

# AGENDA

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**Meeting:** WILTSHIRE POLICE AND CRIME PANEL  
**Place:** Kennet Room - County Hall, Bythesea Road, Trowbridge,  
BA14 8JN  
**Date:** Thursday 6 June 2019  
**Time:** 10.00 am

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

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## **Membership:**

CLlr Junab Ali - Swindon Borough Council  
CLlr Abdul Amin - Swindon Borough Council  
Maime Beasant – Co-opted Independent member  
CLlr Alan Bishop - Swindon Borough Council  
CLlr Richard Britton - Wiltshire Council  
CLlr Ross Henning - Wiltshire Council  
CLlr Peter Hutton - Wiltshire Council  
CLlr Nick Murry - Wiltshire Council  
Anna Richardson – Co-opted Independent member  
CLlr Tom Rounds – Wiltshire Council  
CLlr Jonathon Seed – Wiltshire Council  
CLlr John Smale - Wiltshire Council  
CLlr Caryl Sydney-Smith – Swindon Borough Council

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**Substitutes:**

Cllr Peter Evans  
Cllr Sue Evans  
Cllr Tony Trotman  
Cllr Sarah Gibson  
Cllr Ruth Hopkinson  
Cllr Gordon King  
Cllr Matt Dean

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# AGENDA

## Part I

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

### 1 **Appointment of Chairman and Vice-Chairman**

Election of the Chairman

- To elect a Chairman for the forthcoming year

Election of the Vice Chairman

- To elect a Vice Chairman for the forthcoming year

### 2 **Apologies for Absence**

### 3 **Minutes and matters arising** (*Pages 7 - 12*)

To confirm the minutes of the meeting held on Thursday 28 March 2019.

### 4 **Declarations of interest**

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

### 5 **Chairman's Announcements**

### 6 **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 Tuesday 4 June 2019. 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.

7 **Quarterly data (Q4)- Risk / Performance / Finance / Complaints** (Pages 13 - 74)

8 **Community Policing Resource Management Overview (sickness)**

9 **Public Opinion Survey - update** (Pages 75 - 78)

10 **Progress on bringing back in house roads policing and armed response following the breakdown of the Tri-Force arrangements** (Pages 79 - 82)

ACC Gavin Williams

11 **Police and Crime Plan 2017-21 update** (Pages 83 - 84)

12 **Member questions** (Pages 85 - 90)

13 **Forward Work Plan** (Pages 91 - 96)

To note the forward work plan.

14 **Future meeting dates**

To note the future meeting dates below:

- Thursday 5 September 2019 – City Hall, Salisbury
- Thursday 19 December 2019 - Swindon Borough Council Offices

## **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***

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## WILTSHIRE POLICE AND CRIME PANEL

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### **DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 28 MARCH 2019 AT THE WESSEX ROOM - THE CORN EXCHANGE, MARKET PLACE, DEVIZES, SN10 1HS.**

#### **Present:**

Cllr Junab Ali, Cllr Abdul Amin, Maime Beasant, Cllr Richard Britton, Cllr Peter Evans (Substitute), Cllr Sue Evans (Substitute), Cllr Ross Henning, Cllr Peter Hutton, Cllr Nick Murry, Anna Richardson, Cllr Jonathon Seed and Cllr Caryl Sydney-Smith

#### **Also Present:**

Angus Macpherson – Police & Crime Commissioner  
Kieran Kilgallen – OPCC

Kevin Fielding – Wiltshire Council

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#### **17 Apologies for Absence**

Apologies were received from Cllr Alan Bishop – Swindon Borough Council, Cllr Tom Rounds – Wiltshire Council (Sub: Cllr Sue Evans) and Cllr John Smale – Wiltshire Council (Sub: Cllr Peter Evans).

#### **18 Minutes and matters arising**

##### **Decision:**

- **The minutes of the meetings held on Thursday 17 January and Thursday 7 February 2019 were confirmed as the correct records.**

#### **19 Declarations of interest**

There were no declarations of interest.

## 20 **Chairman's Announcements**

The Chairman advised that Cllr Brian Mathew – Wiltshire Council had been replaced due to a change in the political make up of Wiltshire Council by Cllr Nick Murry.

The Chairman thanked Cllr Brian Mathew for his valuable contribution to the work of the Panel.

## 21 **Public Participation**

There was no public participation.

## 22 **Quarterly data (Q3)- Risk / Performance / Finance / Complaints**

The Commissioner presented his report setting out the quarterly performance data – Quarter Three 2018-19 (1 October to 31 December 2018) contained in the agenda pack.

Points made included:

- There were 11,123 crimes recorded during quarter two and 43,070 in the 12 months to September 2018.
- This represented a reduction of 536 recorded crimes (1.2 per cent) compared to the previous 12 months.
- The recorded crime rate per 1,000 population for Wiltshire in the year to September 2018 was 60.1 crimes. This was below the most similar group (MSG) average of 70.1 crimes per 1,000 population and was statistically lower than peers.
- That in the 12 months to September 2018, 39 forces had seen an increase in their recorded crime volume compared to the previous year. Wiltshire was one of only four forces to report a reduction.

The Panel requested an update on the Public Opinion Survey.

It was agreed that an update on the Public Opinion Survey would be brought to the June 2019 PCP meeting.

The Panel noted the rise in Cyber Crime and the downward trend on Anti-Social Behaviour related crime, although it did feel that Anti-Social Behaviour related crime was increasing.

The Panel requested that the OPCC made available Hate Crime outcome statistics for panel members.



The Chairman requested that an analysis of all types of crime was made available for panel members.

It was agreed that the OPCC would provide Cllr Jonathon Seed with statistics re “What percentage of burglary victims received a visit from a police officer”.

That the Panel were pleased with the upbeat trend in the Restorative Justice statistics.

### **Deep dive into Priority 3**

#### **Priority 3 – Protect the most vulnerable in society**

The Commissioner outlined the report, which was contained in the agenda pack.

The panel were encouraged by the report.  
The Chairman thanked the Commissioner for the report.

#### **PCC Risk Register**

- After discussion the report was noted.

The Chairman thanked the OPCC for the report.

### **84 Community Policing Team Resource Framework**

Kieran Kilgallen outlined the report.

The report provided an overview of the current resource framework for monitoring Community Policing Teams (CPTs) deployability, and also how resources were managed to ensure an effective deployment across the County.

A discussion followed, Cllr Jonathon Seed querying the accuracy of the Deployability statistics set out in the report. It was agreed that the OPCC would re-look at these statistics and comeback to Cllr Jonathon Seed and Cllr Richard Britton with a revised table that both OPCC and PCP could agree with.

It was agreed that a report re Community Policing Resource Management Overview (sickness) would be brought to the June 2019 meeting.

The Chairman thanked Kieran Kilgallen for the report.

23 **Victim Support Service (Horizon) update**

The update was noted.

24 **Diversity and Inclusion Strategy**

Kieran Kilgallen outlined the report that was contained in the agenda pack.

It noted that Wiltshire Police would be holding a workshop on Thursday 4 April to look at all aspects of the report.

It was noted that any PCP feedback would be welcome and would be fed into the process.

The point was raised that there were a good deal more ethnic groups in Swindon that Wiltshire Police needed to tap into.

The Chairman requested that panel members thought about any groups that should be included in the process and make recommendations to OPCC accordingly.

The Chairman thanked Kieran Kilgallen for the report.

25 **Member questions**

The members questions report included in the agenda pack was noted.

Cllr Jonathon Seed asked a supplementary question re the **Salisbury City Council Application for Community Safety Accreditation Scheme powers** question that he raised at the 5 February meeting.

***“What was the time frame for the vetting process that Hampshire Police were carrying out”.***

It was agreed that the OPCC would follow up this question with Hampshire Police.

Cllr Jonathon Seed also asked what was the OPCC time frame for answering questions raised by panel members. The Commissioner responded, that the OPCC tried to answer panel questions as soon as possible.

The chairman noted that the PCC-PCP Protocol which had been drawn up in 2012 did not include a timescale for PCC responses to requests for information.

He felt that the Protocol should be reviewed and undertook to circulate copies to members with a request for any suggested changes.

