

AGENDA

Meeting: WILTSHIRE POLICE AND CRIME PANEL
Place: Wessex Room - The Corn Exchange, Market Place, Devizes,
SN10 1HS
Date: Thursday 22 March 2018
Time: 10.30 am

Please direct any enquiries on this Agenda to Emily Higson, of Democratic Services,
County Hall, Bythesea Road, Trowbridge, direct line 01225 713990 or email
emily.higson@wiltshire.gov.uk

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

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 - 8*)

To confirm the minutes of the meeting held on Thursday 1 February 2018

3 **Declarations of interest**

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

4 **Chairman's Announcements**

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 16 March 2018**. 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 **Quarterly data (Q3)- Risk / Performance / Finance / Complaints**

To receive quarterly performance data from the OPCC

7 **Introduction to new Acting Chief Constable - Kier Pritchard**

8 **Analysis of current CPT structure, establishment and staffing**

9 **Member questions (Pages 9 - 14)**

10 **Forward Work Plan (Pages 15 - 18)**

To note the forward work plan.

11 **Future meeting dates**

To note the future meeting dates below:

- 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

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 1 FEBRUARY 2018 AT COMMITTEE ROOM A - COUNCIL OFFICES, MONKTON PARK, CHIPPENHAM SN15 1ER.

Present:

Cllr Junab Ali, Cllr Abdul Amin, 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 Sydney-Smith

Also Present:

Angus Macpherson – Police & Crime Commissioner
Kieran Kilgallen – OPCC
Clive Barker – OPCC
Naji Dawish – OPCC

Emily Higson – Wiltshire Council
Kevin Fielding – Wiltshire Council

10 Apologies for Absence

There were no apologies.

11 Declarations of interest

There were no declarations of interest.

12 Chairman's Announcements

- The Chairman advised that Mike Veale's appointment as the Chief Constable for Cleveland Police had been given the green light by the Cleveland Police and Crime Panel.

Kier Pritchard had been appointed temporary Chief Constable for a twelve month period. The Commissioner advised that he wished to

recruit the permanent Chief Constable in a measured manner, and appoint the right person.

The Chairman raised concerns that he felt that it was likely that the temporary Chief Constable would be appointed as the permanent Chief Constable.

The Chairman invited Kier Pritchard to the March PCP meeting.

Cllr Anna Cuthbert expressed her thanks to Mike Veal for his thirteen years service to Wiltshire Police, and the positive contribution that he had made to policing in Wiltshire. This was echoed by the Chairman and Commissioner.

13 Public Participation

There was no Public Participation.

14 Formal consideration of PCC Precept proposal

The Commissioner explained that in January 2018 he had presented to the Panel a paper which outlined his thinking surrounding the 2018-19 budget.

Naji Darwish outlined the precept consultation process. It was noted that this consultation had received a much better response than previous consultations. It was hoped that a report covering the statistics from the consultation would be included as part of the Q1 report covered at the March meeting.

The paper, which also included a copy of the Medium Term Financial Strategy (MTFS), reported that a £12 increase in the Police part of the Band D Precept (a 7% increase) was appropriate. This would result in the Band D police part of the precept rising from £170.27 to £182.27 in 2018-19.

The PCP thanked Clive Barker for the content of the MTFS report.

The Police and Crime Panel were given the opportunity to discuss the Commissioner's proposals, after which a vote on the Police and Crime Commissioner's proposed Council Tax precept for the year 2018-19 was taken.

The PCP advised the Commissioner that they felt that local money should be used to fund local frontline policing. That the public of Wiltshire would expect to see an increase in police visibility.

It was agreed that the OPCC would produce a report showing the current CPT structure and the establishment attached to each CPT as a baseline against which future comparisons might be made. This would enable the Panel to seek

assurance that the CPT resources were being protected by funds derived from a precept increase.

Decision

- **Option C – To approve the increase in the police precept by £12 per annum (7%) as requested by the Commissioner**
- **That the Band D police part of the precept rising from £170.27 to £182.27 in 2018-19.**

The Chairman thanked the Commissioner for his report.

15 Member Questions

The current outstanding member questions were noted.

16 Forward Work Plan

The Forward Work Plan was noted with the addition that the new temporary Chief Constable would be invited to attend the 22 March PCP meeting.

17 Future meeting dates

- 22 March 2018 – Corn Exchange, Devizes
- 14 June 2018 - Corn Exchange, Devizes
- 27 September – County Hall, Trowbridge
- 6 December 2018 – Civic Offices, Swindon

(Duration of meeting: 10.30 - 11.45 am)

The Officer who has produced these minutes is Kev Fielding, of Democratic Services, direct line 01249 706612 or, e-mail kevin.fielding@wiltshire.gov.uk

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

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Office of the Police and Crime Commissioner for Wiltshire and Swindon

Quarter Three 2017-18 (1 October to 31 December 2017)

For Police and Crime Panel meeting 22 March 2018



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Introduction by Commissioner Angus Macpherson

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

This is the summary performance report for quarter three 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:

Salisbury Critical Incident

As many of you will know a critical incident was declared in Salisbury on 5 March 2018 following the use of a nerve agent.

This has been unprecedented for policing and partnerships in this county. We have seen partnership working at its very best, alongside agencies such as Fire, NHS, South West Ambulance Trust, Local Authorities, DEFRA and others. Information is being circulated by Wiltshire Police and partners on a regular basis. I have seen first-hand on the cordons, that officers are talking to and answering questions from members of the public.

This is a fast-paced investigation and information is being issued as regularly as possible. It is important to state that the information being issued has to be based on the current, available evidence. Wiltshire Police are working hard to reassure communities whilst this investigation, led by Counter Terrorism Police, is ongoing.



Prime Minister Theresa May has praised and thanked the response from our community policing team in Salisbury and all emergency services. I am confident in the way Wiltshire Police has managed and is continuing to manage this difficult situation, with a major incident being declared and our partners brought in on 5 March.

I want to recognise and thank the officers and staff for their exceptional dedication and professionalism over this period. And even more so when this was following on directly from the major incident caused by the snow and freezing weather conditions.

Police Senior Command Team

From 5 March 2018, Kier Prichard was appointment Temporary Chief Constable, Paul Mills was appointed Deputy Chief Constable and Craig Holden has been appointed Temporary Assistant Chief Constable. The first challenge has been on a monumental scale and has already demonstrated exceptional ability and skill in the toughest circumstances imaginable.

I look forward to continue working with the Senior Command Team over the coming months.

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







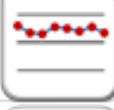
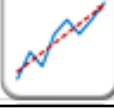
Angus Macpherson

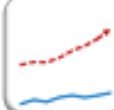


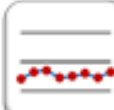
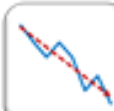
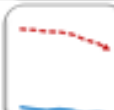


Police and Crime Commissioner for Wiltshire and Swindon

March 2018

New performance dashboard Key

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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

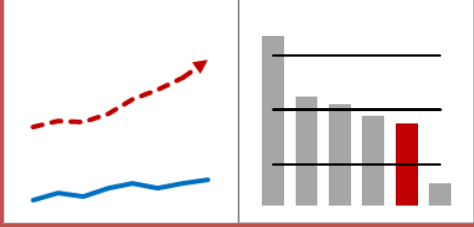
	The Rolling 12-month trend, for the past 12 months, is significant and Increasing
	Last month was less than the previous 24-month Average -2 Standard Deviations
	The last 3 months have all been below the Average for the past 24 months -1 Standard Deviation
	The last 8 months have all been below the Average 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

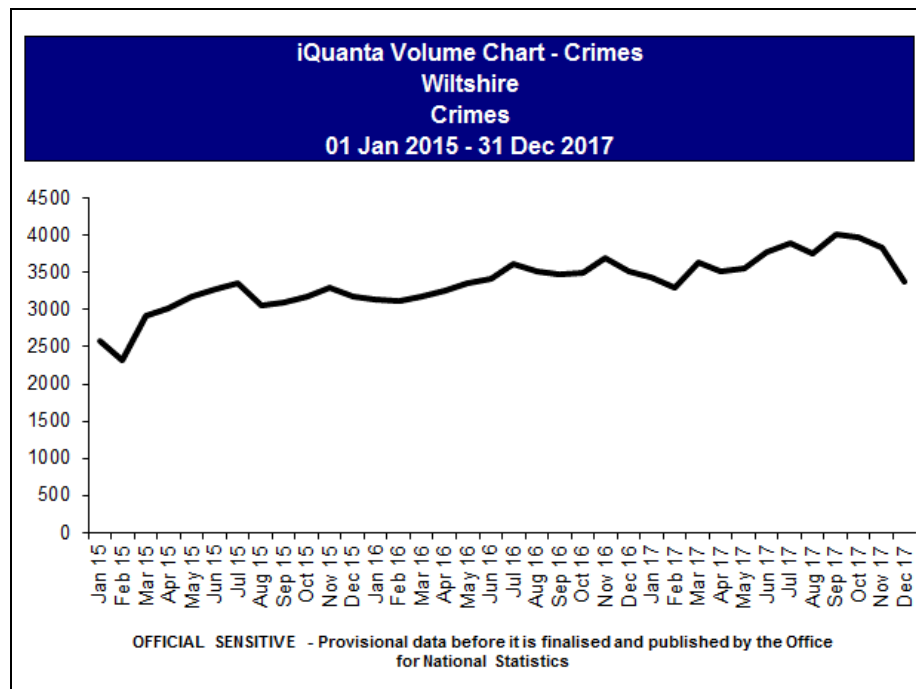
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Priority 1: Prevent crime and keep people safe				Priority 2: Protect the most vulnerable in society				Priority 3: Put victims, witnesses and communities at the heart of everything we do				Priority 4: Secure a quality police service that is trusted and efficient			
Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context
Crime volume	11,187		Increasing trend but in line with peers	S136 Arrests	48		Long term decreasing trend	Satisfaction of victims with the whole experience	76.0%		Long term significant decreasing trend influenced by investigation and being kept informed	Immediate response time (Interval)	10mins 36 sec		Improving trend in time it takes
Crime recording compliance	95.2%		Compliance remains high for the correct recording of crime and incidents	Number of Missing Individuals	460		Stable	Satisfaction with being kept informed				Priority response time (Interval)	51mins 14 sec		Improving trend in time it takes
Cyber flagged + Key word	424		Reduction from quarter two. Long term trend is stable	Volume of CSE crimes	35		Long term, slow increasing trend	Satisfaction with ease of contact				Average time to answer 999 call	5 sec		Stable and efficient
Hate crime volume	113		Trend is stable	Volume of DA Crime (ACPO defined)	1472		Long term stable trend	Satisfaction with treatment				Average time to answer CrIB call	2mins 0sec		Long term increasing trend, however discrete monthly decreases during quarter three
Outcome rate	19.9%		In line with MSG but lower than national average. Recent increase compared to quarter two	Volume of Sexual Offences (Recent / Non Recent)	401		Recent monthly decreases but in line with peers	Conviction rates	87.9%		Stable and high	Abandonment rate	7%		Long term increasing trend, however discrete monthly decreases during quarter three
ASB volume	3,822		Long term reducing trend with a reduction from quarter to quarter three					Restorative Justice level 1	104		Discrete increasing trend	Quality of first files	39.5%		Stable
Overall confidence with the police in this area	N/A		The OPCC are reviewing this survey, no data available					% of cracked or ineffective trials	52%		Stable and meeting the level of expectations of the CPS and Courts	Quality of full files	1.7%		Long term reducing trend with a significant reduction from quarter two
KSI- Collisions	66		Decrease on quarter two, and long term trend is decreasing					% of cracked or ineffective trials due to prosecution	19%		Stable with a discrete increase from quarter two to quarter three	Volume of complaints	118		Long term stable trend
Special Constables hours deployed	20,025		Hours have plateaued					Percentage of officers using live links	89%		Change to measure due to data sharing between partners	% Complaints recorded within 10 working days	95%		Stable and high
Number of Volunteers in post	90		Increase in quarter two of NPPV level 2 volunteers					Number of times virtual court used	81		Starting to plateau	Complaints average number of days to record	4 days or less		Stable and low
Subject to change								Subject to change				Percentage of appeals upheld	16%		Long term stable picture with recent decrease
												Morale of staff - Staff Survey	NA		
												Number of actual days lost per person	12.9		Long term reducing trend

1. Prevent crime and keep people safe

Crime volume	Q2. 11,670	Q3. 11,187	
	Rolling 12 months 40,755	Rolling 12 months 44,089	

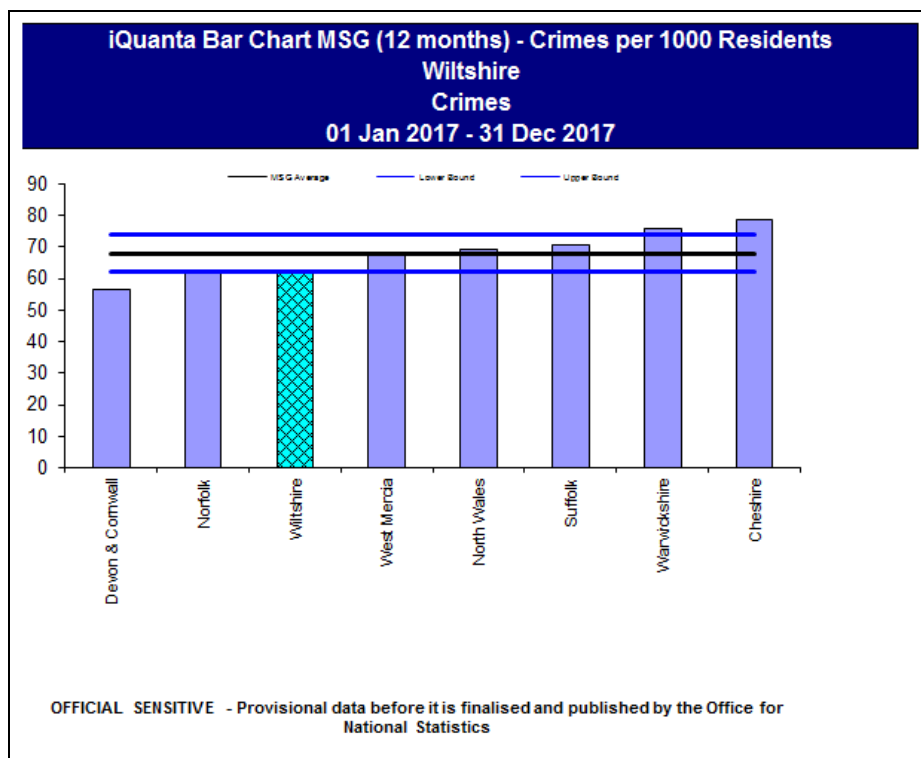
1. In previous reports, this section would have been written using information from iQuanta and ForceSight (a Microsoft Excel analytical product that compares forces on a regional and national scale).
2. ForceSight was produced by a member of staff in Lancashire Police Force. Since the publication of the last report, that individual has left their role and this information is no longer available. Because of this, no national or regional comparisons will be made in this section. There will however be iQuanta comparisons.



All crime up to December 2017 – direction of travel

3. Information published in iQuanta shows that there were 11,187 crimes recorded during quarter three and 44,089 crimes were recorded in Wiltshire in the 12 months to December 2017.

4. This represents an increase of 3334 crimes (eight per cent) recorded when comparing the most recent to the previous 12 months to December 2017.
5. *Caveat – please note iQuanta figures for September and October 2017 are estimates based on August 2017’s data. November and December 2017 are supplied by Data Hub (Home Office department) but have incomplete data for robbery, burglary and assaults on police officers. Consequently, the information published currently in iQuanta is not entirely accurate and therefore the Force are manually re-submitting data to ensure that this issue is rectified. The iQuanta charts in this report do reflect the manual change.*
6. The recorded crime rate per 1,000 population for Wiltshire in the year to December 2017 is 62.4 crimes. This is lower than most similar group (MSG) peers average of 67.9 crimes per 1000 population, but statistically in line, as shown in the chart below:



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

7. The Force continues to prioritise the increasing crime trend for residential 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.

8. 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.

To ensure this type of offending remains a priority for the Force, I have asked for a report and received the following from Superintendent Sarah Robbins:

“The Force are represented at a national working group where best practice is shared and concerns are raised.”

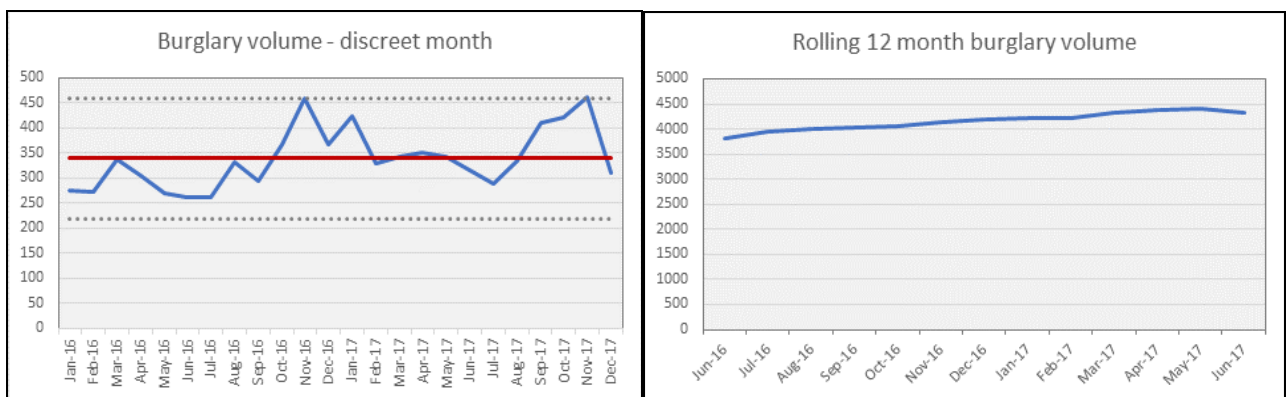
“The concept of Community Tasking Teams (CTTs) was piloted in Trowbridge and Chippenham in July 2017, and following successful evaluation, has since expanded to Swindon, Trowbridge, Chippenham, Salisbury and Devizes. The CTTs have targeted the small number of prolific offenders responsible for most of the burglaries in our communities. Because of doing so, a high number of arrests, remands in custody, convictions, custodial sentences and strict bail conditions have been made.”

“Improved communication and relationships with our partners in the Crown Prosecution Service (CPS), the magistrates and crown courts and the Youth Offending Team (YOT) have helped to provide more appropriate outcomes and reduced opportunities for future offending.”

“Through a successful media campaign in November 2017, information was aimed at educating the public on victim support agencies (Bobby Van and Horizon), how to report suspicious activity, crime scene investigation (CSI) advice on what to do if you have been burgled, and information on the CTTs. A second media campaign is due to take place in March 2018, which will continue to raise awareness and include a more crime prevention focus by looking at the significant impact burglary has on a victim and including the offender as part of that process.”

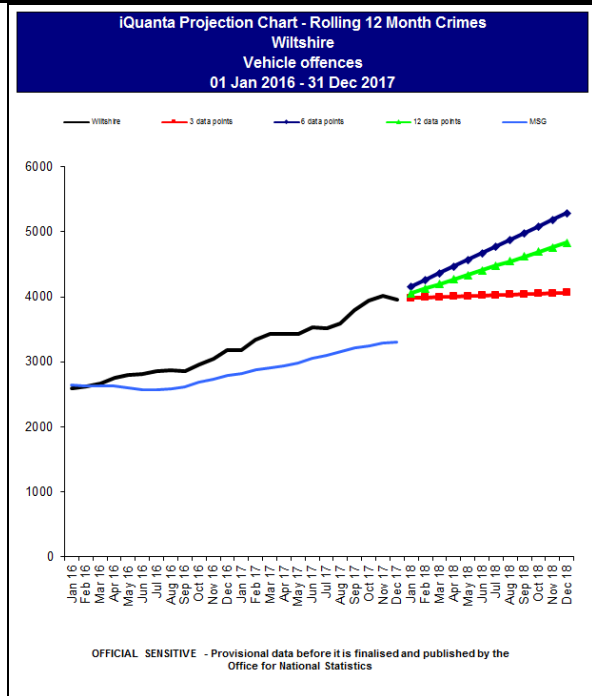
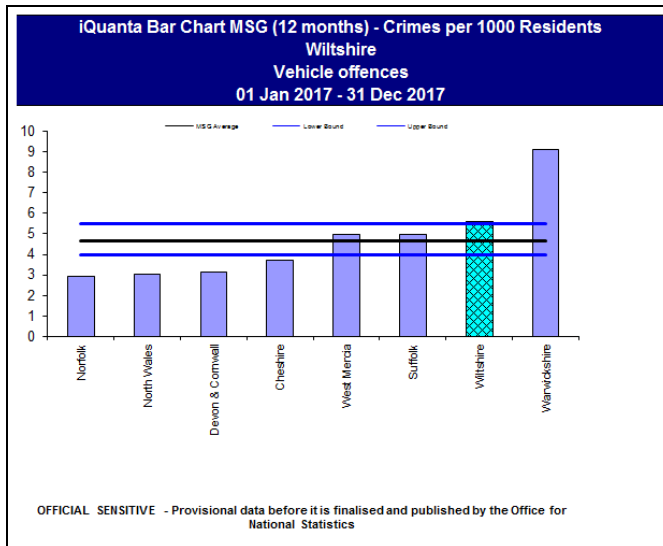
“Burglary will continue to be a Force priority. The CTTs will continue to work relentlessly to improve the service we are providing to victims of burglary, and to reduce future offending. The next step for Wiltshire Police is to consider successful crime prevention initiatives nationally, and how these can be implemented locally. We will continue to increase awareness in our communities, whether victim or offender, of the significant impact of this crime.”

9. 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 or quarterly comparison.
10. Internal analysis shows that in the year to December 2017 there were 4,334 burglaries in Wiltshire which represents an increase of 14 per cent or 526 additional crimes compared to the same period last year.




Burglary up to December 2017 – discrete monthly volume process chart and rolling 12 month trend

11. The volume of vehicle offences recorded in the year to December 2017 was 24 per cent higher than the previous year. This equates to a total of 3,951 offences, 776 more than the previous 12 months.
12. In the 12 months to December, Wiltshire recorded 5.6 vehicle crimes per 1000 population. This is above average and still in line with MSF peers as shown in the bar chart below.



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

13. As displayed in the line chart above, both Wiltshire and the MSG are showing an increasing trend which is projected to continue in the next 12 months.
14. 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.
15. 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	Q2. N/A	Q3.95.2 per cent	
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16. 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.


17. 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.

18. 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.

19. 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. The nature of these audits vary between each report to ensure as many high risk recording categories are monitored. Consequently, this measure will not be directly comparable for each quarter.

