)

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## **Membership:**

CLlr Junab Ali - Swindon Borough Council  
CLlr Abdul Amin - Swindon Borough Council  
CLlr Alan Bishop - Swindon Borough Council  
CLlr Richard Britton - Wiltshire Council  
Cindy Creasy - Co-Opted Independent Member  
CLlr Anna Cuthbert - Wiltshire Council  
CLlr Ross Henning - Wiltshire Council  
Chris Henwood - Co-Opted Independent Member  
CLlr Peter Hutton - Wiltshire Council  
CLlr Brian Mathew - Wiltshire Council  
CLlr John Smale - Wiltshire Council  
CLlr Caryl – Sydney-Smith – Swindon Borough Council

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## **Substitutes:**

CLlr Peter Evans - Wiltshire Council  
CLlr Sue Evans - Wiltshire Council  
CLlr Sarah Gibson - Wiltshire Council  
CLlr Ruth Hopkinson - Wiltshire Council  
CLlr Gordon King - Wiltshire Council

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# AGENDA

## Part I

Items to be considered when the meeting is open to the public

1 **Apologies for Absence**

2 **Minutes and matters arising** (*Pages 5 - 10*)

To confirm the minutes of the meeting held on Thursday 14 September 2017.

3 **Declarations of interest**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

4 **Chairman's Announcements** (*Pages 11 - 12*)

- PCP Conference
- Police and Fire Collaboration at the PCP Conference  
*A link to the LGA position on business cases for closer working and mergers is available to view here:*

<http://lga.moderngov.co.uk/documents/s15342/Update%20paper.pdf>

- Member survey of CPT implementation

5 **Public Participation**

The Panel welcomes contributions from members of the public.

Statements

If you wish to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Speakers are permitted to speak for up to 3 minutes on any agenda item. Please contact the officer named on the first page of the agenda for any further clarification.

## Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm on Friday 1 December**. Please contact the officer named on the first page of the agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

6 **Impact of 2017 Police Officer Pay Award** (Pages 13 - 14)

7 **Quarterly data (Q2)- Performance & Risk** (Pages 15 - 86)

To receive quarterly performance data from the OPCC as follows:-

- Performance Report
- Risk Register

8 **Member Questions** (Pages 87 - 88)

9 **Forward Work Plan** (Pages 89 - 92)

To note the forward work plan.

10 **Future meeting dates**

To note the future meeting dates below:

- 18 January 2018 City Hall, Salisbury
- 1 February 2018 – Monkton Park, Chippenham
- 22 March 2018 – Corn Exchange, Devizes
- 14 June 2018 - Corn Exchange, Devizes
- 27 September – County Hall, Trowbridge
- 6 December 2018 – Civic Offices, Swindon

## **Part II**

*Item(s) during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed*

**None**

## WILTSHIRE POLICE AND CRIME PANEL

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### **DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 14 SEPTEMBER 2017 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.**

#### **Present:**

Cllr Abdul Amin, Cllr Junab Ali, Cllr Alan Bishop, Cllr Richard Britton, Cindy Creasy, Cllr Anna Cuthbert, Cllr Ross Henning, Chris Henwood, Cllr Peter Hutton, Cllr Brian Mathew, Cllr Jonathon Seed and Cllr John Smale

#### **Also Present:**

Angus Macpherson – Police & Crime Commissioner  
Mike Veale – Chief Constable, Wiltshire Police  
Kieran Kilgallen – OPPC  
Chris McMullin – OPPC  
Matt Thomson – OPCC  
Carolyn Filmore – OPCC

Emily Higson – Wiltshire Council  
Kevin Fielding – Wiltshire Council

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#### **29 Welcome**

The Chairman welcomed Mike Veale – Chief Constable – Wiltshire Police and members of the public to the meeting.

Cllr Jonathon Seed raised the question of webcasting future PCP meetings, Kevin Fielding – Democratic Services Officer advised that he would feed this request back to Democratic Services.

#### **30 Apologies for Absence**

Apologies were received from Cllr Dale Heenan – Swindon Borough Council. It was noted that Cllr Caryl Sydney-Smith would replace Cllr Heenan for future meetings as a Swindon Borough Council representative.

### 31 Minutes and matters arising

#### Decision:

- The minutes of the meeting held on Thursday 29 June 2017 were agreed as a correct record and signed by the Chairman.

It was noted that Cllr Richard Britton and Cllr Peter Hutton were in attendance at this meeting.

### 32 Declarations of interest

There were no declarations of interest.

### 33 Chairman's Announcements

The Chairman advised that a "Blue Light Services" guide had now been produced, the link below gives full details.

<https://www.local.gov.uk/fire-and-rescue-services-england-guide-police-and-crime-panel-members>

### 34 Public Participation

Mr Paul Sunners, a Swindon resident raised the following question with the Commissioner:

*"The Police and Crime Commissioner's summary performance report for Quarter 1 – 2017/18 reports reductions in levels of public confidence, victim satisfaction with police visibility.*

*Does the Police and Crime Commissioner attribute the reported perception to the significant increase in reported crimes, which include a 16.3% increase in dwelling burglaries and a 26.2% increase in vehicle crimes?*

*Will one outcome of the public survey of Community Policing recommend a strategic response to the public need for increased police visibility within our communities?"*

The Police and Crime Commissioner advised that he would provide Mr Sunners with a full written response to his question.

The Chairman made the point that good work was being carried out by Neighbourhood Watch Groups across the county.

## 35 **Review of Community Policing**

Chris McMullin – OPCC outlined the Wiltshire Police review of Community Policing.

(The power point presentation is attached to these minutes)

Questions raised included:

Was there more flexibility of deployment using the new model?

*a. Flexibility had improved under the new model, but was still a challenge with managing staffing levels across the force.*

Why a five shift system?

*a. It gives the best balance between work, resources and staffing.*

Where do PCSOs fit in to the new system?

*a. PCSOs were very much part of the model, playing an important role in community policing.*

Why bring in the new model and not properly resource it?

*a. Policing budgets were falling year on year, new emerging crimes mean that Wiltshire had to think outside of the box.*

Were Wiltshire Police lobbying Central Government for more resources?

*a. The Commissioner had met with all local MPs to try and highlight Wiltshire's lack of funding.*

Does the new model mean that intel was fed to partner agencies quicker?

*a. Yes, Wiltshire Police was now more aligned with our partner agencies than ever.*

Was the training budget big enough?

*a. Wiltshire Police was increasing its training of staff, with less resources it needed its staff to be as best trained as possible.*

The Chairman thanked Chris McMullin for his presentation.

## **CPT Evaluation PRESENTATION FOR PCPv2**

## 36 **999 television programme**

Mike Veale - Chief Constable, Wiltshire Police gave an update on Wiltshire Police and the 999 television programme after several Wiltshire Councillors had indicated that they felt that the programme had not portrayed the county, Wiltshire Police, Local Authorities and partners in a good light.

It was felt that the relationship between Wiltshire Police and Wiltshire Council was now challenging and needed to be repaired.

(A full transcript of Mike Veale's statement is attached to the minutes)

Mike Veale also added that Wiltshire Police had always had a fantastic relationship with its partners, and would continue to build relationships with these partners.

In hindsight Wiltshire Police should have perhaps discussed its plans with the Local Authorities before agreeing their involvement in the programmes.

The Chairman thanked Mike Veale for attending the meeting and speaking to the panel.

### **999 whats your emergency**

#### **37 Quarterly data (Q1)- Performance / Risk / Finance / Complaints**

It was agreed that due to time constraints the panel would take a brief look at the Quarterly data (Q1) 1 April – 30 June 2017 contained in the agenda pack.

Performance Report (Q1) 1 April – 30 June 2017  
The report was noted.

Deep Dive - Prevent Crime and keep people safe Delivery Plan 2017-21  
The report was noted.

Risk Register – Quarter One 2017-18  
The report was noted.

It was agreed that a report "Impact of the Police Pay Award" would come to the next meeting in December 2017.

The Chairman thanked the Commissioner for his report.

#### **38 Staff Survey**

Chris McMullin outlined the Wiltshire Police Staff Survey 2017 which summarised the findings from the 'Pulse' survey.

(The power point presentation is attached to these minutes)

The Chairman thanked Chris McMullin for his presentation.



## **Pulse Survey Presentation for\_Policeand CrimePanel\_140917**

### **39 Questions to the Commissioner**

Questions to the Commissioner, (as part of the agenda pack) were noted by the Panel.

### **40 Forward Work Plan**

The Forward Work Plan was noted.

### **41 Future meeting dates**

The next meeting of the Police and Crime Panel will be on Thursday 7 December 2017 at Swindon Borough Council offices.

(Duration of meeting: 10.30 am - 2.00 pm)

The Officer who has produced these minutes is Kevin Fielding, of Democratic Services, direct line 01249 706612 or e-mail [kevin.fielding@wiltshire.gov.uk](mailto:kevin.fielding@wiltshire.gov.uk)

Press enquiries to Communications, direct line (01225) 713114/713115

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## NOTES FROM THE NATIONAL CONFERENCE OF POLICE AND CRIME PANELS

Warwick University November 6<sup>th</sup> 2017

Organised by Frontline Consulting; sponsored by Grant Thornton.

- 1 The event was very well attended – over 120 delegates. The first conference held four years ago had fewer than a half that number.
- 2 The problems around the Criminal Justice System figured heavily. This was especially important with the demise of the Probation service, the reduction in the number of courts and the reduction in drug and alcohol services. This ‘direction of travel’ makes more and more important crime prevention and the reduction of re-offending.
- 3 Many delegates/speakers talked about the need to seek separate verification for what their PCC was telling them. One even had their HMIC Inspector along to speak privately too them!
- 4 Some PCPs have their Lead Members table questions before meetings for discussion before the PCC joins the meeting.
- 5 One PCP had its PCC present only for about half an hour. The rest of the meeting was spent debating amongst themselves. (I am at loss as to how this could work to ‘hold the Commissioner to account’.)
- 6 An interesting and useful question which one PCP regularly poses to its Commissioner is “How often and on what issues have you held the Chief Constable to account since our last meeting”. I will think about how we might use this approach.
- 7 Several panellists spoke of the need to liaise with the Community Safety Partnerships and also the internal scrutiny process. We have never done that and I will give it some thought.
- 8 There was a PCC on the Panel and he repeated the phrase Angus often comes out with: “This job is not just about policing”. My own response to that is, as you know, “No, but it should be more about policing than it is”.
- 9 One PCP reported that it held two private meetings each year “For Reflection”.
- 10 Another reported that it published an Annual Report (as we did at the end of our first year) and that it always issues a press release after every meeting. This latter is something about which I feel a bit guilty. I will try to address that shortcoming.
- 11 There was some enthusiasm for having Community Safety “All in one place” (and presumably under one hand) – all the blue-light services, the CSPs, YOT, etc etc.
- 12 Panels should spend more time looking at the future shape of policing not simply reacting to the here and now. I have a particular interest in this since I believe it inevitable that forces will become at least regional and possibly even National. That means it’s even more important to work out how a rump of ‘local’ ie neighbourhood or community police could be retained in that environment.
- 13 It is intended to continue with the formation of a National Association of Police and Crime Panels as a Special Interest Group under the auspices of the LGA. I am toying with the idea of volunteering for the Steering Group but it has taken a whole year for it to get this far and I fear the bureaucracy might overcome my patience!

I delivered a Workshop – supported by Adam Brown – on the way we approach the monitoring of Performance against the Police and Crime Plan and the part played by our Performance Dashboard. I think it was fairly well received (a couple of delegates said they were impressed by the Dashboard). But it led to a very wide-ranging, and useful discussion. My thanks to Nicky Dyer and Emily Higson for their help producing a short handout.

Richard Britton

7<sup>th</sup> November 2017



**POLICE AND CRIME PANEL**  
**7 December 2017**

**AGENDA ITEM NO:**

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## **IMPACT OF 2017 POLICE OFFICER PAY AWARD**

### **Purpose**

1. This paper notifies the Panel of the impact of the 2017 Police Officer pay award.

### **Background**

2. In September 2017 the pay award was agreed. The pay award consisted of:
  - a 1% increase to base pay for all ranks
  - an additional one-off non-consolidated payment to officers at federated and superintending ranks.
3. The APCC Workforce Lead Ron Hogg said: "The increase in pay for the police officers who work so hard to keep us safe, often going above and beyond what is required, is to be welcomed. In particular, it gives some recognition of the extraordinary contribution they have made over the past 12 months".
4. The non-consolidated payment is the equivalent of a 1% pay rise, when adding this to the 1% increase it will seem to officers that they have received a pay rise of 2% this year. This is paid on a monthly basis.

### **Financial Impact**

5. The pay budget for 2017-18 was set at 1%, hence the extra 1% from September is an additional cost to the Chief Constable.
6. This settlement could impact the Police Staff pay award; this has yet to be agreed. Again this was set at 1% in the budget.
7. Assuming agreement is reached for a similar one-off payment to Police Staff the budget impact is £0.389m for 2017-18. It is forecast that this can be consumed within the current budget. In 2018-19 there will be a one-off funding requirement of £0.279m. As this is one-off, it is planned that the first call for any underspend in 2017-18 will be to set finances aside to fund this.

### **Risk**

8. In light of the government's 1% public sector pay cap, previous financial plans allowed for cost increases at this level. If a 1% pay increase was given in 2018-19, it would just cover the bonus awarded i.e. officers monthly pay would not change. With inflation running at 3% it is unlikely that staff associations would be content with this. It therefore seems appropriate to plan for a higher settlement in 2018-19. Based on this current planning is assuming a 2% settlement for officers and staff in future years.

9. This would lead to a 1% increase in monthly pay. In light of inflation there is a risk that even a 2% increase would not be acceptable.

### **Legal**

10. The Officer Pay award is a national agreement with Chief Constables having to abide by this so there is no room for local negotiation.

### **Conclusion**

11. The Panel is asked to note the financial implications and risks involved with the 2017 Police Officer pay award.

**Angus Macpherson**  
Police and Crime Commissioner

**Office of the Police and Crime Commissioner for Wiltshire and Swindon**

**Quarter Two 2017-18 (1 July to 30 September 2017)**

**For Police and Crime Panel meeting 7 December 2017**



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## **Introduction by Commissioner Angus Macpherson**

This document provides the performance information for quarter one against my Police and Crime Plan 2017-21.

This is the summary performance report for quarter two 2017-18.

### **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 which I consider require the panel to consider:

### **PEEL Efficiency**

The inspection was carried out earlier this year by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.

For the third year in a row, Wiltshire Police has been assessed as good in the efficiency with which it keeps people safe and reduces crime.

I am pleased that the inspectors have recognised that the Force has a good understanding of the demand for its services; that it uses its resources well to manage that demand and that its plans for meeting future demand are also judged to be good.

HM inspectors have also noted that ‘a culture of continuous improvement is in place throughout the Force, resulting in better services for the public’.

Quite rightly the report notes that ‘there are sometimes delays in answering non-emergency calls to the Force control room’ and that this is an area for improvement, which we have discussed with the panel. I have agreed with Chief Constable Mike Veale that £250,000 should be invested to increase the number of staff in the crime and communications centre to address the issue of people calling 101 hanging up whilst held in a queue. You will see from the performance report above that this is beginning to have a positive effect on 101 answer times and reducing abandonment of calls.

More needs to be done and we are at the early stage of implementing the improvement plan for the Force control room.

I cannot praise the Force highly enough that this consistently good performance with a backdrop of changing threat, harm and risk, whilst also being the 4<sup>th</sup> lowest funded force in England and Wales.







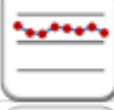



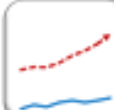

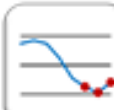
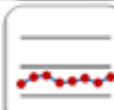
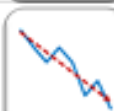



**Angus Macpherson**

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

**December 2017**

## New performance dashboard Key

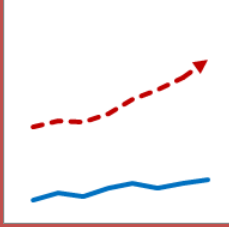
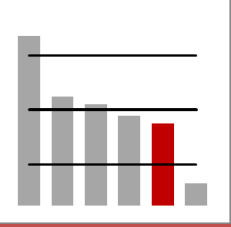
Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last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

## New performance dashboard

Priority 1: Prevent crime and keep people safe				Priority 2: Protect the most vulnerable people in society				Priority 3: Put victims, witnesses and communities at the heart of everything we do				Priority 4: Secure a quality police service that is trusted and efficient			
Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context
Crime volume	11,451		Increasing trend but in line with peers	S136 Arrests	60		Long term decreasing trend	Satisfaction of victims with the whole experience	76.3%		Long term decreasing trend influenced by attendance	Average time to answer CriB call	3mins 3 sec		Long term increasing trend, however discrete monthly decreases during quarter two
Crime recording compliance	N/A		No overall compliance provided as an internal audit on DA was the priority	Number of Missing Individuals	494		Stable	Satisfaction with being kept informed				Average time to answer 999 call	5 sec		Stable and efficient
Cyber flagged + Key word	489		Increase on quarter one, however long term trend is stable	Volume of CSE crimes	41		Long term, slow increasing trend	Satisfaction with ease of contact				Abandonment rate	11%		Long term increasing trend, however discrete monthly decreases during quarter two
Hate crime volume	148		Trend is stabilising	Volume of DA Crime (ACPO defined)	1422		Stable	Satisfaction with treatment				Immediate response time (Interval)	10mins 38 sec		Improving trend in time it takes
Outcome rate	18.5%		In line with MSG but lower than national average. Recent increase compared to quarter one	Volume of Sexual Offences (Recent / Non Recent)	415		Recent monthly decreases but in line with peers	Conviction rates	90%		Stable and high	Priority response time (Interval)	52mins 33 sec		Improving trend in time it takes
ASB volume	4,796		Long term reducing trend with short term increases					% of cracked or ineffective trials due to prosecution	17%		Stable with a discrete increase from quarter one to quarter two	Quality of first files	39.5%		Stable
Overall confidence with the police in this area	N/A		Survey runs bi-annually and results will be published in quarter four report					Number of times Officers used live links	41		Discrete monthly decreases	Quality of full files	2.6%		Stable
KSI- Collisions	69		Increase on quarter one, however long term trend is decreasing					Number of times virtual court used	88		Discrete increasing trend	Complaint cases recorded	322		Long term increasing trend, however discrete monthly increases during quarter two
Special Constables hours deployed	20,831		Significant Increasing trend					Restorative Justice level 1	114		Discrete increasing trend	% Complaints recorded within 10 working days	99%		Stable and high
Number of Volunteers in post	87		Increase in quarter two of NPPV level 2 volunteers					Subject to change				Complaints average number of days to record	3 days or less		Stable and low
												Percentage of appeals upheld	41%		Long term stable picture with recent decrease
												Morale of staff - Staff Survey	N/A		
												Number of actual days lost per person	13		Long term reducing trend

## 1. Prevent crime and anti-social behaviour

Crime volume	Q1. 10,859	Q2. 11,451	 
	Rolling 12 months 42,523	Rolling 12 months 43,358	

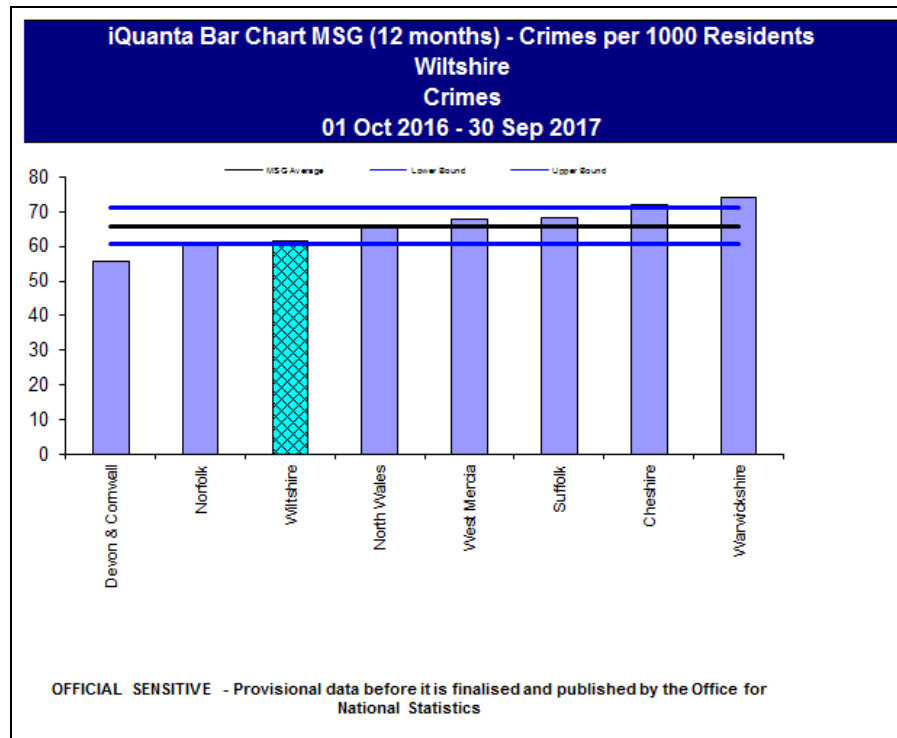
- Information published in iQuanta and ForceSight (a Microsoft Excel analytical product that compares forces on a regional and national scale) shows that all 43 forces have seen an increase in crime recording when comparing the 12 months to September 2016 with the 12 months to September 2017. The details are highlighted in the table below.