## 26 **Forward Work Plan**

The Forward Work Plan was noted with the additions of:

- **Public Opinion Survey update - 6 June 2019 meeting**
- **Wiltshire Police Officer Sickness update - 6 June 2019 meeting**

## 27 **Future meeting dates**

- Thursday 6 June 2019 – County Hall, Trowbridge
- Thursday 5 September 2019 – City Hall, Salisbury
- Thursday 19 December 2019 - Swindon Borough Council Offices

(Duration of meeting: 10.00 am - 12.25 pm)

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

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

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

**Quarter Four 2018-19 (1 January to 31 March 2019)**

**For Police and Crime Panel meeting 6 June 2019**



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## **Introduction by Commissioner Angus Macpherson**

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

### **Raising awareness of significant topics**

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

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

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

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

### **HMICFRS Inspections**

On 2nd May 2019, PEEL: Police Effectiveness, Efficiency, and Legitimacy 2018/19 An Inspection of Wiltshire Police was published, by HMICFRS. I am delighted to say that once again Wiltshire has maintained its Good rating for all of the three pillars: Effectiveness, Efficiency, and Legitimacy.

I want to congratulate the Chief Constable, his officers and staff for once again providing a consistently good service to the public. This was at the same time dealing with the exceptional pressures of the 2018-19. It demonstrates not only that the Force provide a good service, but that we have the leadership, capability and staff to respond to the most challenging threats to the public.

Within the PEEL inspection the HMICFRS identified that the Force does need to make some improvements to its response to serious and organised crime (SOC). The force understands the threats from SOC. It maps all organised crime groups promptly and has organised crime problem profiles, which it shares with other partner organisations. The force's community-based work aims to tackle knife crime, child exploitation, youth



violence, anti-social behaviour, street drug-dealing and running, and gang-related behaviour.

Wiltshire Police do need to improve its approach to lifetime offender management and understand the disruption impact its investigations are having on organised crime groups.

The Chief Constable has developed a plan to address the areas for improvement, of which I will hold him to account to deliver.

The full report can be viewed at [www.justiceinspectors.gov.uk/hmicfrs/](http://www.justiceinspectors.gov.uk/hmicfrs/)

### **Stabilisation of recorded crime**

I would like to identify the continued stabilisation of recorded crime in 2018/19. As an objective to improve public trust that every crime reported, members will recall Wiltshire Police made significant improvements in ethical crime recording. Our crime compliance level of between 90-95 percent demonstrates Wiltshire Police do ethically record crime.

Members will recall I assured them and the public that Wiltshire's improvements were made in advance of other police forces. Over 2018/19 Wiltshire has seen crime stabilise and where other areas have continued to see rises. I would ask members to note that Wiltshire has the lowest rate of crime with its areas comparators.

The greatest reductions have been in the areas of burglary and vehicle crime. I am satisfied that the governance of the Force is working correctly as these are areas where I identified performance challenges, asked the Chief Constable to address and improvements have been made.

### **Sustained improvements of immediate, priority and 101 response rates**

Members will note previous quarters improving response rates across Wiltshire Police. This has continued and despite increased demand. This was a matter of public concern and the improvements are most welcome. This is in contrast to many other Forces in the country where all responses rates have been increasing and 101 operating hours have been reduced. The force continues to implement its improvement programme and I will continue to monitor its delivery.

### **Deployability**

For some time now, the analysis and overview of the resources within our CPTs has been demonstrated to the Police and Crime Panel. We continue to develop and improve our approach and this is the first time that this section features as part of the main performance report. Previous reports on this topic are available on the Police and Crime



Panel website, which provide extensive detail on the types of abstractions involved in our CPTs.

Within this report effort has been made to simply language and present the infoamtion clearly and in plain english. The revisions hopefully make it clearer the range of CPT resoucrs avaialbe as well as fully operational police constables ready to deploy in each area.









I am pleased that the Chief Constable recognises that this information is of critical importance to both the force, the public and I. The additional focus and resources to understand and improve these levels are positive and I will continue to monitor these with the Chief Constable.











**Angus Macpherson**  
**Police and Crime Commissioner for Wiltshire and Swindon**  
**May 2019**




























# Performance dashboard Key

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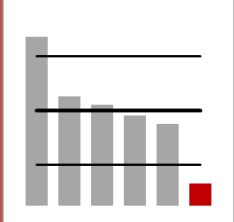
Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last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

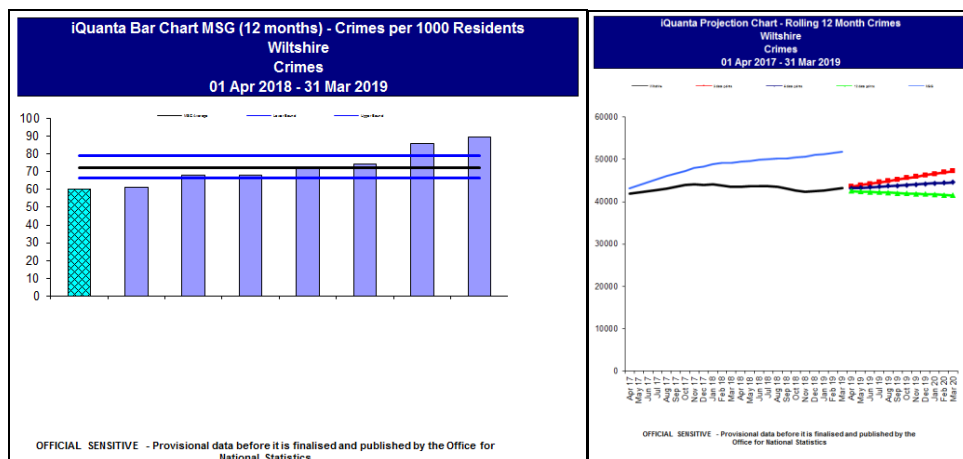
## Performance dashboard

Priority 1: Prevent crime and keep people safe				Priority 2: Protect the most vulnerable in society				Priority 3: Put victims, witnesses and communities at the heart of everything we do				Priority 4: Secure a quality police service that is trusted and efficient			
Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context	Measure	Data	Infographic	Context
Crime volume	10,645		Reduction on the previous year and significantly lower than peers	S136 Arrests	64		Increasing trend	Satisfaction of victims with the whole experience	76%		Improving	Immediate response time	10mins 37sec		Consistently good
Crime recording compliance	95.1%		Significant improvement	Number of Missing Individuals	406		Stable trend	Satisfaction with being kept informed	64%		Stable following significant reduction	Priority response time	49mins 52sec		Consistently good
Cyber flagged + Key word	769		Increasing trend	Volume of CSE crimes	37		Stable trend	Satisfaction with ease of contact	92%		Improving	Average time to answer 999 call	3 sec		Consistently good
Hate crime volume	125		Year on year increase driven by exceptional months during quarter one	Volume of DA Crime (ACPO defined)	1,631		Increasing trend	Satisfaction with treatment	90%		Improving	Average time to answer CriB call	1min 4sec		Improvement sustained
Outcome ratio*	16.3%		* note term change from rate to ratio Improving and above national average for all crime types	Volume of Sexual Offences (Recent / Non Recent)	400		Significantly lower than peers	Conviction rates	88%		Stable and high	CriB Abandonment rate	3.3%		Improvement sustained
ASB volume	3,689		Stabling following significant long term reductions (linked with crime recording volumes)					Restorative Justice level 1	146		Increasing volume	Quality of full files (error rate)	0.5%		Constantly low error rate
Overall confidence with the police in this area	79.1%		High public confidence					% of cracked or ineffective trials due to prosecution	26%		Worsening trend	Volume of complaints	210		Stable year on year
KSI- Collisions	243*		*12 months to July 2018									% Complaints recorded within 10 working days	40%		Improving
Special Constables hours deployed	18,726		Stable trend showing new expected capability									Complaints average number of days to record	15.3 days		Improving
Number of Volunteers in post	168		Stable									Percentage of appeals upheld	20%		Long term stable picture
												Number of actual days lost per person (rolling 12 months)	13.8		Increasing trend