20. In quarter three, the C&IVU conducted two audits. These focussed on crime occurrences in the record management system known as NICHE and incidents recorded in the incident recording system known as STORM. In total 426 records were reviewed and on average 95.2 per cent were recorded correctly.

21. An internal review focusing on the sustainability of the C&IVU has taken place and was presented to members of the Senior Command Team at an internal Crime and Justice Board. At the board, it was agreed for the C&IVU to remain in position for a further 24 months alongside the Crime and Communications Centre Improvement Programme (CCCIP) which will include a new crime recording model.

Cyber flagged + Key word	Q2 489 crimes in total	Q3 424 crimes in total	
	163 monthly average	141 monthly average	

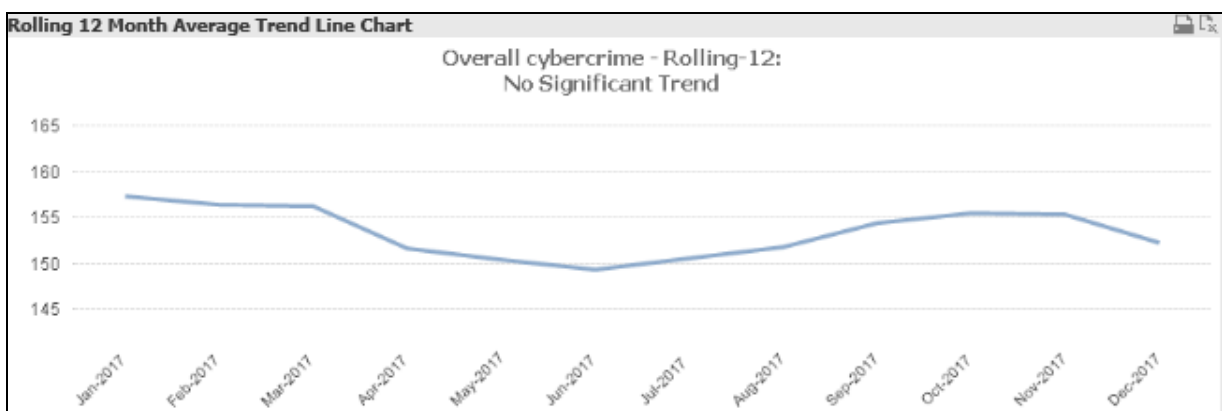
22. As technology advances, so does the threat of cybercrime. Offenders continue to find smarter ways to commit this type of crime.

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

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

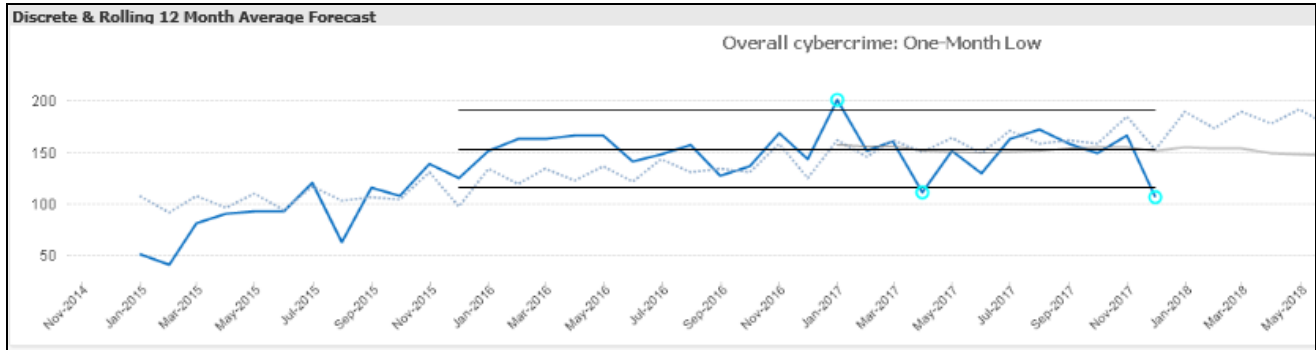
“Cyber-enabled crimes, such as fraud, the purchasing of illegal drugs and child sexual exploitation, can be conducted on or offline, but online may take place at unprecedented scale and speed.”¹

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



Cybercrime December 2017 – rolling 12 month trend chart

24. As per quarter two’s report, the long term rolling 12 month trend highlights that the volume of cybercrime recorded by the Force is stable.




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

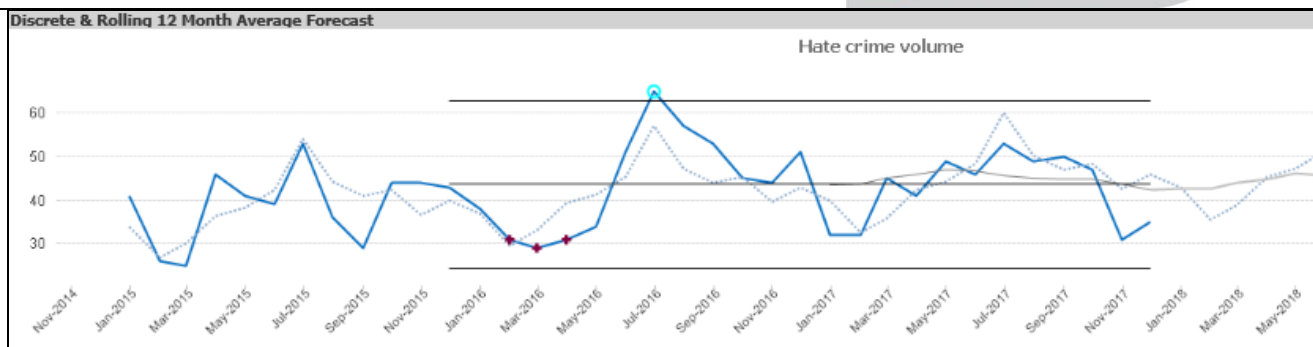
25. In Wiltshire during quarter three, there were 424 cybercrimes recorded and 1,827 crimes reported in the 12 months to December 2017. This is a reduction of 26 crimes recorded when quarter three 2017 is compared with quarter three 2016.

26. It is evident from the above process chart that the volume of cybercrime reported in quarter three is lower than originally forecasted, which is driven by a significant decrease in cybercrime being reported in December 2017. The forecast is highlighted in the above chart as the blue dashed line.

¹NCA 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>Q2 148 hate crimes</p>	<p>Q3 113 hate crimes</p> <p>Rolling 12 months 542 crimes</p>	
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27. The overall volume of hate crime reported has decreased by 35 crimes when comparing quarter two with quarter three. This volume of crime is much lower than forecasted 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 December 2017 – rolling 12 months, discrete monthly volume and forecast process chart

28. 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.

29. In the 12 months to December 2017, there were 542 crimes reported. This is a one per cent reduction compared with the 12 months to December 2016. This equates to seven less crimes.

30. During quarter three 2017, 1.2 offences of hate crime were reported a day which equates to one per cent of all crime reported to the Force in that period.

31. Please see the table below for the distribution of hate crimes by volume reported in the 12 months to December 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 December 2016 is compared to the 12 months to December 2017.

NICL Qualifiers	12m to Dec 2017	Proportion per crime type, per year	12m to Dec 2016	Proportion per crime type, per year	2016 Vs 2017 % change
Prejudice - Racial	414	76%	429	78%	-3%
Prejudice - Sexual orientation	52	10%	64	12%	-19%
Prejudice - Disability	34	6%	28	5%	21%
Prejudice - Religion	31	6%	24	4%	29%
Prejudice - Transgender	11	2%	4	1%	175%
	542	-	549	-	-1%

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

33. In October 2017, the Wiltshire and Swindon Multi Agency Hate Crime group held its

first annual conference at Trowbridge Rugby Club.

34. 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.

35. 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.

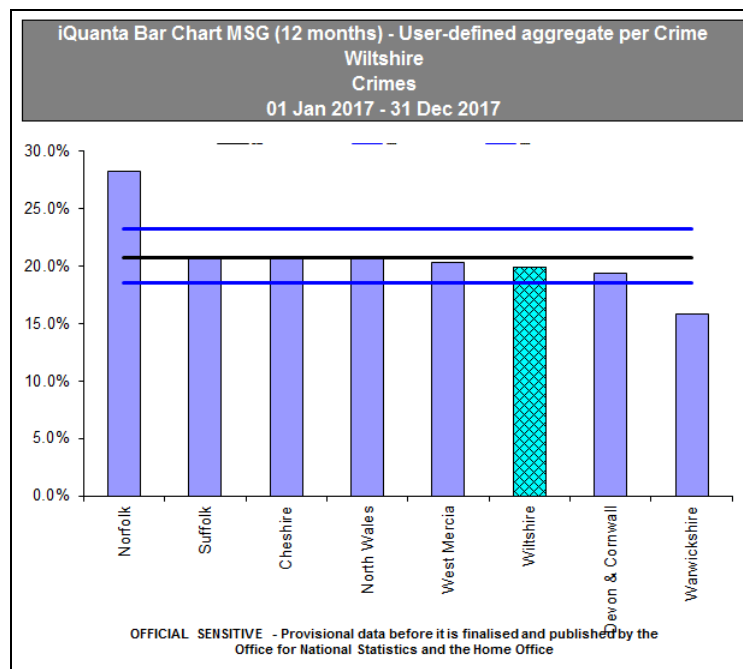
36. Speakers included Dr Nathan Hall from Portsmouth University who specialises in hate crime research.

37. 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.

38. 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 September 2017	Rolling 12 months to December 2017	
	18.5 per cent	19.9 per cent	

39. In the year to December 2017 the outcome rate for Wiltshire was 19.9 per cent. This is statistically in line with peers but 0.8 per cent lower than the average in the most similar group (MSG) which was 20.7 per cent. This is represented in the chart below.

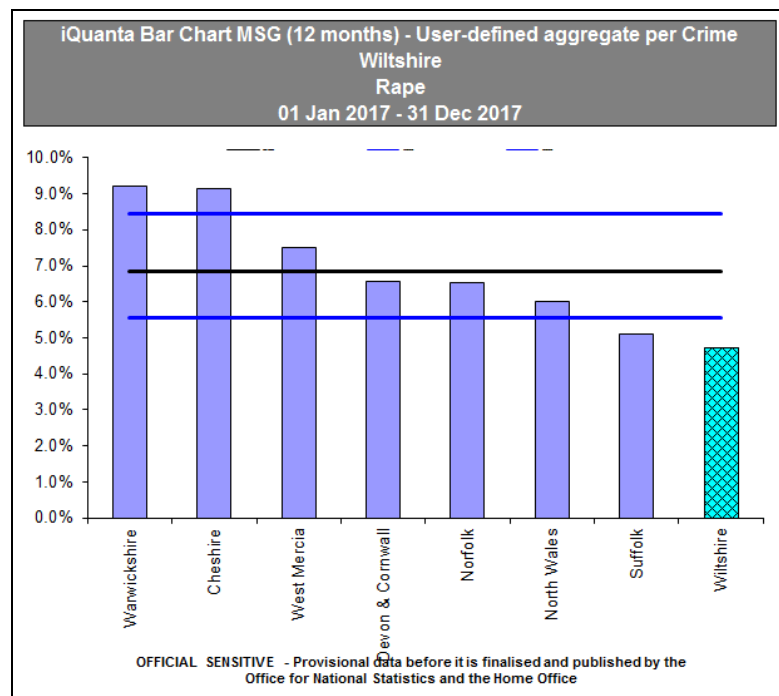


Outcome rates up to December 2017 – most similar group (MSG) position

40. The Force is aware that the outcome rates for residential (formerly known as 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 brief operational update in relation to sexual offences, which includes rape, is provided in the 'volume of sexual offences (recent/ non recent)' section of the report.

41. 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.

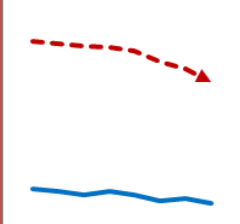
42. Because of this change, forces have experienced difficulties in making direct comparisons with other forces nationally in figures that are year to date. Unfortunately, due to ForceSight not being published, regional and national comparisons cannot be made.
43. Despite the complications highlighted above, the Force has been able to calculate the residential burglary outcome rate.
44. In January 2017, the Force's dwelling burglary outcome rate was three per cent. As of April 2017, to December 2017, 2245 residential burglaries were reported, of which 130 were detected. This equates to a 5.8 per cent outcome rate and clearly shows that the efforts being made in Force are having a positive impact.
45. 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.
46. 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.



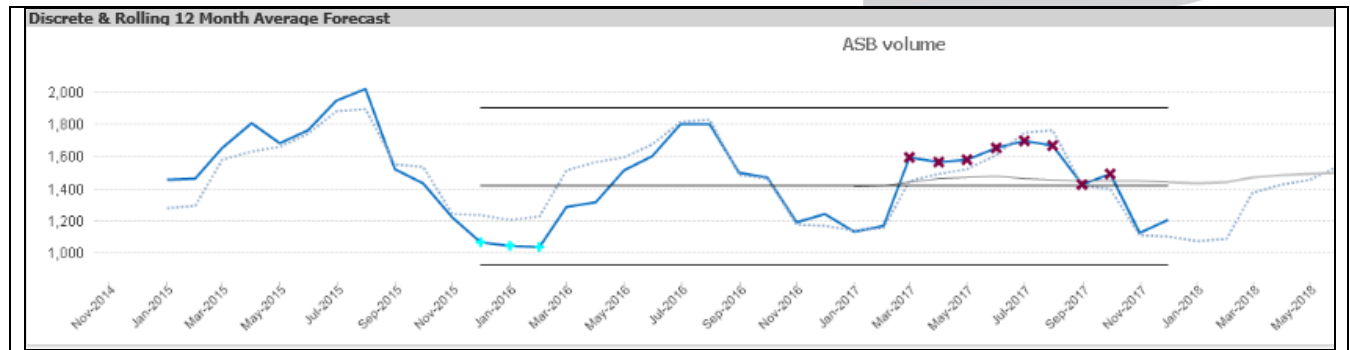
47. This increase in the volume of cases directly has an impact on the staff workloads

and time in which it takes to investigate the crime.

- 48. Rape cases typically take longer than other crimes to get through the criminal justice process.
- 49. The rolling 12 months to December 2017 shows Wiltshire's outcome rate as 4.72 per cent against an MSG average of 6.85 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.
- 50. 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.
- 51. The findings of this review are managed through a governance board on which my office is represented. In April 2017, the final report will be presented to the senior command team and my office.

ASB Volume	Q2. 4,796 Incidents	Q3. 3,822 Incidents Rolling 12 months 17,307 incidents	
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- 52. There was a total of 17,307 anti-social behaviour (ASB) incidents reported in the 12 months to December 2017 which equates to a three per cent increase on the 16,805 incidents recorded in the 12 months to December 2016.
- 53. 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 December 2017 – rolling 12 months and discrete monthly volume process chart

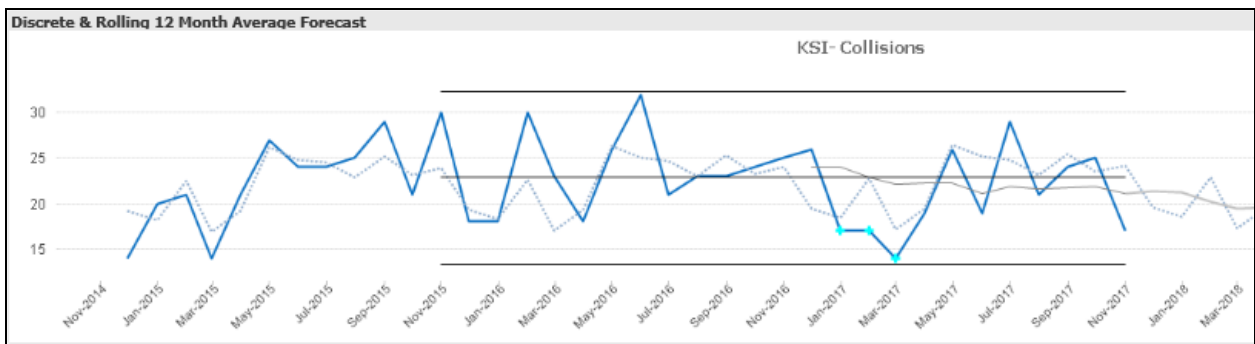
54. Despite there being a small increase in ASB when comparing the 12 months to December 2016 with 2017, the overall long-term figure is steadily reducing and following a seasonal pattern where the volume reported remains low in the winter months and higher in the summer months.

55. In the previous three financial years, each third financial quarter for ASB volume has ranged between 3,718 – 3,897 incidents recorded. This demonstrates a consistent pattern of behaviour.

<p>Overall confidence with the police in this area</p>	<p><u>Quarter one data</u> - 80.4 per cent (±2.1 per cent; Wave 16 Spring/summer 2017) <u>Quarter two and quarter three data</u> - N/A</p>	
<p>56. Public confidence in policing is the headline measure from my public opinion survey which I commission twice a year.</p> <p>57. Currently, we are reconsidering this survey and the methods that are used to obtain the information provided. Consequently, we have not pursued with Wave 17 of this survey.</p>		

Killed and seriously injured (KSI) - Collisions	June – August 17 69	September – November 66	
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58. 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

59. In the 12 months to November 2017, there was on average of 21 KSI collisions a month and 254 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 three 2017.

60. The most recent data for quarter three is up to November 2017. The December 2017 data will not be available until the next report because the coroner's process is still underway.

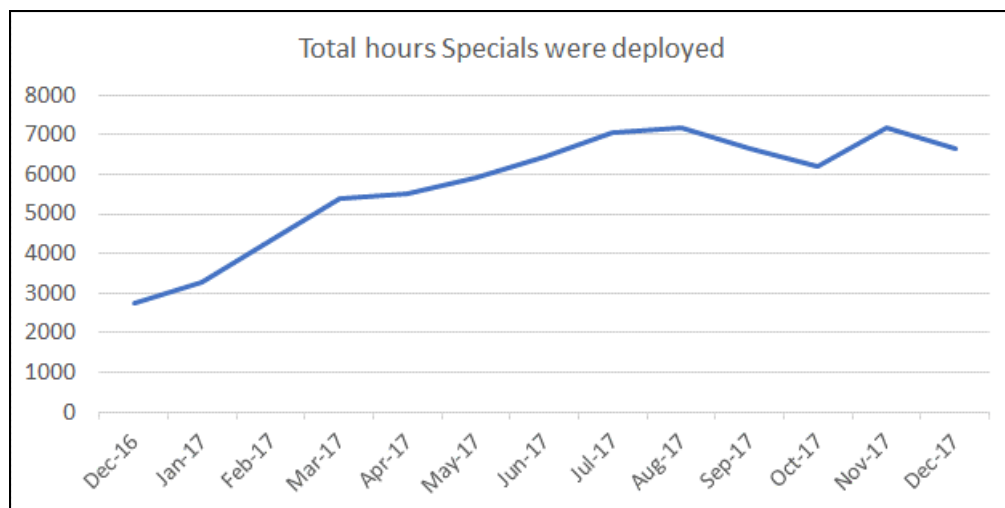
Special Constables hours deployed	Q2	Q3	
	20,877 hours deployed 6959 monthly average	20,025 hours deployed 6675 Monthly average	

61. The Force recognises the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas.

62. As such, I have provided the funding for a recruitment website www.wiltshirepolicespecials.co.uk which has been designed and launched to provide the link between the marketing strategy and the on-line selection process. Since the launch of the website, a ratio of 1 in 3 applicants who express an interest, are selected for the assessment days through an application and telephone interview.

63. The Force has reviewed the recruitment process for specials and as a result has developed a new scoring matrix, group and literacy exercise. Of those who now attend the experience day, 55 per cent pass and are selected for training.

64. This measure shows the total amount of hours that the Special Constabulary were deployed for during each month. Since December 2016, the hours worked by special constables has continued to increase month by month, except for August, September and October 2017 which were impacted upon by a pause in recruitment.



The discrete monthly total hours that special constables were deployed

65. In quarter three the Special Constabulary was deployed for an average 6,675 hours per month and 20,025 hours in total for the quarter. When compared to quarter two, this is a four per cent decrease, which equates to a reduction in 852 hours deployed.

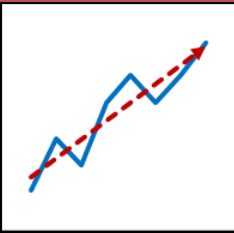
66. As of December 2017, there were 263 special constables within the organisation at various stages of independence or training. This is 11 more than in quarter two which was 252.

67. Out of the 263 specials in the organisation, 219 are deployable and 63 of which are completely independent. The table below demonstrates the breakdown of special numbers by community policing area.

CPT policing area	Total Independent Specials	Total number of deployable Specials
Swindon	21	78
North	8	34
South	3	22
East	8	32
West	14	43
HQ	9	10
All Force Area	63	219

68. A further 53 have passed the experience days (EDs) and are currently waiting to start training.

69. In quarter three, deployable specials worked an average of 30 hours per month and 90 per cent of that time was supporting community policing.

	Q2	Q3	
Number of Volunteers in post	NPPV level 1 – 5 NPPV level 2 – 82 Total (exc N/A) – 149 *Non Police Personnel Vetting	NPPV level 1 – 5 NPPV level 2 – 90 Total (exc N/A) – 156 *Non Police Personnel Vetting	

70. My office and the Force are committed to promoting volunteers across the organisation.

71. Volunteers use their diverse range of skills and experience to support Wiltshire Police in the achievement of its objectives.

72. 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.

73. 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.

74. They are spread across many departments of which a breakdown is provided in the table below.

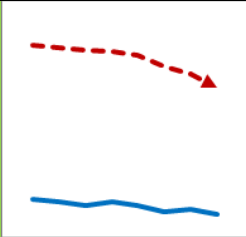
Volunteer Role	Level of clearance			
	N/A	NPPV1	NPPV2	Grand Total
Bobby Van			5	5
Cadet Core Leader			13	13
Call Quality Appraiser			4	4
Chaplain			11	11
HAD Member	61			61
Office Support			4	4
On-Line Safety			7	7
Performance Management Coach			2	2
Police Information Point			4	4
Restorative Justice Facilitator			29	29
Rural Crime Support			2	2
Stop Search Scrutiny Panel		5		5
Volunteer Panel Member			1	1
Volunteer Recruitment Liaison			1	1
Watch Scheme Processor			5	5
WorkFit			2	2
Grand Total	61	5	90	156

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

75. Since quarter two, eight new volunteers have joined and are working in the organisation as NPPV level two volunteers. This number has continued to increase since 2016.

76. 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 in society

Section 136 arrests	Q2. 60 arrests in total three under 18 year olds arrested	Q3. 48 arrests in total one under 18 year old arrested	
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77. 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.

78. 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.