Areas	Earlier Period Oct-15 to Sep-16	Later Period Oct-16 to Sep-17	Change	
			Numeric	Percentage
<b>England &amp; Wales</b>	<b>4,001,371</b>	<b>4,616,537</b>	<b>+ 615,166</b>	<b>+ 15.4%</b>
<b>South West Region</b>	<b>320,142</b>	<b>356,482</b>	<b>+ 36,340</b>	<b>+ 11.4%</b>
Avon & Somerset	127,142	135,233	+ 8,091	+ 6.4%
Devon & Cornwall	79,622	96,399	+ 16,777	+ 21.1%
Dorset	43,738	47,608	+ 3,870	+ 8.8%
Gloucestershire	29,926	33,884	+ 3,958	+ 13.2%
Wiltshire	39,714	43,358	+ 3,644	+ 9.2%
<b>Most Similar Group</b>	<b>417,868</b>	<b>491,817</b>	<b>+ 73,949</b>	<b>+ 17.7%</b>
Wiltshire	39,714	43,358	+ 3,644	+ 9.2%
Devon & Cornwall	79,622	96,399	+ 16,777	+ 21.1%
Warwickshire	33,433	41,196	+ 7,763	+ 23.2%
Suffolk	43,907	50,766	+ 6,859	+ 15.6%
North Wales	40,021	45,521	+ 5,500	+ 13.7%
West Mercia	75,663	85,433	+ 9,770	+ 12.9%
Norfolk	48,267	53,768	+ 5,501	+ 11.4%
Cheshire	57,241	75,376	+ 18,135	+ 31.7%
Number of forces in England & Wales with an increase in this category			<b>43</b>	

*Volume and percentage change of crime reported in the 12 months to September 2016 and 2017.*

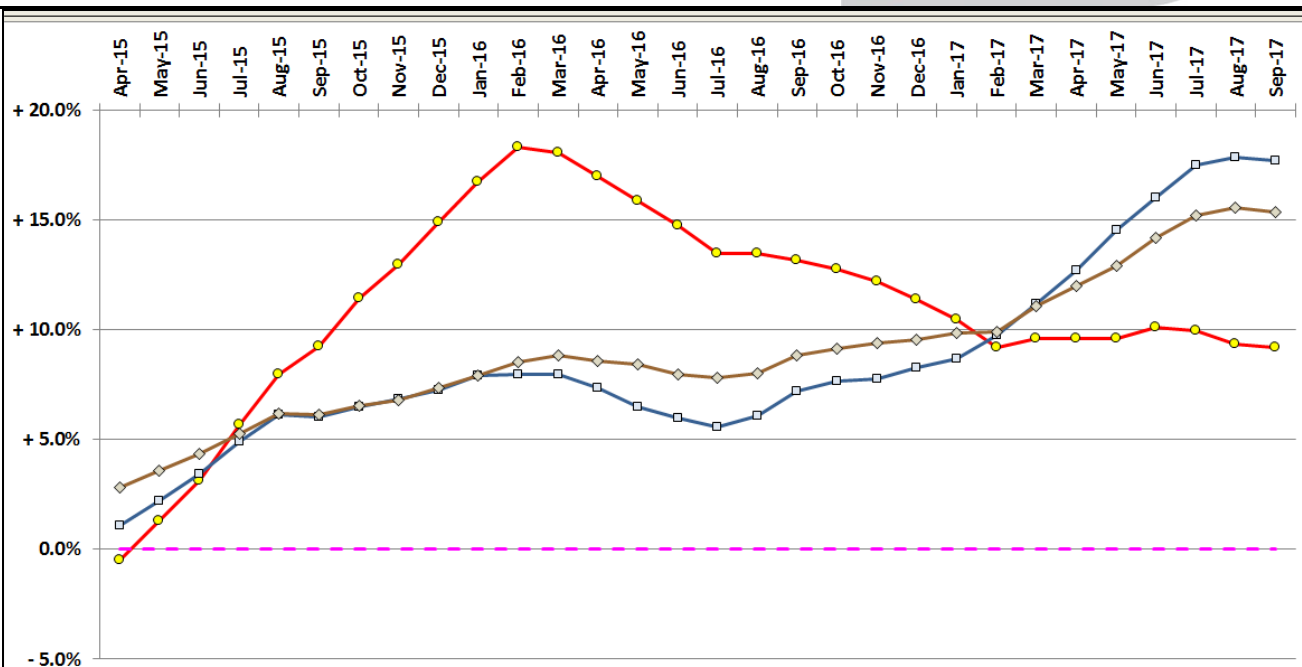
- As shown in the table above, Wiltshire has seen a 9.2 per cent increase in the volume of crime reported in the 12 months to September 2017. This percentage change is less than the regional and national positions which are 11.4 per cent and 15.4 per cent respectively.
- The recorded crime rate per 1,000 population for Wiltshire in the year to September

2017 is 61.38 crimes. This is lower than most similar group (MSG) peers average of 65.56 crimes per 1000 population, but statistically in line, as shown in the chart below:



*All crime up to September 2017 – most similar group (MSG) position*

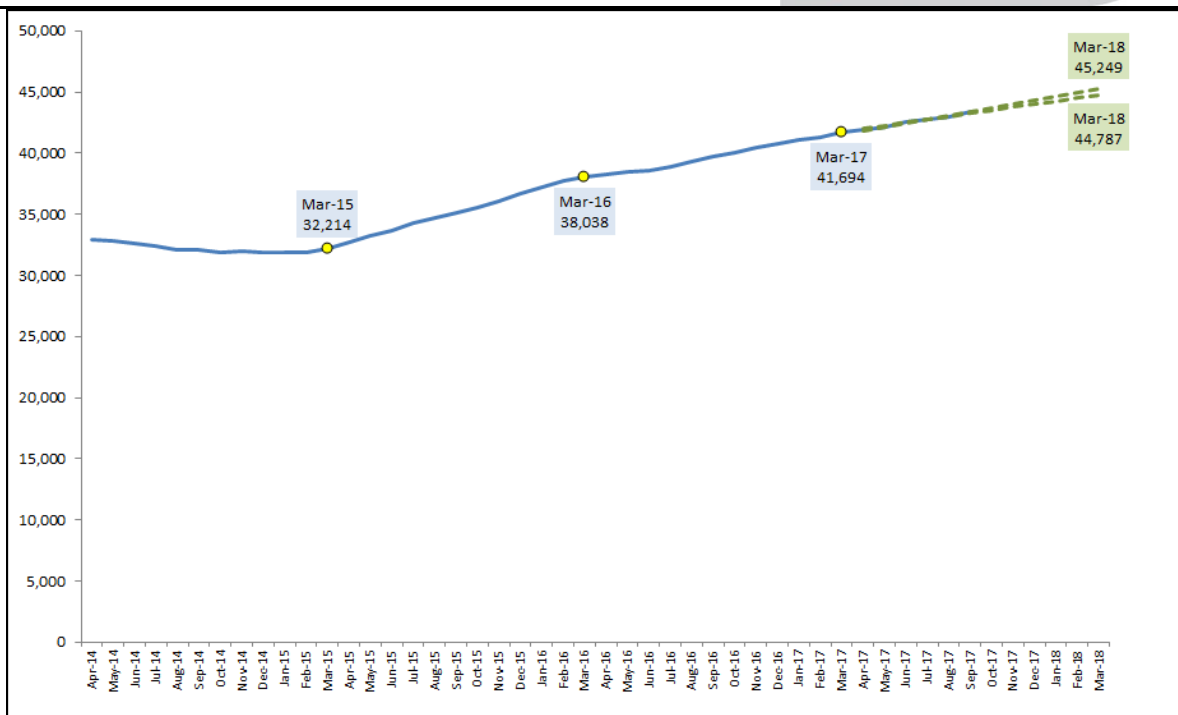
- Wiltshire continues to see an increase in crime reported year on year. However, the rate of increase is slower than that of the MSG and the whole of England and Wales (highlighted in the graph below from February 2017). From this point, Wiltshire's rate of increase and direction of travel is visibly plateauing compared with an increasing trend for the MSG and the whole of England and Wales.



The red line in the chart represents the percentage changes achieved by the selected force, Wiltshire.  
 The blue line in the chart represents the percentage changes achieved by the force's Most Similar Group (including the selected force)  
 The brown line in the chart represents the percentage changes achieved across the whole of England & Wales

*All crime up to September 2017 – percentage change compared to previous year trend*

5. Information published in iQuanta and ForceSight shows that there were 11,451 crimes recorded during quarter two and 43,358 crimes were recorded in Wiltshire in the 12 months to September 2017.
6. This represents an increase of 3,644 crimes (nine per cent) recorded when comparing the most recent to the previous 12 months to September. Nationally there was a 15.4 per cent increase for the same period.
7. By quickly adopting crime recording recommendations following an inspection by Her Majesty's Inspectorate of Constabulary (as it was then called) in 2014-15, Wiltshire has continued to record crime to an accurate and expected level as set by the HMICFRS. This improvement has happened at a quicker rate than other forces nationally and is now stabilising whilst other forces are seeing an increase as highlighted in the chart above.

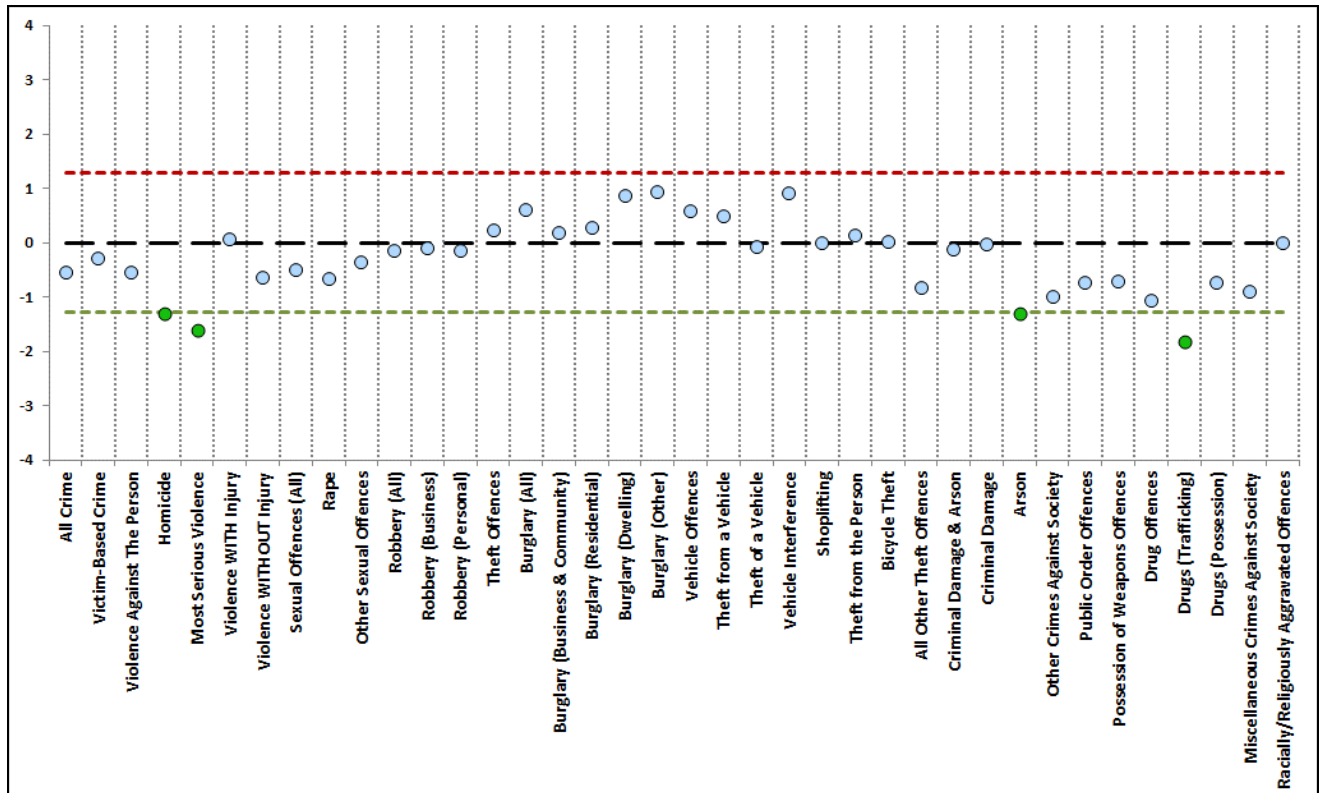


*All crime up to September 2017 – forecast up to the end of 2017-18*

8. It is forecast that, by the end of the 2017-18 financial year, between 44,787 and 45,249 crimes will be recorded in Wiltshire, as displayed in the chart above. This forecast will become narrower and more reliable with every month of 2017-18 that passes.
9. The chart below shows Wiltshire's crime group rate of change in comparison with the national rate of change. The zero scale through the middle of the chart represents the national rate of change as a baseline. Any data point below or above the line suggests Wiltshire's rate of change is lower or higher than the national average and anything within the two boundaries suggests no statistical exception (based on 1.28 standard deviations).
10. The data points are z-scores which represent how far Wiltshire's rate of change within each group is from the average.
11. For example, Wiltshire has increased by nine per cent and nationally there has been a 15.4 per cent increase. To help us understand whether this difference is normal or an exception, a z-score is applied.
12. The z-score for all crime is -0.58 which represents 0.58 standard deviations below



average. Any data point  $\pm 1.28$  standard deviations is considered statistically exceptional using this chart.



*Z-Score chart comparing all crime types*

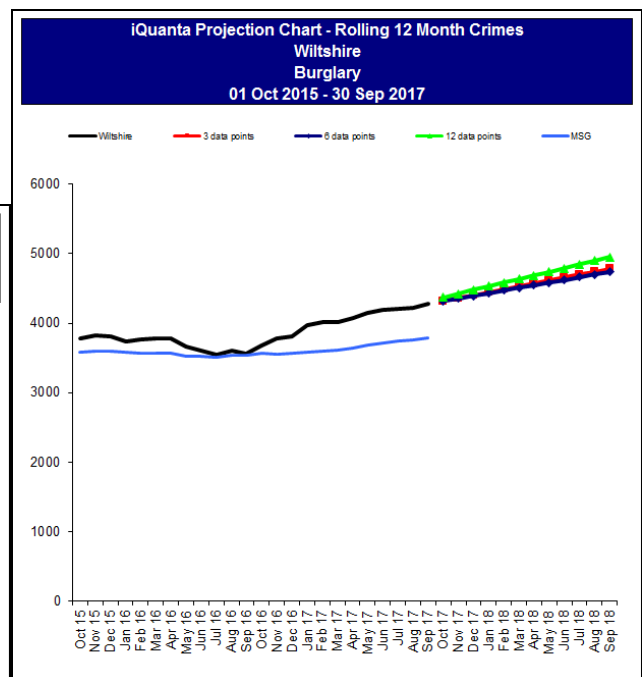
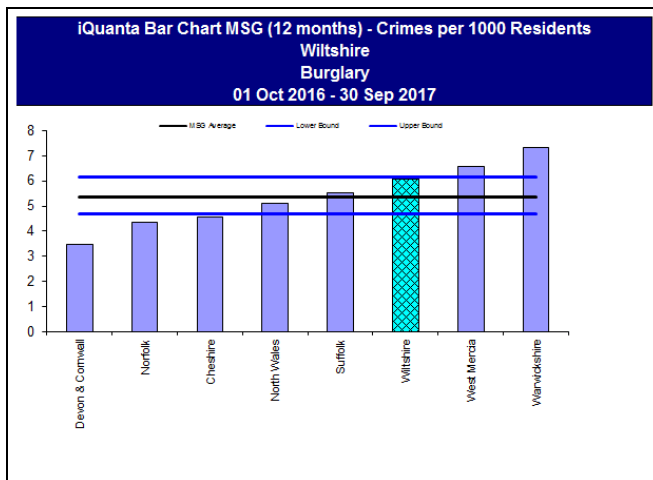
13. Based upon the evidence presented in the above z-score chart. Wiltshire is an outlier for four crime types which shows the Force as having statistically significant low volumes of arson, drug trafficking, homicide and most serious violence. All other crime types are within statistical bounds.
14. Although there are no crime types that are considered exceptionally high in the chart above, the Force continually monitor and assess the trends. In doing so, the Force have chosen to discuss residential burglary and vehicle crimes in greater detail because of their increases in crime by crime type.
15. The Force continue to prioritise the increasing crime trend for dwelling burglary and the ability to provide the victim with a positive outcome. In doing so, an improvement plan was commissioned during quarter one and burglary was made a new force priority alongside the control strategy. The head of crime for Wiltshire, Superintendent Sarah Robbins has further developed a detailed improvement plan set against the structure of prevention, preparing the work force, pursuing those responsible and

protecting the community.

16. The plan continues to address standards of investigation and process improvements surrounding forensic hits. The progress in relation to these is discussed tactically on a fortnightly basis with key personnel. Summaries of these meetings are then reported in to the Senior Command Team and the Strategic Delivery and Transformation (SD&T) board, chaired by the Chief Constable where progress and performance is monitored and scrutinised on a monthly basis.

17. Since April 2017 the way burglary is recorded has changed nationally and new categories are not directly comparable to the previous ones. This change has affected the ability of forces across the country to accurately submit the number of offences recorded and compare them using a year to end of quarter comparison. This is further explained in points 45-48 of the report.

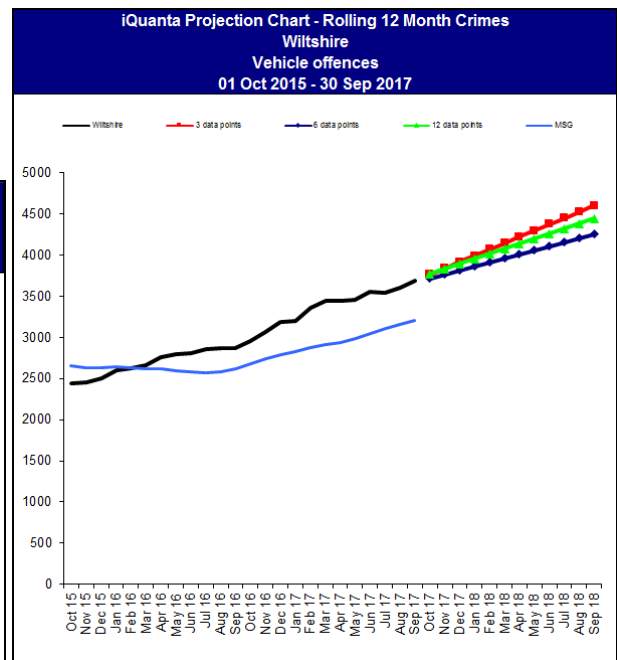
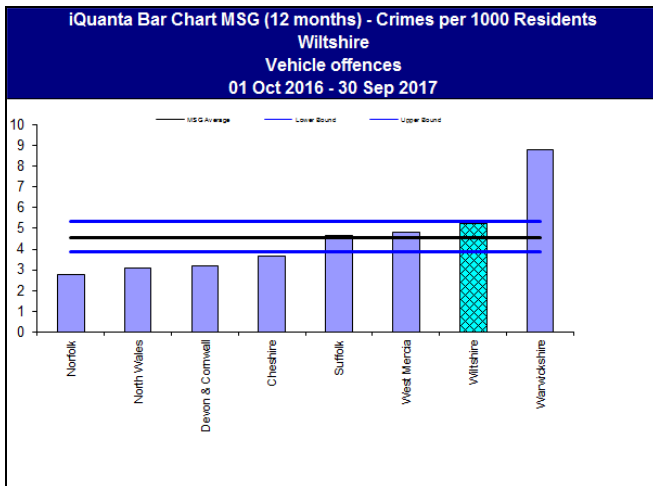
18. In the year to September 2017 there were 4,285 burglaries in Wiltshire which represents an increase of 20 per cent or 720 additional crimes compared to the same period last year.



*Burglary up to September 2017 – most similar group (MSG) position and trend*

19. Nationally, there has been a 7.7 per cent increase in burglary, with 30 other forces recording increased volumes compared to the previous year.

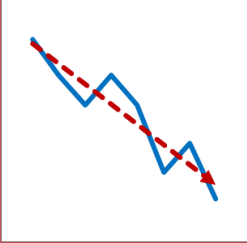
- 20. Wiltshire's rate of increase up to September 2017 is the fifth highest nationally. This is primarily driven by two factors. The first being the ongoing series of linked burglaries affecting areas across Wiltshire and Swindon and secondly, because Wiltshire has come from a position of exceptionally low volume.
- 21. The volume of vehicle offences recorded in the year to September 2017 was 29 per cent higher than the previous year. This equates to a total of 3,693 offences, 828 more than the previous 12 months.
- 22. Vehicle offences are increasing nationally (17.7 per cent) and regionally (16.4 per cent) with 40 forces recording increases.
- 23. Wiltshire's rate of increase for the volume per 1,000 population is the seventh highest nationally. This rate of change is not significantly worse than peers. However, very close to being so.



*Vehicle offences up to September 2017 – most similar group (MSG) position and trend*

- 24. The Force has reviewed the trend through monthly tasking and performance meetings and, in response, is prioritising crime prevention techniques given that three quarters of offences happened where the vehicle was insecure or with valuables on display.

25. In line with the control strategy, the Force is also targeting as a priority specific offenders involved in vehicle crime and other forms of criminality.

Crime recording compliance rate	Q1. 90.9 percent	Q2. N/A	
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23. 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.

24. 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.

25. 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.


26. 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.

27. In quarter two, the C&IVU continued to focus on auditing domestic incidents and kept that category as a priority. Consequently, an overall crime recording compliance rate is not available for publishing as that audit has not been conducted. In July 2017, the unit conducted an audit that replicated the inspection by HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The purpose was to check the accuracy of incidents being recorded as crimes.

28. A statistically significant sample size of 217 domestic incidents was reviewed. The findings demonstrated that the Force was 96 per cent compliant when identifying if an incident needed to remain in the incident recording system known as STORM.

29. The Force was 78 per cent compliant when identifying if a domestic incident needed to be recorded as such within the record management system known as NICHE. This finding highlighted that 52 crimes were misidentified as incidents.

- 30. This re-audit confirms that, when resources are removed from the C&IVU to focus on other priorities to audit, the Force’s incident compliance rate does not improve.
- 31. An internal review focusing on the sustainability of the C&IVU has taken place. The findings of this review are being presented to members of the Senior Command Team at an internal Crime and Justice Board. The review aims to outline what is required to help sustain a high compliance rate in Force.

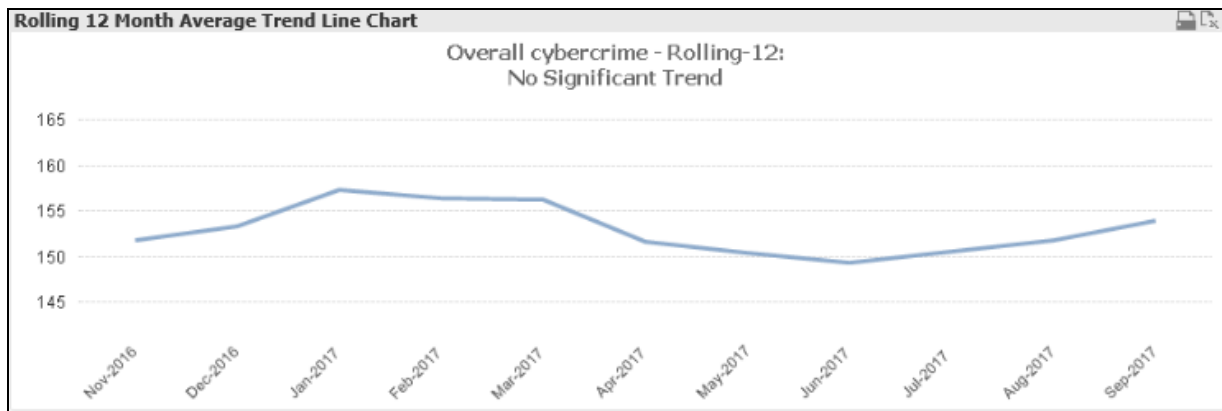
Cyber flagged + Key word	Q1 394 crimes in total  131 monthly average	Q2 489 crimes in total  163 monthly average	
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26. As technology advances, so does the threat of cybercrime. Offenders continue to find smarter ways to commit this type of crime.