## 1. Prevent crime and keep people safe

Crime volume	<p>Q1: 10,916 - 43,646 rolling 12 months</p> <p>Q2: 11,123 - 43,070 rolling 12 months</p> <p>Q3: 10,792 - 42,685 rolling 12 months</p> <p>Q4: 10,645 - 43,246 rolling 12 months</p>	
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1. There were 10,645 crimes recorded during quarter four and 43,246 in the 12 months to March 2019.
2. This represents a reduction of 317 recorded crimes (0.7 per cent) compared to the previous 12 months.
3. The recorded crime rate per 1,000 population for Wiltshire in the year to March 2019 is 60.3 crimes. This is significantly below the most similar group (MSG) average of 72.4 crimes per 1,000 population as shown in the chart below:



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

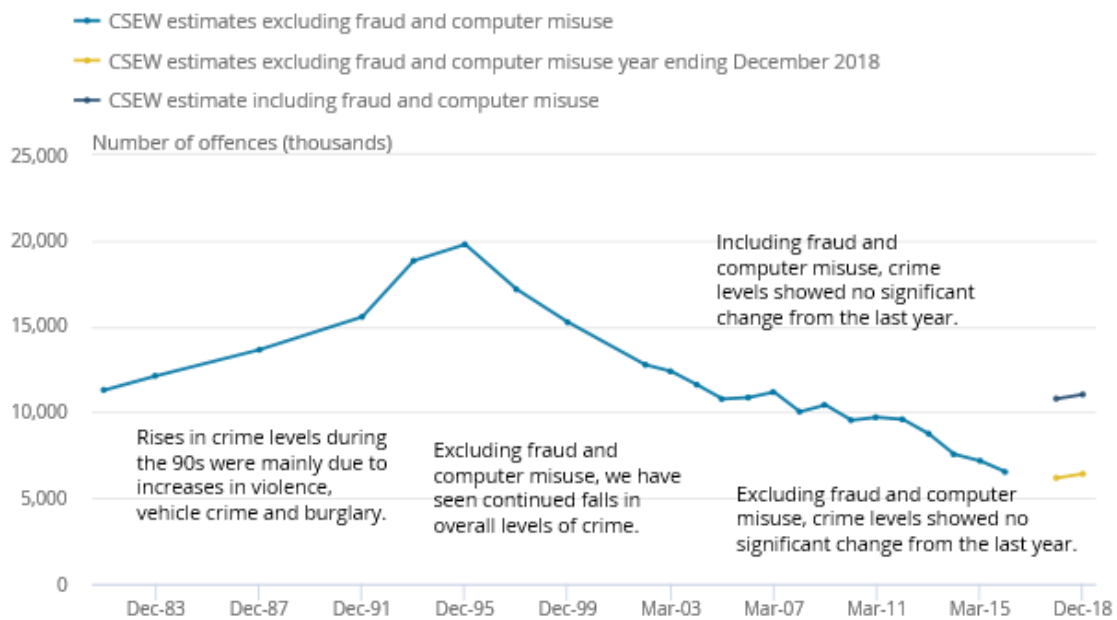
4. The latest national crime statistics publication<sup>1</sup> cites that for many crime types, police recorded crime statistics do not provide a reliable measure of levels or trends of crime. This is particularly in relation to the improvements to crime recording practices being adopted up and down the country.

<sup>1</sup> Crime in England and Wales: year ending December 2018 - <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingdecember2018>

5. Police recorded crime has increased nationally by 7 per cent in the 12 months to December 2018 and 1 per cent regionally.
6. The Crime Survey of England and Wales estimates that actual instances of crime has remained stable compared to the previous year.

**Figure 1: Crime estimated by the survey has not changed significantly over the last year**

**England and Wales, year ending December 1981 to year ending December 2018**



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

7. In the 12 months to December 2018, Wiltshire is one of only seven forces to have reported reductions in their volumes of recorded crime.
8. Wiltshire are approximately 18 months ahead of the national trend as predicted within previous performance reports.

9. My press release on this publication can be accessed via my website<sup>2</sup>.
10. Wiltshire are confident that the current position compared to other forces is as a result of improving its crime recording compliance sooner than other forces.
11. The table below provided a breakdown on crime group volumes for 2018-19 compared to 2017-18.

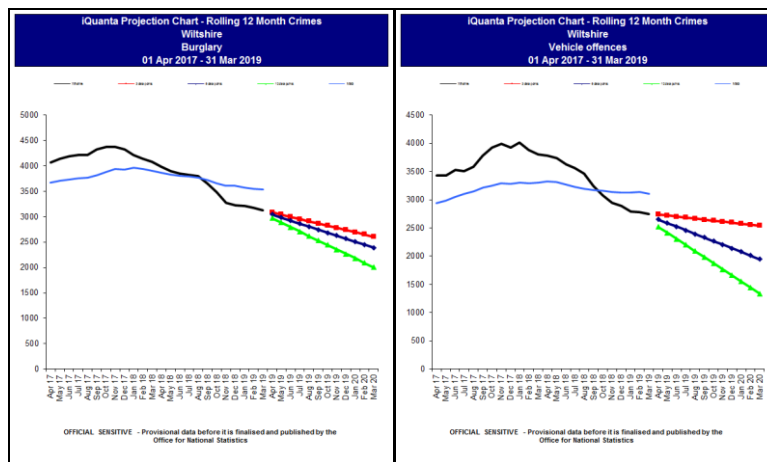
Crime Category	Crime Sub Group	2017-18	2018-19	Volume Change	% Change
All Crime		43,563	43,246	- 317	- 0.7%
Violence Against The Person		13,151	14,481	+ 1,330	+ 10.1%
	Homicide	2	2	=	=
	Violence WITH Injury	5,724	5,790	+ 66	+ 1.2%
	Violence WITHOUT Injury	7,425	8,689	+ 1,264	+ 17.0%
Sexual Offences (All)		1,677	1,645	- 32	- 1.9%
Robbery (All)		293	314	+ 21	+ 7.2%
	Robbery (Business)	27	32	+ 5	+ 18.5%
	Robbery (Personal)	266	282	+ 16	+ 6.0%
Burglary (All)		4,081	3,129	- 952	- 23.3%
	Burglary (Business & Community)	1,296	1,168	- 128	- 9.9%
	Burglary (Residential)	2,785	1,961	- 824	- 29.6%
Shoplifting		4,189	4,468	+ 279	+ 6.7%
Vehicle Offences		3,807	2,752	- 1,055	- 27.7%
	Theft from a Vehicle	2,477	1,659	- 818	- 33.0%
	Theft of a Vehicle	693	616	- 77	- 11.1%
	Vehicle Interference	637	477	- 160	- 25.1%
Theft from the Person		396	359	- 37	- 9.3%
Bicycle Theft		913	862	- 51	- 5.6%
All Other Theft Offences		4,429	4,477	+ 48	+ 1.1%
Criminal Damage & Arson		6,089	5,734	- 355	- 5.8%
Public Order Offences		2,454	2,791	+ 337	+ 13.7%
Possession of Weapons Offences		273	341	+ 68	+ 24.9%
Drug Offences		1,021	1,151	+ 130	+ 12.7%
	Drugs (Trafficking)	212	220	+ 8	+ 3.8%
	Drugs (Possession)	809	931	+ 122	+ 15.1%
Miscellaneous Crimes Against Society		790	742	- 48	- 6.1%
Racially/Religiously Aggravated Offences		400	391	- 9	- 2.3%

*Crime group volume comparison to previous year up to March 2019*

12. Please note that there are minor variations between internal and published crime figures due to our internal figures being a live data set.
13. Wiltshire's crime rates are below the national average for all crime types with

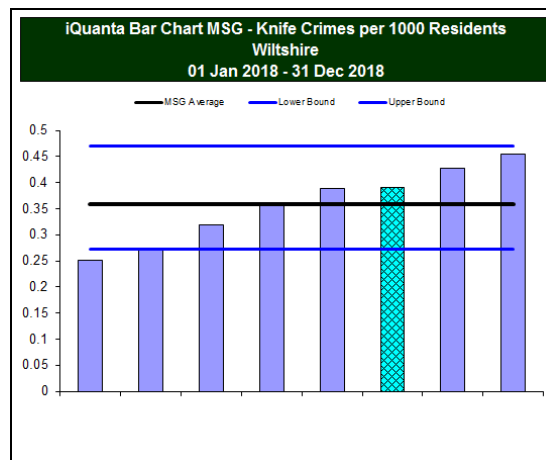
exception of shoplifting and bicycle theft, both of which remain in line with the national average.