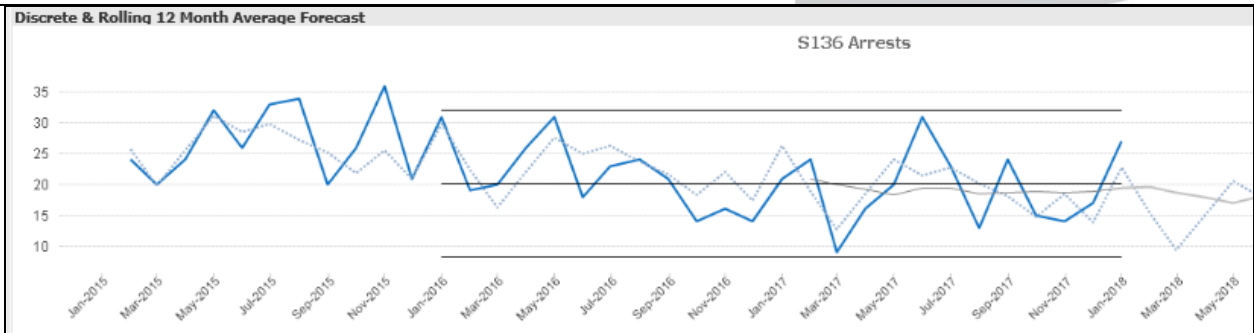
79. The VDB is chaired by an assistant chief constable (ACC) and exists to provide the appropriate governance arrangements and oversight of 19 strands of vulnerability.

80. 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.²

81. The volume of S136 arrests continues to see a long-term reduction, with 48 arrests being made during quarter three. Out of the 48 arrests, one was aged under 18 years old and no one was taken to custody. All the people arrested were taken to a place of safety.

82. No one under 18 has been arrested under S136 and taken to custody since December 2015.


83. During quarter three, the total number of people arrested under S136 equated to 2.4 per cent of all arrests made in the Force (2,013) for that period.



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

²Rethink Mental Illness 2017

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

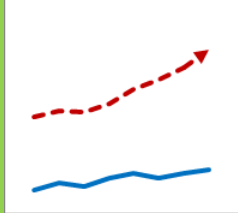
	Q2	Q3			
Number of missing individuals	494 Individuals	460 Individuals			

84. This measure represents the total number of **individuals** who have been reported as missing – not the total number of **incidents**, although incidents will be discussed.

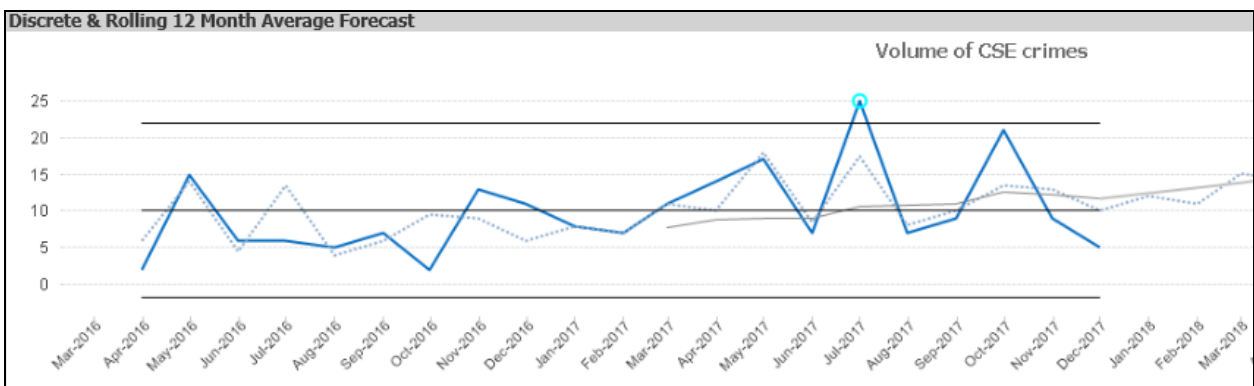
85. In April 2016, the recording of missing incidents and individuals was centralised in NICHE. The Force is now able efficiently to record information relating to missing people in one location, ensuring the data is more accurate and can be linked to victims of child sexual exploitation (CSE) which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

86. In quarter three 2017, there were 460 people reported as missing. Of these, 249 were children, 208 adults and three with age not stated. Research shows that some people have been reported as missing on multiple occasions. For example, there were 444 incidents of children being reported as missing and 252 incidents of adults going missing. On three occasions, the age of the missing person was not included. This finding would indicate that children are more likely to be reported as missing and are more likely to go missing repeatedly. Compared with the previous quarter, the number of incidents where a child went missing had decreased by 103 occasions.

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

Volume of Child Sexual Exploitation (CSE) crimes	Q2 41 crimes	Q3 35 crimes	
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88. Since April 2016, the volume of child sexual exploitation (CSE) tagged crimes has steadily increased with an average of 9.8 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


89. 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.

90. Because of this commitment to training staff it was to be expected that we would see an increase of this nature. This is highlighted in the chart above by the grey trend line that demonstrates an increase for the forthcoming quarter.

91. 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.

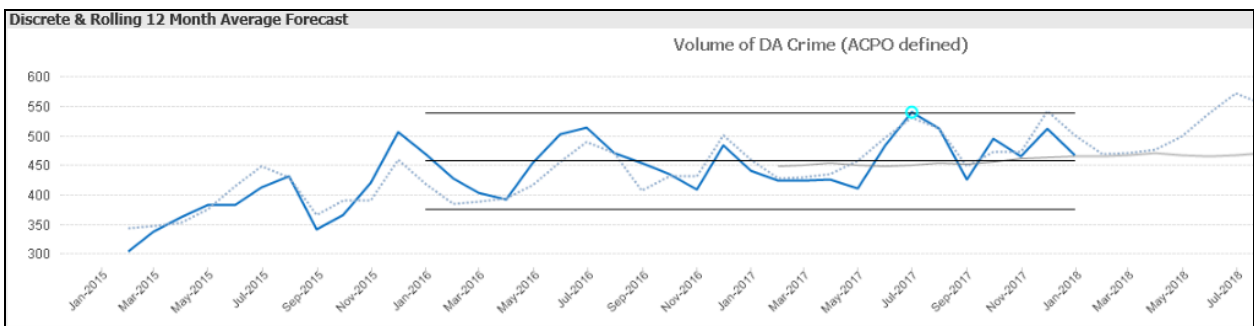
92. In quarter three there were 39 crimes tagged with a CSE marker. This is nine more compared to quarter three last year, which equates to a 35 per cent increase. There were no exceptional increases in CSE tagged crimes in quarter three, however, there was an increase in October 2017.

93. Regular 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 and have a member of staff conducting weekly audits of CSE tagged crimes to ensure the quality of tagging is maintained and learning points are captured to help form further training.

Volume of DA Crimes (ACPO defined)	Q2 1422 crimes	Q3 1472 crimes			
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94. The rolling 12-month trend for the volume of domestic abuse (DA) crimes reported is increasingly gradually. In quarter three, 1,472 DA crimes were reported which is an average of 464 per month. This is an additional 143 crimes recorded when compared with the same period in the previous year.

95. The reporting of DA does follow a seasonal pattern. This is demonstrated in the chart below using the bold blue line that shows peaks of reporting in the summer months of July – August and the winter month of December.



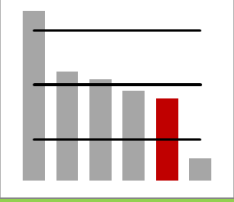
The discrete monthly volume and rolling 12 month trend of DA crimes

96. 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.

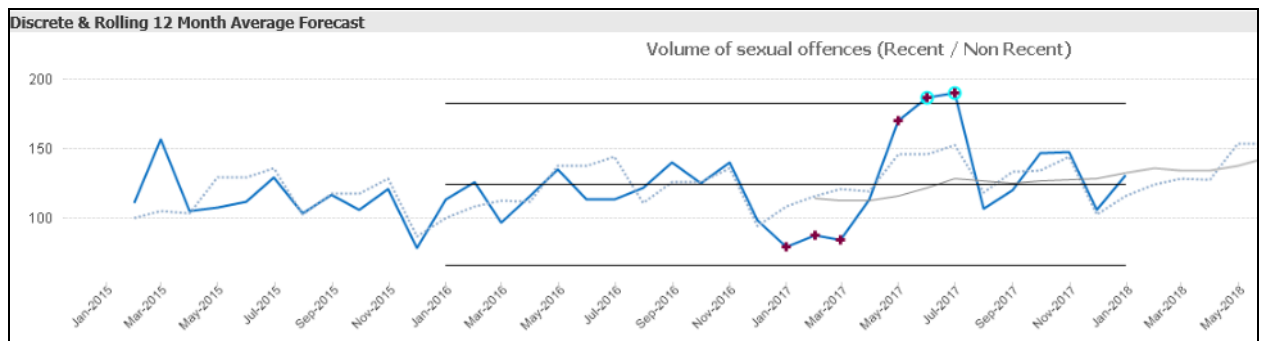
97. Currently, in Force the risk related to DA is graded on the victim’s circumstances after the completion of the dash assessment. This assessment is then attached to the

individual's record and given a review period.

98. The Force has reviewed this process and has 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.

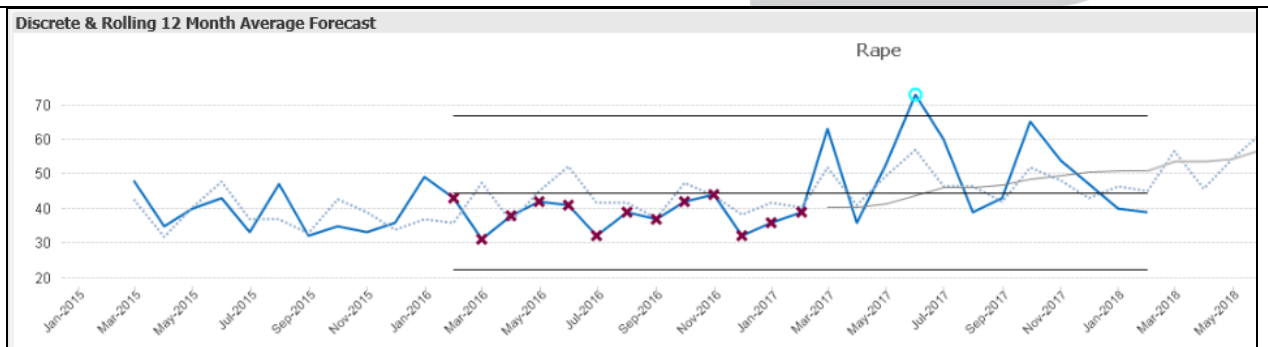
Volume of sexual offences (recent/ non- recent)	Q2 415 crimes	Q3 401 crimes	
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99. Overall sexual offences are broken down into two sub-categories, other sexual and rape offences. As highlighted in the graph below, the volume of sexual offences reported is generally a stable picture, apart from the period between January 2017 and July 2017 which saw an exceptionally low followed by an exceptionally high period of reporting. During the summer period, there were on average 54 extra sexual offences recorded per month.

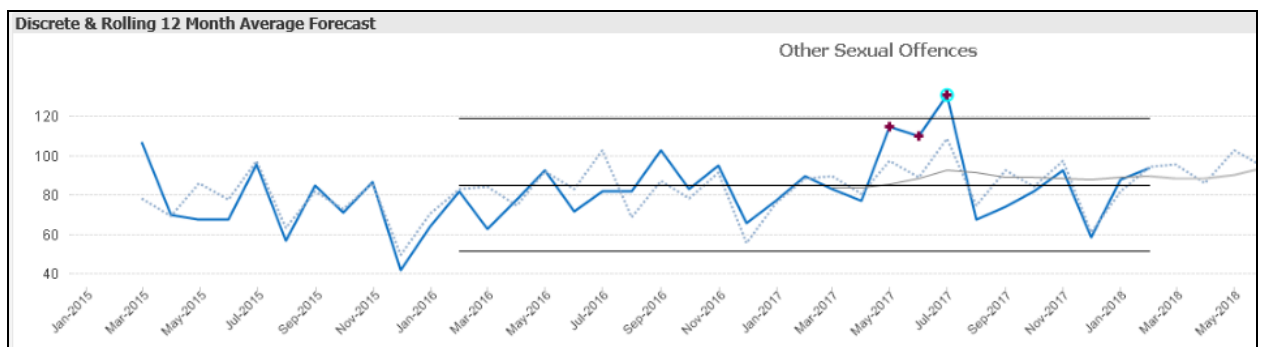


The discrete monthly volume and rolling 12 month trend of other sexual offences

100. Sexual offences reported in quarter three decreased by three per cent compared with quarter two of 2017. This equates to a reduction of 14 crimes recorded.

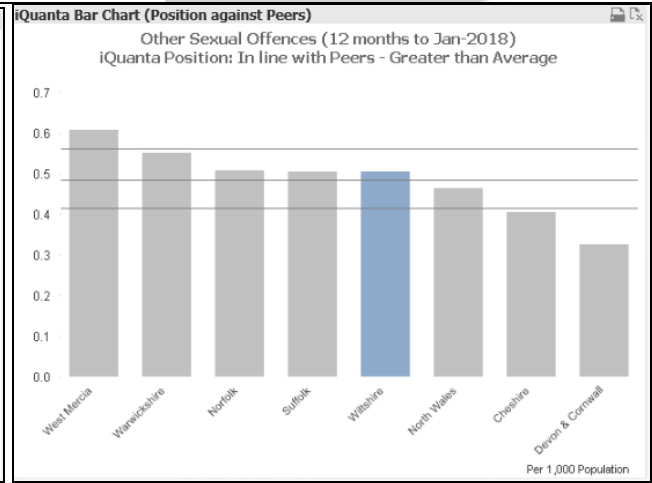
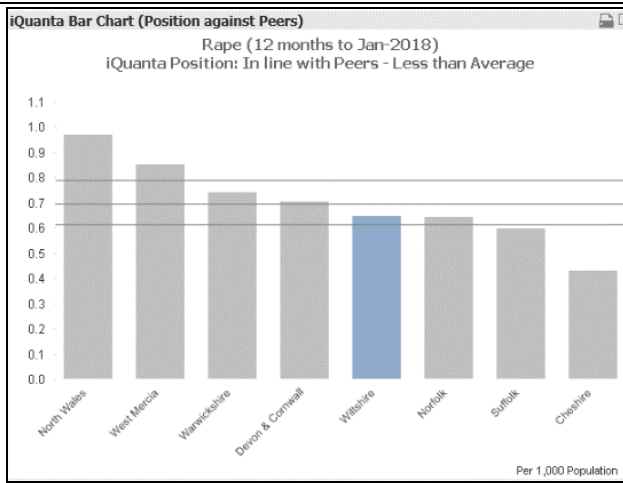


The discrete monthly volume and rolling 12 month trend of rape offences



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

101. **Caveat – please note figures published in relation to sexual offences may vary marginally between each report due to recent re-classifications in accordance with the Home Office counting rules.*
102. Internal analysis and discussions with Force departmental leads regarding the increase in October 2017 for rape offences, showed that 65 offences of rape were reported. Forty eight were recent* and 17 non recent. Of those 65 offences, 20 victims knew who their offender was, 36 were not related and four were interfamilial.
103. **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.*
104. 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 January 2018 as shown in the two charts below using the two sub-categories



Rape and other Sexual offences up to January 2017 – most similar group (MSG) position

105. To ensure the Force continues to prioritise this type of offending with the view to improve the service provided to the victims, I have asked for a report from the Force and received the following from Superintendent Deb Smith:

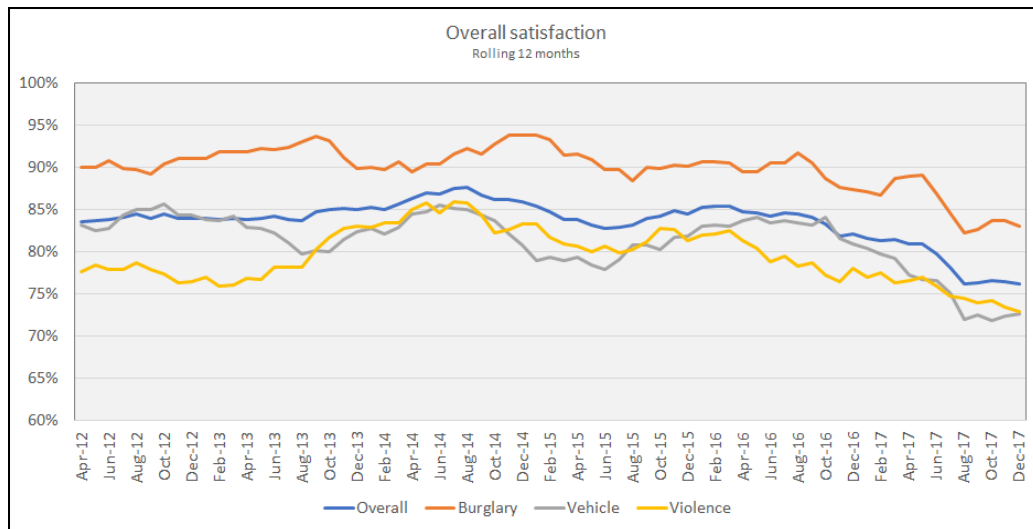
“In July 2017, the Force commissioned Rhoda Nikolay, director of Nikolay Training Services Ltd to work with the Force with a view to improving the standard of rape and serious sexual offence (RASSO) investigations and enhancing the quality of service provided to all victims of rape and sexual offences. Ms Nikolay has worked at the heart of the criminal justice system for over 20 years and has herself been a Senior Crown Prosecutor and then a District Crown Prosecutor. Ms Nikolay specialises in providing bespoke training within criminal justice, with a focus on rape, sexual assaults, safeguarding and child sexual exploitation. This has been jointly funded by the Force and the OPCC.

The Force has a dedicated rape and serious sexual offences tactical lead who works closely with Ms Nikolay and investigators, focusing on the delivery of a detailed 4P plan. The 4P plan aims at improving the quality of rape and serious sexual offence investigations and includes delivering bespoke training to Wiltshire police staff. Wiltshire are the only force in the south west region to have commissioned the services of an external consultant trainer dedicated to RASSO work and the only force in the region to have a dedicated RASSO tactical lead. In the six months that Ms Nikolay has worked with Wiltshire, she has delivered many bespoke training courses and continual professional development (CPD) events to staff. Additionally, she has developed a RASSO surgery where investigators present their investigations for advice and guidance prior to submission to the CPS. In doing so, she has identified clear areas for the Force to focus upon in terms of enhancing the quality of RASSO investigations and quality service to victims.”

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

Satisfaction of victims with the whole experience	76 per cent (12 months to December 2017)	
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- 106. 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.
- 107. The current victim satisfaction rate was 76 per cent in the 12 months to December 2017. Whilst this is a drop of six percentage points compared to the 12 months to December 2016, it is considered a significant decrease and is seen across all crime types surveyed.



Rolling 12 month - Satisfaction of victims per crime type


- 108. 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.
- 109. Because of this announcement the Force is actively reviewing the audience they want to target, the method used to survey and governance processes required. This process is being organised through the Public Service and Quality Board

(PSQB) of which my office is represented.

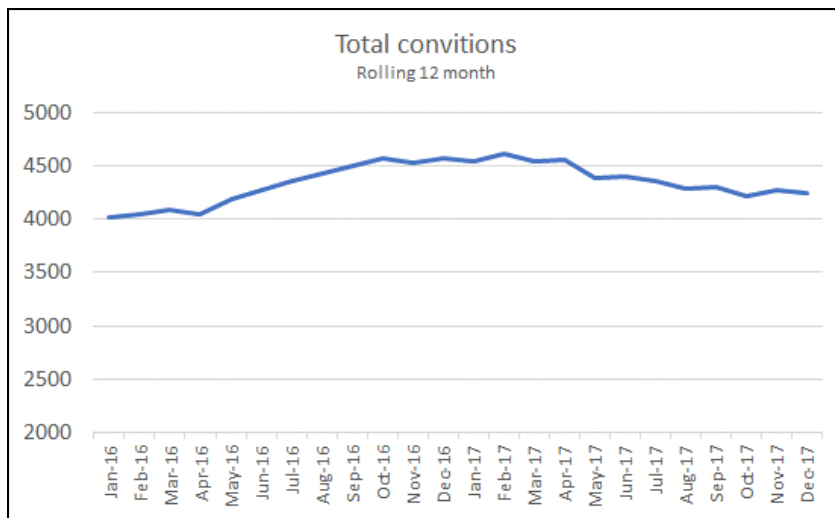
110. The Force has decided to continue with surveying victims using the Home Office methodology in the interim. A breakdown of each question area can be seen below. The most significant changes have occurred within responses from victims of vehicle crime. Most notably, in the question categories of investigation and being kept informed, which saw a reduction of 12 per cent in both when comparing the year to December 2017 with the year to December 2016.

		Year on year change				All Groups	Dwelling Burglary	Vehicle Crime	Violent Crime
		All Groups	Dwelling Burglary	Vehicle Crime	Violent Crime				
Overall Satisfaction	Dec-13	85%	90%	82%	83%				
	Dec-14	86%	94%	81%	83%	1%	4%	-2%	0%
	Dec-15	84%	90%	82%	81%	-2%	-4%	1%	-2%
	Dec-16	82%	87%	81%	78%	-2%	-3%	-1%	-3%
	Dec-17	76%	83%	73%	73%	-6%	-4%	-8%	-5%
Ease of contact	Dec-13	97%	99%	97%	94%				
	Dec-14	96%	96%	95%	96%	-1%	-3%	-2%	2%
	Dec-15	96%	97%	96%	94%	0%	1%	1%	-2%
	Dec-16	92%	93%	92%	92%	-3%	-4%	-4%	-3%
	Dec-17	91%	94%	89%	89%	-2%	1%	-3%	-3%
Time to arrive	Dec-13	89%	96%	88%	83%				
	Dec-14	91%	97%	90%	86%	2%	1%	2%	3%
	Dec-15	90%	93%	86%	89%	-1%	-3%	-4%	3%
	Dec-16	85%	92%	85%	79%	-4%	-2%	-1%	-10%
	Dec-17	82%	87%	84%	77%	-3%	-5%	-1%	-2%
Actions taken	Dec-13	69%	80%	63%	63%				
	Dec-14	72%	83%	66%	66%	3%	3%	3%	3%
	Dec-15	76%	85%	72%	71%	4%	2%	5%	5%
	Dec-16	70%	79%	63%	68%	-6%	-6%	-9%	-3%
	Dec-17	68%	74%	65%	63%	-3%	-5%	2%	-5%
Investigation	Dec-13	76%	83%	69%	76%				
	Dec-14	80%	88%	72%	81%	4%	4%	3%	5%
	Dec-15	79%	86%	74%	76%	-2%	-2%	2%	-5%
	Dec-16	73%	79%	69%	71%	-6%	-7%	-5%	-6%
	Dec-17	67%	72%	57%	71%	-6%	-6%	-12%	0%
Keeping informed	Dec-13	77%	82%	73%	76%				
	Dec-14	80%	89%	75%	76%	3%	7%	2%	0%
	Dec-15	80%	85%	79%	75%	-1%	-4%	3%	-1%
	Dec-16	76%	80%	73%	74%	-4%	-5%	-5%	-1%
	Dec-17	69%	74%	62%	70%	-7%	-6%	-12%	-4%
Treatment	Dec-13	94%	98%	94%	90%				
	Dec-14	95%	97%	95%	93%	1%	-1%	1%	3%
	Dec-15	93%	96%	93%	91%	-2%	-1%	-2%	-2%
	Dec-16	91%	95%	91%	87%	-2%	-1%	-2%	-4%
	Dec-17	91%	96%	90%	88%	0%	0%	-1%	1%

Rolling 12 month – Victim satisfaction of victims per crime type and question category

Conviction rates	Q2	Q3	
	90.3% average conviction rate	87.9% average conviction rate	
	1054 convictions	1037 convictions	

111. The long-term trend for the volume of convictions in the Wiltshire courts is relatively stable, although volumes more recently have gradually decreased to similar levels presented in 2016, as highlighted by the blue line in the first chart below.