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

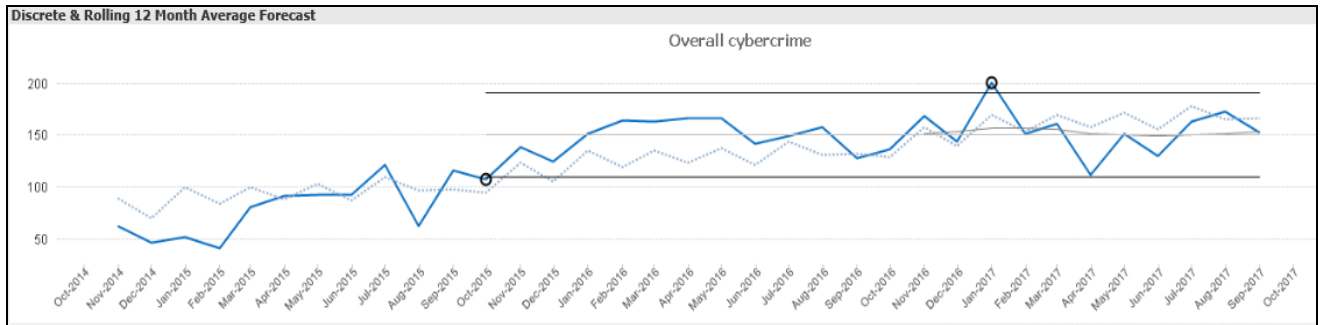
*“Cyber-dependent crimes can only be committed using computers, computer networks or other forms of information communication technology (ICT). They include the creation and spread of malware for financial gain, hacking to steal sensitive personal or industry data and denial of service attacks to cause 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.”<sup>1</sup>*



Cybercrime September 2017 – rolling 12 month trend chart

27. The long term rolling 12 month trend highlights that the volume of cybercrime recorded by the Force is stable and there are no statistically exceptional periods of reporting to highlight.



Cybercrime September 2017 – rolling 12 months and discrete monthly volume process chart

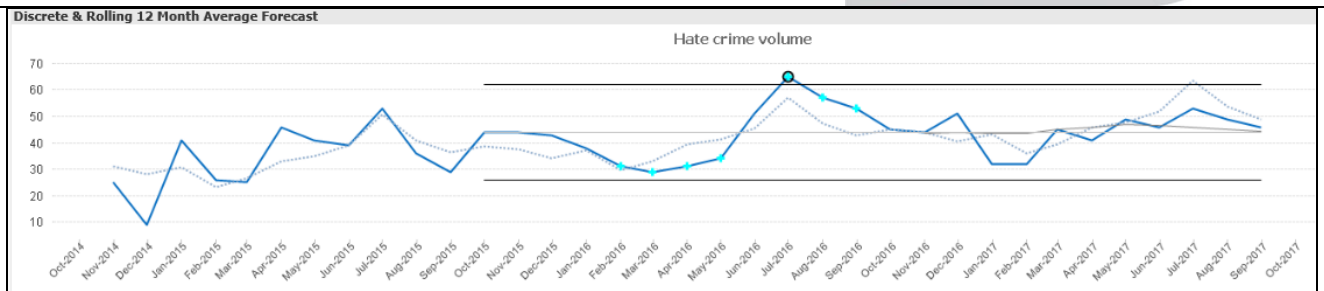
28. In Wiltshire during quarter two, there were 489 cybercrimes recorded and 1,847 crimes reported in the 12 months to September 2017. This is a 24 per cent increase compared with quarter one and is the equivalent of 95 extra crimes reported.

29. It is evident from the chart above process chart that the volume of cybercrime reported is lower than originally forecasted, except for August 2017 which was higher than anticipated. The forecast is highlighted in the above chart as the blue dashed line.

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

<p>Hate crime</p>	<p>Q1 147 hate crimes</p>	<p>Q2 148 hate crimes</p> <p>Rolling 12 months 557 crimes</p>	
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30. The overall volume of hate crime reported has begun to stabilise and is lower than forecast when based upon the previous two years of data. This is highlighted in the process chart below when you compare the forecast (dashed blue line) with actual volume (the bold blue line).



*Hate crime September 2017 – rolling 12 months, discrete monthly volume and forecast process chart*

31. 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.
32. In the 12 months to September 2017, there were 557 crimes reported. This is a three per cent increase compared with the 12 months to September 2016. This equates to an additional 16 crimes.
33. There were 27 fewer hate crimes recorded in quarter two 2017 compared with the same period last year. Internal analysis attributed this 15 per cent decrease primarily to the public announcement of Brexit. During quarter two 2017, 1.6 offences of hate crime were reported a day.
34. Overall hate crime equates to 1.28 per cent of all crime reported to the Force in that period.
35. Please see the table below for the distribution of hate crimes by volume reported in the 12 months to September 2016 and 2017 respectively. The table also shows what percentage each hate crime category equates to in the overall hate crime classification. The final column demonstrates the percentage change when the 12 months to September 2016 is compared to the 12 months to September 2017.

	<b>12m to Sept 2016</b>	<b>%</b>	<b>12m to Sept 2017</b>	<b>%</b>	<b>Yr on Yr Incr</b>
Prejudice - Disability	31	6%	34	6%	10%
Prejudice - Racial	425	79%	425	76%	0%
Prejudice - Religion	26	5%	27	5%	4%
Prejudice - Sexual orientation	55	10%	62	11%	13%
Prejudice - Transgender	4	1%	9	2%	125%
<b>Total</b>	<b>541</b>	<b>-</b>	<b>557</b>	<b>-</b>	<b>3%</b>

36. It is worth noting that one crime can be tagged with multiple national incident category list (NICL) prejudice tags.

37. In October 2017, the Wiltshire and Swindon Multi Agency Hate Crime group held its first annual conference at Trowbridge Rugby Club.

38. The purpose of the conference was to:

- Launch the Wiltshire and Swindon Hate Crime Strategy
- Increase understanding of the volume of hate crime reported on a local and national scale
- Raise awareness of what happens when a hate crime is reported to Wiltshire Police and explain the role of the Hate Crime Advisor in that process
- Increase understanding of what happens when a case goes to court and the potential to uplift sentences for hate crime offences
- Produce an action plan to support increased reporting of hate crime and support for victims in the community.

39. The conference was attended by more than 70 people including councillors, local authority staff, the Crown Prosecution Service, probation, housing associations, voluntary sector organisations and community representatives.

40. Speakers included Dr Nathan Hall from Portsmouth University who specialises in hate crime research.

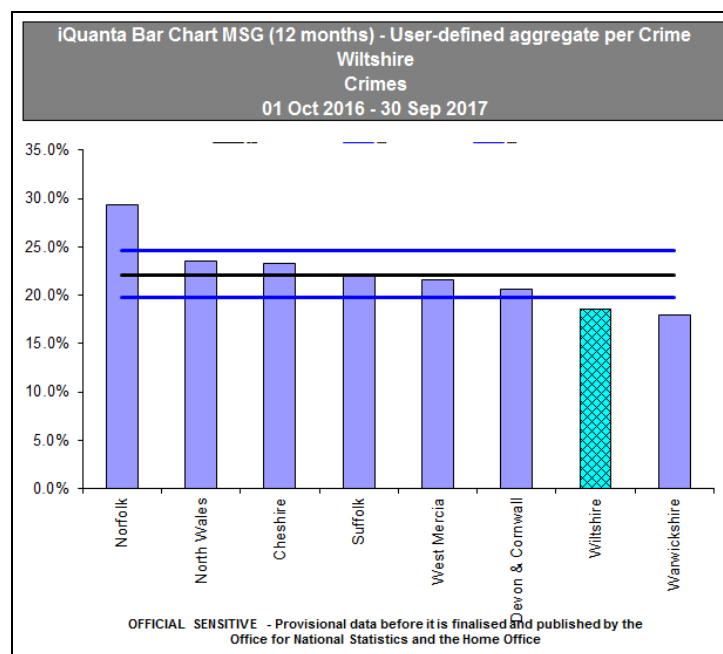
41. The conference watched two videos showing local examples of victims of hate crime. The first was of a young mixed-race couple who received abusive text messages and the second was of a man who experienced verbal abuse from a neighbour over a period of time relating to his sexuality. The victims described the impact of these crimes. Both cases resulted in formal outcomes through the court.

42. Supt Sue Austin, a member of the hate crime group and I were interviewed on local radio and posts were shared on social media. The event was held during the national hate crime awareness week.



Outcome rate	Rolling 12 months to June 2017	Rolling 12 months to September 2017	 
	15.7 per cent	18.5 per cent	

43. In the year to September 2017 the outcome rate for Wiltshire was 18.5 per cent. This is statistically in line with peers but 3.6 per cent lower than the average in the most similar group (MSG) which was 22.1 per cent. Both the Force and MSG average saw an increase of three to four per cent when compared with quarter one. This is represented in the chart below.



*Outcome rates up to September 2017 – most similar group (MSG) position*

44. The Force is aware that the outcome rates for dwelling burglary and rape are low and is actively seeking to improve the outcome rate and the service provided to the victims of these crimes. A progress update in relation to sexual offences, which include rape, is provided in item 2.07 of the Service Delivery Plan and can be found on pages 56-57.

45. In April 2017 dwelling burglary was renamed residential burglary. Residential burglary now includes all sheds and outbuildings that fall within the immediate curtilage of the

property. Previously they would have been classified as non-dwelling burglaries.

46. Because of this change, forces have experienced difficulties in making direct comparisons with other forces nationally in figures that are year to date. To resolve this issue and ensure forces are publishing accurate information, residential burglary comparisons will be made using the period of April 2017 to date.
47. Historically the Force has been reported as an outlier for dwelling burglary outcomes when compared to other forces regionally and nationally. However, since the crime reclassification to residential burglaries, recent figures published in ForceSight from April to September 2017 depict the average outcome rates for residential burglary as 4.1 per cent nationally, four per cent regionally and 4.4 per cent in the MSF group.
48. These figures are significantly lower than previous comparisons and internal analysis now shows the Force is in line and above average with 4.6 per cent of residential burglaries being detected in the year to September 2017.

Outcome Rate of Detected Dwelling Burglaries						
	Apr	May	Jun	Jul	Aug	Sep
FORCE	5.40%	5.60%	5.70%	5.00%	4.70%	4.60%

*Force level residential burglary outcome rates up to September 2017.*

49. Please note that under the new outcome methodology for recording outcomes as set by the Home Office, published outcome figures may change retrospectively because of the time it takes to investigate a crime.
50. An evaluation report for residential burglary was produced to address the service provided to victims of residential burglary and, ultimately, to provide a greater level of positive outcomes.
51. The report was presented to the Force SCT in September and produced 14 recommendations.
52. The key recommendations that have been accepted and implemented to date are:
  - Formation of two community tasking teams (CTT) who are proactive in nature and focus on managing the greatest local community policing priorities of which residential burglary is one.
  - Circulation of burglary information packs to all officers and staff who deal with

this crime type. The packs clearly highlight and explain good practice and techniques.

- The use of social media and local media outlets to help plan future crime prevention campaigns and disseminate outstanding suspects for this crime type.

53. As stated in the quarter one report, rape outcomes have seen a decreasing trend both nationally and in Wiltshire. This is mainly influenced by a large increase in crimes reported as we see people becoming more willing to report sexual acts following high profile sexual abuse scandals.

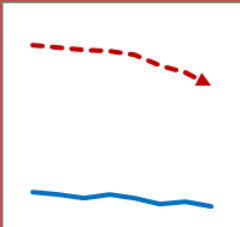
54. This increase in the volume of cases directly has an impact on the staff workloads and time in which it takes to investigate the crime.

55. Rape cases typically take longer than other crimes to get through the criminal justice process.

56. The rolling 12 months to September 2017 shows Wiltshires outcome rate as 5.17 per cent against an MSG average of 7.95 per cent. We know that a large proportion of the cases fall during investigation. These are mainly through a lack of evidence following victim support.

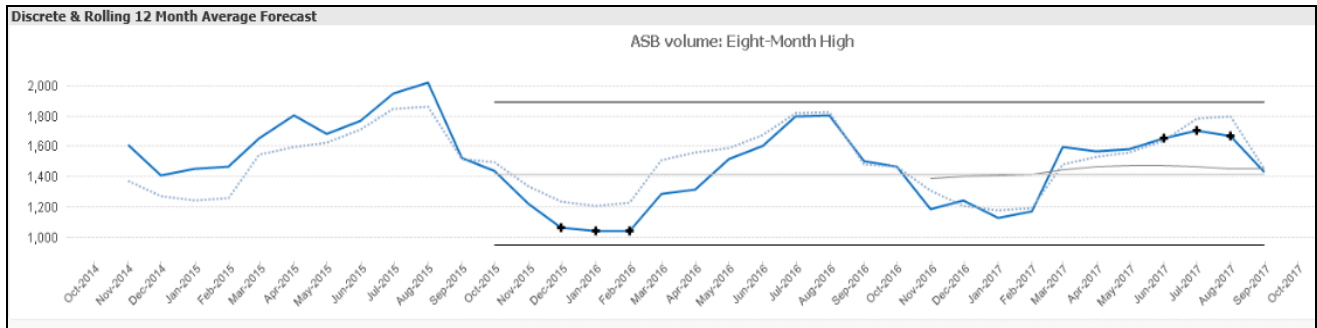
57. The Force is currently reviewing its investigative models to ensure all can be done to provide positive outcomes to victims in this highly impactful area. The review will also look to ensure that a consistent service is provided across the county. For more information, please refer to 2.04 of the Service Delivery Plan on page 54.

58. The findings of this review are managed through a governance board on which my office is represented.

ASB Volume	Q1. 4,799 incidents	Q2. 4,796 Incidents  Rolling 12 months 17,387 incidents	
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59. There was a total of 17,387 anti-social behaviour (ASB) incidents reported in the 12 months to September 2017 which equates to a 4.6 per cent increase on the 16,626 incidents recorded in the 12 months to September 2016.


60. This increase in incidents was driven by the greater reporting of ASB from February to May 2017 which was higher than seasonally anticipated (the gap between the dashed and bold blue lines) when compared with the previous two years of data.



*ASB up to September 2017 – rolling 12 months and discrete monthly volume process chart*

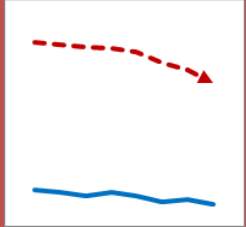
61. Despite there being a small increase in ASB when comparing the 12 months to September 2016 with 2017, the overall long-term figure is steadily reducing and following a seasonal pattern where the volume reported remains low in the winter months and higher in the summer months.

62. This links to the correlating trend with the recording of public order offences as outlined in the overall crime section of the previous Q4 report.

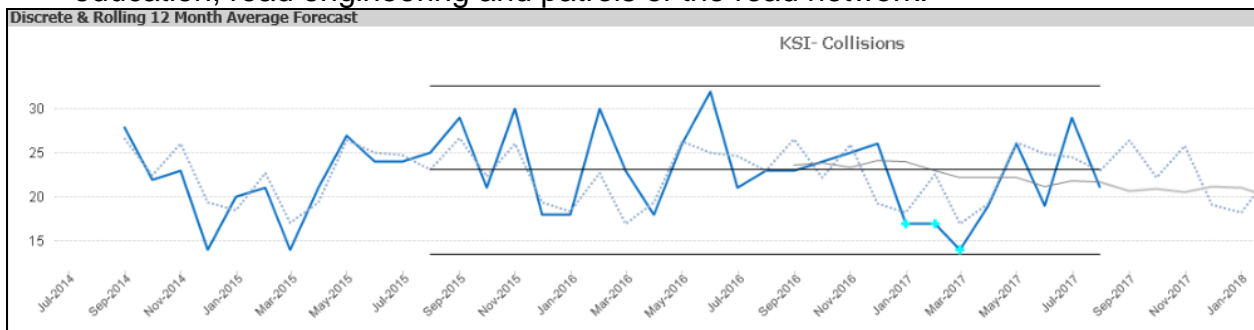
<p>Overall confidence with the police in this area</p>	<p><b><u>Quarter one data</u></b> - 80.4 per cent (±2.1 per cent; Wave 16 Spring/summer 2017)</p> <p><b><u>Quarter two data</u></b> - N/A</p>	
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63. Public confidence in policing is the headline measure from my public opinion survey which I commission twice a year.

64. Currently, Wave 17 is out for survey and analysis will be conducted once the survey is closed. The findings of Wave 17 will be published in quarter three's report.

Killed and seriously injured (KSI) - Collisions	April – May 17 45	June – August 17 69	
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65. This measure shows the volume of killed and seriously injured (KSI) collisions that took place in Wiltshire. This is monitored by the Wiltshire and Swindon Road Safety Partnership to improve road safety and reduce road traffic casualties through education, road engineering and patrols of the road network.



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

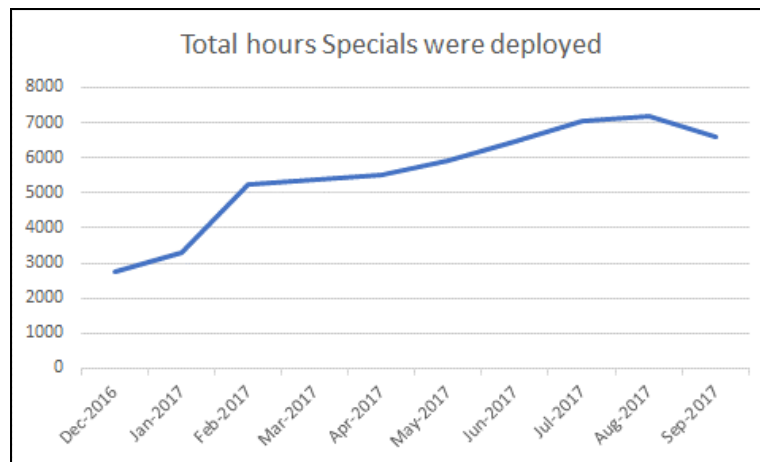
66. In the 12 months to August 2017, there was on average of 22 KSI collisions a month and 260 in total. The longer-term trend is decreasing because of lower than anticipated volumes reported during July 2016 to June 2017. There are no exceptional volumes of KSI collisions to report in quarter two 2017.

67. The most recent data for quarter two is up to August 2017. The September data will not be available until the next report because the coroner's process is still underway.

Special Constables hours deployed	<b>Q1</b> 17,857 hours deployed 5952 monthly average	<b>Q2</b> 20,831 hours deployed 6944 monthly average	
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68. The Force recognises the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas.

69. This measure shows that, since December 2016, the hours worked by special constables has continued to increase month by month (except for September 2017) as shown in the chart below.

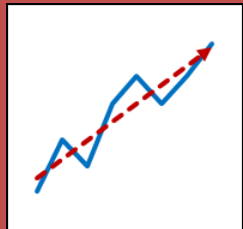


*The discrete monthly total hours that special constables were deployed*

70. In quarter two the special constabulary was deployed for an average 6,944 hours per month and 17,857 hours in total for the quarter. When compared to quarter one, this is a 17 per cent increase, which equates to an additional 2,974 hours deployed.

71. As of September 2017, there were 252 special constables within the organisation at various stages of independence or training. This is fewer than in quarter one which was 263. However, there are more Specials actively deployed and independent, 215 and 63 respectively. A further 53 have passed the experience days (EDs) and are currently waiting to start training.

72. The next intake of an estimated 24 students will commence training on 1 November 2017.

Number of Volunteers in post	<b>Q1</b> NPPV* level 1 – 5 NPPV level 2 – 69	<b>Q2</b> NPPV level 1 – 5 NPPV level 2 – 82	
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	Total (exc N/A) – 136  *Non Police Personnel Vetting	Total (exc N/A) - 149	
<p>73. My office and the Force are committed to promoting volunteers across the organisation.</p> <p>74. Volunteers use their diverse range of skills and experience to support Wiltshire Police in the achievement of its objectives.</p> <p>75. Support volunteer roles within the Force are varied. Most roles offer support to police roles, help the police to become more accessible to the community and to better understand the issues that affect communities across the county.</p> <p>76. Volunteers in the organisation are vetted using the national vetting standards. There are three levels of clearance which are used in-Force. Volunteers who require access to Force buildings or IT will need to be cleared at level two which classifies them as non-police personnel vetting (NPPV) volunteers.</p> <p>77. They are spread across many departments of which a breakdown is provided in the table below.</p>			

Volunteer Role	Level of clearance			
	N/A	NPPV1	NPPV2	Grand Total Q2 2017
Bobby Van			4	4
Cadet Core Leader			7	7
Call Quality Appraiser			2	2
Chaplain			14	14
HAD Member	62			62
Office Support			4	4
On-Line Safety			6	6
Performance Management Coach			2	2
Police Information Point			5	5
Restorative Justice Facilitator			29	29
Rural Crime Support			1	1
Stop Search Scrutiny Panel		5		5
TBC			3	3
Volunteer Recruitment Liaison			1	1
Watch Scheme Processor			3	3
WorkFit			1	1
<b>Grand Total</b>	<b>62</b>	<b>5</b>	<b>82</b>	<b>149</b>

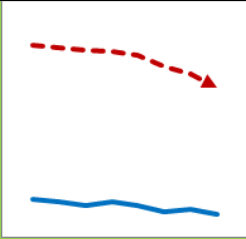
*Total number of volunteers in post in the Force, by role and level of vetting clearance  
\*HAD – Humane animal disposal*

78. Since the start of 2016, 79 new volunteers have joined and remained in the organisation working as NPPV level one and two volunteers. This number continues to increase as evidenced when comparing quarter one with quarter two of 2017.

79. Please note that the figures provided do not include community speed watch roles. Currently there are more than 900 community speed watch members who are assigned within 100 teams.



## 2. Protect the most vulnerable people in society

Section 136 arrests	Q1. 67 arrests in total two under 18 year olds arrested	Q2. 60 arrests in total three under 18 year olds arrested	
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80. It is acknowledged that the nature of vulnerability is wide ranging. There are many measures which are used to understand how effective the Force is at protecting the most vulnerable people in society.

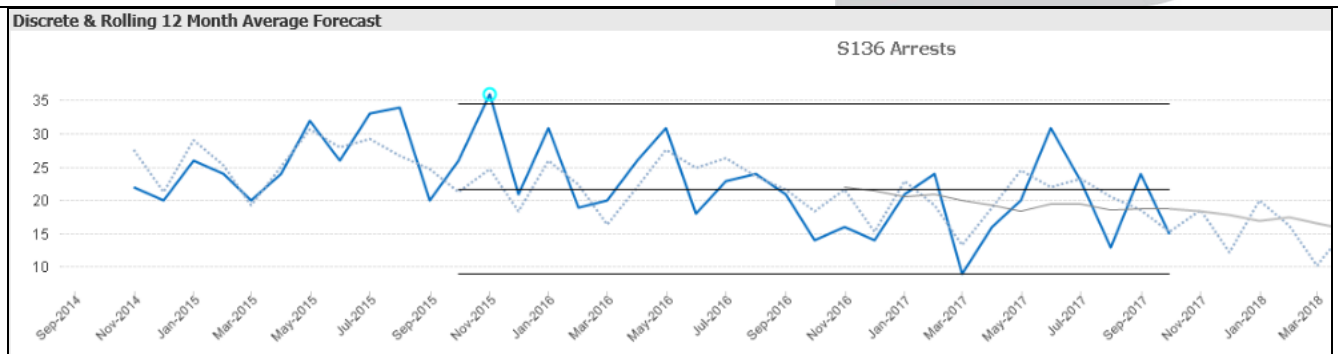
81. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB) on which my office is represented.