- 14. Wiltshire has a significantly low overall crime and violence against the person crime rate (both 6<sup>th</sup> nationally), the 2<sup>nd</sup> lowest most serious violence rate and 7<sup>th</sup> lowest sexual offences rate.
- 15. The trend in Wiltshire for the volume of burglary and vehicle offences is significantly better than the national trend and the most improved in the country.



*Burglary and vehicle offences – rolling 12 months*

- 16. The volume of knife crime in Wiltshire has remained stable in the 12 months to December with 280 (compared to 278 the previous 12 months).



*Knife crime up to March 19 – MSG position*

- 17. A vast amount of time and effort has been spent on tackling knife crime in Wiltshire.

In March, Wiltshire joined other police forces across the country with another Operation Sceptre.

18. Op Sceptre was launched by the Metropolitan Police in 2015 in response to knife crime and has been adopted nationally to raise awareness of the growing trends, with the overall aim of reducing knife crime and the harm it causes to individuals, their families and the wider community.
19. Over the last year we have seen significant media coverage about the rise in knife crime in the Metropolitan Police area and a number of fatal stabbings. Although not an issue in Wiltshire, reports of localised incidents across the county have changed the public's perception of knife crime and are likely to have increased their worry and fear. Also, the low volume of knife crime in our county does not mean we should become complacent about the threat – it still happens here.
20. As a Force we have supported the Op Sceptre awareness week for the past four years. In September 2018 we held a successful knife amnesty where over 430 weapons were handed in.
21. Our focus between Monday 11<sup>th</sup> - Sunday 17<sup>th</sup> March 2019, included:
  - i. Increased activity carried out throughout the week with schools in Swindon and Wiltshire as well as increased proactive activity, including the use of metal detectors, knife arches and publicity vans which our Police Cadets will be helping with.
  - ii. Social media messages highlighting Op Sceptre and how the public can help tackle knife crime alongside the police.
  - iii. In light of recent events in Trowbridge there was some focused activity there and this was reflected in social media posts and media releases at the end of the week.
  - iv. General public engagement in local CPT areas to support education/engagement where possible.
22. I attach a link to my blog about Operation Sceptre and my view that knife crime has to be tackled at the cause<sup>3</sup>.

<sup>3</sup> <https://www.wiltshire-pcc.gov.uk/article/4232/Knife-crime-has-to-be-tackled-at-the-cause>



Deployability	CPT resource level: 88.0% PC deployability: 70.6%	
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### Definitions

23. Before discussing the recent figures, it is important to update the panel on developments in relation to definitions. Previously the term deployability has been used to describe all those resources within a Community Policing Team that add to the model (removing long-term abstractions). This included PCs, PCSOs, LCIs, Sergeants and Specials, as well as those that are partially contributing to the model (staff who are abstracted from full duties, are awaiting to go on maternity leave, or are acting as a tutor for student officers).
24. This will now be called the **CPT Resource Level**, which describes the proportion of the budgeted CPT that are able to provide a local service.
25. The **Deployability Level** will now be used to describe those PC's that can be fully deployed to incidents. This is important to differentiate as there are certain demands which can only be performed by fully deployable PCs, such as providing an immediate response at any time of the day. A team can have a strong CPT Resource Level, but without an accompanying good Deployability Level, the model and basic policing function will fail to perform effectively.

### Scorecards

26. The below table displays the performance of resource levels across the CPT areas of Wiltshire and Swindon in May 2019. There have been some alterations since the last table, which include the PC deployability breakdown (purple columns) and the total number of partially deployable staff (red column).
27. The total CPT Resource Level is relatively high at 87.4% which is the highest it has been since starting the calculations in May 2018. However the PC Deployability is low at 70.6%. As previously outlined, the Force aims for a figure above 75% to demonstrate good performance.

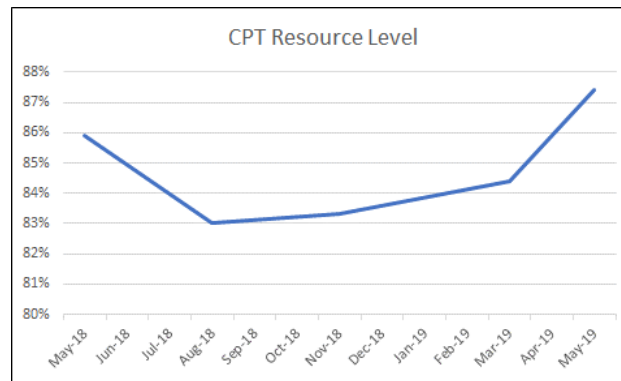
28. The

CPT Area	CPT Budget	Includes all fully fit and partially deployable staff		Not Deployable						Total staff that are not fully fit, but are able to add value to CPT		Total number of fully fit PCs		Specials
		FTE	All Staff Contributing to the Model	CPT Resource %	Total, of which:	Vacancies	Long-Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Partially Deployable	Deployable PCs	PC Deployability %	
Swindon CPT North	125	104	83.2%	21	10	8	0	2	1	17	50	64.9%	94	
Swindon CPT South	127	114	89.8%	13	6	4	1	0	2	14	58	71.6%	34	
Wiltshire CPT North	194	92	47.4%	12	7	0	0	0	5	12	50	78.1%	47	
Wiltshire CPT West	130	117	90.0%	13	5	4	4	0	0	19	57	74.0%	20	
Wiltshire CPT East	57	50	87.7%	7	4	1	2	0	0	3	25	73.5%	37	
Wiltshire CPT South	124	110	88.7%	14	5	3	3	0	3	23	51	64.6%	37	
<b>TOTAL</b>	<b>667</b>	<b>587</b>	<b>88.0%</b>	<b>80</b>	<b>37</b>	<b>20</b>	<b>10</b>	<b>2</b>	<b>11</b>	<b>88</b>	<b>291</b>	<b>70.6%</b>	<b>232 +14 HQ Specials = 246</b>	

latest

breakdown of CPT resources does include the new budgeted figure following the increasing precept, which moves from 645 to 667. These resources were distributed across the County using the demand formula which has been presented to the Police and Crime Panel in the past.

29. The graph below shows the movement over the last year of the CPT Resource Level, which has been increasing since August 2018.



30. The CPT Resource Level has a healthy range of only eight percentage points, being well spread across the Force area with Wiltshire North the highest at 90.4% and Swindon North the lowest at 82.4%. In addition to Swindon North having a low CPT Resource Level, but their PC Deployability Level is the second lowest with 27 PCs that are not fully deployable.

31. The following table displays resource status by position/rank:

FORCE	CPT Budget	Includes all fully fit and partially deployable staff		Not Deployable						Total staff that are not fully fit, but are able to add value to CPT	Total number of fully fit PCs	
	FTE	All Staff Contributing to the Model	CPT Resource %	Total, of which:	Vacancies	Long-Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Partially Deployable	Deployable PCs	PC Deployability %
SGT	55	54	98.2%	1	0	0	0	0	1	3		
CON	412	356	86.4%	56	20	19	6	2	9	65	291	70.6%
LCI	69	55	79.7%	14	10	1	2	0	1	3		
PCSO	131	122	93.1%	9	7	0	2	0	0	17		
<b>TOTAL</b>	<b>667</b>	<b>587</b>	<b>88.0%</b>	<b>80</b>	<b>37</b>	<b>20</b>	<b>10</b>	<b>2</b>	<b>11</b>	<b>88</b>		
	Number	Hours (Jan - Mar)		Hours per person per month								
Specials	246	16825		22.80								

32. The following table displays resource status by position/rank:

### Recruitment

33. There are currently 20 PC vacancies within CPT which are ready to be filled by the intake of 18 in January 2019, and 20 in May 2019. Due to the time it takes to train new staff and for them to complete their tutorship, they do not become fully 'deployable' until six months later.