Rolling 12 month volume of convictions in the Wiltshire and Swindon courts

112. There were 4245 convictions recorded in the year to December 2017. This equates to a total of 296 fewer than the same period in the previous 12 months. This decrease in convictions is likely to be attributed to fewer arrests being made and fewer trials being listed.

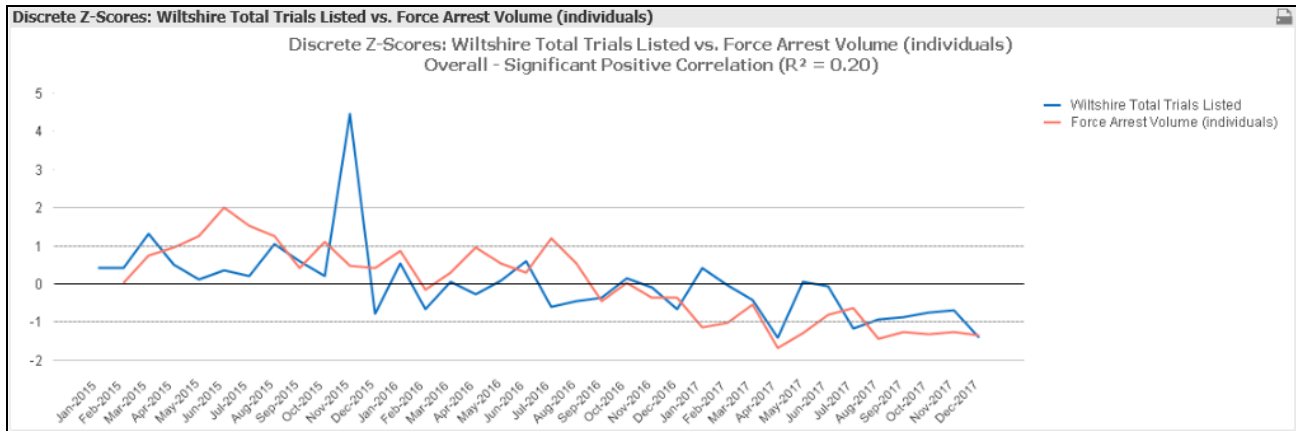
113. This is evident in the Z-score chart below which shows a comparison between the volume of trials listed in the Wiltshire and Swindon courts, with the number of individuals arrested in Force, on one scale.

114. The data points are z-scores which represent how far the Forces rate of change within each measure is from the average. The zero scale (black line) through the middle of the chart represents the average. Any data point below or above the black line suggests the rate of change is lower or higher than the average and any singular data point within the section between 2 or -2 suggests no statistical exception (based on 2 standard deviations). However, if there is a sequence of 6 consecutive Z-scores that increase or decrease, or 8 consecutive Z-scores that

remain above or below the average, this would be classified as an exception.

115. This is the case for the volume of individuals arrested in Force (red line), where there are 12 consecutive months below the average and a long term decreasing trend as shown in the chart below. The Force is aware of this trend and is conducting internal analysis to try and identify the key reasons for this decline.

116. Environmental scanning with other Forces is continually completed to understand if they too are seeing a decline in individuals arrested. Feedback received from other Forces would suggest that there is a national decline in arrests, which is strongly linked to the significant decrease in funding for policing which has resulted in fewer police officers.



Z-Score chart comparing trials listed in the Wiltshire and Swindon courts with the number of individuals arrested in Force

117. During quarter three, 89.8 per cent of defendants received a conviction in the magistrates courts and 86 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 89.8 per cent of defendants in the Wiltshire courts receiving a conviction in the 12 months to December 2017.

118. A breakdown of key conviction categories has been included in this report below to demonstrate how the Force compares to the levels of expectation set by the CPS and where they rank amongst national peers. The figures have been separated by court type where possible.

119. Facts produced by the CPS (*Caveat - 2017/18 does not include financial quarter

four)

Magistrates Court Conviction rate: CPS level of Ambition is 85%

- 2016 – 2017 – 90.7% (4077 successful outcomes / 4495 total defendants)
- Ranked 2nd Nationally
- 2017 – 2018 – 91.1% (2759 successful outcomes / 3030 total defendants)
- Ranked 3rd Nationally

Crown Court Conviction rate: CPS level of Ambition is 81.5%

- 2016 – 2017 – 85.7% (479 successful outcomes / 559 total defendants)
- Ranked 5th Nationally
- 2017 – 2018 – 89.1% (352 successful outcomes / 395 total defendants)
- Ranked 2nd Nationally

Domestic Abuse Conviction rate: Magistrate and Crown Court:

CPS level of Ambition is 75%

- 2016 – 2017 – 85.4% (717 successful outcomes / 840 total defendants)
- Ranked 1st Nationally
- 2017 – 2018 – 86.4% (462 successful outcomes / 535 total defendants)
- Ranked 1st Nationally

Rape Conviction rate: Magistrate and Crown Court:

CPS level of Ambition is 60%

- 2016 – 2017 – 75.0% (39 successful outcomes / 52 total defendants)
- Ranked 3rd Nationally
- 2017 – 2018 – 92.3% (12 successful outcomes / 13 total defendants)
- Ranked 1st Nationally

Hate Crime Conviction rate: Magistrate and Crown Court:

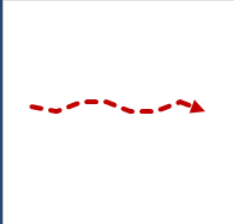
CPS level of Ambition is **85%**

- 2016 – 2017 – **86.6%** (103 successful outcomes / 119 total defendants)
- **Ranked 18th Nationally**
- 2017 – 2018 – **96.5%** (82 successful outcomes / 85 total defendants)
- **Ranked 1st Nationally**

Unsuccessful due to victims and witnesses: Magistrate and Crown Courts:

CPS level of Ambition is **27.5%**

- 2016 – 2017 – **22.7%** (102 total trials unsuccessful due to victim and witness reasons/ 450 total cases unsuccessful)
- **Ranked 4th Nationally**
- 2017 – 2018 – **22.0%** (58 total trials unsuccessful due to victim and witness reasons/ 264 total cases unsuccessful)
- **Ranked 3rd Nationally**

Restorative Justice (RJ) Level 1	Q2. 114 community resolutions that included RJ level 1	Q3. 104 community resolutions that included RJ level 1	
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120. The Ministry of Justice (MOJ) defines Restorative Justice (RJ)³ 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.”

121. In quarter three, a further 51 officers have been trained to deliver RJ level one. Currently, there are 316 police officers and staff, including PCSOs, local crime investigators (LCIs) and specials in the Force who can deliver RJ level 1.


122. During quarter three 104 community resolutions were issued that included RJ level one. This is a significant increase in the use of RJ level one.

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

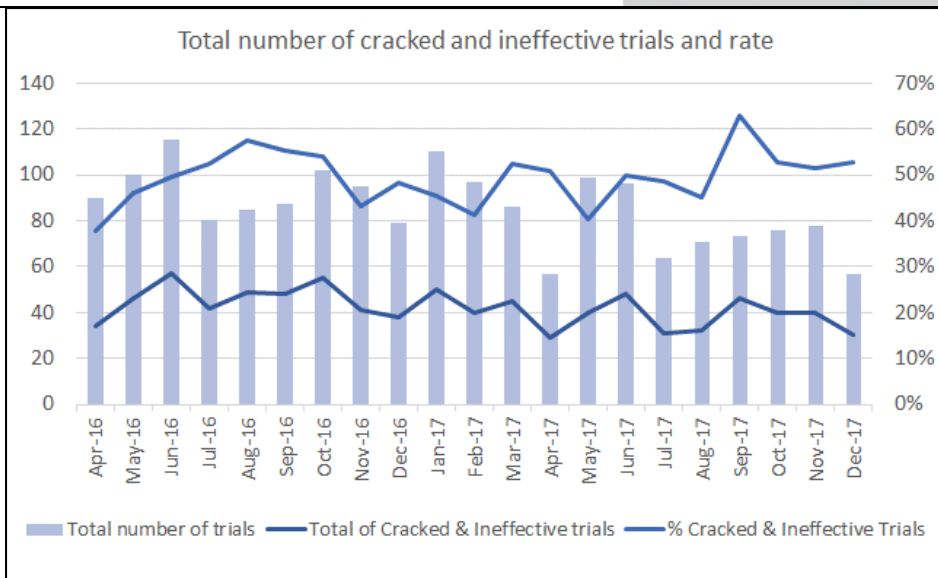
124. For further information on RJ level one and two, please refer to delivery item 3.02.

³ 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)	Q2 52 per cent	Q3 52 per cent			
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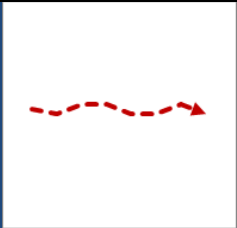
125. Her Majesty’s Courts and Tribunals Service (HMCTS) has provided data to include within this report. The data gives a high-level overview. The data quality and detail provided is improving monthly.



Total number of trials listed in Wiltshire and Swindon courts compared to the cracked and ineffective trial rate

126. The long term trend for cracked and ineffective trial rate between April 2016 and August 2017 is relatively stable and met the level of aspiration set by the HMCTS and Crown Prosecution Service (CPS). However, since July 2017 cracked and ineffective trial rates have increased. This is a result of fewer trials being listed and a stable volume of trials being classified as cracked and ineffective.

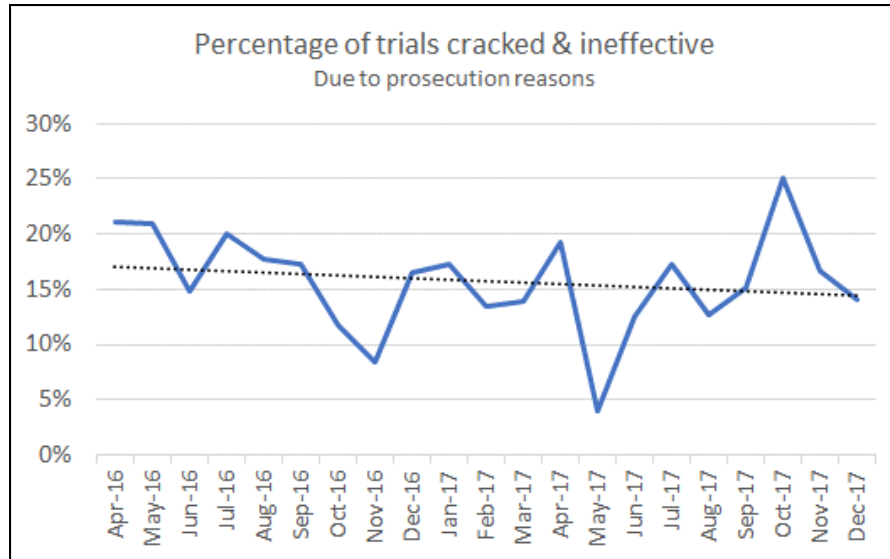
127. Findings such as the one above, are discussed in partnership steering groups which include representative from the courts, police and CPS. The main aims of doing so are to improve the service provision provided to the victims and increase the efficiency of the judicial process.

Percentage of trials that are cracked and ineffective due to prosecution reasons	Q2 15 per cent	Q3 19 per cent	
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128. Since April 2016 the number of trials that are cracked and ineffective due to prosecution reasons is consistently low and equates on average to 19 per cent of trials listed at magistrates and crown courts.

129. When compared to quarter three 2016, quarter three 2017 saw an increase in seven per cent of trials being classified as cracked or ineffective. Research undertaken demonstrated that this increase was driven by seven trials being classified as

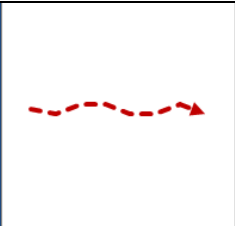
cracked because of insufficient evidence and witnesses not being present. These primarily occurred in the magistrates court in Chippenham.



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

130. Between April 2016 to December 2017, there was an average of 13 cracked and ineffective trials due to prosecution reasons each month.

131. 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* - <i>To be changed to the percentage of officers using live links</i>	Q2 41 officers Provided evidence via live link	Q3 89 per cent of officers Provided evidence via live link	
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132. 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.

133. The use of live link for officers to give evidence from either Gablecross or Melksham

Police Station has continued to thrive and is consistently being utilised when perceived as the best option.

134. Due to the trial location, in quarter three, 89 per cent of officers provided evidence via live link rather than attend court in person.
135. **Please note, discussions with partners are continuing with the aim to determine who should provide the detail behind the numbers of officers giving evidence via live links. To date, this process has not been confirmed and consequently, quarter three does not contain the volume of officers for comparison purposes.*
136. Out of that 89 per cent, 14 per cent of officers were dewarned in advance for varying reasons leaving the remainder to give evidence or be stepped down on the day.
137. Work is on-going with partners to review the numbers of unnecessary witnesses attending court, which can directly impact upon officer attendance. A deep dive in to many sample cases has been carried out to understand if the witness attendance could have been prevented. Generally, the findings were positive and highlighted that in most of the cases, the decision to dewarn the witnesses in advance would not have been possible, as this was the first time that the prosecution and defence representatives would have met.
138. The Force has experienced some technical issues with the equipment used for live links in quarter three and these have been raised to the Strategic Delivery and Transformation Board, at which my office is represented.

October 2017


- Twenty magistrates cases required police officer evidence
- Eighteen cases were deemed viable to utilise the live link facility
- Two cases required officer attendance at court to produce exhibits
- A total of 22 officers were warned to give live link evidence
- Eight cases were to be heard from Gablecross live link, and 10 from Melksham

November

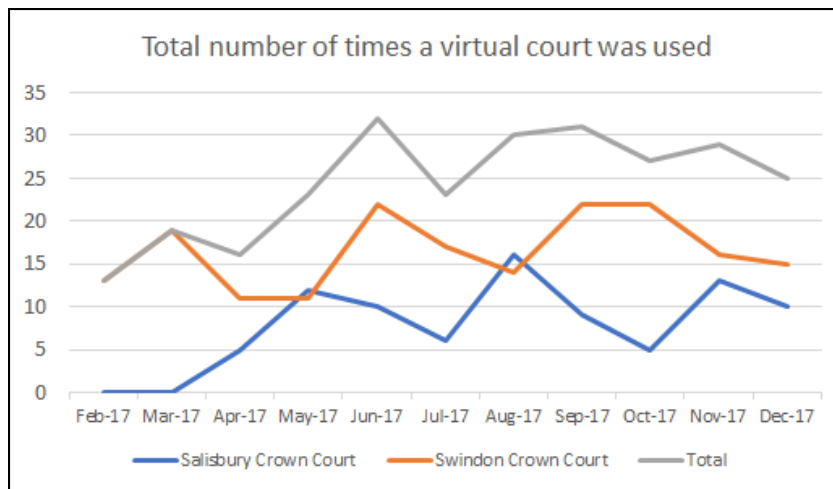
- Thirty-two magistrates cases required police officer evidence
- Twenty nine cases were deemed viable to utilise the live link facility
- Three cases required officer attendance at court for varying reasons
- A total of 45 officers were warned to give live link evidence
- Seventeen cases were to be heard from Gablecross live link, and 12 from Melksham

December

- Fourteen magistrates cases required police officer evidence
- Twelve cases were deemed viable to utilise the live link facility
- Two cases required officer attendance at court for varying reasons
- A total of 21 officers were warned to give live link evidence
- Eight cases were to be heard from Gablecross live link, and four from Melksham

Number of times virtual court used	Q2 84 times a virtual court was used	Q3 81 times a virtual court was used	
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139. 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.



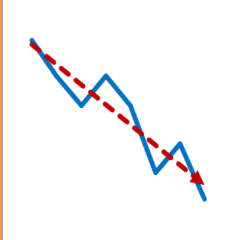
Per month, the number of times a virtual court was used split by Court location

140. The number of alleged offenders presented to a court virtually has plateaued since August 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.

141. Since February to December 2017 there has been 268 occasions where a virtual court has been used.

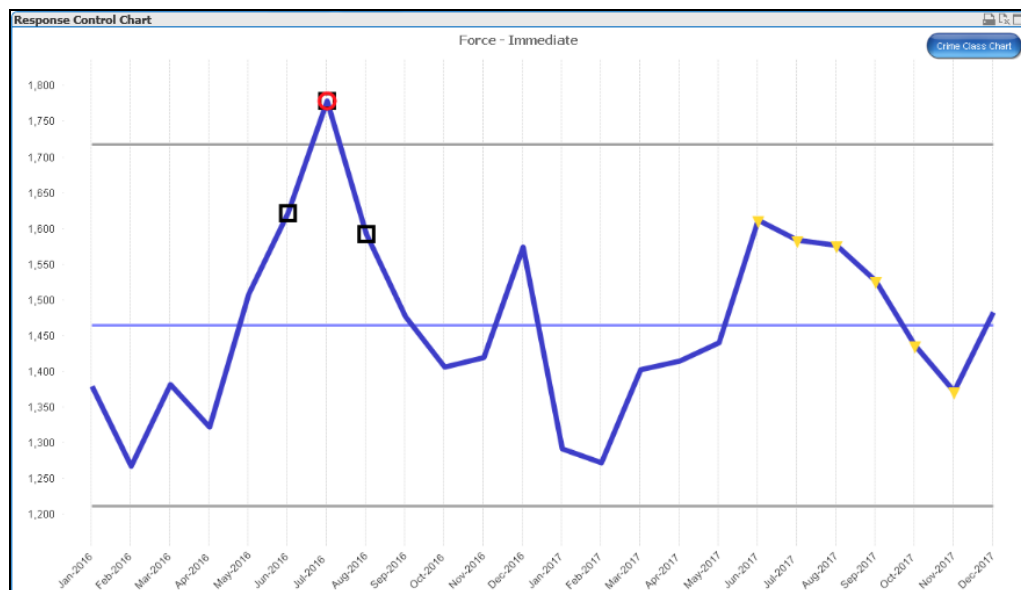
142. For further information on virtual courts and the use of technology, please refer to delivery item 3.06.
143. **Please note the figured presented for quarter two in the previous report read '88 times a virtual court was used'. This has been corrected to 84.*

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

Response time (average)	Q2	Q3	
	Immediate: 10 minutes 38 seconds	Immediate: 10 minutes 36 seconds	
	Priority: 52 minutes 33 seconds	Priority: 51 minutes 14 seconds	

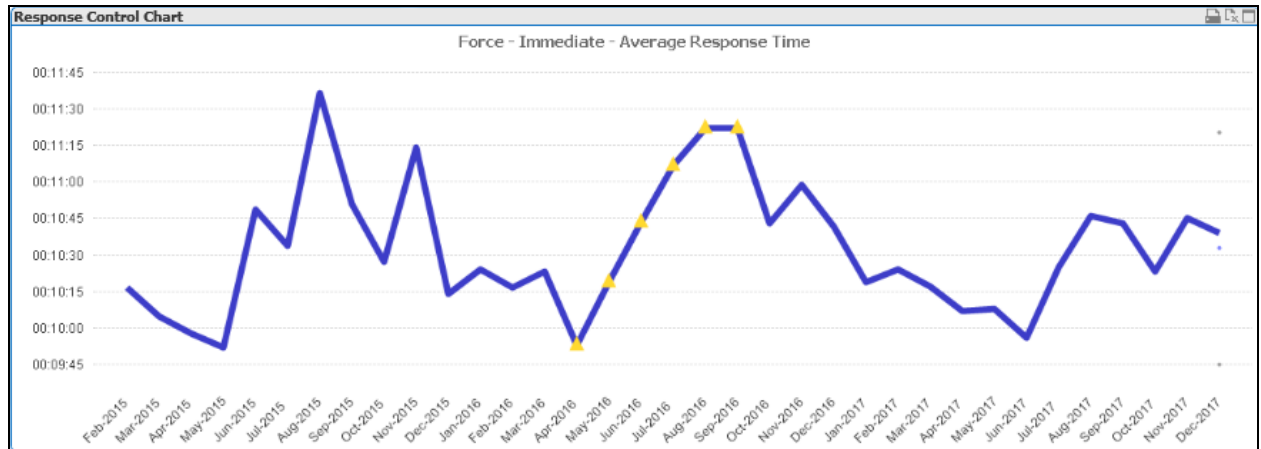
144. This measure assesses the average time it takes for Wiltshire Police to arrive at emergency (immediate) and priority incidents.

145. The Force attended 4,292 emergency incidents during quarter three and 17,412 in the 12 months to December 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, except for December which spikes due to events such as Christmas and New Year.



The monthly volume of emergency incidents attended by the Force

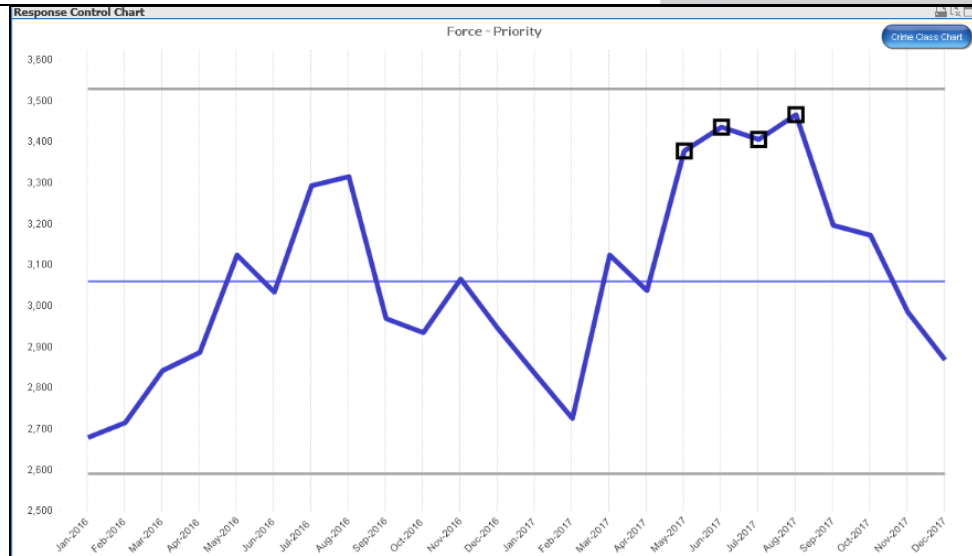
146. It has taken on average ten minutes and 24 seconds to attend an emergency incident in the year to December 2017. This is a reduction of 17 seconds compared with the year to December 2016. There are no concerns with the capability to arrive at emergency incidents in a timely manner.