82. The VDB is chaired by an assistant chief constable (ACC) and exists to provide the appropriate governance arrangements and oversight of 19 strands of vulnerability.

83. Section 136 (S136) is part of the Mental Health Act. 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.<sup>2</sup>

84. The volume of S136 arrests continues to see a long-term reduction, with 60 arrests being made during quarter two. Out of the 60 arrests, four people were taken to custody: one due to their violent nature and the other three because there were no spaces available at a place of safety.

85. During quarter two, the total number of people arrested under S136 equated to 2.9 per cent of all arrests made in the Force (2,069) for that period.




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

86. Out of 60 arrests in quarter two, three were under 18 years old and were taken to a place of safety. No one under 18 has been arrested under S136 and taken to custody since December 2015.

<sup>2</sup>Rethink 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>

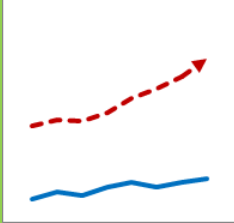
	Q1	Q2		
Number of missing individuals	476 Individuals	494 Individuals		

87. In April 2016, the recording of missing incidents and individuals was centralised in NICHE. The Force is now able efficiently to record information relating to missing people in one location, ensuring the data is more accurate and can be linked to victims of child sexual exploitation (CSE) which helps the Force gain a greater insight into its threats, harm and risk.

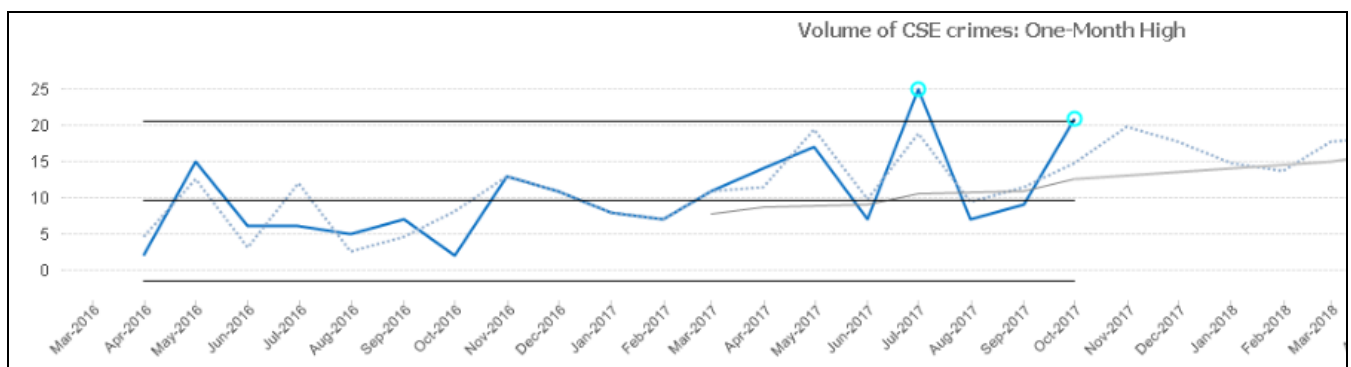
88. In quarter two 2017, there were 494 people reported as missing. Of these 265 were children and 229 adults. Research shows that some people have been reported as missing on multiple occasions. For example, there were 547 incidents of children being reported as missing and 254 incidents of adults going missing. This finding would indicate that children are more likely to be reported as missing and are more likely to go missing repeatedly.

89. Each of those episodes would be listed as a separate incident.

90. This measure represents the total number of **individuals** who have been reported as missing – not the total number of **incidents**.

Volume of Child Sexual Exploitation (CSE) crimes	Q1 46 crimes	Q2 41 crimes	
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91. Since April 2016, the volume of child sexual exploitation (CSE) tagged crimes has steadily increased with an average of ten crimes tagged with a CSE marker per month. Although the figures are low, the impact on the victim and others affected is very high and is consistently prioritised within the Force.



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

92. Training to identify a crime with a CSE marker was delivered to officers and staff in Force at the end of 2016 with the aim of them understanding the true nature of this offending.

93. Because of this commitment to training staff it was to be expected that we would see an increase of this nature.

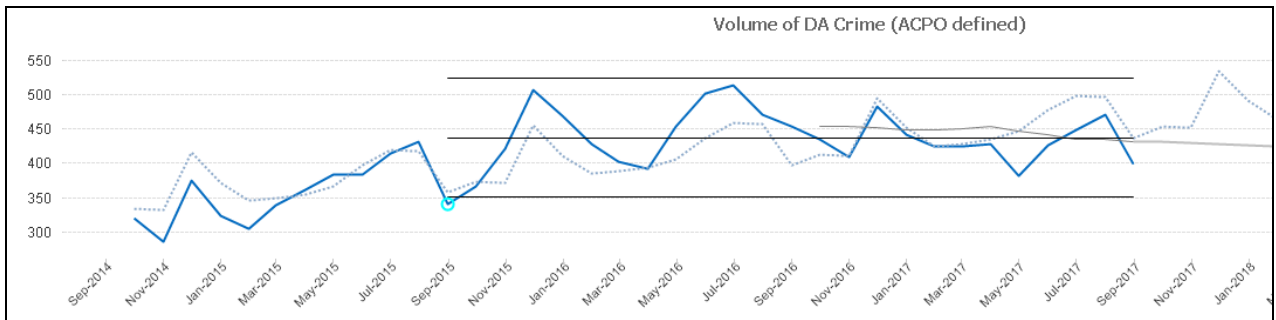
94. National research suggests that the gradual increase of CSE tagged crimes is because of staff getting better at recognising and identifying the threat, harm and risk of CSE and tagging the appropriate crimes as such.

95. In quarter two there were 41 crimes tagged with a CSE marker. This is five fewer compared to quarter one. In July 2017 an exceptional volume of crimes tagged as CSE was reported, linked to an operation in south Wiltshire.

96. Further training is being delivered in-Force with the aim of educating staff in how to identify whether a victim, suspect or nominal is at risk of CSE. The Force continues to treat crimes of this nature as a very high priority.

Volume of DA Crimes (ACPO defined)	Q1 1238 crimes	Q2 1422 crimes			
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97. The rolling 12-month trend for the volume of domestic abuse (DA) crimes reported is stable. In quarter two, 1,422 DA crimes were reported which is an average of 474 per month. This is an additional 184 crimes recorded when compared with quarter one.

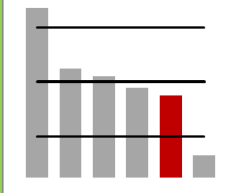


*The discrete monthly volume and rolling 12 month trend of DA crimes*

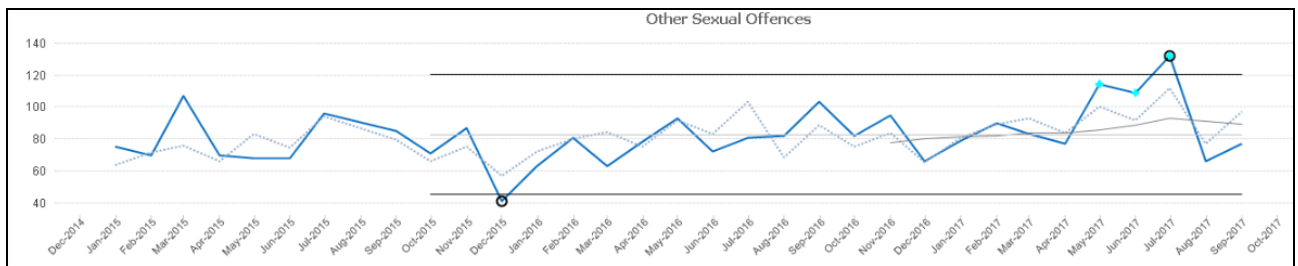
98. Internal audits are conducted to ensure that the Force is accurately recording DA crimes. The audit findings are reported to, and discussed at, the VDB.

99. Currently, in Force the risk related to DA is graded on the victim’s circumstances after the completion of the dash assessment. This assessment is then attached to the individuals record and given a review period.

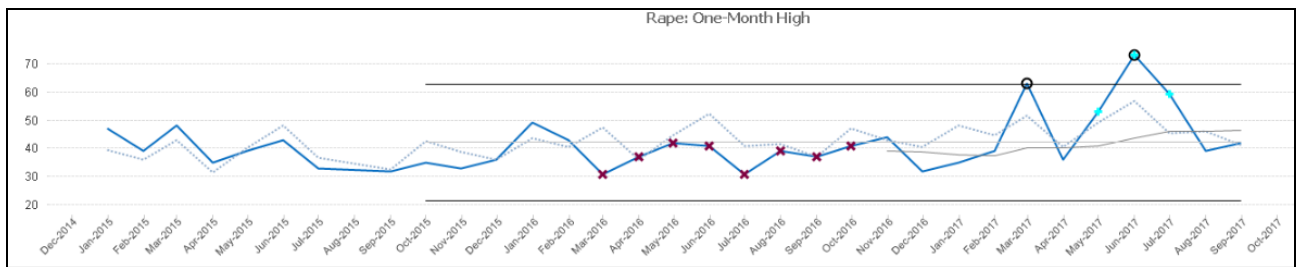
100. The Force have reviewed this process and have recognised that it would be beneficial to start capturing the risk level on each occasion where the individual reports a DA incident or crime. As a result, the Force will be able to depict how often DA incidents or crimes are reported by risk on the occasion, the individual and determine if that individual is a repeat victim.

Volume of sexual offences (recent/non-recent)	Q1 460 crimes	Q2 415 crimes	
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101. Sexual offences reported in quarter two decreased by 11 per cent compared with quarter one of 2017. As highlighted in the graph below, the volume of sexual offences reported is generally a stable picture, apart from the period between May 2017 and July 2017. During this period, there were on average 54 extra sexual offences recorded per month. Overall sexual offences are broken down into two sub-categories, other sexual and rape offences, as displayed in the two graphs below.



*The discrete monthly volume and rolling 12 month trend of other sexual offences*



*The discrete monthly volume and rolling 12 month trend of rape offences*

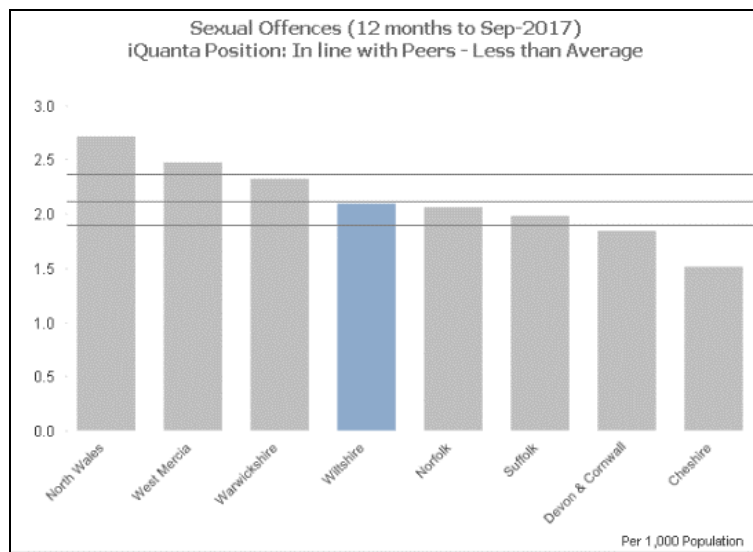
102. Internal analysis and discussions with Force departmental leads regarding other sexual offences showed the increase in recorded sexual offences was attributed to three Force operations that targeted a small number of offenders who had multiple victims. Each offence was recorded in line with the Home Office counting rules that will count one crime per victim.

103. The increase in June 2017 for rape offences was also analysed. The findings showed

that 79 offences of rape were reported. Fifty six were recent\* and 19 non recent. Of those 79 offences, 36 were interfamilial and 39 were not related. Six victims reported multiple offences.

104. *\*Recent - that took place within less than 365 days between when the offence took place and when it was reported. Non-recent – took place more than 365 days between when the offence took place and when it was reported.*

105. Although the volumes of sexual offences have shown an increase in reporting between May 2017 and July 2017, the Force remains in line with peers in the year to September 2017.



*Sexual offences up to September 2017 – most similar group (MSG) position*

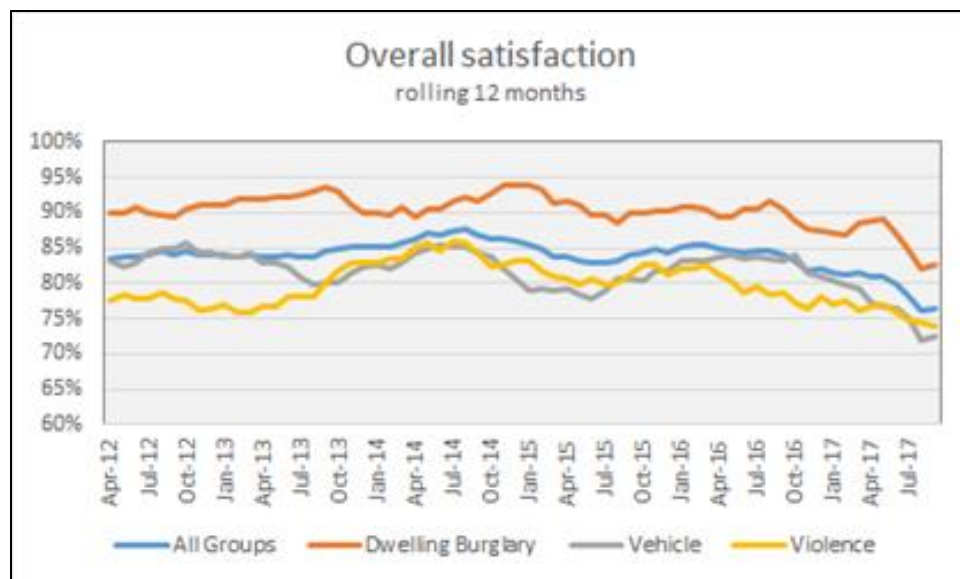
106. The Force continues to prioritise this type of offending and has recently employed two members of staff (an ex-CPS rape and serious sexual offence RASSO lawyer and a police detective) to review the investigation process for sexual offences and rape. They are dip sampling cases on a weekly basis to identify areas for improvement in relation to what is referred to the CPS and how the members of staff investigate the case. Their findings are reported to the Vulnerability Development Board (VDB).

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

Satisfaction of victims with the whole experience	76.3 per cent (12 months to September 2017)	
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107. I commission a survey of victims of crime (based on 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.

108. The current victim satisfaction rate was 76.3 per cent in the 12 months to September 2017. Whilst this is a drop of eight percentage points compared to the 12 months to September 2016, it is considered a significant decrease and is seen across all crime types surveyed.



Satisfaction of victims per crime type


109. Traditionally, satisfaction for victims of dwelling burglary was high and in line with peers. However, the graph above depicts a significant decline in the satisfaction since June 2017.

110. Initial analysis indicates that this decline in satisfaction for dwelling burglary is a result of national changes in the way that dwelling burglary is recorded and the Forces policy about attending such a crime type. For example, any out building in the immediate curtilage of the residency is now classified as a residential burglary.

The Force continually manage and prioritise the greatest threat, harm and risks facing the community. Consequently, a decision was made to not attend all out-building burglaries.

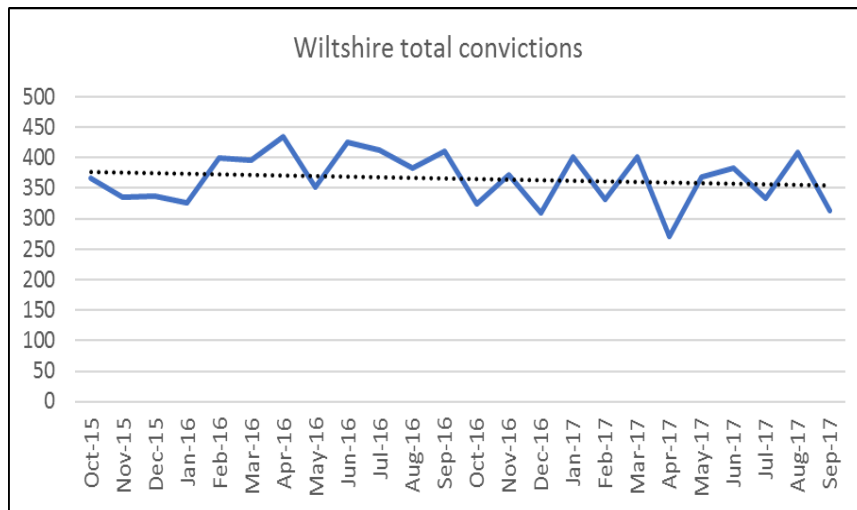
111. The Force did not remove victims who had experienced shed our outer building burglaries from their survey. Because of this, victim satisfaction has decreased significantly since April 2017.
112. 82.3% (223/271) of respondents state their offence was dealt with by an officer or member of staff visiting them at home or attending scene, compared to 87.6% (149/170) in the 12 months previously up to September 2016.
113. Currently, the Forces average response time for a dwelling burglary crime is 1:46:13 and remains in line with expectations. However, this did see a slight spike in the summer months in line with seasonally anticipated trends.
114. Satisfaction of vehicle crime has declined since early 2016 and is influenced by dissatisfaction at not being kept informed which is greatly influenced by police attendance. However, increasing attendance did not directly impact on positive outcomes for the victims. As with dwelling burglary, the Force continues to prioritise the greatest threat, harm and risk to the public and has adjusted its attendance policies. In doing, so this has directly impacted upon satisfaction levels.
115. Seventy per cent of victims of vehicle crime (275/393), stated their report was dealt with entirely over the phone compared to 53.5 per cent (175/327), in the 12 months to September 2016.
116. As documented in previous reports, the Force saw a significant increase in crimes classified within the violence against the person group which was a result of better crime recording. These offences were primarily lower level offences.
117. Responses to the violent crime category have seen a decline in satisfaction since early 2016. These lower level offences are less likely to have resources assigned to them. Therefore as the proportion increases, overall satisfaction drops.
118. Since April 2017, it has not been possible to compare victim satisfaction with most similar forces as it is now not deemed a mandatory survey. HMICFRS has advised that forces should continue to consult with service users and to adopt a tailored approach to best suit the needs of the community the Force serves.
119. Because of this announcement the Force is actively reviewing the questions asked in the victim satisfaction survey. This process is being governed through the Public Service and Quality Board on which my office is represented.



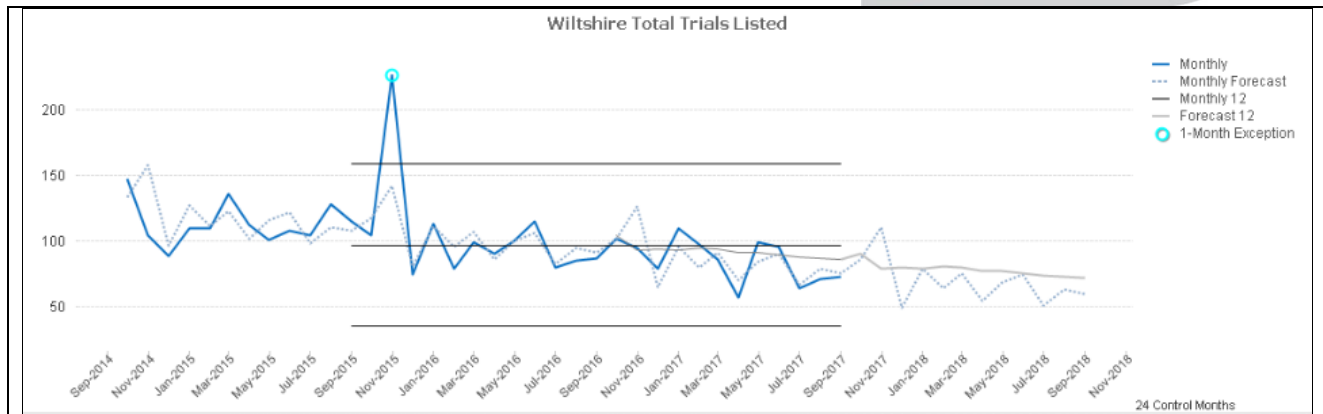
Conviction rates	Q1	Q2	
	92% average conviction rate	90.3% average conviction rate	
	1020 convictions	1054 convictions	

120. The long-term trend for the volume of convictions in the Wiltshire courts is gradually decreasing as highlighted by the black dashed line in the first chart below.

121. The volume of convictions recorded in the year to September 2017 was 7.9 per cent lower than the previous year. This equates to a total of 4,213 convictions, 361 fewer than the previous 12 months. This decrease in convictions is likely to be attributed to fewer arrests being made and fewer trials being listed. However, further analysis is required to understand the key influencing factors. Once completed, it will be reported to the December Wiltshire Criminal Justice Board (WCJB). This board is chaired by me and is held on a bi-monthly basis.

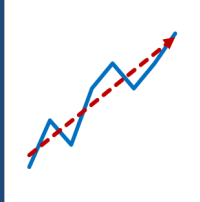


*Discrete monthly volume of convictions in the Wiltshire courts*



*Monthly volume of trials listed in the Wiltshire courts, including rolling 12-month trend and forecast*

122. During quarter two 89.2 per cent of defendants received a conviction in the magistrates courts and 91.3 per cent in the crown courts. This figure is consistently high and meets the levels of expectation set by the Crown Prosecution Service (CPS) with an average of 89.1 per cent of defendants in the Wiltshire courts receiving a conviction in the 12 months to September 2017.

Restorative Justice (RJ) Level 1	Dec 2016 – Jun 2017 40 RJ level 1	Q2. 114 community resolutions that included RJ level 1	
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123. The Ministry of Justice (MOJ) defines Restorative Justice (RJ)<sup>3</sup> as follows:

*“Restorative justice brings together people harmed by crime or conflict with those responsible for the harm, to find a positive way forward.”*

*“Restorative justice gives victims the chance to tell offenders the real impact of their crime, get answers to their questions and get an apology.”*

*“Restorative justice holds offenders to account for what they have done. It helps them understand the real impact, take responsibility, and make amends.”*

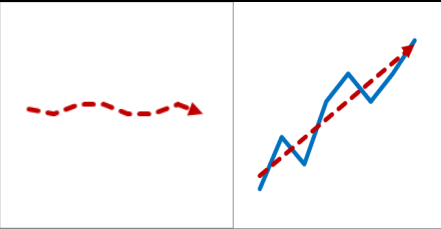
124. Since the quarter one report, a further 36 officers have been trained to deliver RJ level 1. Currently, there are 216 officers in the Force who can deliver RJ level 1.