34. The Panel will remember the large intakes that were completed a couple of years ago where Wiltshire had a very proactive campaign which brought in 70 student officers. This was done at a time when other Forces in the region were not recruiting. Recently we have seen our officers transfer to neighbouring forces which creates challenges gaps which take a long time to fill.
35. The Force has a comprehensive recruitment profile which takes into consideration estimated leavers and required numbers in the future, but the unpredictable elements such as leavers, recruitment volumes and unknown retirements, makes the process more challenging.

### **Internal focus**

36. Recently, the Force has been placing more focus on the PC deployability figures. A group has been set up in order to improve the deployability percentage, prepare for the high-demand summer period, and protect the health, safety and wellbeing of our staff.
37. This is in the early stages, however internal processes are being reviewed in order to utilise the wide range of skills and staff we have in the whole organisation, and protect CPT in internal moves at a time when resources are an area of focus.
38. Development is taking place to understand even more about the staff we have within CPT, specifically those that are on a short term abstraction. This has not been possible before but will be a significant step forward in completing the understanding of available resources within a CPT. An update on this will be provided at the September panel meeting.
39. A further detailed breakdown by CPT area, role and long-term abstraction is available below:

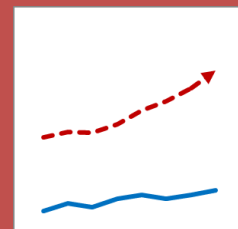
	CPT Budget		Includes all fully fit and partially deployable staff		Not Deployable							Total staff that are not fully fit, but are able to add value to CPT		Total number of fully fit PCs	
	FTE	All Staff Contributing to the Model	CPT Resource %	Total, of which	Vacancies	Long-Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Partially Deployable	Deployable PCs	PC Deployability %			
<b>Swindon CPT North</b>	125	104	83.2%	21	10	8	0	2	1	17					
SGT	10	10	100.0%	0	0	0	0	0	0	0					
CON	77	62	80.5%	15	4	8	0	2	1	12	50	64.9%			
LCI	13	9	69.2%	4	4	0	0	0	0	1					
PCSO	25	23	92.0%	2	2	0	0	0	0	4					
<b>Number</b>	<b>Hours (Jan - Mar)</b>		<b>Hours per person per month</b>												
Specials Swindon	94	6496		23.04											
<b>Swindon CPT South</b>	127	114	89.8%	13	6	4	1	0	2	14					
SGT	10	10	100.0%	0	0	0	0	0	0	1					
CON	81	70	86.4%	11	4	4	1	0	2	12	58	71.6%			
LCI	13	11	84.6%	2	2	0	0	0	0	0					
PCSO	23	23	100.0%	0	0	0	0	0	0	1					
<b>Number</b>	<b>Hours (Jan - Mar)</b>		<b>Hours per person per month</b>												
Specials Swindon	94	6496		23.04											
<b>Wiltshire CPT North</b>	104	92	88.5%	12	7	0	0	0	5	12					
SGT	10	9	90.0%	1	0	0	0	0	1	0					
CON	64	59	92.2%	5	2	0	0	0	3	9	50	78.1%			
LCI	9	6	66.7%	3	2	0	0	0	1	0					
PCSO	21	18	85.7%	3	3	0	0	0	0	3					
<b>Number</b>	<b>Hours (Jan - Mar)</b>		<b>Hours per person per month</b>												
Specials	34	3099		30.38											
<b>Wiltshire CPT West</b>	130	117	90.0%	13	5	4	4	0	0	19					
SGT	10	10	100.0%	0	0	0	0	0	0	1					
CON	77	69	89.6%	8	3	4	1	0	0	12	57	74.0%			
LCI	17	14	82.4%	3	1	0	0	0	0	1					
PCSO	26	24	92.3%	2	1	0	1	0	0	5					
<b>Number</b>	<b>Hours (Jan - Mar)</b>		<b>Hours per person per month</b>												
Specials	47	2284		16.20											
<b>Wiltshire CPT East</b>	57	50	87.7%	7	4	1	2	0	0	3					
SGT	5	5	100.0%	0	0	0	0	0	0	0					
CON	34	28	82.4%	6	4	1	1	0	0	3	25	73.5%			
LCI	5	5	100.0%	0	0	0	0	0	0	0					
PCSO	13	12	92.3%	1	0	0	1	0	0	0					
<b>Number</b>	<b>Hours (Jan - Mar)</b>		<b>Hours per person per month</b>												
Specials	20	949		15.82											
<b>Wiltshire CPT South</b>	124	110	88.7%	14	5	3	3	0	3	23					
SGT	10	10	100.0%	0	0	0	0	0	0	1					
CON	79	68	86.1%	11	3	2	3	0	3	17	51	64.6%			
LCI	12	10	83.3%	2	1	1	0	0	0	1					
PCSO	23	22	95.7%	1	1	0	0	0	0	4					
<b>Number</b>	<b>Hours (Jan - Mar)</b>		<b>Hours per person per month</b>												
Specials	37	1901		17.13											

<p>Crime recording compliance rate</p>	<p>Q1: 89.1 per cent Q2: 93.8 per cent Q3: 86.7 per cent Q4: 95.1 per cent</p>	
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40. 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.
41. 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.
42. 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.
43. 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.
44. The audit during March 2019 identified that 95.1 per cent of crimes and incidents were compliant with national crime recording standards (NCRS) and Home Office counting rules (HOCR).
45. With the CIVU fully resourced since December 2018, I anticipated seeing improvements in this area during quarter four. It is pleasing to see the marked improvement on previous quarter's performance.

Cyber flagged  
+ key word

Q1: 615 crimes – 2,167 rolling 12 months  
 Q2: 725 crimes – 2,364 rolling 12 months  
 Q3: 781 crimes – 2,713 rolling 12 months  
 Q4: 769 crimes – 2,914 rolling 12 months



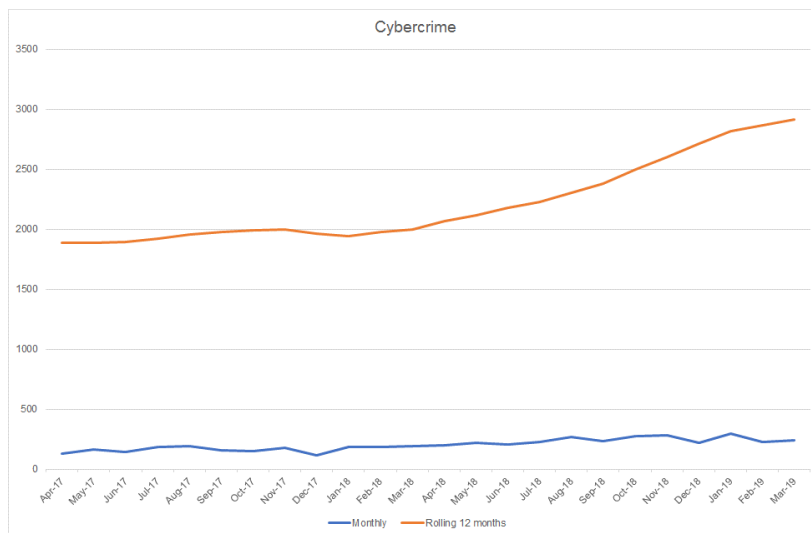
46. As technology advances, so does the threat of cybercrime. Offenders continue to find smarter ways to commit this type of crime.

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

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

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

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



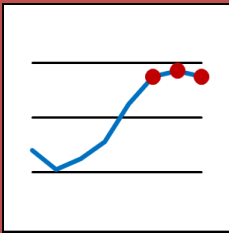
*Cybercrime monthly and rolling 12 months volume up to March 2019*

48. In Wiltshire during quarter four there were 769 cybercrimes recorded and 2,914 crimes reported in the 12 months to March 2019. This is a 46% increase on the previous year.