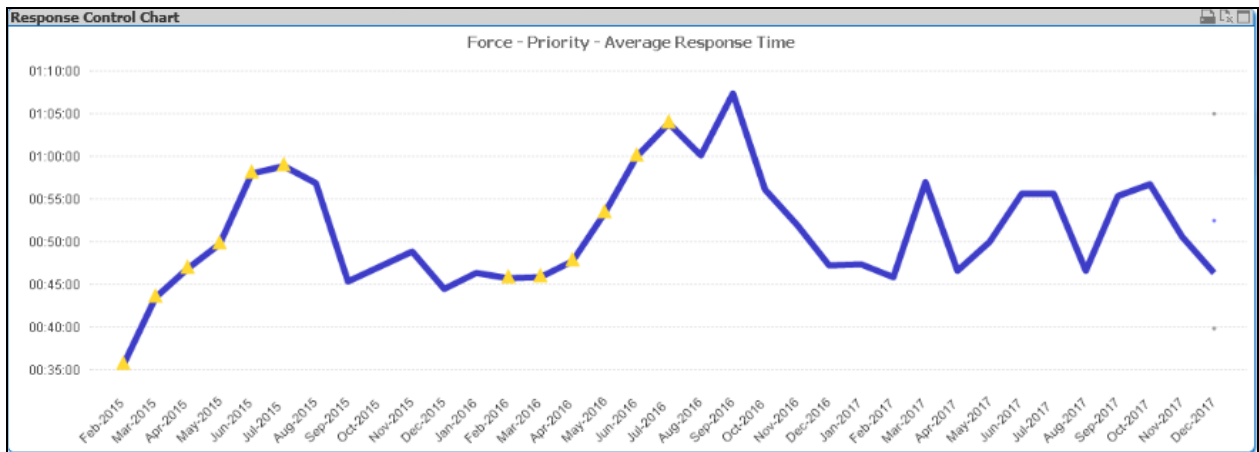
Monthly average immediate response arrival time

147. The Force attended 9,021 priority incidents during quarter three for which an estimated time of arrival of one hour is given. Despite attending a higher volume of calls compared with the same quarter in 2016, the average time taken to respond to a priority call continued to reduce.

148. In the 12 months to December 2017, 37,610 priority incidents were attended at an average arrival time of 51 minutes 9 seconds.



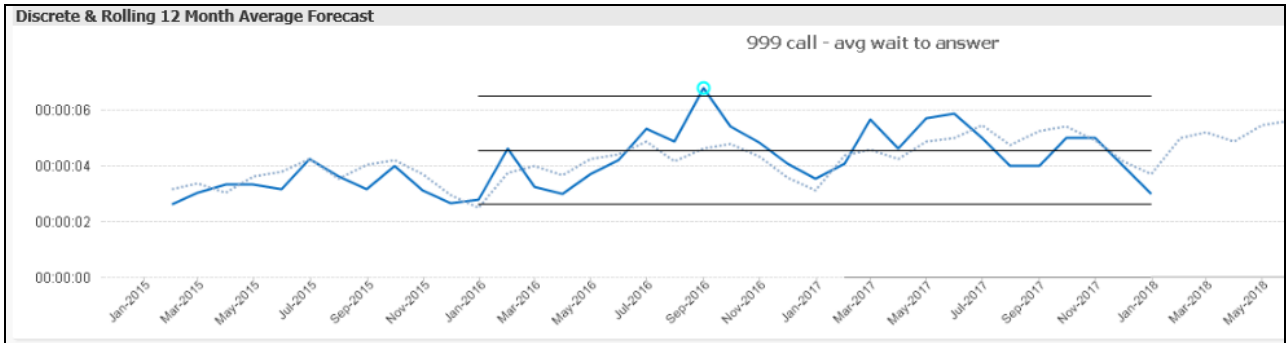
The monthly volume of priority incidents attended by the Force



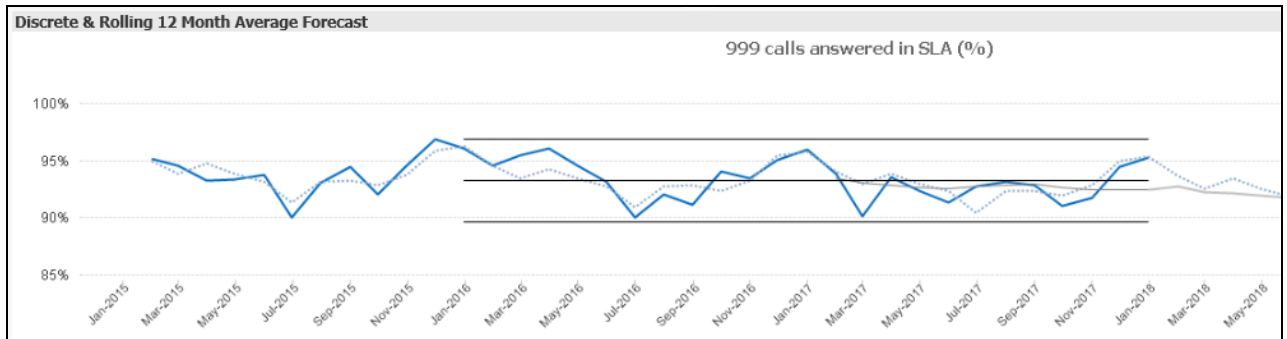
Monthly average priority response arrival time

Average time to answer 999 calls	Q2 5 seconds	Q3 5 seconds		
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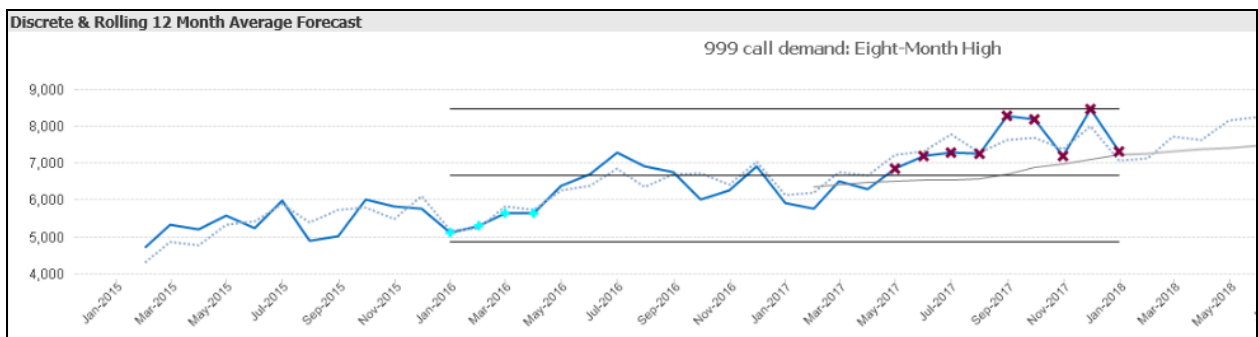
149. During quarter three, 92 per cent of all 999 calls received (23,836) were answered within ten seconds. These calls took an average of five seconds to answer.



Average wait time for a 999 call to be answered



Percentage of 999 calls answered within ten seconds

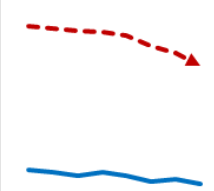
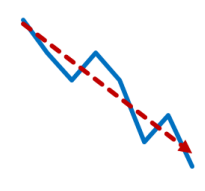


Volume of 999 calls answered

150. The Force has experienced a significant increase in the volume of 999 calls answered compared to previous years which is forecasted to increase as per the blue dotted line.

151. In the year to December 2017, the Force received 85,156 999 calls which is a 14 per cent increase on the year to December 2016, where 74,853 999 calls were received. This is the equivalent to an additional 10,303 999 calls a year and 859 calls per month.

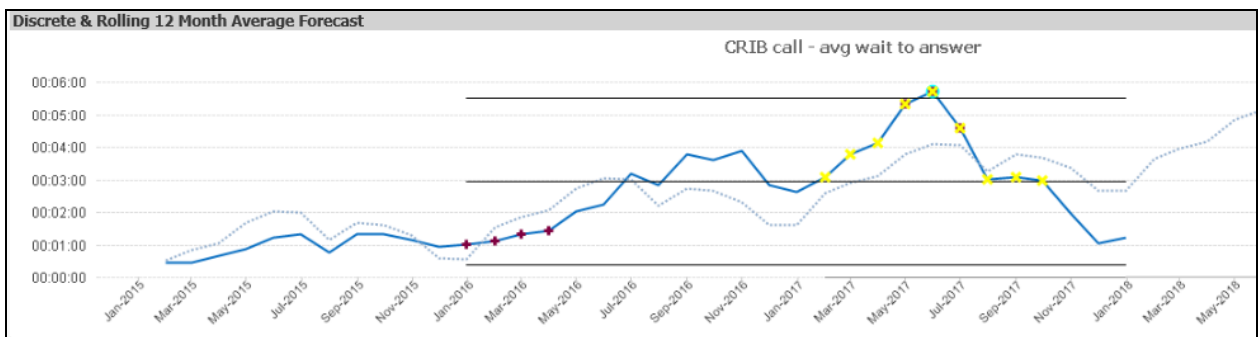
152. This increase is in line with research which shows that 999 calls are increasing across England. There are no concerns about Wiltshire Police’s capability to answer emergency calls quickly.

Average time to answer Crime and Incident Recording Bureau (CRIB) calls	Q2 03:03 minutes	Q3 02:00 minutes				
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153. A total of 35,954 Crime and Incident Recording Bureau (CRIB) calls were received by Wiltshire Police during quarter three, 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.

154. The Crime and Communications Centre (CCC) have received 9,000 fewer calls during quarter three 2017, compared with the same period in 2015 and 2016. Significant internal analysis is being conducted to try and establish cause and effect for the significant reduction in CRIB calls which correlate strongly with a similar drop in 101 non-emergency calls.

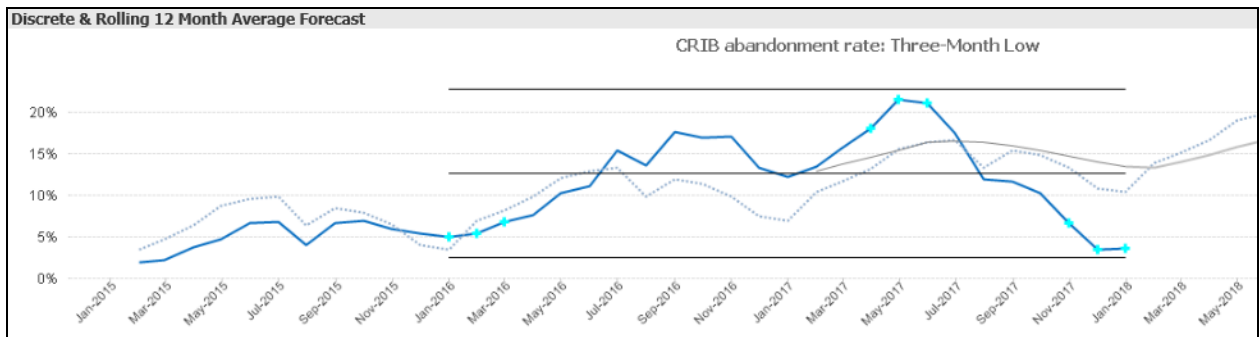
155. On average in quarter three, the CRIB calls took two minutes to answer, which is a significant decrease compared with the previous two quarters, saving a minute per call.



Average wait time for a CRIB call to be answered

156. The Force’s capability to answer calls directed into the CRIB remains a key priority. This is considering 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.

157. On average seven per cent of CRIB calls were abandoned during quarter three. This is a reduction of four per cent compared to quarter two and is more in line with figures reported in 2015.




Percentage of CRIB calls abandoned

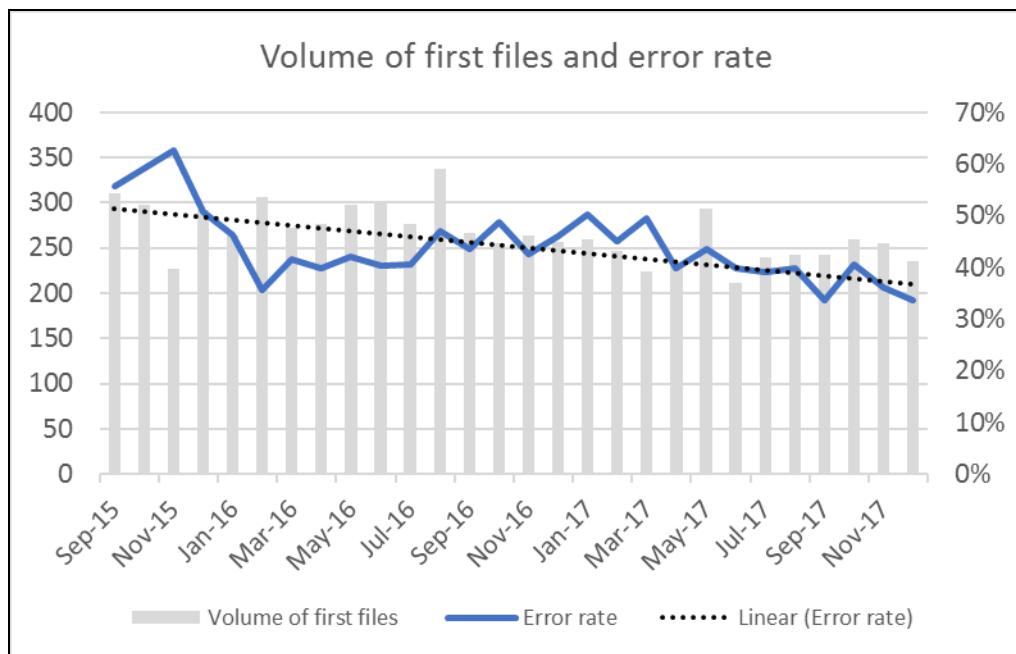
158. To ensure the Force continues to refine internal processes to equip call handlers to be better at identifying threat, harm, risk and vulnerability, more accurate at crime recording and better at reducing demand on the frontline where they can, I have asked for a report from the Force and received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

“The improvement programme has delivered good results so far with our non emergency call handling performance significantly improving, staffing levels have stabilised and we are in a period of lower demand. I am confident that these improvements have continued into quarter three.”

“Our focus remains on improving, ensuring we have the right people in the right role at the right time with the right skills in order to meet the peak summer demand with the same level of improved service. Our recruitment programme will endeavour to bring in large intakes of staff. We are also focused on improving the quality of our service which will continue to improve as we build and develop our model which is due to be fully implemented in Autumn 2018.”

Quality of first files	Q2 39.5 per cent	Q3 39.5 per cent	
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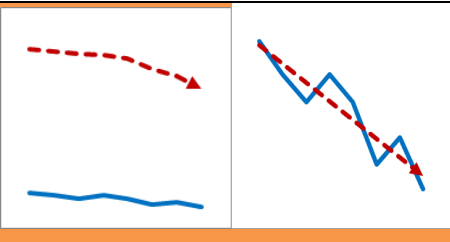
- 159. This measure relates to an internal assessment of the quality of files provided for a first hearing which the Force submits to the CPS.
- 160. Each file is assessed using 14 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.
- 161. The framework which supports this assessment enables managers to learn common errors so that they can target training at individuals, teams or departments.
- 162. There were 736 first files sent to the CPS in quarter three, of which 291 files contained an error. This equates to an average of 39.5 per cent of first files having an unsatisfactory grading. Although this figure may appear high, it remains stable over the previous nine months and is reflective of the rigorous scrutiny process under which a file is assessed. The stable pattern of behaviour is pictured the chart below.



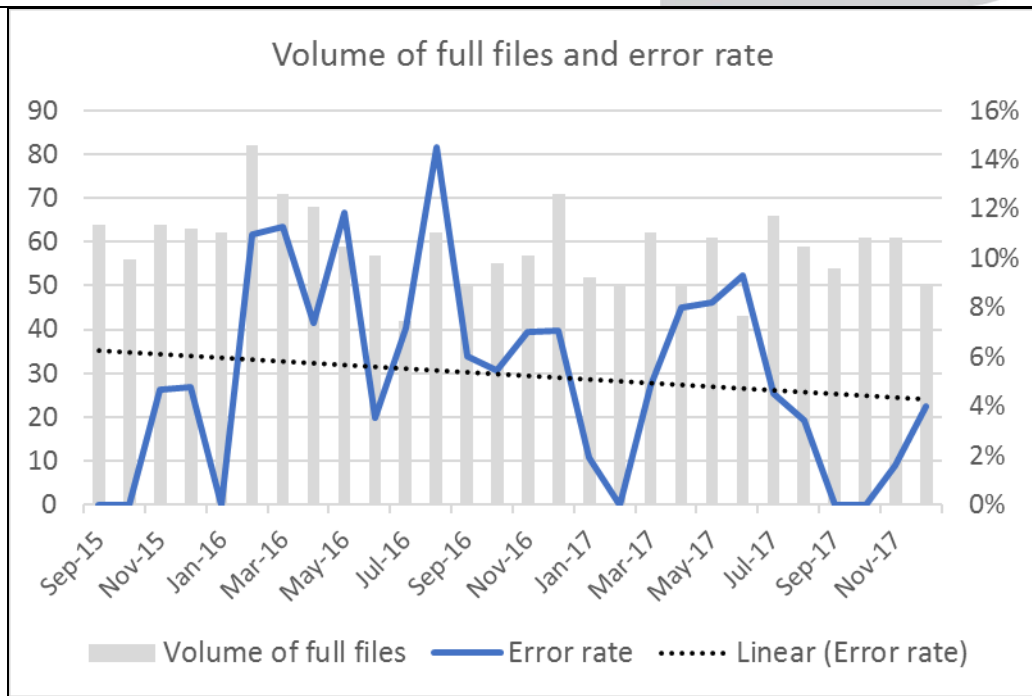
Volume of first files and error rate by month up to December 2017

- 163. Internal 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.
- 164. 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	Q2 2.6 per cent	Q3 1.7 per cent	
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- 165. 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.
- 166. 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.
- 167. 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.
- 168. In the year to December 2017 there were 669 full files produced which is 67 fewer full files when compared with the year to December 2016. There were 172 full files sent to the CPS in quarter three, of which three (1.7 per cent) had an unsatisfactory grading.
- 169. 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.

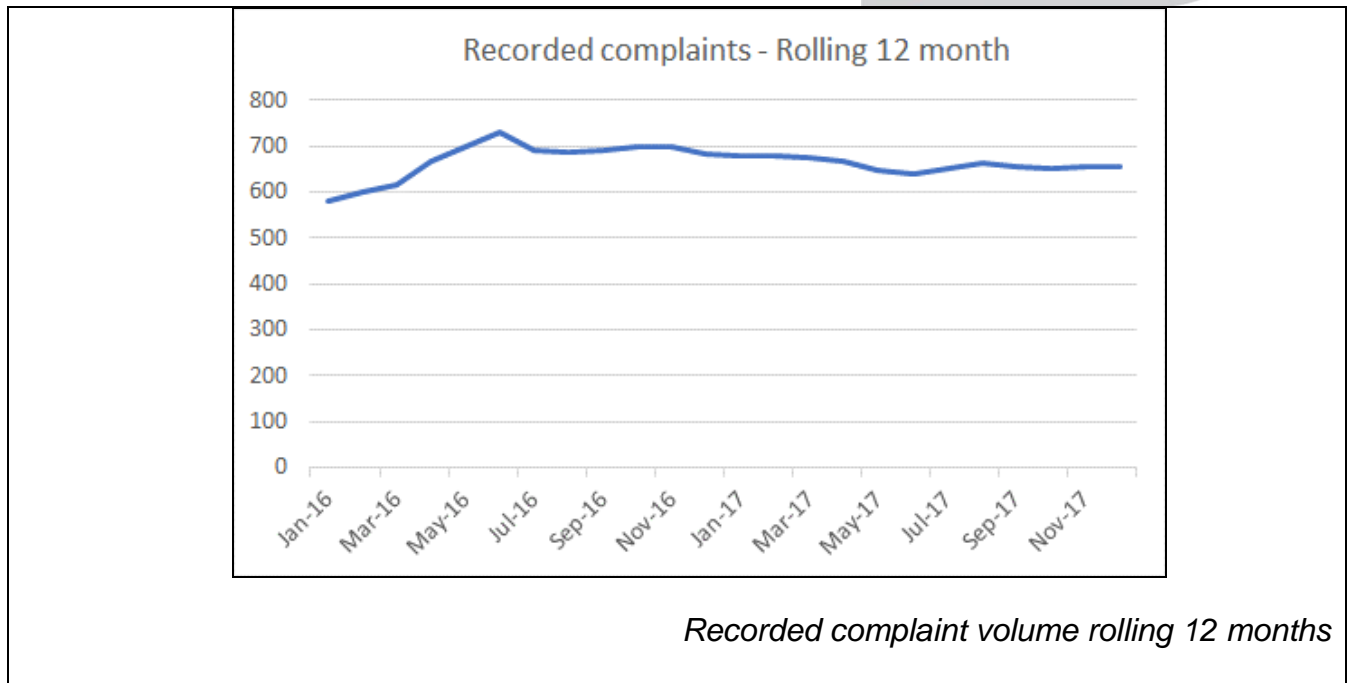


Volume of full files and error rate by month up to December 2017

Volume of complaints	Q2 167	Q3 118			
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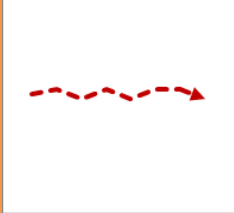
170. The long term volume of complaints recorded remains stable despite a reduction of 49 complaints between quarter two and three. There were 118 complaints recorded during quarter three and 639 in the 12 months to December 2017.