125. During quarter two 114 community resolutions have been issued that have included

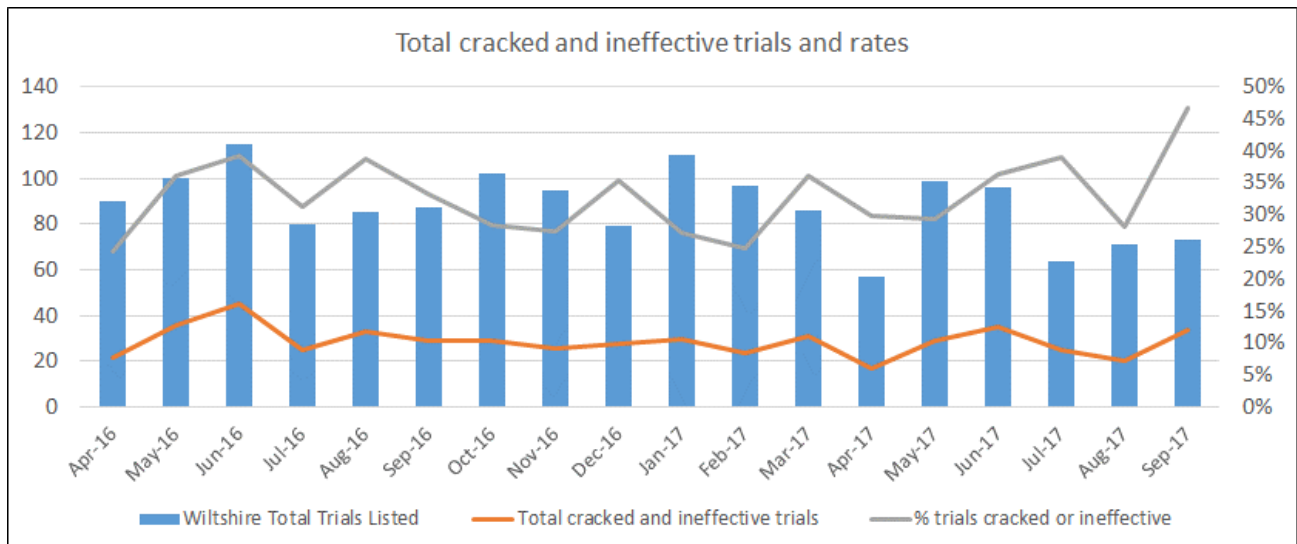
RJ level one. This is a significant increase in the use of RJ level 1.

126. RJ level one training is scheduled in officer and staff diaries up to June 2018.

<sup>3</sup> The Ministry of Justice 2015  
<https://www.gov.uk/government/collections/restorative-justice-action-plan>

Percentage of trials that are cracked and ineffective (C&I)	Q1	Q2	
	32 per cent 81 C&I trials	38 per cent 79 C&I trials	


127. Her Majesty's Courts and Tribunals Service (HMCTS) has provided data to include within this report. The data gives a high-level overview. The data quality and detail provided is improving monthly.



*A comparison between the volume of trials listed and the percentage of trials that result in being cracked or ineffective*

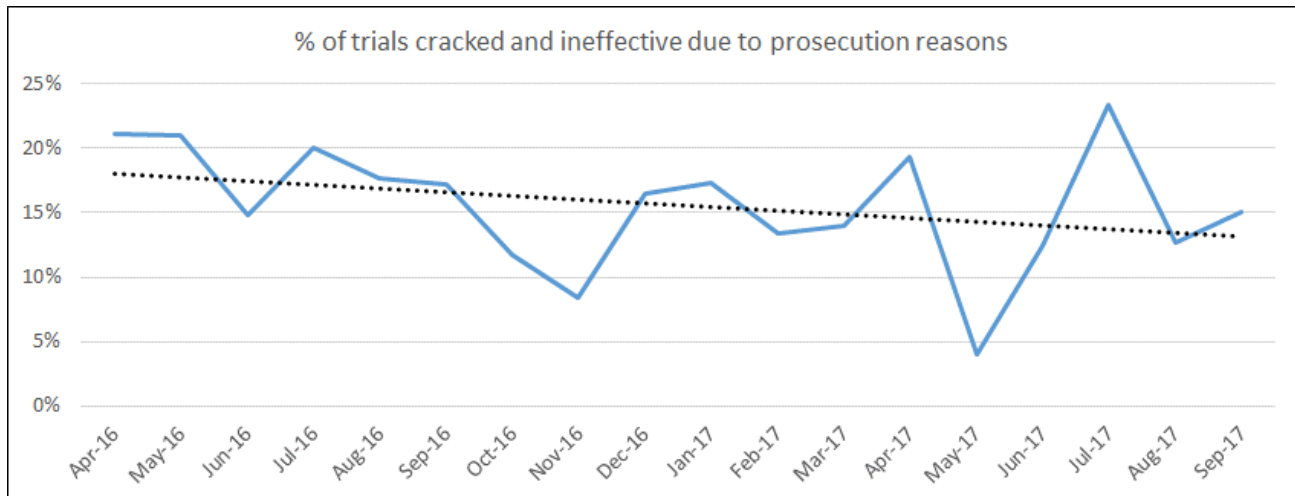
128. The cracked and ineffective trial rate between April 2016 and August 2017 was relatively stable and met the level of aspiration set by the HMCTS and Crown Prosecution Service (CPS), apart from September 2017 which saw an increase in predominantly cracked trials because of defence-related matters. This, coupled with

a lower than expected volume of listed trials, has resulted in a higher than expected cracked and ineffective trial rate for quarter two.

Percentage of trials that are cracked and ineffective due to prosecution reasons	Q1 12 per cent	Q2 17 per cent	
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129. Since April 2016 the number of trials that are cracked and ineffective due to prosecution reasons is consistently low and equates on average to 15 per cent of trials listed at magistrates and crown courts.

130. When compared to quarter one, quarter two saw an increase in five per cent of trials being classified as cracked or ineffective. Analysis undertaken, demonstrated that this increase was a result of more trials being classified as cracked because of insufficient evidence and witnesses not being present. These primarily occurred in the magistrates court in Chippenham.

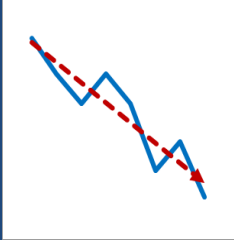


*The percentage of trials that result in being cracked or ineffective due to a prosecution failing*

131. This represents a monthly average of 13 cracked and ineffective trials due to prosecution reasons out of an average monthly total of 89 trials listed for April 2016 to September 2017.

132. There are no concerns with the volume of cracked and ineffective trials due to prosecution matters. These measures are reported to a bi-monthly Wiltshire

Criminal Justice Board which I chair.

Number of times officers used live links	Q1 63 officers provided evidence via a live link	Q2 41 officers Provided evidence via live link	
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133. The Force has two live link facilities, in Gablecross and Melksham custody units. These facilities are used by officers to provide evidence for trials listed in the magistrates court. Permission to provide evidence via live links to the magistrates court has been granted and is now considered as standard practice,

134. Due to the trial location, in quarter two, 82 per cent of officers (41 out of a possible 50 officers) provided evidence via live link rather than attend court in person.

135. To date, the system works efficiently and the feedback from the officers overall has been positive. Communication between Horizon Victim and Witness Care, HM Courts and Tribunals Service (HMCTS) and CPS has been effective, allowing this process to flourish.

However, there is still progress to be made pre-trial and during adjournments to ensure officers are stood down before or during the trial by the appropriate personnel. This would prevent unnecessary witnesses being called to trial and reduce the time that officers are abstracted from duty.

Business leads from HMCTS and Horizon continue to conduct weekly case progression communications to identify and address any issues. These are also discussed and escalated at the WCJB.

### July

- Fourteen magistrates cases required police officer evidence
- Eleven cases were deemed viable to use the live link
- The remaining cases were either in Chippenham or Salisbury where officers were stationed
- A total of 16 officers were warned to give live link evidence
- Nine cases were to be heard from Gablecross live link, and six from Melksham

August

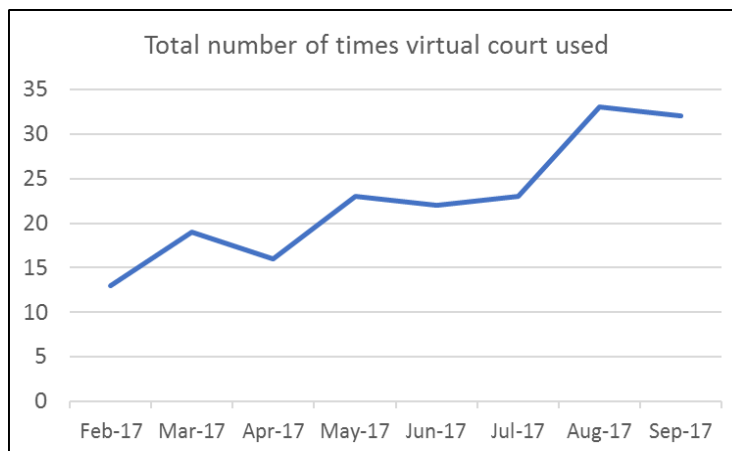
- Seventeen magistrates cases required police officer evidence
- Fifteen cases were deemed viable to use the live link
- A total of 20 officers were warned to give live link evidence
- Ten cases were to be heard from Gablecross live link, and five from Melksham

September

- Nineteen magistrates cases required police officer evidence
- Fifteen cases were deemed viable to use the live link
- The remainder were either based in Chippenham or Salisbury where officers were stationed
- A total of 23 officers were warned to give live link evidence
- Nine cases were to be heard from Gablecross live link, and six from Melksham

Number of times virtual court used	Q1 61 times a virtual court was used	Q2 88 times a virtual court was used	
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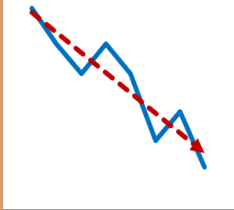
136. In Force, there are two virtual court facilities located in Melksham and Swindon custody units which enable alleged offenders to be presented to a court in Swindon and Salisbury via a virtual link. The virtual courts primarily run on a Tuesday and Thursday for alleged offenders who are to be presented to the court for a remanding decision.



*Per month, the number of times a virtual court was used*

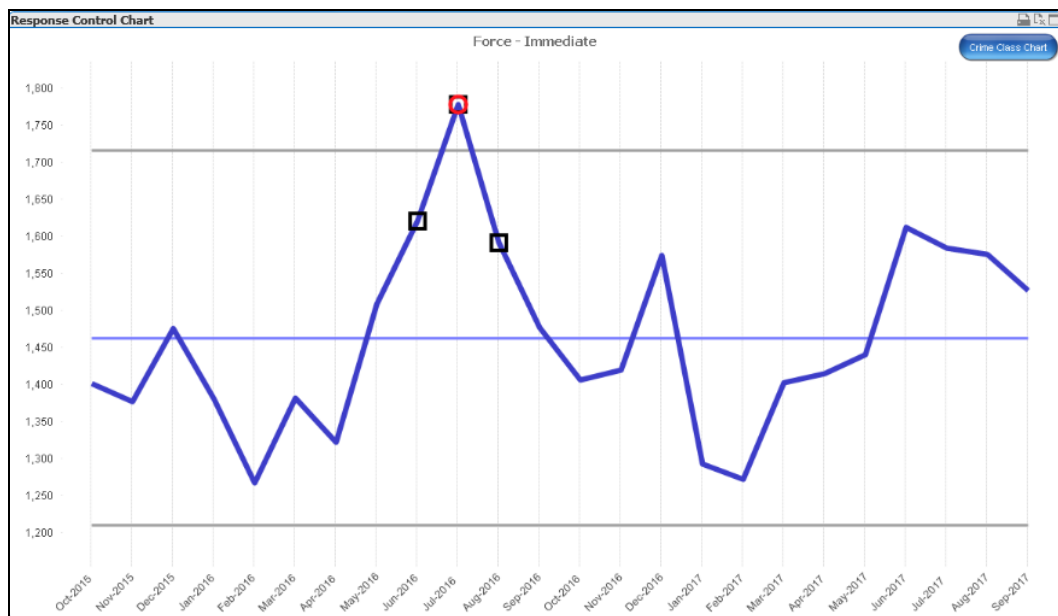
137. The number of alleged offenders presented to a court virtually has increased consistently since February 2017. The use of virtual courts in-Force has been positively received by other forces nationally who are in the process of rolling this out.

#### 4. Secure high quality, efficient and trusted services

Response time (average)	Q1	Q2	
	Immediate: 10 minutes 3 seconds	Immediate: 10 minutes 38 seconds	
	Priority: 50 minutes 43 seconds	Priority: 52 minutes 33 seconds	

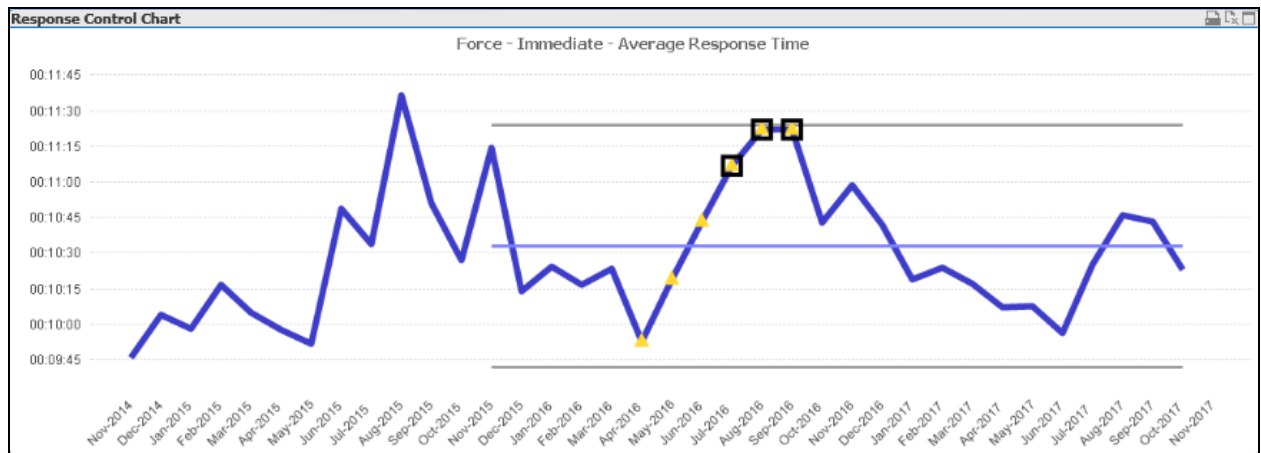
138. This measure assesses the average time it takes for Wiltshire Police to arrive at emergency (immediate) and priority incidents.

139. The Force attended 4,687 emergency incidents during quarter two and 17,519 in the 12 months to September 2017. The volume of emergency incidents is following a consistent seasonal pattern where there is an increase in emergency incidents during the summer months and a decrease in winter months.



*The monthly volume of emergency incidents attended by the Force*

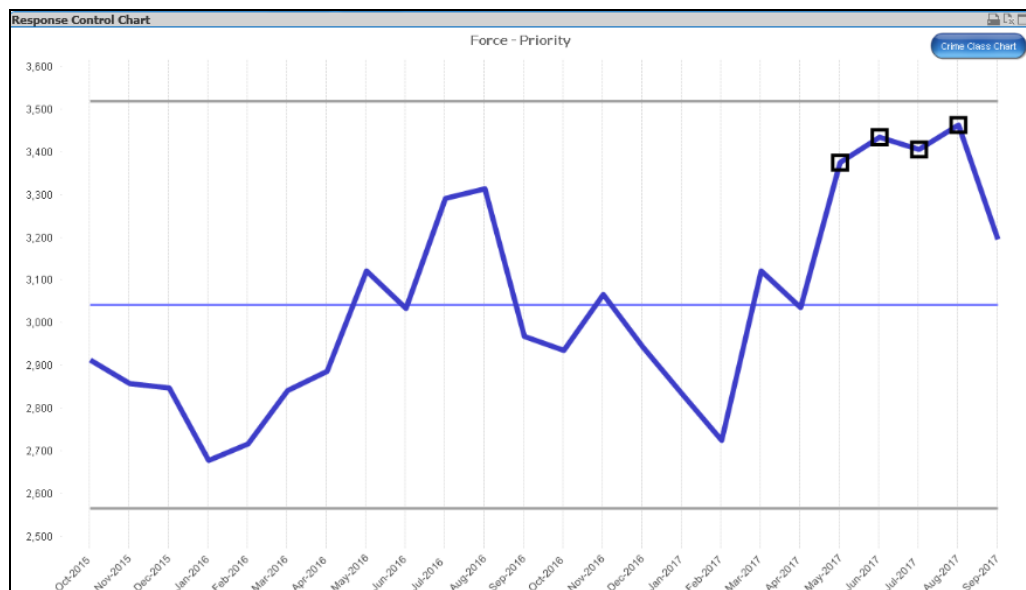
140. It has taken on average ten minutes and 27 seconds to attend an emergency incident in the year to September. There are no concerns with the capability to arrive at emergency incidents in a timely manner.



*Monthly average immediate response arrival time*

141. The Force attended 10,064 priority incidents during quarter two for which an estimated time of arrival of one hour is given. This is an exceptionally high volume of incidents attended when comparing this quarter to previous years in the graph below.

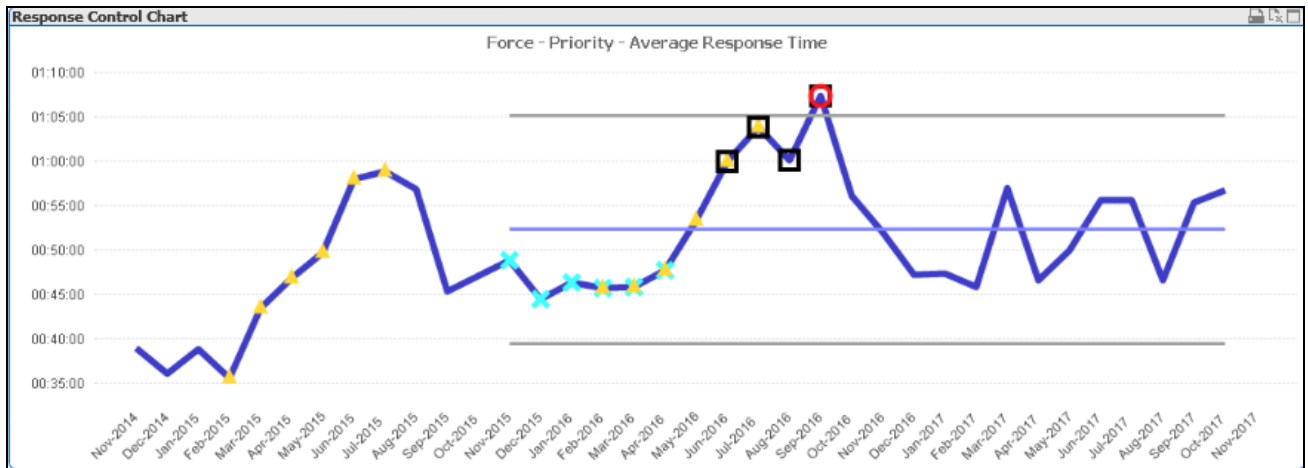
142. In the 12 months to September, 37,530 priority incidents were attended at an average arrival time of 51 minutes 17 seconds.




*The monthly volume of priority incidents attended by the Force*



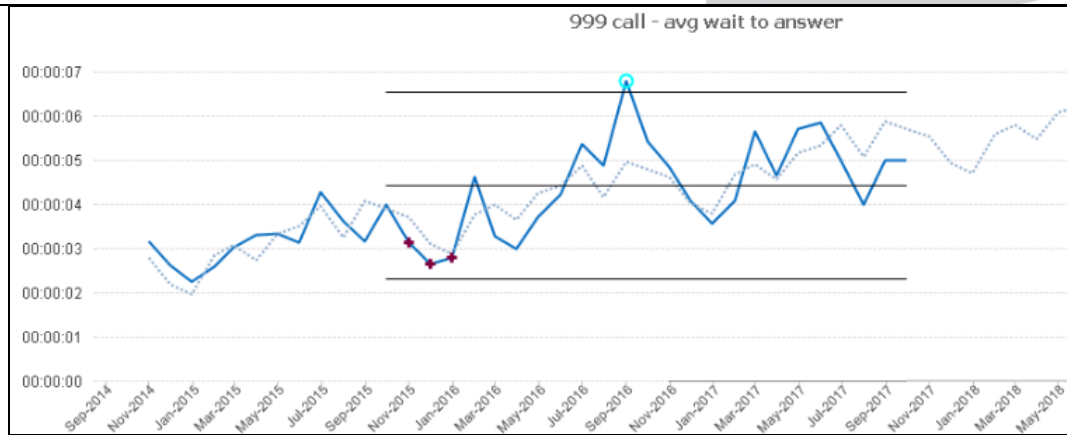
143. Despite the significant increase in priority incidents attended; the arrival time for quarter two was 52 minutes and 33 seconds.