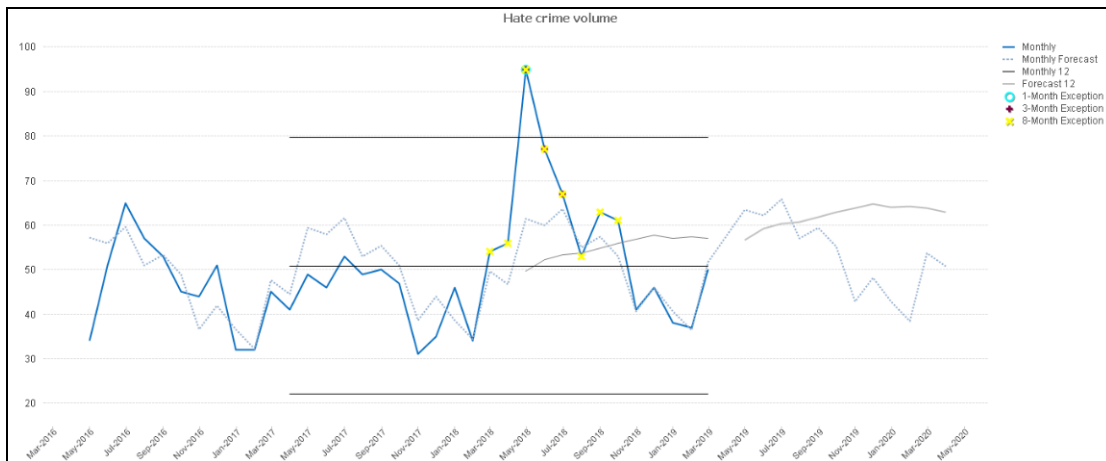
49. The increasing trend in cybercrime is partly driven by improved flagging and identification of cybercrime. However, it primarily reflects the changing nature of demand being placed upon the policing service locally and nationally.

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

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

Hate crime	<p>Q1: 210 hate crimes - 609 crimes rolling 12 months          Q2: 163 hate crimes – 620 crimes rolling 12 months          Q3: 147 hate crimes – 692 crimes rolling 12 months          Q4: 125 hate crimes – 684 crime rolling 12 months</p>	
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51. The overall volume of hate crime reported has remained relatively stable for the last two years. There were 684 hate crimes reported in the year to March 2019. This compares to 535 hate crimes in the year to March 2018 (an increase of 149 crimes; 27.9 per cent).



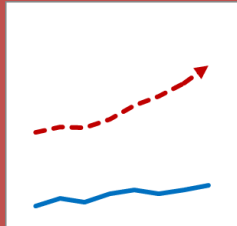
*Hate crime to March 2019*

52. This increase is driven by the spike in May 2018 which was outlined in the quarter one 2018-19 performance report.

Hate Crime Type	2017-18	2018-19	Vol. Change	% Change
Prejudice - Disability	38	63	25	66%
Prejudice - Racial	442	487	45	10%
Prejudice - Religion	37	25	-12	-32%
Prejudice - Sexual orientation	55	92	37	67%
Prejudice - Transgender	10	26	16	160%

*Hate crime by strand to March 2019*

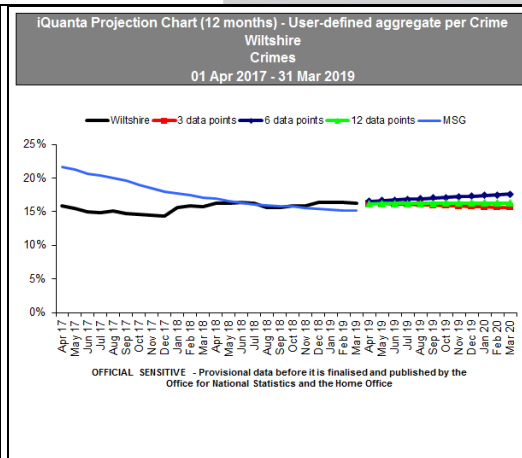
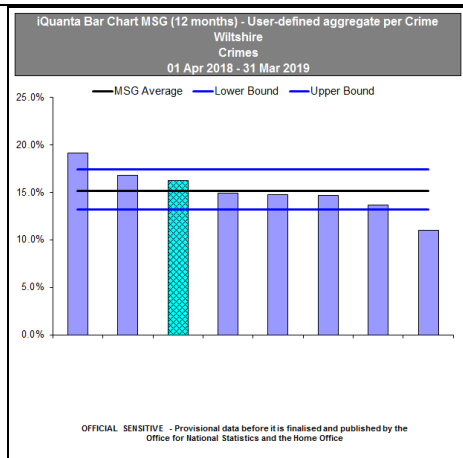
- 53. Analysis of this crime type is considered in fortnightly tasking meetings chaired by superintendents where the Force's key local threats, harm and risk are discussed alongside key events covered by the media.
- 54. Nationally there is a significant focus on hate crime, particularly in respect of tensions surrounding `Brexit`.
- 55. Wiltshire supports the national hate crime portfolio through the weekly submission of hate crime data to the National Community Tension Team (NCTT).
- 56. As a result of Brexit and the incident in New Zealand, which occurred during this reporting period, these submissions were being made daily.
- 57. There are no exceptions of concerns with quarter four figures.

Positive Outcome ratio*	16.3 per cent rolling 12 months	
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\*Note that this measure now represents a ratio rather than a rate, to bring it more in line with the Home Office methodology for reporting outcomes.

- 58. In the year to March 2019, 7,039 crimes have been detected (positive outcome). This represents a three per cent increase on the 6,847 detection the previous year.
- 59. This represents a positive outcome ratio of 16.3 per cent and is above the most similar group average of 15.1 per cent and in line with peers.





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

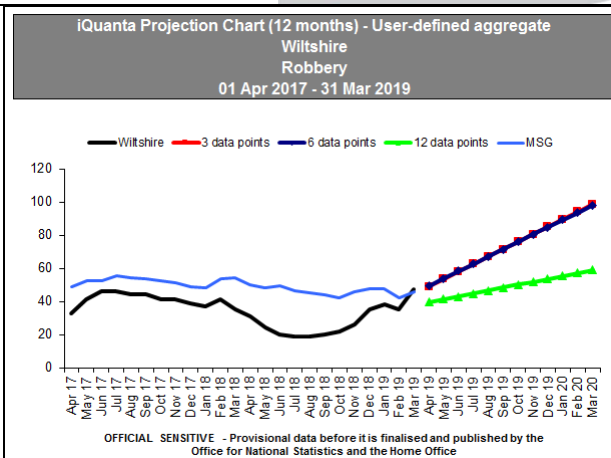
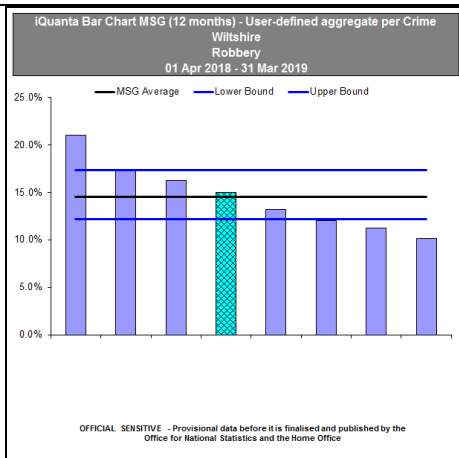
60. Forces nationally are seeing their outcome ratio decline and this is mostly correlated with increased crime recording compliance.