171. *Caveat – numbers are subject to minimal change for the most recent of months because of the way that complaints are received and recorded in Force, which may require retrospective changes to existing cases.*

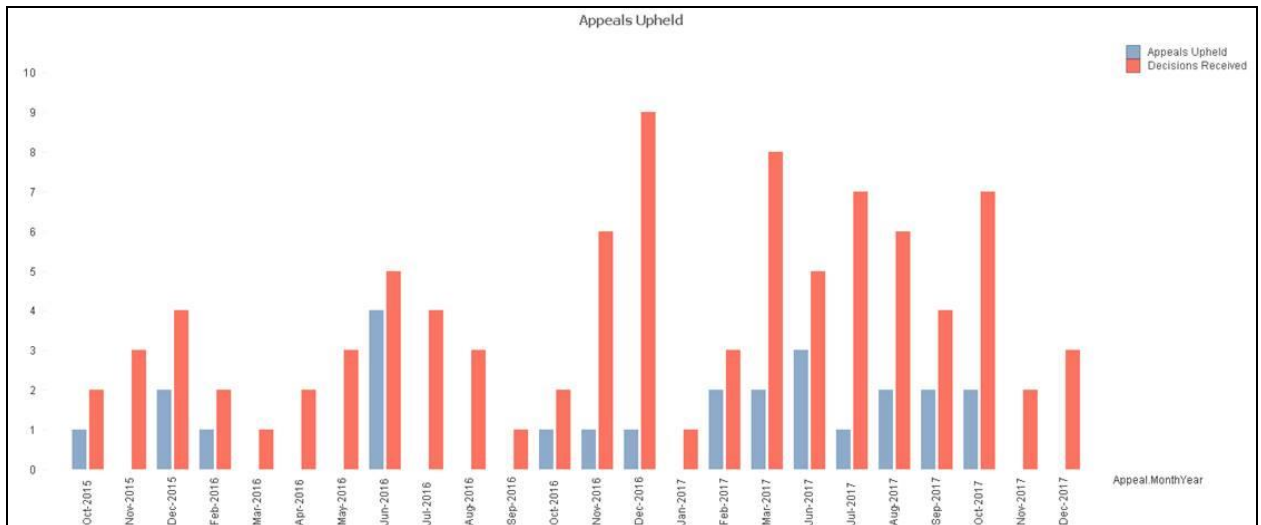


Percentage of complaints recorded within 10 days	Q2 99 per cent	Q3 95 per cent		
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- 172. The Independent Police Complaints Commission (IPCC), now the Independent Office for Police Conduct (IOPC), expects complaints to be recorded within ten working days on average.
- 173. 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.
- 174. Of the 119 complaint cases recorded, 113 were recorded within ten days, giving a rate of 95 per cent for quarter three.
- 175. The average number of days to record a complaint case during quarter three was less than four days.

<p>Percentage of complaint appeals upheld (based</p>	<p>Q2 41 per cent</p>	<p>Q3 16 per cent (12 appeals completed and 2 upheld)</p>	
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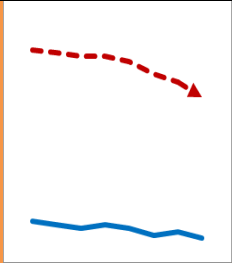
- 176. The purpose of this measure is to understand the quality of our complaints investigation process by monitoring the proportion of the appeals that are upheld.
- 177. If the proportion is high, it would indicate that the outcomes from our complaint processes are not effective.
- 178. For quarter three, there were nine appeals made to the Force. Twelve appeals were completed in quarter three and two were upheld. Of the two appeals upheld, both related to complaints dealt with by way of local resolution and one related to the outcome of a police investigation.
- 179. During quarter three, it took an average of 70 days to complete the appeal process for the 12 cases that were reviewed. To date one appeal received in quarter three is being reviewed. The outcomes may retrospectively change the figures in future reports.



Volume of appeals completed (decisions received) and appeals upheld by month

- 180. The two appeals upheld represent 1.7 per cent of the total volume of complaints recorded during quarter three. These are considered low proportions and would indicate

the complaints and appeals process is working well.

Number of actual days lost per person	Year to December 16 27,966 total actual days lost 13.5 actual days lost per person	Year to December 17 26,553 total actual days lost 12.9 actual days lost per person	
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181. This measure demonstrates the monthly average calendar days lost in-Force due to police officer and staff sickness. However, this report has included a more detailed narrative in relation to cost, term and reasons for sickness as requested by the Panel in quarter two.
182. The total number of days lost to sickness reduced by five per cent when comparing the year to December 2017 with the year to December 2016. This is the equivalent of 1,413 fewer days lost to sickness in the 12-month period.
183. The number of days lost per person has reduced by four per cent over the last 12 months. This reduction is smaller than the actual days lost because the total number of staff has reduced during this period.
184. The reduction in sickness is primarily driven by reductions in Police Officer sickness.
185. For the 12 months to December 2017, the actual days lost (per person, per year) for officers was 14.9, down from 15.7 in December 2016. This equates to a six per cent reduction in 12 months. Police staff sickness remains more stable and lower than officer sickness and has reduced by three per cent from 11.6 actual days lost per person for the 12 months to December 2016 in comparison to 11.2 in December 2017.

		Force	Officers	PCSO	Staff
Actual days lost	Year to Dec 16	27966	15771	1205	10990
	Year to Dec 17	26553	14441	1224	10888
	Change	-5%	-8%	2%	-1%
Days lost per person	Year to Dec 16	13.5	15.7	10.6	11.6
	Year to Dec 17	12.9	14.9	11.7	11.2
	Change	-4%	-6%	10%	-3%

Actual days lost and lost per person – broken down by employee role

186. Police Community Support Officers (PSCOs) days lost per person has increased, however it is worth noting that PCSO sickness levels are more susceptible to change as the headcount is relatively small. This group of employees currently account for five per cent of the total headcount (102 employees).

Sickness Cost

187. The table below demonstrates the costs of sickness, this is based on a mid-point cost per rank/grade and is calculated based on the equivalent cost of the number of days that have been lost.

188. Sickness costs to the organisation have reduced in line with the reduction of days lost, with the average cost reducing by £56 per person over the last year, the total reduction in cost was five per cent or £134,420.

189. The reduction in police officer sickness accounts for three quarters of the total reduction in cost.

		Force	Officers	PCSO	Staff
Sickness cost per person	Year to Dec 16	£1,364	£1,934	£688	£841
	Year to Dec 17	£1,308	£1,894	£737	£786
	Change	-£56	-£40	£49	-£56
	% Change	-4%	-2%	7%	-7%
Sickness Total Cost	Year to Dec 16	£2,817,847	£1,940,463	£78,102	£799,282
	Year to Dec 17	£2,683,426	£1,840,746	£77,453	£765,228
	Change	-£134,420	-£99,718	-£649	-£34,054
	% Change	-5%	-8%	2%	-1%

Sickness cost per person based upon actual days lost – broken down by employee role

Sickness Term

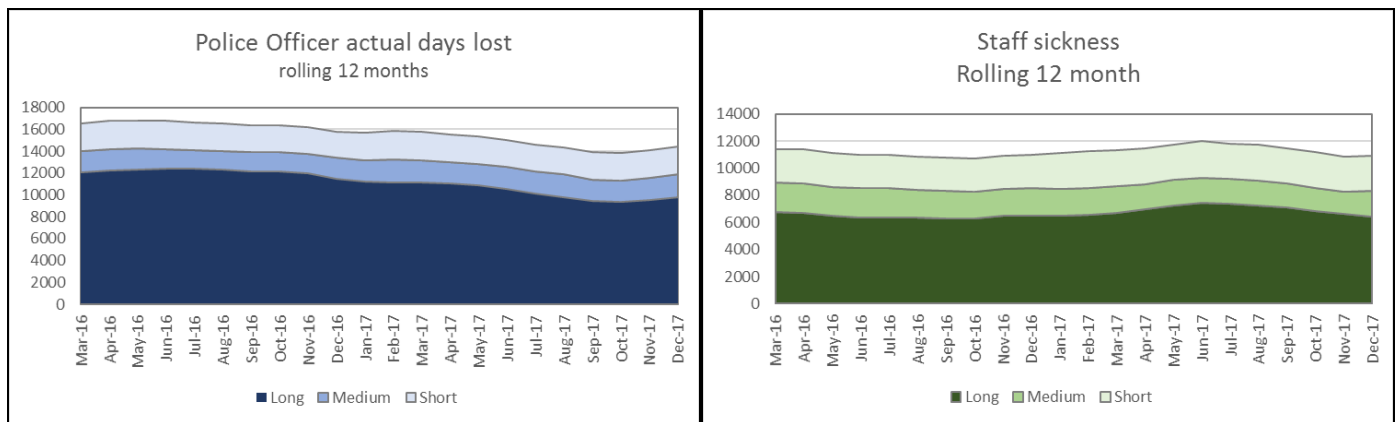
190. The reduction in the number of days lost is driven by a significant decrease in long term sickness over the last 12 – 18 months. Days lost to long term sickness have reduced by 14 per cent in the 18 months to December 2017 and by nine per cent in the 12 months to December 2017. This is broken down further in the table below.

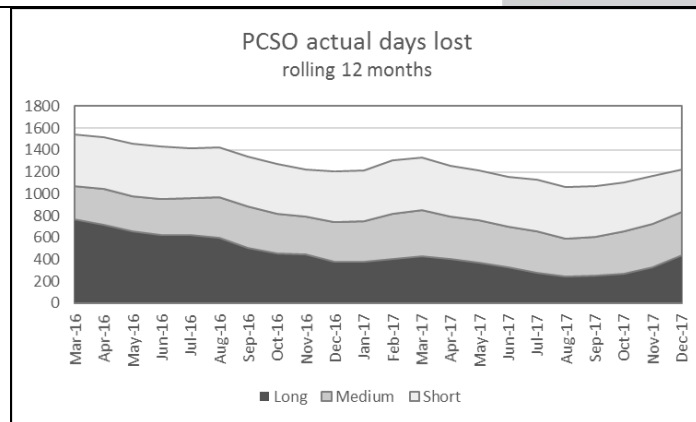
191. Medium and short-term sickness have seen recent increases, this has been heavily influenced by a spike in sickness seen in December 2017. This spike was driven by respiratory conditions and is in line with the findings of Public Health England⁴.

		Long	Medium	Short	Total
Actual days lost - year to Jun 16		19344	4260	5534	29138
Actual days lost - year to Dec 16		18330	4288	5348	27966
Actual days lost - year to Dec 17		16625	4406	5522	26553
Change Jun 16 - Dec 17	Volume	-2719	146	-12	-2585
	%	-14%	3%	0%	-9%
Change Dec 16 - Dec 17	Volume	-1705	118	174	-1413
	%	-9%	3%	3%	-5%

Actual days lost – broken down by term of sickness

192. The attached graphs below demonstrate the breakdown of sickness by employee type and term over a rolling 12-month period. These graphs show the decrease in long term sickness for police officers and the relative stability of police staff sickness.





Trends for breakdowns of sickness by employee type and term

193. In all employee types, there is an increase towards the end of the reporting period, this is driven by the aforementioned increase in respiratory conditions and influenced by sickness records that were not closed expeditiously on the employees return to work.

		Long	Medium	Short	Total
Cost - year to Jun 16		£2,087,192	£400,373	£519,787	£3,007,352
Cost - year to Dec 16		£1,924,189	£400,780	£492,878	£2,817,847
Cost - year to Dec 17		£1,746,484	£421,389	£515,554	£2,683,426
Change Jun 16 - Dec 17	Amount	£-340,709	£21,016	£-4,233	£-323,926
	%	-16%	5%	-1%	-11%
Change Dec 16 - Dec 17	Amount	£-177,705	£20,609	£22,676	£-134,420
	%	-9%	5%	5%	-5%

Overall costs based upon actual days lost – broken down by term of sickness

194. The overall sickness cost has reduced by more than ten per cent in the last 18 months which was primarily driven by the reduction in long term sickness.

Sickness Reason

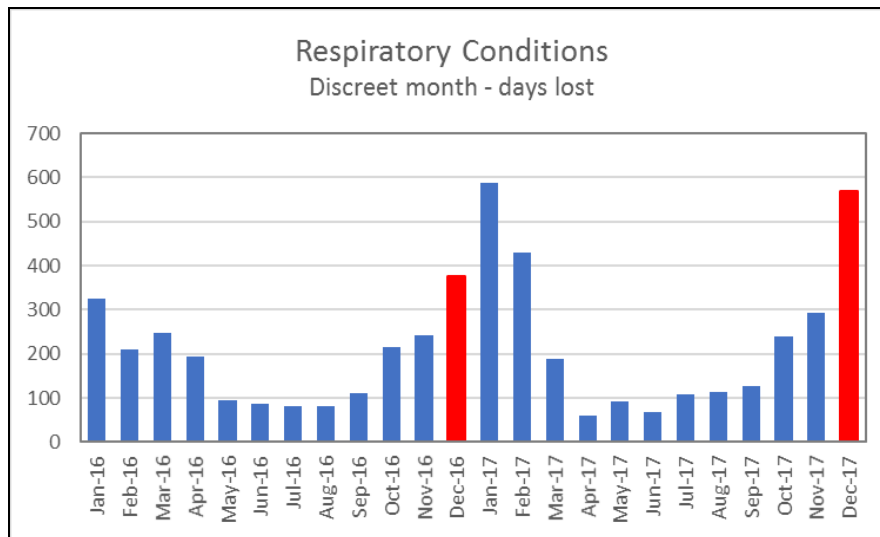
195. In Force, sickness is categorised using the Dorset 12 method endorsed by the Health and Safety Executive (HSE)⁵. In doing so, it enables the Force to classify sickness using 12 different categories as displayed in the table below.

196. In Force, in the year to December 2017 over half of the actual days lost due to sickness were attributed to psychological disorders (34 per cent) and miscellaneous reasons (19 per cent, which include operations). ⁵<http://www.hse.gov.uk/research/rrpdf/rr582.pdf>

Dorset 12	Actual days lost Dec 16	Actual days lost Dec 17	Proportion of total sickness	% change Dec 16 - Dec 17
Psychological	9449	9025	34%	-4%
Miscellaneous	6255	5157	19%	-18%
Musculo/Skeletal	3886	3779	14%	-3%
Respiratory	2259	2880	11%	27%
Digestive	1654	1625	6%	-2%
Infectious Diseases	991	1101	4%	11%
Cardiac/Circulatory	1165	901	3%	-23%
Headache/Migraine	742	606	2%	-18%
Nervous System	729	557	2%	-24%
Ear/Eye Problems	496	491	2%	-1%
Genito-Urinary	299	386	1%	29%
Skin	41	45	0%	10%

Actual days lost by sickness type

197. The top five sickness reasons account for 85 per cent of the total Force sickness. Reductions have been seen in all the top five groups, except for respiratory conditions.



By month, the total number of actual days lost for respiratory conditions

198. Respiratory conditions tend to follow a seasonal pattern with more conditions being recorded in the winter months as displayed in the chart above. December 2017 saw a significant increase in the number of respiratory conditions recorded which is earlier than

anticipated compared to previous years. As a result, there are two months with exceptionally high volume recorded in the most recent rolling 12 month period which have caused the 27 per cent increase in the actual days lost.

199. Psychological disorders have seen a slight reduction of four per cent over the last year. This reduction is primarily driven by the decrease in actual days lost for police staff. PCSO and police officer actual days lost remain stable.

200. It is worth noting that police officers have a significantly higher volume of actual days lost due to psychological disorders, with an average of 6.3 actual days per officer, per year. In effect, this is the equivalent of every officer in the force being absent from duty for almost a week.

Psychological Disorders	Officers	PCSO	Staff	Force
Year to Dec 2016	6.33	2.52	2.98	4.58
Year to Dec 2017	6.30	2.47	2.72	4.40
% change	-1%	-2%	-9%	-4%
% of total days lost	49%	17%	23%	39%

Actual days lost for psychological disorders, per person, per year by employee role

201. Psychological disorder sickness for police officers accounts for almost a half of their actual days lost, compared to just under a quarter of police staff days lost.

Deep Dive summary of progress of Police and Crime Plan 2017-21

Priority 3: Putting the victim at the heart of everything we do

3.01 Reviewing support services available to victims of crime to ensure needs are being met - building on the success of the Horizon Victim and Witness Care team, helping victims to get support and guidance in their journey through the criminal justice system

The Horizon Victim and Witness Care team has been in place since March 2015, when the OPCC was given responsibility for commissioning services to support victims of crime. The Horizon team provide a co-ordinated, consistent end-to-end service for victims and witnesses from their first point of contact with Wiltshire Police, through the criminal justice process. Based at Devizes HQ the dedicated team of Police Staff provide an enhanced service to support victims and witnesses when they need it most. The victims and witnesses eligible for an enhanced service are:

- Vulnerable victims
- Intimidated victims
- Persistently targeted victims
- Victims of serious crime

Horizon Victim and Witness Care staff work closely with a wide network of services and partner agencies to provide support and guidance, including Victim Support, Splitz, and Sexual Assault Referral Centres, Swindon Women's Aid, Bobby Van, Splash, Witness Service, Restorative Together and Police led hate crime advisors. This allows the Horizon team to jointly deliver the best possible service to victims, ensuring that victims receive emotional and practical support from the appropriate service provider.

Since the beginning of 2017 Horizon has offered support to 4533 vulnerable victims of crime in accordance with the code of practice for victims of crime. This has included persons under the age of 18, victims of hate crime, sexual offences, domestic violence and serious offences. In addition, 678 victims of dwelling burglary have also been offered support as part of the Horizon service.

Horizon also supports victims and witnesses in the period before a court process and currently is assisting with a total of 731 court cases at a varying stages, incorporating 7246 victims and witnesses.

The Horizon team are continually scoping their capacity to provide support services to a greater remit of victims. Greater investment has been made in the training of additional hate crime champions who are responsible for the identification of support



needs for victims of hate crime. In addition work has been undertaken to develop a pathway to Horizon for vulnerable victims of anti-social behaviour. In January 2018, the new vulnerability risk assessment (VRA) was launched in force. This assessment incorporates clear guidance for officers in the event a victim is deemed vulnerable, which includes signposting to Horizon for support.

Current victim services have been in place for the last 3 years and I have asked my office to begin a recommissioning of the service. Since its initial commissioning a wealth of information and experience has been gained and I want to ensure we continue to improve care of victims. There is a commissioning plan in place for developing support services for commissioning in April 2019.

3.02 Championing the use of restorative justice to allow victims and offenders to communicate to repair the harm and find a positive way forward. Restorative Together, our multi-agency partnership led by the OPCC, will increase capacity by training volunteers, police officers and other agencies to be able to use restorative justice

The OPCC is committed to working closely with the Police, the National Probation Service, BGSW Community Rehabilitation Company, Wiltshire Council, Swindon Borough Council, Youth Offending Teams, Housing Associations, Horizon Victim and Witness Care and Victim Support to provide a high quality Restorative Justice (RJ) service throughout the County. The aim is to offer all victims of crime access to RJ at all stages of the criminal justice system.

Through the Restorative Together Partnership the OPCC has commissioned several training programmes. This has included a three-day facilitator training course which has trained 50 people as Level 2 facilitators enabling them to deliver restorative conferences. Eighteen police officers have also been trained to level 2 as well staff from Councils, Erlestoke Prison, Housing Associations and Schools. Cases completed and currently in progress include neighbourhood disputes, criminal damage, sexual assault, murder, domestic abuse, racially aggravated assault, burglary and robbery.

The Restorative Together Team continues to train front-line police officers. To date 262 officers have been trained to level 1, enabling them to use restorative justice alongside other, more formal, processes to deal with low level crime and antisocial behaviour. The number of Out of Court Disposals identified as having a restorative element since March 17 is 293.

The work of the RJ team has been recognised by the Restorative Justice Council and in November 2017 the team were awarded the Restorative Justice Quality Mark (RSQM) which recognises professionalism and high standards of practice.

3.03 Working with NHS England on the re-commissioning of the sexual assault referral centre (SARC) and work within a multi-agency partnership to ensure support for victims of sexual offences

Plans have progressed to launch improved services for the victims and survivors of sexual assault across the south west of England. The OPCC have been working closely with National Health England (NHS) to commission new services.

The new service model is designed to improve care for victims and survivors of sexual assault and is based on the requirements of the national service specification for SARCS and underpinned by the following principles to maximise the health outcomes for local people who may need to use these services:

- Are victim/survivor focused
- Provide equality of access across the region
- Offer extended opening times
- Meet national quality and clinical standards
- Have caring, skilled and well-supported staff
- Offer better access to self-referrals
- Are based on fair and equitable funding
- Work in partnership with other sexual violence services, including counselling, sexual health and the police and criminal justice system

There will be two centres of excellence, based in Exeter and Bristol. They will provide forensic and medical examinations and support to both adults and children. Children from Wiltshire and Swindon will be able to access these services which will provide specialist forensic support. There will be four adult SARCs, offering services to people aged 16 years and above. These will be based in Truro, Plymouth, Gloucester and Swindon (Sanctuary building). The model will give greater consistency, practice, service delivery, performance and ultimately improved care and support for local people who may need to use a SARC.

The following providers have been appointed to deliver the Sexual Assault Referral Centre (SARC) services from 1st October 2018

- University Hospitals Bristol NHS Foundation Trust (covering the Avon and Somerset areas, and accessible to children and young people from Wiltshire, Swindon and Gloucestershire)
 - Devon and Cornwall – North Devon Healthcare NHS Trust (covering the Devon and Cornwall and Isles of Scilly areas)
 - Gloucestershire Care Services (covering the Gloucestershire area)
- The provider for the Swindon and Wiltshire adult SARC will be announced in due course.



The Independent Sexual Violence Advisor (ISVA) service which was previously part of the SARC service in Swindon and Wiltshire has also been recommissioned. The OPCC has worked closely with Wiltshire Council to develop a joint service for victims and survivors of Domestic and Sexual violence across the Wiltshire Police force area. The new service will be known as the Phoenix project and will be provided by Splitz Support Services working in partnership with The Nelson Trust, Greensquare Housing, and Salisbury Refuge. The arrangements will commence on the 1st April 2018.

A review of counselling services for victims of sexual offences will also be carried out this year to inform future partnership working on victim commissioning.

3.04 Working with health partners on a pilot advocacy service for children and young people who are victims of sexual offences

A temporary post has been created within the Swindon and Wiltshire SARC to review services to children and young people who are victims of sexual offences and referred to support services. The findings from the project will inform future commissioning of services for young people. One of the priorities has been for the support worker to attend Child and Adolescent Mental Health Service (CAMHS) meetings to build links between the SARC and existing services. Cases being supported by ISVA services have been reviewed and additional training has been provided on child trauma and identifying mental health needs. Additional findings from the pilot will be presented to partners early in the spring.

The recommissioned ISVA service now also includes provision of a CHISVA to work with Children and young people who are victims of sexual offences.