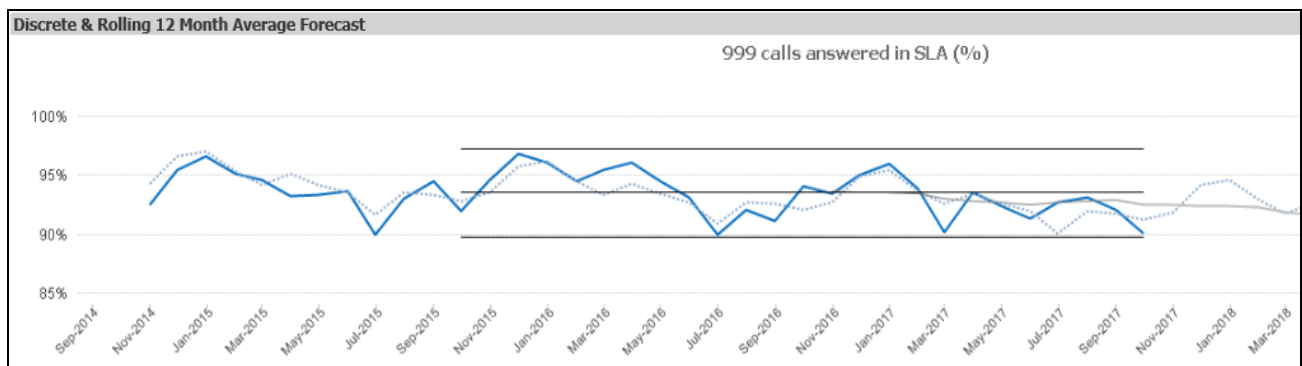
Monthly average priority response arrival time

Average time to answer 999 calls	Q1 5 seconds	Q2 5 seconds	
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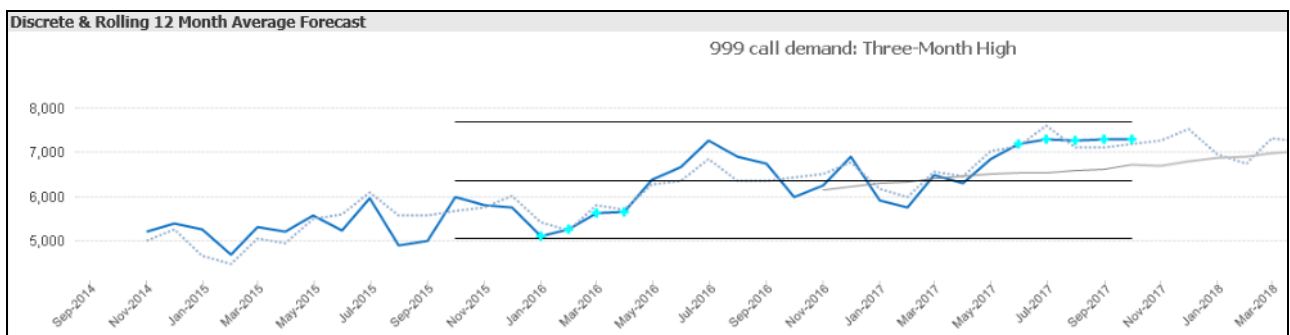
144. During quarter two, 93 per cent of all 999 calls received (21,518) were answered within ten seconds. These calls took an average of five seconds to answer.



*Average wait time for a 999 call to be answered*

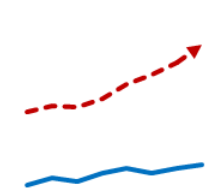
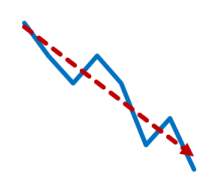


*Percentage of 999 calls answered within ten seconds*

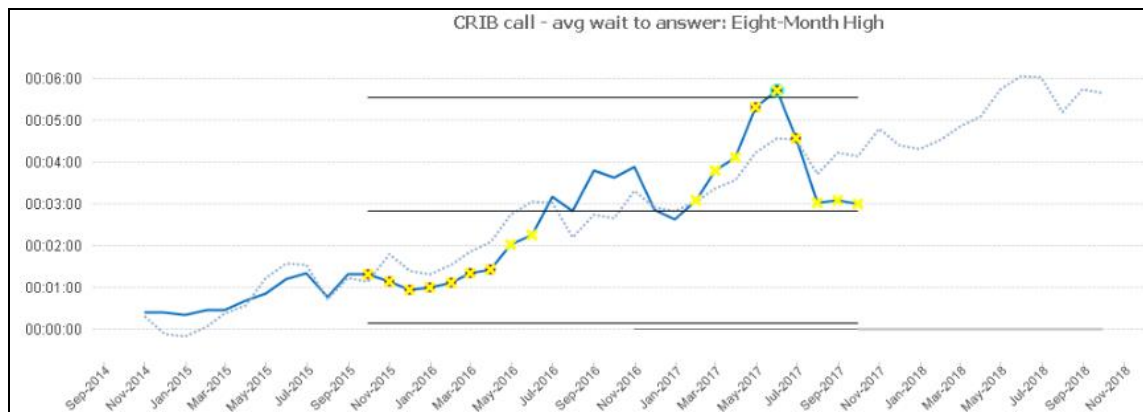


*Volume of 999 calls answered*

145. The Force has experienced a significant increase in the volume of 999 calls answered compared to previous years, as displayed in the chart above. This increase is in line with research which shows that 999 calls are increasing across England. There are no concerns about Wiltshire Police’s capability to answer emergency calls quickly.

Average time to answer Crime and Incident Recording Bureau (CRIB) calls	Q1 05:03 minutes	Q2 03:03 minutes				
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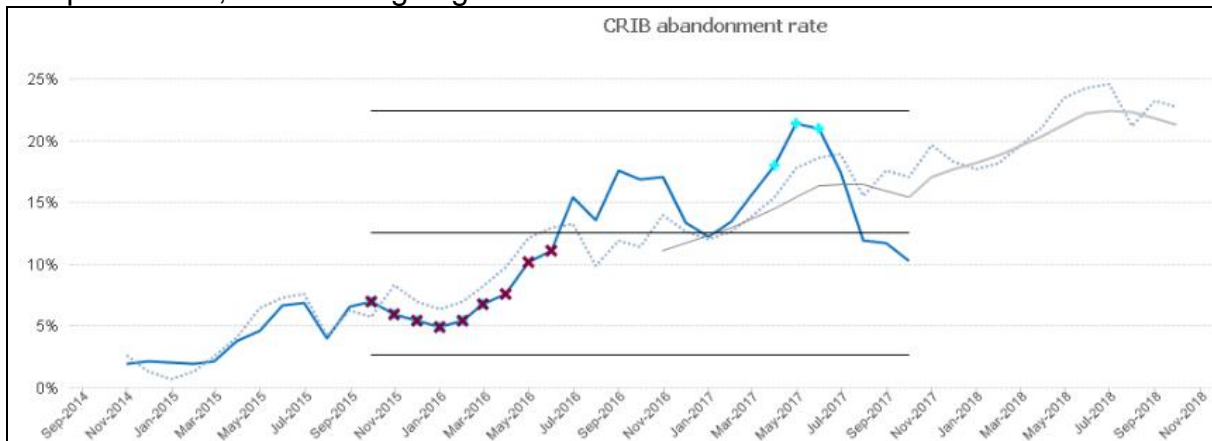
- 146. A total of 40,731 Crime and Incident Recording Bureau (CRIB) calls were received by Wiltshire Police during quarter two, which follows the same seasonal pattern of the previous three years. For example, call volume is at its peak during the summer and begins to reduce into the autumn and winter months.
- 147. The Crime and Communications Centre (CCC) have received 12,000 fewer calls during quarter two 2017, compared with the same period in 2015 and 2016.
- 148. On average in quarter two, the CRIB calls took three minutes and three seconds to answer, which is a significant decrease compared with quarter one, saving two minutes per call.



*Average wait time for a CRIB call to be answered*

- 149. Over the previous 12 months, the Force’s capability to answer calls directed into the CRIB was highlighted as a key risk, with 22 per cent of calls being abandoned during quarter one (8,900 out of 40,016). The highest abandonment rate recorded for more than three years. Improving the efficiency of call handling has been a key focus for the Force. A concerted effort and investment has been placed on triaging calls through the 101 non-emergency call line which has resulted in an average of 11 per cent of CRIB calls being abandoned during quarter two. Although there has been a marked

improvement, work is on-going to further reduce this rate.



*Percentage of CRIB calls abandoned*

150. To ensure the Force continues to refine internal processes to equip call handlers to be better at identifying threat, harm, risk and vulnerability, more accurate at crime recording and better at reducing demand on the frontline where they can, I have asked for a report from the Force and received the following from ACC Kier Pritchard:

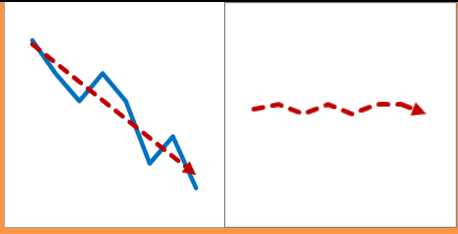
*“The details of the CCC Programme have been signed off in full, further to the completion of the Programme Definition Document. As previously reported, the programme is founded upon developing the end to end operating model in the CCC to ensure an effective service is offered to the public and to staff and officers working across Wiltshire Police. The model has been designed from a demand management perspective, essentially seeking to ensure the operation of the room is designed around staff being available to meet demand fluctuations and to introduce a model of greatest system efficiency. Transfer and hand-off processes will be limited to ensure the customer is dealt with at the first point of contact. In order to implement the desired demand-based operating model, the Police and Crime Commissioner has earmarked £250k investment for the programme.*

*“The programme governance continues, with four project leads appointed across the following projects: People, Processes, Technology and Environment. During the recent period, a series of staff forums have been established, a communications portal with a discussion board has been introduced and formal consultation has commenced with staff within the room. A three-tier people, leadership and culture plan has been approved, with concepts being introduced by Spring 2018. Recruitment has been accelerated with new part-time recruits being employed directly against the demand based duty / shift pattern to ensure resources are being matched to demand. In January*

2018, a further 20 CCC operators commence employment with the Force, with a further intake of 20 planned for April. The quantity and quality of applicants for the CCC appears to have been radically improved following the beginning of the Channel 4 series 999WYE?

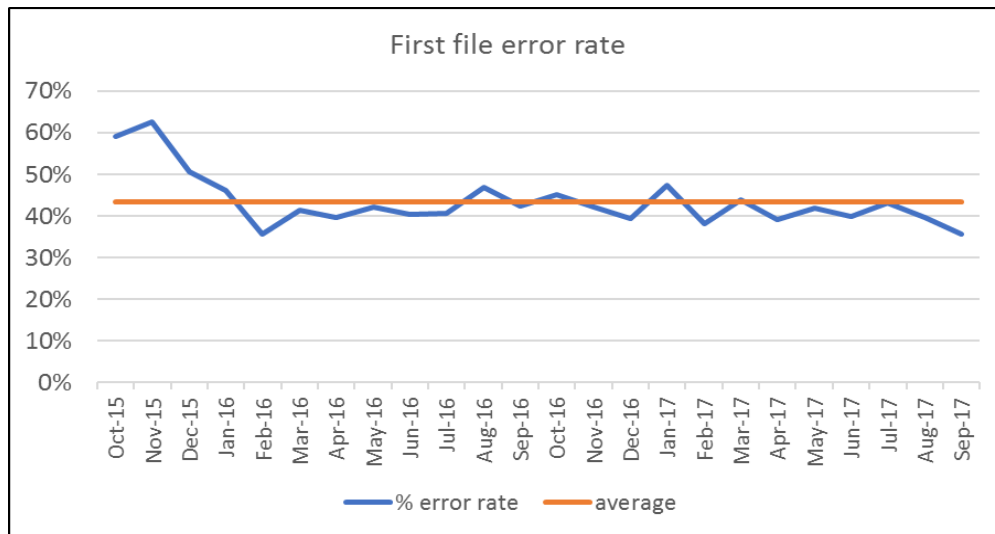
*“Performance in the CCC continues to show significant improvements, with abandoned 101 / Crime Incident and Bureau (CRIB) currently at 5.0% against the peak of concern in July where 22% of calls were being abandoned. Whilst call demand has reduced, there is evidence that calls received have increased, demonstrating that the system is becoming more efficient. This performance improvement cannot be aligned to one single initiative but more a culmination of several marginal gains. For example, resources are becoming better aligned to demand, staff numbers have increased, greater information about peak times and alternative channels are provided at the front end of 101 via the voice recording (IVR). Demand arising from partners and from yellow phone use alongside reduced enquiry office opening hours have also been prioritised to reduce predictable demand and repeat business.*

*“It is expected that performance will continue to improve, even though the full implementation of the CCC model will not be completed until Autumn 2018.”*

Quality of first files	Q1 43.9 per cent	Q2 39.5 per cent	
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- 151. This measure relates to an internal assessment of the quality of files provided for a first hearing which the Force submits to the CPS.
- 152. Each file is assessed using 14 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.
- 153. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments.
- 154. There were 775 first files sent to the CPS in quarter two, of which 39.5 per cent had

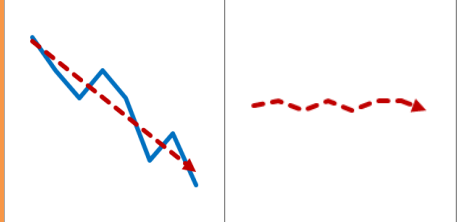
an unsatisfactory grading. This represents a 4.4 per cent improvement compared with quarter one 2017. Although this figure may appear high, it remains stable over the previous six months and is reflective of the rigorous scrutiny process under which a file is assessed.



*First file error rate by month up to September 2017*

155. Analysis identified that the most common causes of error are the absence of supervisor signatures, scanning errors and the absence of a victim personal statement.

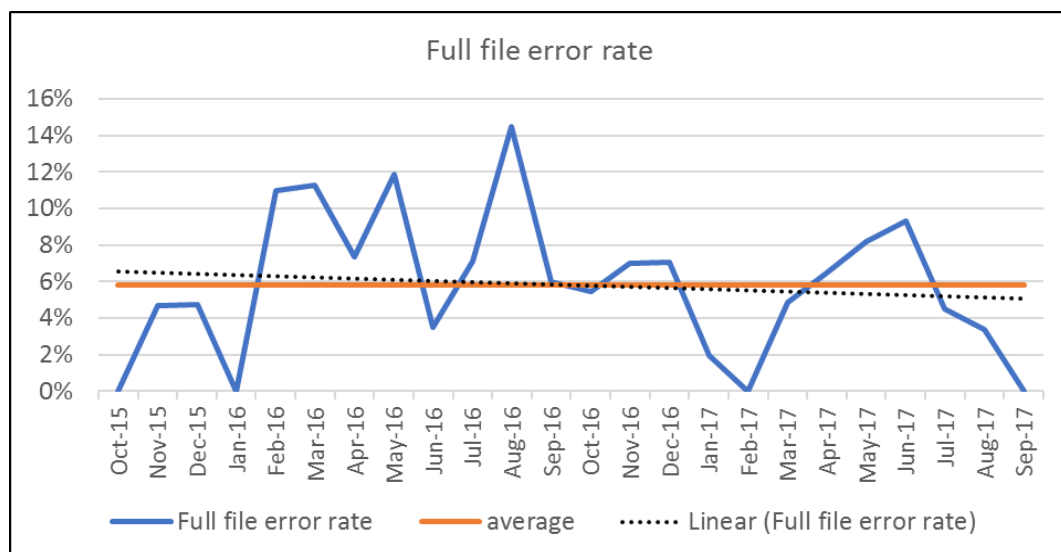
156. The Criminal Justice Unit continues to work closely with the Community Policing Team (CPT) inspectors to highlight areas for improvement and the importance of getting these right.

Quality of full files	Q1 8 per cent	Q2 2.6 per cent	
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157. 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.

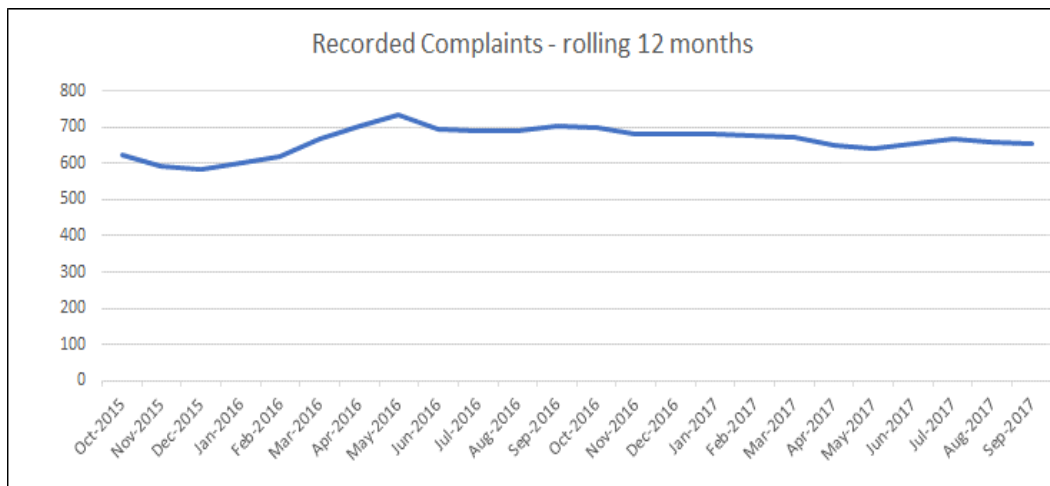
- 158. Each full file is assessed using 11 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.
- 159. The framework which supports this assessment enables managers to learn common errors 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.
- 160. In the year to September 2017 there were 692 full files produced which is 44 fewer full files when compared with the year to September 2016. There were 179 full files sent to the CPS in quarter two, of which five (2.6 per cent) had an unsatisfactory grading.
- 161. This measure has remained consistently low since September 2016 with the overall trend continuing to decrease as shown in the graph below using the black dashed line.




*Full file error rate by discrete month up to September 2017*

Volume of complaints	Q1 153	Q2 322			
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162. In the financial year to date, the volume of complaints recorded remains stable. There were 322 complaints recorded during quarter two and 654 in the 12 months to September 2017.



*Recorded complaint volume rolling 12 months*

Percentage of complaints recorded within 10 days	Q1 98 per cent	Q2 99 per cent			
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163. The Independent Police Complaints Commission (IPCC) expects complaints to be recorded within ten working days on average.

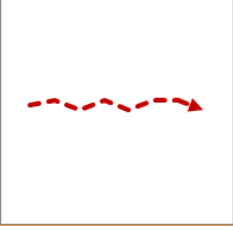
164. The percentage of complaints recorded within ten days is consistently high and that



has been the case since January 2016. This demonstrates an efficient process that is being sustained.

165. Of the 322 complaint cases recorded, 319 were recorded within ten days, giving a rate of 99 per cent for quarter two.

166. The average number of days to record a complaint case during quarter two was less than three days.

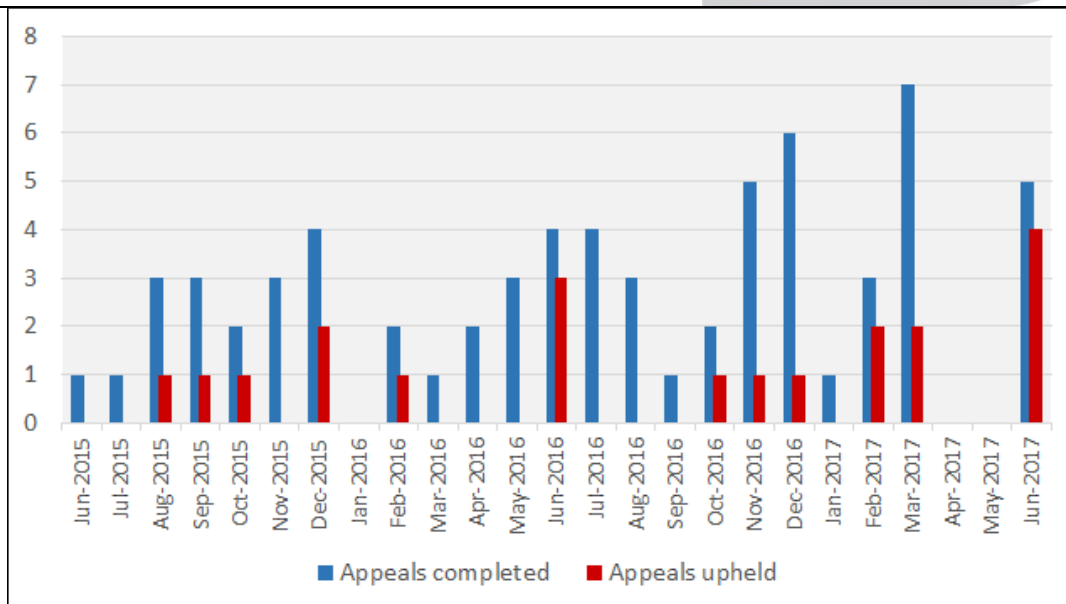
<p>Percentage of complaint appeals upheld</p>	<p>Q1</p> <p>80 per cent</p> <p>(four out of five appeals completed)</p>	<p>Q2</p> <p>41 per cent</p> <p>(nine out of twenty-two appeals completed)</p>	
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167. The purpose of this measure is to understand the quality of our complaints investigation process by monitoring the proportion of the appeals that are upheld.

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

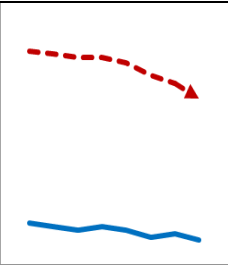
169. For quarter two, there were 27 appeals made to the Force. Twenty two appeals were completed in quarter two and nine were upheld. Of the nine appeals upheld, eight related to complaints dealt with by way of local resolution and one related to the outcome of a police investigation.

170. During quarter two, it took an average of 29 days to complete the appeal process for the 22 cases that were reviewed. To date five appeals received in quarter two are being reviewed. The outcomes may retrospectively change the figures in future reports.



*Volume of appeals completed and appeals upheld by month*

171. The nine appeals upheld represent 2.8 per cent of the total volume of complaints recorded during quarter two. These are considered low proportions and would indicate the complaints and appeals process is working well.

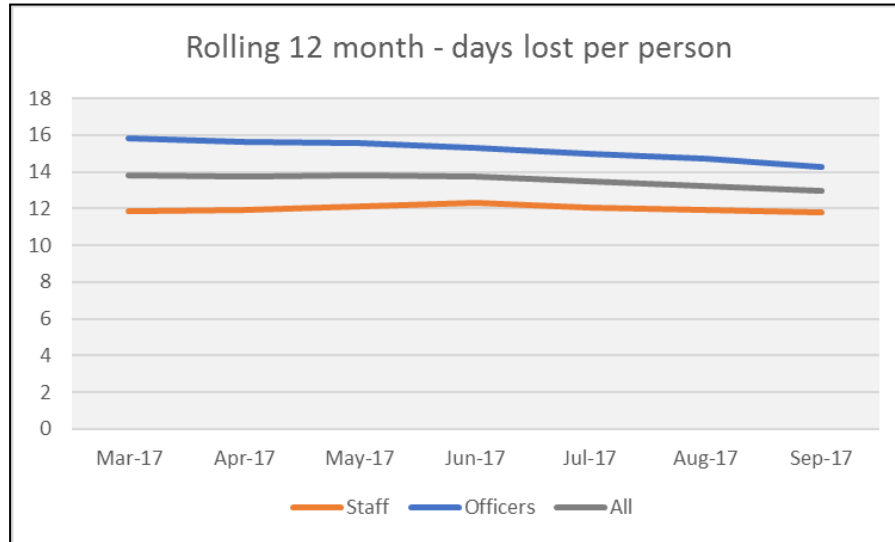
<p>Number of actual days lost per person</p>	<p>Year to March 17 13.7 actual days lost  Reducing trend</p>	<p>Year to September 17 13 actual days lost  Reducing trend</p>	
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172. This measure demonstrates the monthly average calendar days lost in-Force due to police officer and staff sickness.

173. The total number of days lost to sickness reduced by 6.4 per cent when comparing the year to March 2017 with the year to September 2017. This is the equivalent of 1,821 fewer days lost to sickness in the 12-month period.