61. Wiltshire are now above the national average for all crime types as shown in the table below.

Crime Group	Crime Volume	Positive Outcome Volume	Positive Outcome %	MSG	England & Wales
VAP	14481	2043	14.1%	13.4%	13.0%
Shoplifting	4468	1672	37.4%	37.2%	28.9%
Drug Offences	1151	882	76.6%	76.4%	74.7%
Criminal Damage & Arson	5734	646	11.3%	10.8%	9.5%
Public Order Offences	2791	507	18.2%	16.9%	13.2%
All Other Theft Offences	4477	295	6.6%	5.4%	3.8%
Miscellaneous Crimes Against Society	742	251	33.8%	23.0%	20.4%
Burglary	3129	217	6.9%	8.3%	6.3%
Sexual Offences	1645	154	9.4%	9.4%	8.1%
Vehicle Offences	2752	118	4.3%	5.3%	2.9%
Racially/Religiously Aggravated Offences	391	88	22.5%	21.3%	16.7%
Bicycle Theft	862	51	5.9%	4.5%	2.5%
Robbery	314	47	15.0%	14.6%	9.6%
Theft from the Person	359	11	3.1%	2.9%	1.8%

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

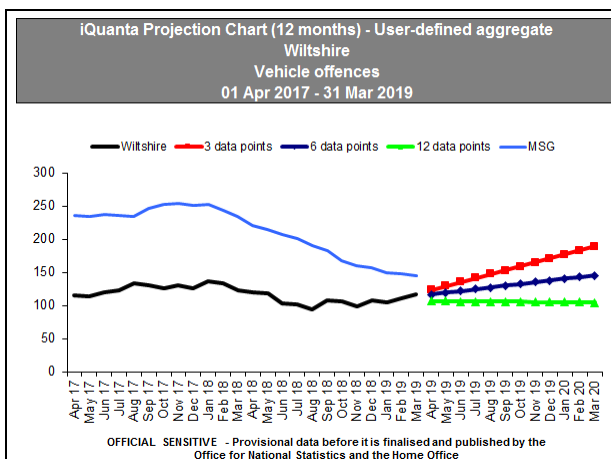
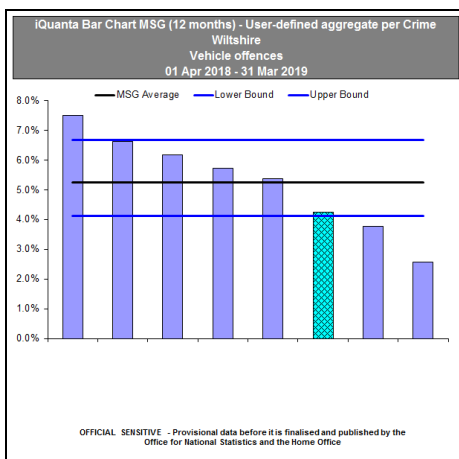
62. The robbery trend has improved during quarter four, as predicted within the previous performance report.



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

63. The low outcome rate for vehicle crime is linked with resourcing decisions, meaning this type of offence was less likely to be attended and investigated. This correlates with the reduced levels of satisfaction with attendance in respect of vehicle crime.

64. However, our vehicle offences position is no longer an outlier as we are now inline with peers as demonstrated in the chart below.



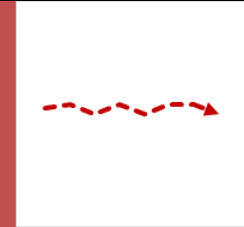
*Vehicle offences positive outcome ratio most similar group position and trend – 12 months to March 2019*

65. A huge degree of effort continues to be put into improving the investigative standards of our community policing teams under the leadership of Detective Superintendent Sarah Robbins and is reassuring that the overall volume of positive outcomes has

increased compared to the previous year.

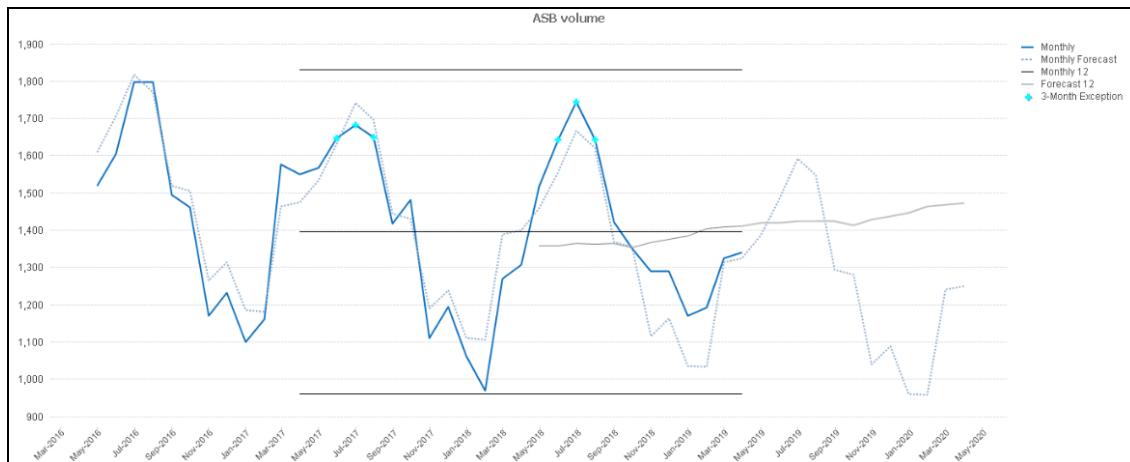
Anti Social Behaviour Volume

Q1: 4,487 incidents – 16,317 rolling 12 months  
 Q2: 4,837 incidents – 16,405 rolling 12 months  
 Q3: 3,944 incidents – 16,525 rolling 12 months  
 Q4: 3,689 incidents – 16,902 rolling 12 months



66. The volume of Anti Social Behaviour (ASB) incidents has shown a significant long term reducing trend.

67. There were a total of 16,902 ASB incidents reported in the 12 months to March 2019 which equates to a 1.9 per cent decrease on the 16,594 incidents recorded in the 12 months to March 2018.



ASB to March 2019

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



ASB and crime volume trend comparison – z score

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

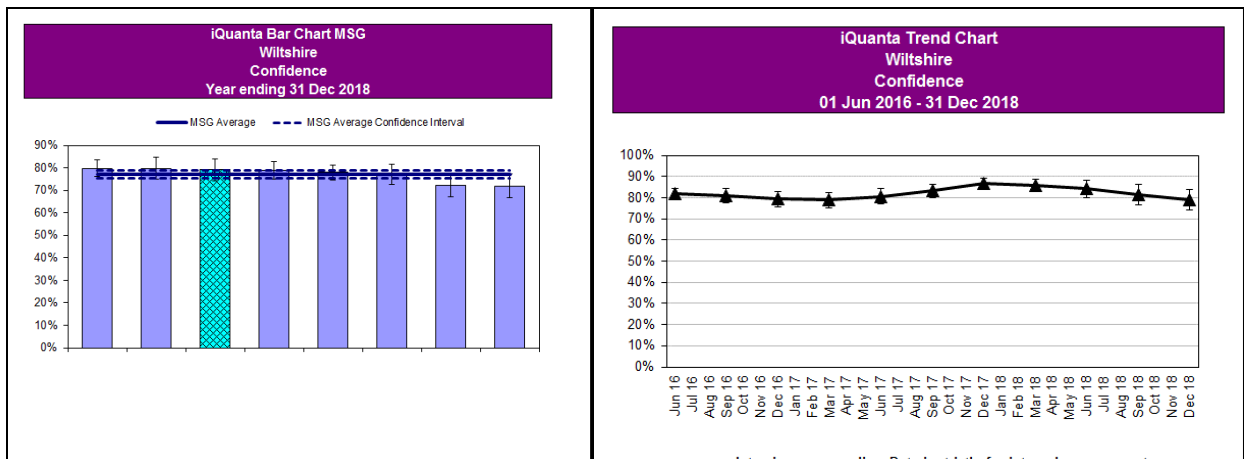
70. The volume of anti-social behaviour recorded in quarter four was above forecast but still within expected levels.

Overall confidence with the police in this area	79.1 per cent (±4.9 per cent) 12 months to December 2018	
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71. This measure is usually informed by the Public Opinion survey which I commissioned twice yearly. While we consider the future direction of this survey, this report uses the Crime Survey of England & Wales (CSEW) results as a proxy measure.

72. The CSEW has measured crime since 1981. The government use this information alongside police recorded crime to understand the nature and extent of crime in England and Wales.