3.05 Ensuring courts are listing cases in the most efficient way to reduce timescales, the number of so-called cracked and ineffective trials and the number of pre-trial hearings

On a bi-monthly basis a Cracked and Ineffective Agency meeting is held between the Police, Crown Prosecution Service and HM Courts & Tribunals Service to review data in relation to Effective, Cracked, Ineffective and Vacated Trials. The aim is to provide accurate information as to the main reason (i) why trials do not take place when listed; (ii) why they have been taken out of the list before the trial date; and (iii) why pleas of guilty are not made earlier. This assists with the efficient management of cases, and helps improve public confidence in the effectiveness of the Criminal Justice System (CJS).



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.

The most recent meeting held in January 18 reviewed six cracked cases and eight ineffective trails that occurred during November and December 17. The meetings are beneficial in providing insight around each partner agency, and the pressures they face, and areas for improvement are agreed.

3.06 Extending the use of video technology such as giving evidence by video link, virtual courts and body worn cameras

Wiltshire Police are the most advanced Force in the South West regarding the use of video technology. The Force has two live link facilities, at Gablecross and Melksham custody units. These facilities are used by officers to provide evidence for trials listed in the magistrate's court and this is now considered standard practice throughout the force. With the growing use of this technology Wiltshire Police, will in the coming months; be using live link facilities to make warrant applications. This will prevent officers from travelling all over the county to Attend Swindon Magistrates Court, which is where non urgent warrant applications are processed.

We have also significantly invested in Body Worn Video Cameras (BWV) which has been introduced to protect front line staff and assist with evidence gathering. All front line officers have now been trained and allocated a BWV camera and it is now mandatory for officers to utilise them. There have been several excellent news articles demonstrating their capability in producing sound evidence leading to guilty pleas at first hearing, including a 51-month prison sentence for serious disorder on the streets of Westbury.

3.07 With the National Probation Service and Community Rehabilitation Company, reviewing and expanding the Integrated Offender Management (IOM) service to include violent offenders

The Integrated Offender Management (IOM) service used by Wiltshire Police is the Swindon and Wiltshire Integrated Targets for Change programme (known as SWITCH). This is a partnership venture involving Wiltshire Police, the Probation Service and other partners which seeks to identify the root causes of offending and steer repeat offenders away from committing crime by offering them professional support and guidance. Providing offenders with pathway support ensures that the most appropriate intervention and service is available to address the causes of the individual's offending and in turn



support them towards getting out of a life of crime and becoming a productive member of society.

The IOM cohort continues to grow within Wiltshire with a change in emphasis to incorporate not only prolific acquisitive criminals, but also those who pose a risk of serious harm to the public including Violent Offenders. Recently the team has adopted the management of a small number of Domestic Abuse Serial Perpetrators (DASP). SWITCH are also supporting the Burglary Improvement Initiative by adopting onto the cohort those recently arrested, charged and convicted of such offences.

In recent months the IOM delivery group has launched the new IOM (SWITCH) strategy. One of the key objectives of the delivery group will be a complete review of the IOM cohort to ensure that it is fit for purpose, aligns to the IOM strategy and reflects the local priorities. Moving forward the delivery group will report directly into the Community Safety Partnership Board.

3.08 Leading and resourcing youth offending teams to prevent young people at risk of offending from entering the criminal justice system

Wiltshire and Swindon's Youth Offending Teams (YOT) are made up of staff from a range of organisations including the Police, Probation Service, Education and Children's Social Care, all working together to tackle youth crime in Wiltshire. The YOT work with children and young people who are involved in offending behaviours by working with the young person, their parents or carers, the victims of crime, volunteers and the local community.

The three main areas of YOT work are:

- **Prevention:** Some young people may be at risk of getting into trouble but have not yet committed an offence. The team supervises and supports these young people to prevent them entering the criminal justice system.
- **Offenders:** They work with young people who have committed offences, to change their behaviour and stop reoffending.
- **Work with victims of crime:** Through the process of restorative justice, they work with victims of crime to make sure they are given a voice within the criminal justice system.

The YOT teams have been involved in a number of successful initiatives to tackle youth crime across the County. A Knife Crime awareness event was held at Gablecross where the YOT's worked alongside Crimestoppers to deliver training to 40 key workers across the partnership. The YOT team have also been involved in the delivery of the Respect Programme working alongside Social Care, Education and other provisions across Swindon. Respect is a licensed programme working with young people aged 10-17 who have displayed adolescent domestic abuse in the home towards their parents, carers and siblings. Since working with the families the



team have seen a significant reduction of aggression and increased safety in the home.

3.09 Commissioning prevention programmes to make domestic abuse perpetrators face up to their abuse

As part of the recently commissioned DA services perpetrator programme will be undertaken. Partners will monitor its development and continue to review other schemes nationally to established effectiveness. This is in addition to the perpetrator and offender support provided as part of the CJS system.

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AGENDA ITEM NO: 9

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 13th February 2018.
- 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 for identifying risks as high, moderate, acceptable, or minor.

3. Key Risks to Consider – Inherent

- 3.1 The register identifies ten inherent risks, seven are considered as either minor or acceptable, two are considered moderate, and one is considered high.
- 3.2 Details on the three risks considered moderate or high are:
- *Risk 16: Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process (**moderate** risk)*
The OPCC is awaiting details of the 2018-19 budget for both local authorities although at the time of writing this report the Commissioner has not been notified of any services to be cut which would impact upon policing or the delivery of his Police and Crime Plan. Scoring for this risk is maintained.

- *Risk I8: ICT services with Wiltshire Council are not resilient and transformational to support effective and efficient policing (**high risk**)*
ICT compliance has been identified as a major risk resulting in a score increase and the risk moving from a moderate to a high risk. Various controls have been put in place including weekly meetings between the Chief Finance Officer and Wiltshire Council, and the reallocation of resources to manage compliance with updates presented on a frequent basis to national accreditors. The matter will be escalated to Gold Command if it is not resolved by the beginning of March.
- *Risk I9: Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits (**moderate risk**)*
A number of changes in senior posts have taken place both within the region and locally. A review is taking place of the employment model and the management framework for all collaborations. The likelihood for this risk has increased, increasing the overall score from 18 to 27 although the risk still remains moderate. A full review of the risk will take place following the strategic seminar due mid-March which will review the way forward for the region.

4. Key Risks to Consider – Topical

- 4.1 The register identifies six topical risks, three are considered moderate and one is considered high. Details on three of these four risks are provided in Paragraph 4.3 below.
- 4.2 Two new topical risks have been identified, one of which is considered a moderate risk. One risk has been removed from the register. Further details are given in Paragraph 5.
- 4.3 Details on the three risks considered moderate or high are:
- *Risk T1: Review of funding formula does not provide additional resources or reduces resources to Wiltshire (**moderate risk**)*
The settlement announced prior to Christmas was better than anticipated and as a result of this, Police and Crime Commissioners were able to increase the police precept by a maximum of £12 per annum for a Band D property. Police and Crime Commissioners will be able to increase the police precept by the same amount for 2019-20. This removes the previously set capping limit of 1.9%. The overall score for this risk has been reduced from 36 to 24, moving the risk from high to a moderate risk.
 - *Risk T3: Delayed implementation of new communication system as a result of national changeover from Airwave Tetra to new 4G based ESN (**high risk**)*
This risk continues to be one of the highest scoring risks on the risk register (along with Risk I8). An update on the national project was provided to Police and Crime Commissioners at their national meeting in January. A refreshed business case, budget, and timeline are to be produced although these are not expected until later in the year. Regionally, a stop has been put on further recruitment to the regional team in order to limit costs and funds are no longer being rolled forward. The Commissioner has limited control over this matter as it is a national issue.
 - *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 due to be carried out by Internal Audit in October 2017 but this has been delayed due to sickness. The

draft Terms of Reference have now been received by the Force and are to be agreed. A full review of this risk will be undertaken following receipt of the final report.

5. New / Removed Risks

5.1 Two new risks have been identified and further information on these is provided below:

- *Risk T5: Failure to recruit a Chief Constable that matches the ambitions of the PCC (**acceptable** risk)*

Following the departure of the previous Chief Constable the Commissioner has appointed Kier Pritchard as Temporary Chief Constable for 12 months with effect from 5th March 2018. The appointment is from within the existing Senior Command Team and will ensure stability and that the course of progress is maintained. At this time this is considered to be an acceptable risk but will be kept under review.

- *Risk T6: Unable to continue to meet demands of frontline policing (**moderate** risk)*

This risk in effect replaces Risk T2 which is to be removed from the register (see Paragraph 5.2) and expands on the risk associated with the Community Policing model to include the whole of frontline policing. This is currently considered a moderate risk.

5.2 One risk has been removed from the register:

- *Risk T2: Community Policing model does not deliver anticipated benefits*

Following the quarterly review of the risk register, it was felt that this risk had evolved and was wider than the Community Policing model, now encompassing frontline policing. It was therefore agreed that this risk would be removed and replaced by a new risk (Risk T6) (see Paragraph 5.1 above).

6. Future Reviews of Risk Register

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

Naji Darwish
OPCC Deputy Chief Executive

ACRONYM	MEANING
BAU	Business As Usual
BIT	Business Intelligence Team
BUSS	Best Use of Stop and Search
CC	Chief Constable
CFO	Chief Finance Officer
CJS	Criminal Justice System
CMB	Commissioner's Monitoring Board
CPT	Community Policing Team
D&C	Devon and Cornwall
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
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
T/CC	Temporary Chief Constable
WC	Wiltshire Council
WCJB	Wiltshire Criminal Justice Board
YOT	Youth Offending Team

RISK KEY

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

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

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

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	Residual Risk Score				Date Reviewed	Summary
						L	C	I	Score		
Inherent Risks											
I1	31-Jan-17	Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats	<ul style="list-style-type: none"> Failure to discharge role of PCC Reduced public and partner satisfaction and confidence in PCC and OPCC Damage to partnership relationships Criticism from Government / HMIC and adverse media attention 	Reputational	<ul style="list-style-type: none"> Police and Crime Plan integral part of planning cycle New plan produced within one year of each PCC election and reviewed annually P&C Plan agreed as key document for police community safety partnerships and WCJB Informed by CC's operational advice and partnership delivery plans Comprehensive engagement and consultation with the public in developing final P&C Plan Attendance at strategic boards with partners Attendance at Force SCT where performance is reviewed PCC commissioning of services in addition to policing to support delivery of P&C Plan – 2018-19 commissioning plans being considered Quarterly reporting to the Panel on performance against plan Publication of annual report summarising progress made against priorities and P&C Plan – published September 2017 Continue to receive 'good' grading in HMIC PEEL inspections Following public consultation, police precept for 2018-19 increased by £12 for Band D property Recruitment of police officers 	2	2	4	16	13-Feb-18	Reduced (previously 24) - settlement better than expected and not had to make cuts that were expected
I2	15-May-17	Failure to produce a MTFS that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings	<ul style="list-style-type: none"> PCC and OPCC failure in statutory obligations Unable to commission required services or provide enough funds to CC to provide efficient and effective police service Unable to deliver P&C Plan priorities Incorrect precept sought from Wiltshire public resulting in too much or too little funds being provided Look at borrowing money options – would no longer be debt free Negative impact on future budgets and reserves Impact on Wiltshire public through the services they receive and setting of the precept Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMIC and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO Member of APCCs / APACE / PACCTS Horizon scanning database referenced Fortnightly finance meetings between PCC and CFO Collaborations / projects require financial sign-off at CMB Continual review and update working closely with CC Central government determined by Treasury Restrictions on council tax amended with PCCs now able to increase precept up to maximum of £12 per year and for 2019-20 (PCC has held public consultation on this and increased precept to maximum limit) Precept consultation conducted January 2018, findings summarised and reported to PCP in February PCC presented his plans for precept increase to PCP at February meeting 	2	2	4	16	13-Feb-18	Reduced (previously 36) - settlement better than expected and cuts thought necessary not required
I3	18-Aug-15	OPCC commissioning arrangements are not in place or are ineffective	<ul style="list-style-type: none"> Insufficient resources available Services commissioned that are not required, duplicated elsewhere, do not assist PCC in meeting P&C Plan objectives Failure to maximise performance Failure to secure value for money Stifle innovation and creative / effective solutions Failure to comply with legal requirements on procurement Failure to ensure commissioned agencies comply with PCC legal requirements under Equality Act 	Reputational Operational delivery Performance Legal	<ul style="list-style-type: none"> Commissioning Strategy in place Partnership agreements / grant letters issued for each commissioned service outside of the police Commissioned services provided by Wiltshire Police reviewed Regular / Final reports a prerequisite of all commissioned services Quarterly meetings of the Commissioning and Policy Group which keeps all commissioned services under review Monthly Commissioning Update meetings established between officers Constant future planning of allocation of Community Safety Fund and Victims Fund – 2018-19 commissioning plans considered at February meeting of CMB Planning underway for review of services to ensure timely and smooth transition to new provider where necessary Ongoing / New commissioning with LAs meeting all legal and procurement requirements Internal audit reviewed ethical arrangements and gave a 'reasonable' assurance with no significant findings Internal Audit reviewed governance arrangements and gave a 'reasonable' assurance with no significant findings 	1	2	2	4	13-Feb-18	Maintain - business as usual
I4	15-May-17	Failure by the PCC to hold the CC to account for the delivery of an efficient and effective police service that meets public expectations	<ul style="list-style-type: none"> Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMIC and adverse media 	Reputational	<ul style="list-style-type: none"> Fortnightly CMB meetings with CC Attendance at monthly SCT Review of performance data Regular review of force spend Engagement with public and partners to understand requirement and needs Development of P&C Plan and objectives in consultation with the CC HMIC inspections – PEEL efficiency grading published on 9th November and Legitimacy on 12th December, Wiltshire graded as 'good' in both 	1	2	4	8	13-Feb-18	Maintain - PEEL legitimacy 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"> Justice processes become inefficient and not joined up Justice outcomes, victim satisfaction, and care declines Reduced satisfaction and confidence in criminal justice process by victims of crime Reduced public satisfaction and confidence in PCC which is likely to extend to Wiltshire Police and CJS partners 	Reputational Operational delivery Performance	<ul style="list-style-type: none"> PCC Chair of WCJB, additional support being provided by OPCC PCC has coordination role across CJS system on behalf of victims WCJB delivering substantial parts of the P&C Plan WCJB action plan in place and being delivered by sub-groups Victims, Witnesses and Most Vulnerable sub group coordinate victim through CJS and CSPs manage offender work RJ strategy agreed by WCJB Partnership working to support delivery of specialist victim services for DA and SA Victim services being redeveloped to further integrate support Work to improve interface between force and CPS to improve efficiency with sexual offences In conjunction with Northumbria OPCC, Wiltshire is coordinating WCJB work to identify areas for improvement in specialist courts and support for victims Improved links and coordination between local and national CJB through APCC and portfolio leads OPCC working with BIT to establish performance dashboard covering all agencies – to be achieved in six months 	2	2	3	12	13-Feb-18	Increase (previously 6) - awaiting delivery of criminal justice agencies performance dashboard
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"> Missed opportunities to collaborate / save money / provide a more efficient and effective service Unexpected detrimental impact on the PCC's ability to deliver the P&C Plan objectives Unexpected detrimental impact on policing affecting funding and police officer time Increase demand on PCC and OPCC staff Increase demand on policing services Loss of satisfaction and confidence in relationships with partners and their decision making / consultation process Negative reaction from the public / media 	Reputational Operational Delivery Performance	<ul style="list-style-type: none"> Regular engagement with LA Leaders Attendance at strategic boards with partners OPCC engagement with partners and stakeholders and attendance at relevant boards Fortnightly meetings of CMB discuss emerging developments with partners Updating and monitoring of Horizon Scanning database Early engagement with LAs and partners to identify and reduce demand on policing services PCC Chairs Tri-Force Board and is supported by CX SBC required to make savings and already impacting on services in place, PCC / OPCC being consulted with Investment in mental health collectively worked through to reduce demand on policing 	3	4	2	24	13-Feb-18	Maintain - waiting to see where partners will be making savings in budget
17	31-Jan-17	PCC estate fails to enable effective and efficient policing	<ul style="list-style-type: none"> Unnecessary maintenance of surplus buildings and associated utility costs Waste of resources maintaining surplus estate Damage to community relationships Negative impact on CPT and provision of local policing Negative comments from public / local media Underestimate estate requirement and dispose of too much estate Sub-optimal estate provision is ineffective use of resources Loss of opportunity to share properties and associated costs with local partners / communities 	Financial Reputational Operational Delivery	<ul style="list-style-type: none"> PCC's Estate Strategy published and key stakeholders (including the public) notified PCC met with Wiltshire and Swindon MPs to advise them of strategy Estates strategy governance in place and appropriate Boards PCC holding officers to account for delivery of strategy CC has provided operational requirements to PCC Operational requirements developed across all police departments and informed by current and future predicted demand Delivering against Estate Strategy Plans being designed and developed, business cases due shortly 	2	2	2	8	13-Feb-18	Reduce (previously 12) - delivering against strategy
18	15-May-17	ICT services with Wiltshire Council are not resilient and transformational to support effective and efficient policing	<ul style="list-style-type: none"> ICT vulnerable to cyber attack ICT is out of date, fails and is unsupported Missed opportunities of improvement technology Impacts upon delivering P&C Plan objectives Use of older / out of date equipment limits capability Criticism from Government / HMIC and adverse media Reduced public and partner satisfaction and confidence in PCC and OPCC 	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> Strategic Partnership with WC has significantly improved capability and delivery Strategic work ongoing with WC to identify priorities, timescales and governance – expectation is for improved clarity surrounding ICT Regular meetings with service providers and increased monitoring occurring Test incident conducted with GCHQ Business continuity plans in place for all business areas PCC identified funds available for specific ICT projects in capital plan Joint Technology Board meets regularly – PCC, CC, and WC are represented ICT disaster recovery plan received Formal agreement with WC for signing, revised version sent end of October 2017, OPCC working to revised version Protective Security Manager presenting to June JIAC on cyber security ICT compliance is an issue and being addressed through weekly meetings, will be escalated to Gold Command if not resolved by March Specific resources have been reallocated to manage compliance and updates presented on frequent basis to national accreditors 	4	2	4	32	13-Feb-18	Increase (previously 18) - compliance issue to be resolved

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I9	18-Aug-15	Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits	<ul style="list-style-type: none"> PCCs do not wish to commission policing model provided Collaborative partners do not wish to pursue collaborative opportunities Key delivery areas are compromised or do not address the requirements of PCC, Police, collaborative partner(s), or the Wiltshire public Reduced influence of PCC to provide local accountability Effective and efficient service not delivered Reduced public and partner confidence and satisfaction in PCC and police Negative reaction from the public / media Criticism from Government / HMIC Damage to partnership relationships 	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> Contracts and agreements in place for all collaborations Governance arrangements outlined in all collaborative agreements PCC / OPCC represented at relevant Boards where performance, finance, and strategic risks are managed CCs manage operational service risks and escalate to PCCs as required ACCs in place for Tri-force collaborations and regionalised services PCCs receive regular updates on collaborative service arrangements Collaborative arrangements standing agenda item on CMB HMIC undertake specific service inspections for collaborative arrangements and is also included in HMIC PEEL inspection regime Annual reports on collaborations to CMB detailing benefits provided PCC Chairs Tri-Force Board and is supported by CX Current review of employment model and management framework of all collaborations D&C and Dorset planned merger has implications for all collaboration work Strategic seminar planned for 14th March to review way forward for region 	3	3	3	27	13-Feb-18	Increase (previously 18) - risk to be reviewed following strategic seminar
I10	31-Jan-17	OPCC fails to meet its legal requirements as set out in various legislation including but not limited to the Police Reform and Social Responsibility Act, Specified Information Order, Equalities Act 2010	<ul style="list-style-type: none"> Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMIC and adverse media attention Damaged relationship and reputation as an employer 	Reputational	<ul style="list-style-type: none"> Membership of APCC, APACE, and PACCTS All HMIC reports considered and responded to Appropriate staffing structure in place with clearly defined roles and responsibilities PCC staff conduct horizon scanning and provide regular briefings to the PCC 	2	2	2	8	13-Feb-18	Maintain - BAU
Topical Risks											
T1	05-Jan-16	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	<ul style="list-style-type: none"> PCC and OPCC failure in statutory obligations Not able to provide enough funds to Chief Constable to provide an efficient and effective police service Unable to commission required services due to reduced funding Unable to deliver P&C Plan priorities Further savings would need to be identified Reduction in reserves Reduced satisfaction and confidence in PCC and OPCC Criticism from Government / HMIC and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO D&C PCC is a member of the Technical Group and PCC able to channel his views through her Review put on hold following announcement of general election and purdah There has been no future announcement from central government in relation to the review 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 In recent speech Home Secretary stated did not want 'to see you reaching for a pen.....asking for money' Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before completion of formula review £1.7m of additional savings will be required from 2017-18 onwards if funding formula not revised as proposed in 2015-16 APCC and NPCC active nationally meeting with Minister and making evidential submissions Restrictions on council tax amended with PCCs now able to increase precept up to maximum of £12 per year and for 2019-20 (PCC has held public consultation on this and increased precept to maximum limit) 	2	4	3	24	13-Feb-18	Reduced (previously 36) - settlement better than expected and cuts thought necessary not required
T2	06-Mar-17	Community Policing model does not deliver anticipated benefits	<ul style="list-style-type: none"> Anticipated benefits are reduced or not delivered Operating model is not sustainable Service quality decreases and visibility falls Satisfaction for victims and public falls Damage to reputation of PCC, OPCC, and Force 	Financial Operational Delivery Performance Reputation	<ul style="list-style-type: none"> Project team meeting monthly focusing on delivering benefits of model - OPCC is represented Failsafe safe plan in place if significant challenges emerge Workforce fully engaged and local communities fully informed and engaged in process Process continues to evolve and develop and will need to reflect local communities needs Detailed evaluation specification in place Review score after receipt of evaluation report Initial evaluation shows difficulty with current resourcing level Tactical Board attended by DCX JIAC received briefing of review in September Improvement plan in place to deliver CPT Recruitment has taken place and training commenced 					13-Feb-18	Remove - risk has evolved from focussing on CPT model and widened to encompass frontline policing as a whole. New risk T6 replaces this risk