174. Headcount over this period has reduced. However we are still seeing a reduction in the number of sickness days taken per employee. This fell by six per cent during the last six months from 13.8 days per person in the year to March 2017 to 13.0 in the

year to September 2017.



*Rolling 12-month police officer and staff comparison of actual days lost per month due to sickness*

175. Previously police officer sickness has been significantly higher than police staff sickness. However, the current trend shows a decrease in the number of sickness days lost per person for police officers and relative stability in the days lost per person for police staff. For the 12 months to September 2017, the actual days lost (per person, per year) for officers was 14.3, down from 15.8 in March 2017. This equates to a ten per cent reduction in six months. Police staff sickness remains lower than officer sickness and has reduced by one per cent from 11.9 actual days per person for the 12 months to September 2017 to 11.8 in March 2017.

## Service Delivery Plan 2017-21

### Protect the most vulnerable in society

#### Objective One

**Influence the coordination of public protection and safeguarding services across the community safety partnerships and safeguarding boards to better understand and protect those at risk of harm and explore opportunities to further develop such partnership work**

#### **2.01 Use the “Single View” system to share information between services to protect victims of crime and to protect vulnerable people**

The Single View (SV) programme encourages and facilitates the sharing of information between nine different public service and partner organisations across Wiltshire.

Those partners are:

- Wiltshire Police
- Wiltshire Council
- Wiltshire Clinical Commissioning Group
- Dorset & Wiltshire Fire and Rescue Service
- South Western Ambulance Service Trust
- Avon and Wiltshire Mental Health Partnership
- Great Western Hospitals NHS Foundation Trust
- Salisbury NHS Foundation Trust
- Royal United Hospitals Bath NHS Foundation Trust

The partners are focused on the benefits of providing a comprehensive, single view of core data, so that public service and partner organisations can rely on that shared information with confidence. Also the risk of decision making would be minimised by having consistent and accurate data across organisations.

The programme’s key objectives have been to;

- Provide a more holistic approach to sharing specific information about individuals between organisations.
- Enable public services to gain a fuller understanding of the individual needs of the patients, people and residents they serve.
- Provide the right information to make evidence-based decisions and transform performance.

- Ensure that Wiltshire's communities are healthier, safer and more prosperous places to live and work.

The programme has successfully implemented a number of data sharing products between the police and partner agencies. In May 2017 the 'Fire Arms Licensing Details to Avon and Wiltshire Mental Health Partnership' product case was successfully rolled out. The system provides information from Wiltshire Police National Firearms Licensing Management System (NFLMS) allowing staff from Avon and Wiltshire Mental Health Partnership (AWP) to query whether a patient referred to this service is a firearms holder. The product is invaluable in assisting professionals when making safeguarding decisions.

The SV programme has also implemented the 'Police Access to Addresses' product. This data sharing product provides Wiltshire Police with direct electronic access to Wiltshire Council held resident addresses on a 24/7 basis without a need to contact the council. The system enables search warrants to be issued and has supported quicker address location of violent offenders. The product was delivered in August 2017 and new product cases are currently being developed for obtaining direct access to other key information such as benefits payment addresses.

### **2.02 Developing with partners a long-term plan to improve protection from cyber-crime and other threats across police, local authorities and health providers**

Cyber-crime is a criminal act which is carried out using computers or the internet. Unfortunately Cyber-crime is an increasing threat and as such we continue to actively work with partners to protect our community from this threat.

Wiltshire Police engage with the wider community through social media outputs, running campaigns on topics such as safe use of social media, protecting your devices and ransomware and computer software fraud whilst informing the public of safety advice from agencies such as the National Fraud Intelligence Bureau. We also have a weekly radio slot on BBC Radio Wiltshire which is used to talk about the latest cyber related scams and offer prevention advice to the public.

Working alongside the organisation 'GetSafeOnline' we are currently planning a community awareness event where experts will inform the public about cyber security and give advice as to how to protect themselves.

Earlier in the year we undertook an event with Avagio, an IT company based in Chippenham. The event was held to inform local businesses of the cyber related dangers they could face and provide prevention advice. Due to the success of this event another is planned for the New Year. In addition, 'GetSafeOnline' have been working with us to provide a Cyber-crime awareness event for local businesses. This is currently being planned for early next year.

Our Youth Engagement Officers continue to deliver online safety sessions to children in schools and colleges throughout the County. They have also been delivering presentations to teachers and providing events at schools for parents to learn about keeping their children safe online. These events have proved hugely popular. We have been working with Wiltshire Councils Community Engagement Managers to host cyber awareness events for parents. The first event is planned for February next year and if proved successful we will look to roll out these events throughout the county. Finally, working alongside the Regional Cyber Crime unit (RCCU) we have delivered a cyber prevent presentation to staff working at Salisbury hospital.

### **2.03 Exploring opportunities to integrate preventative services with local authorities, the fire and rescue service and other partners**

During 2017 Wiltshire Police undertook a demand profile examining repeat demand/high frequency contacts into the Police. This work highlighted that individuals contacting the Police were also frequently contacting other agencies in Wiltshire and Swindon, or at the very least were known to them. As a result we started to share information with our partner agencies to examine whether our high demand individuals were also causing them high demand, the aim being to identify common themes and put measures in place.

In June 2017 Wiltshire Police along with the Local Authorities presented their initial findings to the Public Service Board and the Community Safety Partnerships. As a result the High Frequency Contact Group was established which in essence focus' on those small number of individuals who are creating high demand but are receiving a disjointed and ineffective service.

The group is overseen at a strategic level by Supt Gavin Williams and John Rogers from Wiltshire Council. Alongside Police and the Local authority's, key strategic partners include; Dorset & Wiltshire Fire and Rescue Service, Children's Services, Avon and Wiltshire Mental Health Partnership and Housing. The aims of the High Frequency Contacts group are to;

- Gather evidence, improve understanding of clients, demand and services
- Improve prevention through better collaboration
- Improve intervention through better collaboration
- Inform potential larger redesigns of services.

A number of workshops and have been held with partner agencies where real life cases studies were

examined and demand on services mapped.

In addition work is ongoing regionally to understand demand on services from high frequency contacts. Avon and Somerset Force having submitted a bid to the South West Services Collaboration to deliver a multi-agency information hub, for which Wiltshire Police will be a key partner.

#### **2.04 Supporting the Chief Constable to implement the systems review of public protection and investigative work to ensure policing services are effectively protecting victims of sexual offences, child sexual exploitation and domestic abuse.**

In 2015 Wiltshire Police looked at the demand and current ways of working within Public Protection Department (PPD) and Criminal Investigation Department (CID). Both departments deal with serious and complex investigations. These reviews highlighted:

- an increase in frequency and change of type of demand
- crime allocation was process led and not victim-focused
- there were hidden activities within workloads, for example; reviewing 3<sup>rd</sup> party material
- work was being passed between teams
- concerns with resource levels/command structure

To understand these issues a team was commissioned to undertake a systems thinking review. A systems thinking review looks at service improvement and is built by the people who either work in the service and/or who use it. During a time when the police service as a whole is seeing an increase in demand, the force needed to look at other ways to increase efficiency with the resources available, and how to provide the best service for victims and witnesses.

The review, known as the Force Investigative Model (FIM), started in early October 2016.

The objective of the review is to:

*Review and redesign the Force investigative model, aligned to the Force control strategy and delivery plan. FIM will systematically review the investigation functions, with a view to identifying a future operating model, rather than simply making minor adjustment to existing structures.*

An evidence-based understanding of how the system currently works was shared and debated with high-level concepts presented to the Senior Command Team (SCT) in July 2017 for agreement on which options to take forward into the design stage.

Value identified by the FIM review to take forward to redesign were:

- reducing silos but maintaining specialism where appropriate
- embedding further safeguarding and seeking preventative opportunities
- building on successes of multi-agency working
- maintain proactive elements

Key areas identified by the FIM review to address in redesign were:

- current focus is on remit rather than victim
- specialist skills are not fully utilised
- command structure concerns

The FIM review is now in the redesign stage. Principles of redesign include taking the proposed concept and building the detail to understand how it would work practically. This informs the allocation of investigations within areas, appropriate level of resource including officer/police staff skill mix, understanding shift patterns required to manage demand and the structure required to support this. The FIM project team aim to take details of redesign to SCT in February 2018 for agreement on what happens next.

## **Objective two**

### **Reduce demand on local policing by protecting vulnerable people**

#### **2.05 Working with partners to support troubled families and individuals with complex needs**

Troubled Families is a programme of targeted intervention for families with multiple problems, including crime, anti-social behaviour, truancy, unemployment, mental health problems and domestic abuse.

In December 2010, the Prime Minister set the ambitious goal of turning around the lives of 120,000 troubled families by 2015. Due to the success of Phase 1, an expanded programme began nationally in April 2015. The expanded programme aims to achieve more ambitious outcomes for 400,000 families across a broader range of high cost problems by 2020.

The Troubled Families Programme (TFP) is led by the local authorities with both Wiltshire and Swindon having dedicated troubled families leads. The programme is supported by a number of partner agencies including the Police, Department for Work and Pensions, Health Partners and the Voluntary Sector.

The TFP is managed under the Crime Prevention Department within Wiltshire Police and the force has both nominated strategic and tactical leads. In addition the force provides a full time data analyst to support the programme. The role of the analyst is to support the local authorities to identify, select, and allocate families which meet the criteria. Currently the TFP have 2023 families that meet the criteria for intervention, made up of 7118 individuals.



Building on Wiltshire Police's successful integrated approach with families with complex needs the force is exploring expanding the police resource allocated to the TFP. This will enable the Crime Prevention Department to co-ordinate intelligence and information gathering, and liaise directly with police officers and staff whilst undertaking training of front line police staff in relation to the TFP.

### **2.06 With Wiltshire and Swindon councils, commission services that protect and support victims of domestic abuse**

Swindon's DA service and refuge were recommissioned in April 2017 and awarded to Swindon's Woman's Aid. This service was jointly commissioning by Swindon Borough Council and the PCC. The current support service continues to perform well and is integrated into multi-agency public protection services.

The PCC and Wiltshire Council are jointly recommissioning Wiltshire DA service to begin in April 2018. This service is beginning together a range of services from refuges and children's support services to provide a more holistically commissioned services, than the current contract provided by Splitz.

Within Wiltshire and Swindon, the police lead the Domestic Abuse Conference Call, where on a daily basis DA incident information is shared with partner agency's including Probation, Community Rehabilitation Company (CRC), Avon and Wiltshire Mental Health Partnership (AWP), Army Welfare, Housing, Children Services, Public Health, Splitz, Salisbury Refuge, Devizes Refuge, Nelson Trust, Troubled Families Programme, Home truths and Turning Point.

All high risk DA cases are discussed at the Multi Agency Risk Assessment Conference (MARAC). Wiltshire Police provide the chair of the MARAC, along with two dedicated members of staff whose role is to research cases and implement actions. At this meeting data is shared with Splitz, Swindon Women's Aid and the respective Local authority MASH. We also share performance data with the local Safeguarding Children boards under which DA sits.

Training regarding victim safeguarding is currently being rolled out to response officers. This involves training on safety plans and details of support agencies. All victims of standard risk are further contacted by Wiltshire Polices Horizon Team and offered signposting to support agencies, by phone or letter. If the case is medium or high Risk, officers from the Public Protection Department complete safeguarding and signpost victims to support agencies. In addition all high risk cases of DA are allocated an Independent Domestic Violence Advisor.

### **2.07 Working with partners to protect and support those at risk of harm, and those who have been harmed by sexual abuse and violence**

The dedicated co-located teams embedded to safeguard those at risk of Child Sexual Exploitation (CSE) within both local authorities continue to work together alongside partner agencies (The Opal Team in Swindon) and Wiltshire (The Emerald Team in Wiltshire), with staff from both the Police and Children's Social Care. Information is shared through these teams to tackle CSE issues from both a prevention and enforcement perspective. In addition the force has commenced predictive analytical work to understand networks of individuals within force systems, connecting children that may be at risk of CSE and seeking to identify those potentially vulnerable to CSE, prior to any offences or reports. This information is then passed to the CSE teams across the county for triage.

There are two multi agency meetings, one in each local authority, that operate at both a tactical and strategic level. The Swindon Multi Agency Risk Panel (MARP) ensures a coordinated approach is taken when considering and responding to high levels of vulnerability. The MARP focusses on young people who are deemed to be at high or very high risk of sexual exploitation, risks associated with going missing or at high or very risk of being otherwise exploited. In Wiltshire the corresponding partnership meeting is the Multi Agency Child Sexual Exploitation (MACSE). Police and partnership attendance at these meetings has been refreshed to ensure the appropriate representation exists, this includes attendance by Community Policing Team.

Detective Supt Smith chairs both the Swindon and Wiltshire Local Safeguarding Child Board (LSCB) Child exploitation and missing sub-group, one of the stands of which is to assess the effectiveness of the multi-agency response to CSE and report onto the LSCB's. A child sexual abuse problem profile has been completed by Wiltshire Police and shared with partners for recommendations to be taken forward.

The Adult Sexual Exploitation team (ASEP) continues to work closely with partners to protect and support adult sex workers. Both Swindon and Wiltshire have adult sexual exploitation practitioner (ASEP) groups, chaired by Police leads. Work is ongoing to expand the remit of these groups to include criminal exploitation of the vulnerable including human trafficking and modern slavery.

A comprehensive Rape and Serious Sexual Offences (RASSO) plan has been developed and is driven by the RASSO tactical lead, closely supported by a RASSO lawyer, commissioned for 12 months to work alongside Wiltshire Police to improve the force response to such offences. Governance against the delivery of this plan is through the Vulnerability development Board.

### **2.08 With Wiltshire and Swindon clinical commissioning groups, commission mental health triage support in the police control room to help those in mental health crisis get**

### the support and care they need

The mental health triage support has been successfully operating since early 2017 and is a 24/7 cover to provide guidance and advice to officers in supporting people in mental health crisis. The aim of MHCRT is to:

- Improve the experience and outcomes for service users
- Quickly assess a situation to ensure the appropriate care pathway is identified
- Reduce the number of detentions under S136 by identifying suitable, less restrictive alternatives
- Reduce the amount of time police officers spend managing situations by providing support for mental health incidents and facilitating access to appropriate services
- Reduce the burden of inappropriate referrals to Emergency Departments
- Improve training, awareness, confidence and joint working relationships between police and health professionals
- Reduce unnecessary costs across the Police and NHS
- Inform future commissioning for mental health provision

A wealth of management information is being collected and the service is being used by officers however further work is ongoing in trying to quantify the benefits to policing and meeting CCG outcomes.

### 2.09 Conducting a systems review with NHS partners to improve how those in mental health crisis are provided with places of safety

This work has been completed and part of the review of places of safety consultation announced by Avon and Wiltshire Mental Health Partnership in summer 2017. This consultation has concluded however further time has been provided for further information gathering and stakeholder liaison. We are awaiting an update from AWP.

### 2.10 With Wiltshire and Swindon councils, commission services to reduce the harm and prevent crime caused by alcohol and substance misuse

Procurement of a new drug and alcohol service is underway with the PCC, Wiltshire Council and Swindon Borough Council due for commencement in April 2018. This pan Wiltshire service will a more efficient contract whilst providing services that meet the needs of the urban and rural communities.

CGL provide services in Swindon and have settled into their new base. The drug service in Wiltshire, Turning Point continues to be the best performing service in the country in supporting substance misusers to come off addiction.

As part of the new tender greater outreach services are anticipated, whilst improving access to support services in custody and as custody numbers fall increasingly through other referral routes.

### **2.11 Working with local authorities to ensure that people who go missing are protected, kept safe and preventing further incidents**

Wiltshire Police is committed towards taking a multi-agency approach when receiving and investigating reports of missing and absent persons, to evaluate and assess risk and to investigate all safeguarding and welfare concerns.

Whilst we accept our primary role in these cases is to protect life and to prevent and detect crime by adequately resourcing staff to locate the missing person, we cannot do this alone and will work with statutory and non-statutory agencies towards a successful conclusion. This includes sharing and discussing all missing person incidents with partner agencies with regard to all children under the age of 18 years and vulnerable adults

Missing person reports are dealt with by a team of staff consisting of a Detective Sgt and two Missing Person Coordinators. The coordinators work from Swindon and Wiltshire's Multi Agency Safeguarding Hubs (MASH) located in both Trowbridge and Swindon. Funding has also been secured to employ two new Missing Persons Operational Support Staff. These posts will be dedicated to working with our most frequent missing individuals and work alongside both the MASH offices and CPT locations. They will have the training and capacity to conduct the missing investigation on the ground, whilst supporting the longer term safeguarding preventative work that is undertaken by the missing person coordinators. These posts will also be specialists in, and more proactive around, the early use of social media and telephony to recover missing people.

## 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:

- e) Have shown a significant change;
- f) Are of particular concern to me;
- g) Are an area of excellent work or progress; or
- h) 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 which I consider require the panel to consider:

### PEEL Efficiency

The inspection was carried out earlier this year by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.

For the third year in a row, Wiltshire Police has been assessed as good in the efficiency with which it keeps people safe and reduces crime.

I am pleased that the inspectors have recognised that the Force has a good understanding of the demand for its services; that it uses its resources well to manage that demand and that its plans for meeting future demand are also judged to be good.

HM inspectors have also noted that 'a culture of continuous improvement is in place throughout the Force, resulting in better services for the public'.

Quite rightly the report notes that 'there are sometimes delays in answering non-emergency calls to the Force control room' and that this is an area for improvement, which we have discussed with the panel. I have agreed with Chief Constable Mike Veale that £250,000 should be invested to increase the number of staff in the crime and communications centre to address the issue of people calling 101 hanging up whilst



held in a queue. You will see from the performance report above that this is beginning to have a positive effect on 101 answer times and reducing abandonment of calls.

More needs to be done and we are at the early stage of implementing the improvement plan for the Force control room.

I cannot praise the Force highly enough that this consistently good performance with a backdrop of changing threat, harm and risk, whilst also being the 4<sup>th</sup> lowest funded force in England and Wales.

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## **PCC RISK REGISTER**

### **1. Purpose of Report**

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

### **2. Background and Main Considerations**

- 2.1 The risk register is now aligned to the lifespan of the Police and Crime Plan (2017-2021) and has been reviewed and updated as at 10 November 2017.
- 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 (CMB) 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 in deciding whether a risk is high, moderate, acceptable, or minor.

### **3. Key Risks to Consider – Inherent**

- 3.1 The register identifies 10 inherent risks, five are considered as either minor or acceptable, four are considered moderate, and one considered high.
- 3.2 Details on the five risks considered moderate or high are:

- *Risk I1: Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats (moderate risk)*

Performance monitoring appears to indicate some decline in performance since 1<sup>st</sup> April 2017. Performance continues to be monitored on a monthly basis at the Force Strategic Delivery and Transformation Board at which the PCC is represented. An exception report on progress against the Police and Crime Plan will be produced following which this risk will be fully reviewed (NB. the exception report will be produced as soon as OPCC resources allow as these will be directed towards the precept consultation in January 2018).

- *Risk 12: Failure to produce a MTFs that enables the PCC to deliver his Police and Crime Plan priorities and fails to identify delivery of necessary savings (**high risk**)*

Likelihood has been reduced from 4 to 3 giving a reduced overall score of 36, although the risk is still considered high. This is due to the work that continues to take place in producing a balanced budget based on the provisional agreement. Reserves will be used to help manage a shortfall in the budget for 2018-19 but concerns still remain for future years.

- *Risk 16: Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process (**moderate risk**)*

In October 2017 Swindon Borough Council announced it needed to save approximately £30m over the next 30 months. Clearly there will be an impact on service provision and on those areas where the Council and the PCC / Force work collaboratively. In recognising this, the scoring for this risk has increased moving it from an acceptable risk to moderate.

- *Risk 18: ICT services are not resilient and transformational to support effective and efficient policing (**moderate risk**)*

Governance structures are in place and working effectively. The formal agreement is with Wiltshire Council for signature, a revised version of which was sent to them at the end of October 2017. The OPCC is working to the revised version.

- *Risk 19: Collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits (**moderate risk**)*

Work is continuing to manage the mitigation and the risk. Due to a number of changes in senior posts, a review of this risk will now be carried out early in the new calendar year (it had previously been proposed that this would be done in November).

#### 4. Key Risks to Consider – Topical

4.1 The register identifies 4 topical risks, two are considered moderate and two are considered high.

4.2 Details on the four risks considered moderate or high are:

- *Risk T1: Review of funding formula does not provide additional resources or reduces resources to Wiltshire (**high risk**)*

The APCC and the National Police Chiefs Council (NPCC) have been pro-active in making evidential submissions to the Minister for increased / fairer funding and meeting with him to discuss the issues around funding. In a recent speech at the Joint APCC / NPCC summit, the Home Secretary stated that she 'did not want to see you reaching for a pen.....asking for money'. The likelihood for this risk has been increased moving it from a moderate risk to high.



- *Risk T2: Community Policing model does not deliver anticipated benefits (**moderate** risk)*  
An improvement plan is in place to deliver the Community Policing Model. Recruitment has been carried out and training of new recruits commenced. The risk will be fully reviewed in April 2018 once training has concluded.
- *Risk T3: Delayed implementation of new communication system as a result of national changeover from Airwave Tetra to new 4G based ESN (**high** risk)*  
As reported previously, this is an event which is likely to occur but one in which the Commissioner has limited control over as this is a national issue. There is the potential for significant cost increases and there are concerns around whether the devices provided can deliver the necessary technology. The impact score has been increased and the risk now has a total overall score of 48. This is the highest scoring risk on the PCC's risk register.
- *Risk T4: Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010 (**moderate** risk)*  
The Commissioner receives monthly briefings on delivery against the Force improvement plan from the lead officer. A review was carried out by Internal Audit in October 2017 and the final report is awaited. A full review of this risk will be undertaken once this is received.

## 5. New / Removed Risks

- 5.1 No new risks have been identified since the previously circulated version and no risks have been removed from the register.

## 6. Future Reviews of Risk Register

- 6.1 Reviews of the Risk Register will continue as detailed at Paragraph 2.4.