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T3	02-Mar-17	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	<ul style="list-style-type: none"> • ESN is not fit for purpose or equal to the Airwave network it replaces (including gaps in coverage) • Commons Public Accounts Committee has been told that ESN will be running in September 2020 • Financial impact of delayed implementation on PCCs budgets and some high level costs are unknown • Negative reaction from the public / media • Damage to reputation of PCC, OPCC, and Force • Limited control due to national programme 	Financial Operational Delivery Reputational	<ul style="list-style-type: none"> • PCCs represented by PCC Katy Bourne on HO Oversight Group • National meetings taking place at which police forces are represented • CC SW representative – information received more timely and increased force focus • Situation reviewed by the Public Accounts Committee and has national profile • Updates being received on a regular basis but not providing confidence or clarity on timescales and costs – latest update provided to PCCs at January APCC General Meeting • Concerns around devices provided and whether they can deliver the necessary technology • Potential for significant cost increases • CFO delivered update to JIAC December meeting • Refreshed business case, budget and timeline to be produced as part of programme reset – expected later in the year • Stop on project team recruitment to limit cost and no longer rolling funds forward 	4	4	2	32	13-Feb-18	Maintain - risk will be fully reviewed once refreshed business case, budget and timeline are known
T4	18-Aug-15	Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010	<ul style="list-style-type: none"> • Failure of the PCC to hold the CC to account • Wiltshire Police does not fulfil legal duty and values of organisation • Wiltshire Police does not reflect the diversity of the community it serves • Failure to identify and respond to demands of diverse communities • Reduced public satisfaction and confidence – disproportionate effect in diverse communities • Reputational damage to PCC, OPCC and Police • Increased risk of HR tribunals and litigation • Damaged relationship and reputation as an employer 	Legal Operational Delivery Reputational	<ul style="list-style-type: none"> • Assessment undertaken of victim's vulnerability, including aspects of diversity • Specialist support services in place for ensuring support for a range of diverse groups • Force has S&S policies in place and is BUSS compliant • Recruitment of 3x Positive Action Officers to review and advise on internal policies and procedures • Hate crime scrutiny group established to provide challenge and advice on policies and procedures related to diversity • HR Policies set out obligations and procedures to meet Force duties • Recruitment, redeployment and support policies in place • Force implementing action plan including leadership, coaching and mentoring support, redesigning recruitment of officers, specials, and staff to attract more diverse applicants • Force presented CMB with comprehensive action plan to address areas for improvement • PCC receiving monthly briefings on delivery against improvement plan from lead officer • Updates will now be provided by exception through the usual performance mechanisms 	2	3	3	18	13-Feb-18	Maintain - audit not yet taken place due to illness, terms of reference have been received and are to be agreed before audit commences
T5	13-Feb-18	Failure to recruit a Chief Constable that matches the ambitions of the PCC	<ul style="list-style-type: none"> • Decline in force performance • Decline in force morale • Reputational damage • Not delivering or unable to deliver P&C plan 	Operational delivery Performance Reputational	<ul style="list-style-type: none"> • T/CC appointed as of 5th March to ensure stability • T/CC appointed from within existing leadership team ensuring course and progress maintained • Early preparations for permanent appointment likely to begin within next six months 	2	2	3	12	13-Feb-18	NEW
T6	13-Feb-18	Unable to continue to meet demands of frontline policing	<ul style="list-style-type: none"> • Decline in force performance • Decline in force morale • Damage to reputation of PCC, OPCC, and Force • Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMIC and adverse media attention • Service quality decreases and visibility falls 	Operational delivery Performance Reputational	<ul style="list-style-type: none"> • Ongoing recruitment of police officers and PCSOs • Ongoing review of assets / resources • Working towards identifying a maximum level of abstraction for CPTs to ensure policing remains visible 	3	2	4	24	13-Feb-18	NEW



POLICE AND CRIME PANEL
22 March 2018

AGENDA ITEM NO:

REPORT ON CPT RESOURCING AND THE IMPACT OF THE PRECEPT

1. Purpose of Report

- 1.1. To provide an update on the impact of the 7% policing precept increase by CPT, and current deployability and resourcing levels in CPT.

2. Background and Main Considerations for the Panel

- 2.1. Under the implemented 2018/19 policing precept proposal of 7% (£12 for Band D property), the PCC committed to protecting frontline CPT officers and staff.
- 2.2. This paper outlines additional information that will be provided to demonstrate the fulfilling of this commitment.
- 2.3. The PCC will be working with the Chief Constable to ensure this is delivered as a central part of his Police and Crime Plan. The PCC proposes that information in this area is added to the PCP performance report.

3. Community Policing Teams

- 3.1. The Community Policing Team (CPT) model was rolled-out across Wiltshire Police in 2016. The new model brings neighbourhood policing, response teams and local crime investigators into a single team for a more effective approach to community policing. It means there is a wider pool of officers and police staff available to attend incidents and improves communication between teams and departments.
- 3.2. Each Community Policing Team is led by an Inspector and a deputy. The team is made up of a mix of police officers, community co-ordinators, PCSOs, civilian local crime investigators and Specials.
- 3.3. The six Community Policing Teams are Swindon North, Swindon South, Wiltshire North, Wiltshire West, Wiltshire East and Wiltshire South.

4. Impact of the increase in policing precept.

- 4.1. Protecting CPT numbers is not only central to public confidence, it helps deliver my Police and Crime Plan and is vital in building community relationships and intelligence.

- 4.2. The below table shows the current budgeted position for CPT, compared to the reduced position should the increase in precept not have happened.
- 4.3. As highlighted in the precept papers in January 2018, a balanced budget for a 0% or 1.9% precept increase could only be achieved by increasing financial risk, reduced policing services such as CPT or a combination of both.
- 4.4. Based on the PCC budget paper to PCP in January 2018, a 0% precept proposal would have left a funding gap of £4.237m.
- 4.5. £1.340m was identified by the Force's Senior Command Team (SCT) as savings through operational and enabling service changes, leaving a funding gap of £2.897m for 2018/19.
- 4.6. To illustrate the possible impact on CPT, the following table sets out a scenario that may have occurred with a 0% precept increase. (The scenario below is one of many possibilities but is a realistic illustrative scenario for panel members).
- 4.7. Assuming the PCC had a 0% precept increase, then the financial gap would be
- £4.2m Funding gap
- £1.3m SCT Identified savings
- £2.9m Outstanding funding gap
- 4.8. Savings were identified across Wiltshire Police with a £1.3m saving requirement (40%-45% of outstanding funding gap taken from the CPT budget. This level is a realistic assumption given the proportion of spend in CPT).

			Swindon North	Swindon South	Wiltshire North	Wiltshire West	Wiltshire East	Wiltshire South	Total
Sgt	With precept increase	55	10	10	10	10	10	5	55
	Without	55	10	10	10	10	10	5	55
	Difference		0	0	0	0	0	0	0
PC	With precept increase	390	73	77	61	72	58	50	390
	Without	366	69	72	57	67	54	47	366
	Difference		-4	-5	-4	-4	-3	-3	-24
PCSO	With precept increase	131	25	23	21	27	19	17	131
	Without	123	23	21	20	25	18	16	123
	Difference		-2	-1	-1	-2	-1	-1	-8
LCI	With precept increase	69	13	13	9	17	9	8	69
	Without	65	12	12	8	16	9	8	65
	Difference		-1	-1	-1	-1	-1	-1	-4
Total	With precept increase	590	111	112	91	115	87	74	590
	Without	554	105	105	86	108	81	70	554
	Difference		-7	-7	-6	-7	-5	-5	-36

- 4.9. Although the numbers appear small in comparison, this is on the back of continued reductions over the last six years in officer and staff numbers.

- 4.10. It should also be reiterated that each CPT area operates on a five shift pattern in line with Home Office guidance, which greatly reduces the number of staff on duty at any one time.
- 4.11. To address the remaining 55-60% savings would have been a mixture of increasing financial risk (e.g. using reserves for day-day spending) and from other front line areas such as the Crime and Communications Centre, investigations, or Specialist Detective roles.
- 4.12. This would also have an impact on the CPT resources and service to the public.
- 4.13. As identified in the budget paper presented to PCP in January, this would have led to an even more significant challenge in 2019/20 which would have a severe effect on all policing in Wiltshire.
- 4.14. My precept proposals of a 7% increase, which was supported by the PCP and the public consultation, has enabled protection of CPT numbers at 2017/18 levels as pledged to the public.
- 4.15. Equally as important, it has enabled me to stabilise the financial position and the service provided to the public.

5. Ensuring CPT is protected

- 5.1. However protecting the budget alone does not provide me with enough assurance that CPT is being protected and prioritised.
- 5.2. I want to make sure the importance of CPT is a priority throughout Wiltshire Police and service transformation is based on providing a policing response through this model.
- 5.3. My office has been working with Wiltshire Police to identify additional areas for information to help me hold the Chief Constable to account for protecting CPT.
- 5.4. This work is in its relatively early stages and further discussions need to take place with the Chief Constable; however the measuring of the working operational capacity (deployability) of CPT is an area that I believe will provide a picture of what resources are available, not just what is in a budget line.

6. Deployability & Recruitment

- 6.1. Deployability is the measure used to understand how complete staffing levels are, compared to the budget.
- 6.2. This measure looks at the longer-term reasons why people may be absent from the workplace, such as:
 - Long term sickness (over 28 days)
 - The post is currently vacant
 - Maternity Leave
 - Suspension

- 6.3. Sometimes the organisation is able to flex, and cover the gaps within a team; however there are occasions where the gaps are covered by the existing team, therefore reducing the strength of a team and putting further pressure on remaining staff to deal with the demands.
- 6.4. Deployability can have a significant impact on police visibility as the other duties of responding to emergencies and crime investigations compete for these resources.
- 6.5. Within a team, there are usually members who are restricted or recuperating from an injury. The circumstances here can vary drastically; however within CPT they are usually able to contribute to the function of the team, therefore improving the productivity.
- 6.6. An industry standard rate for deployability does not exist and it can become an arbitrary benchmark to work towards; however the organisation works towards a rate of 75% to judge acceptability.
- 6.7. Deployability does not include all the short term reasons for absence which can include:
- Short and medium term sickness
 - Training
 - Annual leave
- 6.8. An increased turnover driven by changing pension structures, increased demands, and a different operating model has meant that the Force has undertaken a significant recruitment process for Police Officers (intakes and transferees), PCSOs, LCIs and call handlers. Doing this will improve deployability which was particularly low at the start of CPT. The Panel may be aware of this through increased social media activity.
- 6.9. The process to recruit new staff is very time intensive as it requires various rounds of assessment, both locally and nationally, and an extensive training programme. This naturally ensures we have high quality officers and staff working for Wiltshire Police, but can result in a long time to get people operating effectively in their post.
- 6.10. Wiltshire Police put in place a structured process to improve deployability through recruitment and subsequently brought in over 200 officers and staff within a 12 month period. This is now starting to see a positive impact on the workforce as staff move out of their training and tutorship, into fully deployable roles.
- 6.11. The recruitment strategy has been designed to address changing natural wastage, length of training and improve deployability. As of the end of February 2018, we have 974 officers versus a budget of 959 officers. As student officers complete training we anticipate a sustained increase in deployability levels.
- 6.12. The tables below show the current deployability across the CPTs in Swindon and Wiltshire:

PC, PCSO and LCI roles	Budget FTE	Deployable	Vacancies	Long term sick	Maternity leave	Suspended
Swindon CPT North	121	79%	21	1	3	0
Swindon CPT South	122	87%	12	1	3	0
Wiltshire CPT East	97	85%	9	2	1	2
Wiltshire CPT North	101	89%	9	0	2	1
Wiltshire CPT South	79	91%	7	0	0	0
Wiltshire CPT West	125	89%	5	4	5	0
	645	86%	63	8	14	3

- 6.13. There are a number of staff currently in training and working alongside our CPTs. They will fill most of the current vacancies once they become fully deployable, further increasing the overall deployability rates.

Currently in training	FTE	Current Vacancies
Student Police Officers	36	17
Student Community Support Officers	16	20
Student Local Crime Investigators	12	26
Total	64	63

- 6.14. Given the importance, investment and commitment of Special Constables we are working with the Force to include specials in development of CPT resource planning.

7. Recommendations

- 7.1. Panel members are asked to note the areas the OPCC and Wiltshire Police are exploring that could provide a more holistic measure of CPT resources.
- 7.2. Note further development work is required and a further report is brought back to the next PCP meeting.
- 7.3. Note the intension to integrate this into the PCP performance framework.

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9	19/12/17	C Henwood	<p>At the recent meeting you reiterated your desire to see the regular police force supplemented by up to 500 Special Constables. You pointed out the burden of training falls largely on the regular officers to develop the Special Constables to the point the Special can act independently. I understood that the training can only be provided by regular officers. Your vision of 500 Specials means the whole force ratio of regular to Special officers would be approximately 2:1. There must be a realistic maximum training burden that can be placed on regular officers that governs the rate at which Special officers can be trained. Knowing this and the rate at which Special officers leave the force should allow a realistic estimate as to when the figure of 500 might be reached. Are you able to provide this figure and the estimated cost viz-a-viz the £1m budget you have set aside, please?</p>	<p>I want to reiterate the 500 figure was to set indicate my intention to significant increase specials recruitment and participation in policing. Both the Chief Constable and I are focused on maximising the specials that are recruited and retained. As you have highlighted the increase of specials is significant and the issues of impact on the organisation in terms of training, support and management have been significant. The Force are working through these requirements and are progressing investment in increasing this infrastructure. As you will know Specials may give up their time but there are still costs and impacts that are being factored in.</p> <p>Due to the commitment of so many people in Wiltshire and Swindon we have recruited over 260 Specials across our organisation at various points of independence and training. A pause on recruiting was implemented in the Autumn 2017, to allow increases in capacity to build across the organisation and enable a smooth transition from training to deployment to hubs. Over the coming months specials will be deployed across our hubs and will be tutored and mentored by both regulars and qualified specials.</p> <p>As this first tranche of newly qualified specials are in post we will have a better understanding of retention levels and how many specials the organisation can manage and fully utilise. I have made it clear to the force that I would rather have less than 500 specials who are fully utilised and a high retention rate. Other Force areas have achieved high recruitment numbers for a time but battle with 40% turnover as specials don't feel supported and integrated into policing.</p> <p>Currently our projected numbers will sit at around 350 by May 18th and this is a sensible time to assess the overall impact of independent specials. The existing specials budget has allowed the additional recruitment of trainers to ensure we can recruit up to 60-80 Specials a year to cover attrition, however I would expect attrition to be far lower and the capacity would allow continued increases in specials in the Force can support them.</p>
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10	02/01/18	Cllr Seed	<p>What is the total number of warranted officers and (separately) PCSOs in Wiltshire and Swindon Police Area for the past five years ? Please list Special Constables separately and give figures for in post and not establishments.</p> <p>What is the current Wiltshire capitation cost for a. A four year qualified police Constable. b. A similarly qualified PCSO.</p> <p>What is the percentage of police warranted officers in staff and administrative posts and front line policing roles in Wiltshire and Swindon. Please list Special Constables separately and give figures for in post and not establishments.</p> <p>What is the number of warranted police roles in staff and administration that have been replaced by civilian alternatives in the past five years?</p>	24/01/18	<p>What is the total number of warranted officers and (separately) PCSOs in Wiltshire and Swindon Police Area for the past five years ? Please list Special Constables separately and give figures for in post and not establishments.</p> <p>Details for actual total numbers of officers employed by Wiltshire Police (in Full Time Equivalent) from 31 March Payroll data is as follows, the data source analysis goes back 4 years.</p> <table border="1" data-bbox="1279 635 1783 863"> <thead> <tr> <th>Year</th> <th>Officers</th> <th>PCSO</th> <th>Specials</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>949</td> <td>109</td> <td>163</td> </tr> <tr> <td>2016</td> <td>1009</td> <td>116</td> <td>164</td> </tr> <tr> <td>2015</td> <td>1010</td> <td>130</td> <td>176</td> </tr> <tr> <td>2014</td> <td>1042</td> <td>119</td> <td>318</td> </tr> </tbody> </table> <p>What is the current Wiltshire capitation cost for a. A four year qualified police Constable. b. A similarly qualified PCSO.</p> <p>A Constable on spine point 4 costs the force £35,136 for Basic pay, NI and Pension. A PCSO on spine point 4 costs the force £26,384</p> <p>What is the percentage of police warranted officers in staff and administrative posts and front line policing roles in Wiltshire and Swindon. Please list Special Constables separately and give figures for in post and not establishments.</p>	Year	Officers	PCSO	Specials	2017	949	109	163	2016	1009	116	164	2015	1010	130	176	2014	1042	119	318
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				<p>Taking staff and administration posts to mean the business support functions as defined in HMIC's Value for Money:</p> <p>The following data sourced from the HMIC Value for Money report shows the percentage of officers in frontline and business support functions. This is on an officer establishment basis as 'in post' data in this format is not currently available.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Frontline</th> <th>Frontline Support</th> <th>Business Support</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>94%</td> <td>3%</td> <td>3%</td> </tr> <tr> <td>2016</td> <td>94%</td> <td>3%</td> <td>3%</td> </tr> <tr> <td>2015</td> <td>94%</td> <td>3%</td> <td>3%</td> </tr> <tr> <td>2014</td> <td>94%</td> <td>3%</td> <td>3%</td> </tr> </tbody> </table> <p>What is the number of warranted police roles in staff and administration that have been replaced by civilian alternatives in the past five years?</p> <p>Warranted officer posts and staff posts in Business Support functions have been reduced over the past 5 years but not specifically replaced through modernisation.</p>	Year	Frontline	Frontline Support	Business Support	2017	94%	3%	3%	2016	94%	3%	3%	2015	94%	3%	3%	2014	94%	3%	3%
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11	03/01/18	Cllr Britton	You have made a significant investment in new technology with the aim of making it possible for officers to perform their admin functions whilst 'out and about' with the aim of increasing the visibility of officers -	24/01/18	It has been anticipated that this investment will provide a benefit to visibility but also in working alongside partners in shared estate, as well as being able to complete tasks remotely. However this is not the primary benefit. The main benefits are related to improving productivity of officers and staff. This not only makes processes more efficient but																			

		<p>especially those in the Community Policing Teams.</p> <p>Yet residents continue to express their concerns about police visibility - or lack of it.</p> <p>What statistics are available to you to enable you to judge the effectiveness of this policy of using technology to keep officers out of the office and visible to the public? Can you, for example, tell us, on average, what percentage of police officer time is spent at their desk as distinct from being 'out and about'?</p>	<p>provides the additional benefit that officers and staff are more flexible in where and how they work</p> <p>Technology is a fundamental infrastructure requirement for policing in the same way as other resources such as fleet and policing is at the beginning of maximising the benefits and opportunities. The collaboration with Wiltshire Council has provided mobile technology that is significantly more advanced than other police forces.</p> <p>The roll out of laptops began in April 2016 and iPhones in November 2016 for all staff and officers. In June 2017, a survey of staff and the public was undertaken using a benefits realisation map to track and understand what benefits were being obtained from the investment in New Ways of Working.</p> <p>Whilst direct benefits are difficult to measure, a benefits report has been completed and indicates technology investment has led to a decline in sickness levels, greater productivity and efficiency – staff and officers felt they were 46% more productive; 60% said the need to travel to meetings was significantly less, so there were both time and financial savings identified; communication between officers had improved; less office space was needed as officers could work remotely from other locations such as coffee shops, where they would also be more accessible to the public, which could lead to a reduction in the estate needed. Part of the survey involved seeking the views of both the public and staff on visibility/public perception. 37% of staff felt that NWOW had improved officer visibility (they could work out in the community), whilst about 50% neither agreed or disagreed. 80% of respondents said they would approach an officer in a public place.</p>
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					<p>However I do not believe that technology investment cannot be assessed in isolation from other factors that affect visibility. As outlined in the CPT presentation to the PCP in September 2017, issues such as abstraction levels and deployability have a significant impact on the ability of CPTs to have capacity to provide proactive policing and visibility, as opposed to responding to urgent calls for assistance.</p>
12	29/01/18	Cllr Britton	<p>With the influx of a large number of military families and personnel over the coming year or two do you anticipate any increased threat to community safety in the community areas involved in Army re-basing?</p> <p>Do you plan to ask the Chief Constable to increase the resources available to the Community Police Teams for the areas affected by Army re-basing?</p> <p>What statistics are being maintained by the force which will allow it to report to you significant increases in offences by military personnel?</p>		<p>I am proud that Wiltshire will continue to be the home for the British Army and have with other organisations signed the Armed Forces covenant.</p> <p>Wiltshire Police are part of the Army Rebasing partnership working alongside the MOD, Wiltshire Council and others assessing the impact of the rebasing programme and ensuring that service provision is planned. This planning is similar to significant housing developments and changes in demographics.</p> <p>Unfortunately there is no information collected on the existing demand for personnel in Germany. However demographic information enables some indication of the demand. Incidents involving military personnel are flagged on police systems and contribute to the overall understanding of demand and risk.</p> <p>The demographic changes consist of both single men and families with a residence in Wiltshire the anticipated demand is very different than a temporary basing with just army personnel serving short postings.</p> <p>Work is ongoing to increase the integration of military personnel and their families as a core part of local communities.</p>

				<p>Tactical Operational threat, risk and harm is reviewed daily by the force and strategically through the annual Strategic Assessment process. This process reviews criminal threats, risks and harm to Wiltshire and addresses intelligence gaps.</p> <p>In addition to community policing, assessments of the additional demands to children's and public protection services that may increase as the overall population increases.</p> <p>Wiltshire Police have incorporated the changing in demand and increases in population into its future plans and one of the operational reasons why the CPT will move from Amesbury to Tidworth. This will provide a more even geographical coverage to the east of the county.</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
22 nd March, 2018 10:30am-1pm	Devizes, Corn Exchange	<ul style="list-style-type: none"> • Quarterly data (Q3)– Risk / Performance / Finance / Complaints • Introduction to new Acting Chief Constable – Kier Pritchard • Data on CPT staffing levels • Member questions
14 th June 2018 10:30am-1pm	Devizes, Corn Exchange	<ul style="list-style-type: none"> • Election of Panel Chair and Vice Chair • PCC Annual Report • Quarterly data (Q4)– Risk / Performance / Finance / Complaints • Data on CPT staffing levels • Member questions
27 th September 2018 10:30am-1pm	County Hall, Trowbridge	<ul style="list-style-type: none"> • Update from the Chief Constable • Quarterly data (Q1)– Risk / Performance / Finance / Complaints • Member questions •

<p>6th December 2018 10:30am-1pm</p>	<p>Civic Office, Swindon</p>	<ul style="list-style-type: none"> • Quarterly data (Q2)– Risk / Performance / Finance / Complaints • Member questions •
<p>17th January 2019 10:30am-1pm</p>	<p>City Hall, Salisbury</p>	<ul style="list-style-type: none"> • PCC Budget 2019/20 and MTFS • Member questions •
<p>7th February 2019 10:30am-1pm</p>	<p>TBC</p>	<ul style="list-style-type: none"> • Formal consideration of the PCC precept proposal
<p>28th March 2019 10:30-1pm</p>	<p>Devizes Corn Exchange</p>	<ul style="list-style-type: none"> • Quarterly data (Q3)– Risk / Performance / Finance / Complaints • Victim Support Service (Horizon) update • Member questions •

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