**Naji Darwish**  
**OPCC Deputy Chief Executive**

ACRONYM	MEANING
BAU	Business As Usual
BUSS	Best Use of Stop and Search
CC	Chief Constable
CCG	Clinical Commissioning Group
CFO	Chief Finance Officer
CJS	Criminal Justice System
CMB	Commissioner's Monitoring Board
CPT	Community Policing Team
CSR	Comprehensive Spending Review
DA	Domestic Abuse
ESN	Emergency Services Network
HMIC	Her Majesty's Inspectorate of Constabulary
HO	Home Office
HR	Human Resources
ICT	Information Communication Technology
IPCC	Independent Police Complaints Commission
IT	Information Technology
JSA	Joint Strategic Assessment
JSNA	Joint Strategic Needs Assessment
LA / LAs	Local Authority / Local Authority's
MOJ	Ministry of Justice
MPs	Members of Parliament
MTFS	Medium Term Financial Strategy
NPCC	National Police Chiefs Council
NWOW	New Ways of Working
OPCC	Office of Police and Crime Commissioner
P&C Plan	Police and Crime Plan
Panel	Police and Crime Panel
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PEEL	Police Effectiveness, Efficiency and Legitimacy Programme
PID	Project Initiation Document
PSQB	Public Service and Quality Board
RJ	Restorative Justice
S&S	Stop and Search
SA	Sexual Abuse
SCT	Senior Command Team
WC	Wiltshire Council
WCJB	Wiltshire Criminal Justice Board
YOT	Youth Offending Team

**RISK KEY**

risk score 30+
risk score 18-29
risk score 8-17
risk score 1-7

**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		
<b>Inherent Risks</b>											
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"> <li>Failure to discharge role of PCC</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Damage to partnership relationships</li> <li>Criticism from Government / HMIC and adverse media attention</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>Police and Crime Plan integral part of planning cycle</li> <li>New plan produced within one year of each PCC election and reviewed annually</li> <li>P&amp;C Plan agreed as key document for police community safety partnerships and WCJB</li> <li>Informed by CC's operational advice and partnership delivery plans</li> <li>Comprehensive engagement and consultation with the public in developing final P&amp;C Plan</li> <li>Attendance at strategic boards with partners</li> <li>Attendance at Force SCT where performance is reviewed</li> <li>PCC commissioning of services in addition to policing to support delivery of P&amp;C Plan – 2018-19 commissioning plans being considered</li> <li>Quarterly reporting to the Panel on performance against plan</li> <li>Publication of annual report summarising progress made against priorities and P&amp;C Plan – published September 2017</li> </ul>	3	2	4	24	10-Nov-17	<b>Maintain</b> - OPCC to produce summary exception report following which risk will be reviewed
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"> <li>PCC and OPCC failure in statutory obligations</li> <li>Unable to commission required services or provide enough funds to CC to provide efficient and effective police service</li> <li>Unable to deliver P&amp;C Plan priorities</li> <li>Incorrect precept sought from Wiltshire public resulting in too much or too little funds being provided</li> <li>Look at borrowing money options – would no longer be debt free</li> <li>Negative impact on future budgets and reserves</li> <li>Impact on Wiltshire public through the services they receive and setting of the precept</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMIC and adverse media attention</li> </ul>	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO</li> <li>Member of APCCs / APACE / PACCTS</li> <li>Horizon scanning database referenced</li> <li>Fortnightly finance meetings between PCC and CFO</li> <li>Collaborations / projects require financial sign-off at CMB</li> <li>Continual review and update working closely with CC</li> <li>Central government determined by Treasury</li> <li>Restrictions on council tax with capping of 1.9%</li> <li>Work continuing to balance provisional agreement – reserves to assist which will help deal with 2018-19 budget but concerns remain for future years</li> <li>Precept consultation to commence January 2018</li> </ul>	3	3	4	36	10-Nov-17	<b>Score decreased (previously 48)</b> - work continuing to balance provisional agreement
I3	18-Aug-15	OPCC commissioning arrangements are not in place or are ineffective	<ul style="list-style-type: none"> <li>Insufficient resources available</li> <li>Services commissioned that are not required, duplicated elsewhere, do not assist PCC in meeting P&amp;C Plan objectives</li> <li>Failure to maximise performance</li> <li>Failure to secure value for money</li> <li>Stifle innovation and creative / effective solutions</li> <li>Failure to comply with legal requirements on procurement</li> <li>Failure to ensure commissioned agencies comply with PCC legal requirements under Equality Act</li> </ul>	Reputational Operational delivery Performance Legal	<ul style="list-style-type: none"> <li>Commissioning Strategy in place</li> <li>Partnership agreements / grant letters issued for each commissioned service outside of the police</li> <li>Commissioned services provided by Wiltshire Police to be reviewed during 2017-18</li> <li>Regular / Final reports a prerequisite of all commissioned services</li> <li>Quarterly meetings of the Commissioning and Policy Group which keeps all commissioned services under review</li> <li>Monthly Commissioning Update meetings established between officers</li> <li>Constant future planning of allocation of Community Safety Fund and Victims Fund – initial 2018-19 commissioning plans considered at September meeting of Commissioning and Policy Group meeting, further version to be considered at December meeting</li> <li>Planning underway for review of services to ensure timely and smooth transition to new provider where necessary</li> <li>Ongoing / New commissioning with LAs meeting all legal and procurement requirements</li> <li>Internal audit reviewed ethical arrangements and gave a 'reasonable' assurance with no significant findings</li> <li>Internal Audit reviewed governance arrangements and gave a 'reasonable' assurance with no significant findings</li> </ul>	1	2	2	4	10-Nov-17	<b>Score decreased (previously 8)</b> due to completion of Internal Audit review of governance arrangements and a 'reasonable' assurance given
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"> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMIC and adverse media</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>Fortnightly CMB meetings with CC</li> <li>Attendance at monthly SCT</li> <li>Review of performance data</li> <li>Regular review of force spend</li> <li>Engagement with public and partners to understand requirement and needs</li> <li>Development of P&amp;C Plan and objectives in consultation with the CC</li> <li>HMIC inspections – PEEL efficiency grading published on 9th November, Wiltshire graded as 'good'</li> </ul>	1	2	4	8	10-Nov-17	<b>Score reduced (previously 16)</b> following PEEL efficiency grading of 'good'

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
15	18-Aug-15	Failure to maintain effective partnerships with criminal justice agencies and commissioning of effective services for victims	<ul style="list-style-type: none"> <li>Justice processes become inefficient and not joined up</li> <li>Justice outcomes, victim satisfaction, and care declines</li> <li>Reduced satisfaction and confidence in criminal justice process by victims of crime</li> <li>Reduced public satisfaction and confidence in PCC which is likely to extend to Wiltshire Police and CJS partners</li> </ul>	Reputational Operational delivery Performance	<ul style="list-style-type: none"> <li>PCC Chair of WCJB, additional support being provided by OPCC</li> <li>PCC has coordination role across CJS system on behalf of victims</li> <li>WCJB delivering substantial parts of the P&amp;C Plan</li> <li>WCJB action plan in place and being delivered by sub-groups</li> <li>Victims, Witnesses and Most Vulnerable sub group coordinate victim through CJS and CSPs manage offender work</li> <li>RJ strategy agreed by WCJB</li> <li>Partnership working to support delivery of specialist victim services for DA and SA</li> <li>Victim services being redeveloped to further integrate support</li> <li>Work to improve interface between force and CPS to improve efficiency with sexual offences</li> <li>In conjunction with Northumbria OPCC, Wiltshire is coordinating WCJB work to identify areas for improvement in specialist courts and support for victims</li> <li>Improved links and coordination between local and national CJB through APCC and portfolio leads</li> </ul>	1	2	3	6	10-Nov-17	Maintain - BAU
16	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"> <li>Missed opportunities to collaborate / save money / provide a more efficient and effective service</li> <li>Unexpected detrimental impact on the PCC's ability to deliver the P&amp;C Plan objectives</li> <li>Unexpected detrimental impact on policing affecting funding and police officer time</li> <li>Increase demand on PCC and OPCC staff</li> <li>Increased demand on policing services</li> <li>Loss of satisfaction and confidence in relationships with partners and their decision making / consultation process</li> <li>Negative reaction from the public / media</li> </ul>	Reputational Operational Delivery Performance	<ul style="list-style-type: none"> <li>Regular engagement with LA Leaders</li> <li>Attendance at strategic boards with partners</li> <li>OPCC engagement with partners and stakeholders and attendance at relevant boards</li> <li>Fortnightly meetings of CMB discuss emerging developments with partners</li> <li>Updating and monitoring of Horizon Scanning database</li> <li>Early engagement with LAs and partners to identify and reduce demand on policing services</li> <li>PCC Chairs Tri-Force Board and is supported by CX</li> <li>SBC required to make savings and already impacting on services in place, PCC / OPCC being consulted with</li> </ul>	3	4	2	24	10-Nov-17	Score increased (previously 16) due to savings requirement of SBC
17	31-Jan-17	PCC estate fails to enable effective and efficient policing	<ul style="list-style-type: none"> <li>Unnecessary maintenance of surplus buildings and associated utility costs</li> <li>Waste of resources maintaining surplus estate</li> <li>Damage to community relationships</li> <li>Negative impact on CPT and provision of local policing</li> <li>Negative comments from public / local media</li> <li>Underestimate estate requirement and dispose of too much estate</li> <li>Sub-optimal estate provision is ineffective use of resources</li> <li>Loss of opportunity to share properties and associated costs with local partners / communities</li> </ul>	Financial Reputational Operational Delivery	<ul style="list-style-type: none"> <li>PCC's Estate Strategy has been published and key stakeholders (including the public) notified</li> <li>PCC meeting with Wiltshire and Swindon MPs to advise them of strategy</li> <li>Estates strategy governance in place</li> <li>PCC holding officers to account for delivery of strategy</li> <li>CC has provided operational requirements to PCC</li> <li>Operational requirements developed across all police departments and informed by current and future predicted demand</li> </ul>	2	3	2	12	10-Nov-17	Maintain - risk and score to be reviewed in February 2018 (six months from publication of estates strategy) giving an opportunity to progress strategy with partners
18	15-May-17	ICT services are not resilient and transformational to support effective and efficient policing	<ul style="list-style-type: none"> <li>ICT vulnerable to cyber attack</li> <li>ICT is out of date, fails and is unsupported</li> <li>Missed opportunities of improvement technology</li> <li>Impacts upon delivering P&amp;C Plan objectives</li> <li>Use of older / out of date equipment limits capability</li> <li>Criticism from Government / HMIC and adverse media</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> </ul>	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>Strategic Partnership with WC has significantly improved capability and delivery</li> <li>Strategic work ongoing with WC to identify priorities, timescales and governance – expectation is for improved clarity surrounding ICT</li> <li>Regular meetings with service providers and increased monitoring occurring</li> <li>Test incident conducted with GCHQ</li> <li>Business continuity plans in place for all business areas</li> <li>PCC identified funds available for specific ICT projects in capital plan</li> <li>Joint Technology Board meets regularly – PCC, CC, and WC are represented</li> <li>ICT disaster recovery plan awaited</li> <li>Formal agreement with WC for signing, revised version sent end of October 2017, OPCC working to revised version</li> </ul>	3	2	3	18	10-Nov-17	Maintain - governance structures are in place and formal agreement with WC for signing
19	18-Aug-15	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"> <li>PCCs do not wish to commission policing model provided</li> <li>Collaborative partners do not wish to pursue collaborative opportunities</li> <li>Key delivery areas are compromised or do not address the requirements of PCC, Police, collaborative partner(s), or the Wiltshire public</li> <li>Reduced influence of PCC to provide local accountability</li> <li>Effective and efficient service not delivered</li> <li>Reduced public and partner confidence and satisfaction in PCC and police</li> <li>Negative reaction from the public / media</li> <li>Criticism from Government / HMIC</li> <li>Damage to partnership relationships</li> </ul>	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>Contracts and agreements in place for all collaborations</li> <li>Governance arrangements outlined in all collaborative agreements</li> <li>PCC / OPCC represented at relevant Boards where performance, finance, and strategic risks are managed</li> <li>CCs manage operational service risks and escalate to PCCs as required</li> <li>ACCs in place for Tri-force collaborations and regionalised services</li> <li>PCCs receive regular updates on collaborative service arrangements</li> <li>Collaborative arrangements standing agenda item on CMB</li> <li>HMIC undertake specific service inspections for collaborative arrangements and is also included in HMIC PEEL inspection regime</li> <li>Annual reports on collaborations to CMB detailing benefits provided</li> <li>PCC Chairs Tri-Force Board and is supported by CX</li> </ul>	2	3	3	18	10-Nov-17	Maintain – review of risk will now be conducted early in new calendar year due to number of changes of senior people (previously suggested November 2017)

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
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"> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMIC and adverse media attention</li> <li>Damaged relationship and reputation as an employer</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>Membership of APCC, APACE, and PACCTS</li> <li>All HMIC reports considered and responded to</li> <li>Appropriate staffing structure in place with clearly defined roles and responsibilities</li> <li>PCC staff conduct horizon scanning and provide regular briefings to the PCC</li> </ul>	2	2	2	8	10-Nov-17	Maintain - BAU
<b>Topical Risks</b>											
T1	05-Jan-16	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	<ul style="list-style-type: none"> <li>PCC and OPCC failure in statutory obligations</li> <li>Not able to provide enough funds to Chief Constable to provide an efficient and effective police service</li> <li>Unable to commission required services due to reduced funding</li> <li>Unable to deliver P&amp;C Plan priorities</li> <li>Further savings would need to be identified</li> <li>Reduction in reserves</li> <li>Reduced satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMIC and adverse media attention</li> </ul>	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO</li> <li>D&amp;C PCC is a member of the Technical Group and PCC able to channel his views through her</li> <li>Review put on hold following announcement of general election and purdah</li> <li>There has been no future announcement from central government in relation to the review</li> <li>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</li> <li>In recent speech Home Secretary stated did not want 'to see you reaching for a pen.....asking for money'</li> <li>Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before completion of formula review</li> <li>£1.7m of additional savings will be required from 2017-18 onwards if funding formula not revised as proposed in 2015-16</li> <li>APCC and NPCC active nationally meeting with Minister and making evidential submissions</li> </ul>	3	4	3	36	10-Nov-17	Score increased (previously 24) - campaigning locally and nationally for increased funding
T2	06-Mar-17	Community Policing model does not deliver anticipated benefits	<ul style="list-style-type: none"> <li>Anticipated benefits are reduced or not delivered</li> <li>Operating model is not sustainable</li> <li>Service quality decreases and visibility falls</li> <li>Satisfaction for victims and public falls</li> <li>Damage to reputation of PCC, OPCC, and Force</li> </ul>	Financial Operational Delivery Performance Reputation	<ul style="list-style-type: none"> <li>Project team meeting monthly focusing on delivering benefits of model - OPCC is represented</li> <li>Failsafe safe plan in place if significant challenges emerge</li> <li>Workforce fully engaged and local communities fully informed and engaged in process</li> <li>Process continues to evolve and develop and will need to reflect local communities needs</li> <li>Detailed evaluation specification in place</li> <li>Review score after receipt of evaluation report</li> <li>Initial evaluation shows difficulty with current resourcing level</li> <li>Tactical Board attended by DCX</li> <li>JIAC received briefing of review in September</li> <li>Improvement plan in place to deliver CPT</li> <li>Recruitment has taken place and training commenced</li> </ul>	3	2	4	24	10-Nov-17	Maintain - review in six months' time (April 2018) once new recruits have concluded training
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"> <li>ESN is not fit for purpose or equal to the Airwave network it replaces (including gaps in coverage)</li> <li>Commons Public Accounts Committee has been told that ESN will be running in September 2020</li> <li>Financial impact of delayed implementation on PCCs budgets and some high level costs are unknown</li> <li>Negative reaction from the public / media</li> <li>Damage to reputation of PCC, OPCC, and Force</li> <li>Limited control due to national programme</li> </ul>	Financial Operational Delivery Reputation	<ul style="list-style-type: none"> <li>PCCs represented by PCC Katy Bourne on HO Oversight Group</li> <li>National meetings taking place at which police forces are represented</li> <li>Motorola proposing recommended solutions to HO in June 2017</li> <li>CC SW representative – information more received more timely and increased force focus</li> <li>Situation reviewed by the Public Accounts Committee and has national profile</li> <li>Updates being received on a regular basis but not providing confidence or clarity on timescales and costs</li> <li>Concerns around devices provided and whether they can deliver the necessary technology</li> <li>Potential for significant cost increases</li> <li>CFO to deliver update to JIAC December meeting</li> </ul>	4	4	3	48	10-Nov-17	Score increased (previously 32) CFO to deliver update to December JIAC meeting
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"> <li>Failure of the PCC to hold the CC to account</li> <li>Wiltshire Police does not fulfil legal duty and values of organisation</li> <li>Wiltshire Police does not reflect the diversity of the community it serves</li> <li>Failure to identify and respond to demands of diverse communities</li> <li>Reduced public satisfaction and confidence – disproportionate effect in diverse communities</li> <li>Reputational damage to PCC, OPCC and Police</li> <li>Increased risk of HR tribunals and litigation</li> <li>Damaged relationship and reputation as an employer</li> </ul>	Legal Operational Delivery Reputational	<ul style="list-style-type: none"> <li>Assessment undertaken of victim's vulnerability, including aspects of diversity</li> <li>Specialist support services in place for ensuring support for a range of diverse groups</li> <li>Force has S&amp;S policies in place and is BUSS compliant</li> <li>Recruitment of 3x Positive Action Officers to review and advise on internal policies and procedures</li> <li>Hate crime scrutiny group established to provide challenge and advice on policies and procedures related to diversity</li> <li>HR Policies set out obligations and procedures to meet Force duties</li> <li>Recruitment, redeployment and support policies in place</li> <li>Force implementing action plan including leadership, coaching and mentoring support, redesigning recruitment of officers, specials, and staff to attract more diverse applicants</li> <li>Force presented CMB with comprehensive action plan to address areas for improvement</li> <li>PCC receiving monthly briefings on delivery against improvement plan from lead officer</li> <li>Updates will now be provided by exception through the usual performance mechanisms</li> </ul>	2	3	3	18	10-Nov-17	Maintain - Internal Audit took place Oct 2017, risk and score will be reviewed on receipt of this report

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Received From	Question	Date Rec'd	Date to OPC C	Response	Date Response Rec'd	Date of meeting
<p>Cllr Richard Britton</p>	<p>“We have been told that because of training issues recruitment to all aspects of the force has to take place in ‘bursts’. This risks incurring capacity and resource issues arising between each recruitment ‘burst’. We are seeing pronounced capacity issues within the CPTs whilst a hastened recruitment drive rushes to try to ‘catch up. We have seen a similar situation in the CCC.</p> <p>Despite the need to do training in ‘batches’ hasn’t the time come to look at a more continuous recruitment to overcome the periodic shortages which create visibility issues with our public?”</p>	<p>21/9 /17</p>	<p>22/9 /17</p>			<p>December 2017</p>

<p>Cllr Jonathon Seed</p>	<p>I attend the Parish Council meetings of seven rural villages on a monthly basis. In the days of NPT a PCSO or a PC used to attend these meetings for a few minutes to update community leaders on activity in their communities and listen to any concerns. In recent months, and since the introduction of CPT, the input of the police to these meetings has become negligible if at all. Can the PCC encourage better liaison between CPTs and their community representatives?</p> <p><b>Note: additional information was sought from Cllr Seed as to which parishes he was referring in order to seek information from the appropriate CPT Inspector.</b></p>	<p>24/9 /17</p>	<p>26/9 /17</p>	<p>As reported and discussed at previous Panel meetings, many of the CPT teams no longer attend Parish Council meetings as a matter of course. In some areas parish councils were surveyed and it was felt that, in most cases, with budgets and resources under severe pressure, it was better for a Police Officer or PCSO to be on their patch “doing” rather than in a meeting. The police always strive to provide a written update to Parish Councils and always encourage sign up to Community Messaging, which provides bespoke information for each area.</p> <p>All Parishes should know who their local points of contact are and after initial teething problems, I believe that this is now the case. The force do try to get to those meetings where a number of Parishes all come together in one meeting, rather than attending several dozen different ones. However, if any parishes had specific issues, they would of course attend if possible.</p> <p>We are aware that you have raised these concerns with the sector Inspector for his area, Inspector Fee, and raised the issue around visibility and Inspector Fee explained the weekly tasking process he chaired. This meeting focusses on where the priorities are in West Wiltshire so that officers can be used efficiently and effectively. There are limited resources and the police have to prioritise accordingly. The area to which Councillor Seed refers - Poulshot, Seend, Bulkington, Keevil, Steeple Ashton, Great Hinton and Semington.</p> <p>I can also confirm that the PCSO now responsible for these wards did draft a report and disseminated it to all the parish councils in the area in October. In addition, she patrols all the villages when on shift to try and maintain visibility unless diverted elsewhere. There is a great deal of liaison between parish councils and the police and whilst we are aware that there were some issues at the start of CPT, we do believe that communications have improved although this may need to continue to develop.</p>	<p>1/11/17</p>	<p>Dec 17</p>
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# Police and Crime Panel Forward Work Plan

Please note: this is a working document which is subject to change

Date	Location	Provisional Agenda Items
7 <sup>th</sup> December 2017 10:30am-1pm	Swindon, Civic Centre	<ul style="list-style-type: none"> <li>• Report on impact of the pay award plus bonus on the financial plan and reserves</li> <li>• Quarterly data (Q2)– Risk / Performance / Finance / Complaints</li> <li>• Member Questions</li> </ul>
18 <sup>th</sup> January 2018 10:30am-1pm	Salisbury, City Hall	<ul style="list-style-type: none"> <li>• PCC Budget 2018/19 and MTFS</li> <li>• Member Questions</li> </ul>
1 <sup>st</sup> February 2018 10:00am- 12pm	Monkton Park, Chippenham	<ul style="list-style-type: none"> <li>• Formal consideration of PCC Precept proposal</li> </ul>

<p>22<sup>nd</sup> March, 2018 10:30am-1pm</p>	<p>Devizes, Corn Exchange</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q3)– Risk / Performance / Finance / Complaints</li> <li>• Victim Support Service (Horizon) update</li> <li>• Member questions</li> </ul>
<p>14<sup>th</sup> June 2018 10:30am-1pm</p>	<p>Devizes, Corn Exchange</p>	<ul style="list-style-type: none"> <li>• Election of Panel Chair and Vice Chair</li> <li>• PCC Annual Report</li> <li>• Quarterly data (Q4)– Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> </ul>
<p>27<sup>th</sup> September 2018 10:30am-1pm</p>	<p>County Hall, Trowbridge</p>	<ul style="list-style-type: none"> <li>• Update from the Chief Constable</li> <li>• Quarterly data (Q1)– Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> <li>•</li> </ul>
<p>6<sup>th</sup> December 2018 10:30am-1pm</p>	<p>Civic Office, Swindon</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q2)– Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> <li>•</li> </ul>

<p>17<sup>th</sup> January 2019 10:30am-1pm</p>	<p>City Hall, Salisbury</p>	<ul style="list-style-type: none"> <li>• PCC Budget 2019/20 and MTFS</li> <li>• Member questions</li> <li>•</li> </ul>
<p>7<sup>th</sup> February 2019 10:30am-1pm</p>	<p>TBC</p>	<ul style="list-style-type: none"> <li>• Formal consideration of the PCC precept proposal</li> </ul>
<p>28<sup>th</sup> March 2019 10:30-1pm</p>	<p>Devizes Corn Exchange</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q3)– Risk / Performance / Finance / Complaints</li> <li>• Victim Support Service (Horizon) update</li> <li>• Member questions</li> <li>•</li> </ul>
		<ul style="list-style-type: none"> <li>•</li> </ul>

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