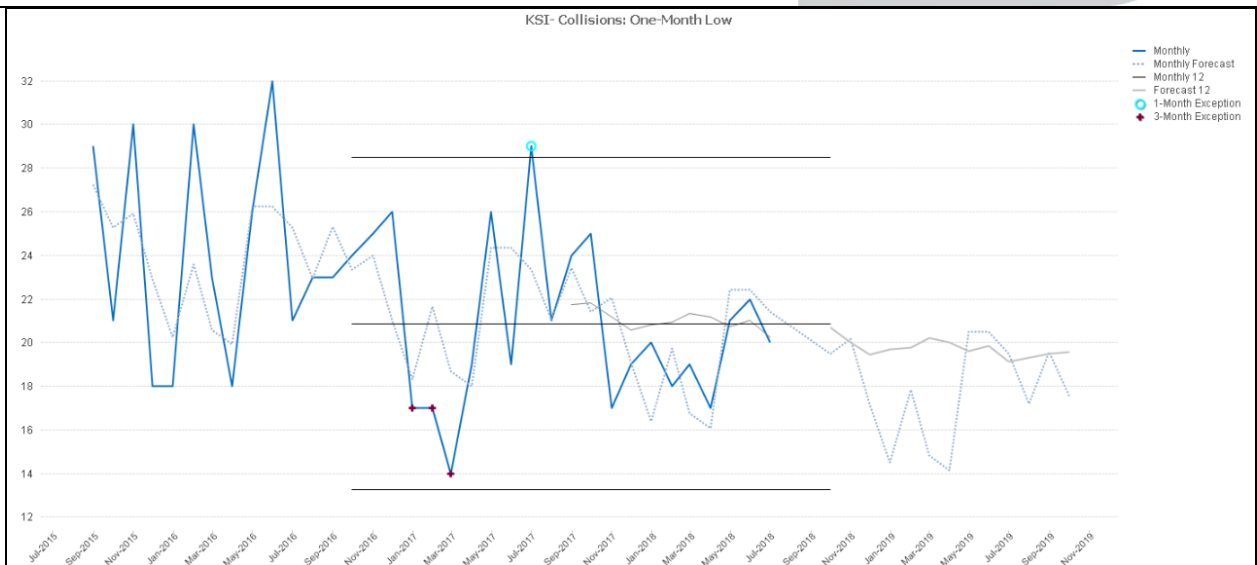
- 73. This survey is conducted by Kantar Public on behalf of the Office for National Statistics.
- 74. The survey asks members of the public their opinions and experiences of crime over the last 12 months. The survey is statistically significant.
- 75. The CSEW data for the 12 months to December shows 79.1 per cent ( $\pm 4.9$  per cent) of respondents have confidence in Wiltshire Police.
- 76. This figure places Wiltshire as having the 10<sup>th</sup> highest public confidence rate in the country. However, with the confidence intervals so wide, this could place Wiltshire as high as 1<sup>st</sup> or as low as 24<sup>th</sup>.



CSEW Public Confidence – 12 months to December 2018

Killed and seriously injured (KSI) - Collisions	243 collisions – 12 months to July 2018	
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- 77. This measure shows the volume of collisions where at least one individual was killed or seriously injured (KSI). 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*

78. In the 12 months to July 2018, there were on average of 21 KSI collisions a month and 243 in total. The longer-term trend is decreasing.

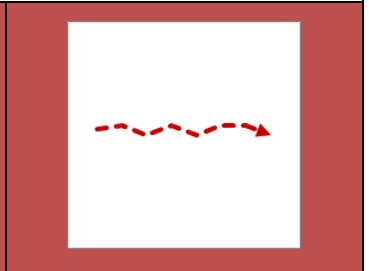
79. The traffic department of the forces criminal justice department is responsible for the collation of data regarding killed and seriously injured people that are involved in collisions within Wiltshire. A strategic decision was taken to temporarily suspend this process due to the fact that the department had become overwhelmed due to resourcing challenges.

80. As a result, staff from within the department were realigned to more critical functions which aligned themselves to timelines, for instance the issuing of notice of intended prosecutions, which have to be served within 14 days otherwise no prosecution takes place.

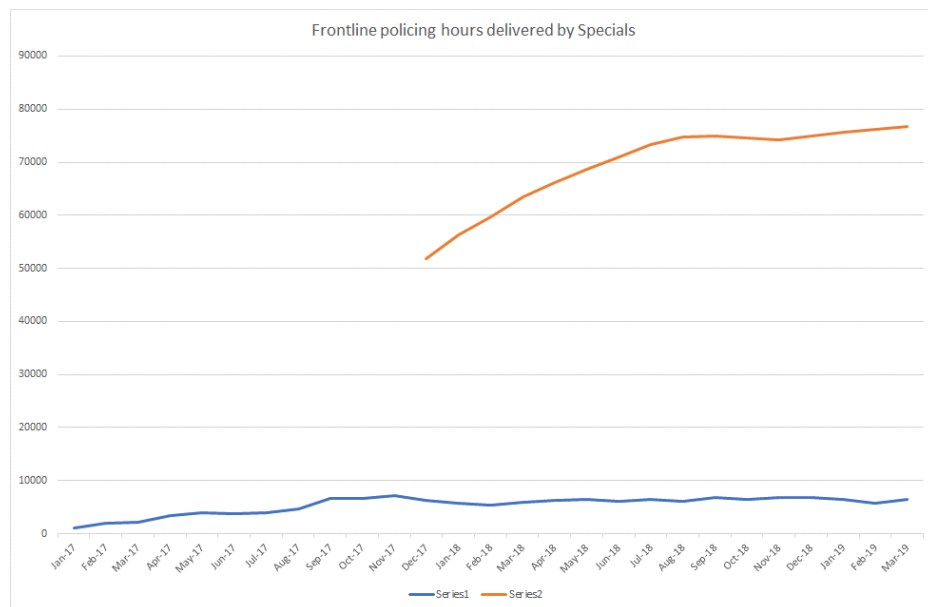
81. Therefore, data is available to July 2018, with more recent months currently being processed.

Special Constables  
hours deployed

Q1: 18,712 hours deployed  
Q2: 19, 293 hours deployed  
Q3: 20,072 hours deployed  
Q4: 18,726 hours deployed

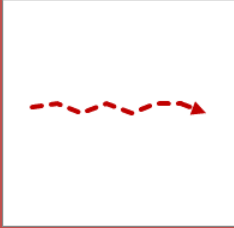


82. The Force recognises the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas.
83. As such, I have provided the funding for a recruitment website [www.wiltshirepolicespecials.co.uk](http://www.wiltshirepolicespecials.co.uk) which has been designed and launched to provide the link between the marketing strategy and the on-line selection process.
84. This measure shows the total amount of hours that the special constabulary were deployed for during each month.
85. This trend is beginning to stable, demonstrating that the new capacity provided by the special constabulary is approximately 75,000 hours per year.



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

86. In the 12 months to March 2019, special constables have delivered a total of 76,803 policing hours.

Number of Volunteers in post	Q1: Total (incl N/A*) – 168 Q2: Total (incl N/A) – 174 Q3: Total (incl N/A) – 166 Q4: Total (incl N/A) - 168 *Non Police Personnel Vetting	
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87. My office and the Force are committed to promoting volunteers across the organisation.

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

89. 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.

90. 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.

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

Volunteer Role	N/A	NPPV1	NPPV2	NPPV3	Total
Bobby Van			6		4
Cadet Core Leader			10		10
Call Quality Appraiser			2		2
Chaplain			10		10
HAD Member	59				59
Neighbourhood Watch Support			3		3
Office Support			11	4	15
On-Line Safety			8		8
Performance Management Coach			2		2
Police Information Point			1		1
Restorative Justice Facilitator			34		34
Rural Crime Support			1		1
Stop Search Scrutiny Panel		5			5
Vehicle Cleaning and Inventory			1		1
Volunteer Panel Member			1		1
Watch Scheme Processor			9		9
WorkFit			3		3
<b>Grand Total</b>	<b>59</b>	<b>5</b>	<b>102</b>	<b>2</b>	<b>168</b>

*Total number of volunteers in post in the Force, by role and level of vetting clearance*



*\*HAD – Humane animal disposal*

92. During quarter four, volunteers have supported various functions and events internally and externally such as positive action, our digital investigations unit, restorative justice, Women’s Aid, Swindon New College and the Priory Group.

93. We have reinvigorated Horse Watch and Canal Watch with crime updates now being sent weekly via the community messaging platform<sup>4</sup>.

## 2. Protect the most vulnerable in society

<p>Section 136 arrests</p>	<p>Q1: 62 Q2: 71 Q3: 77 Q4: 64</p>	
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94. 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.

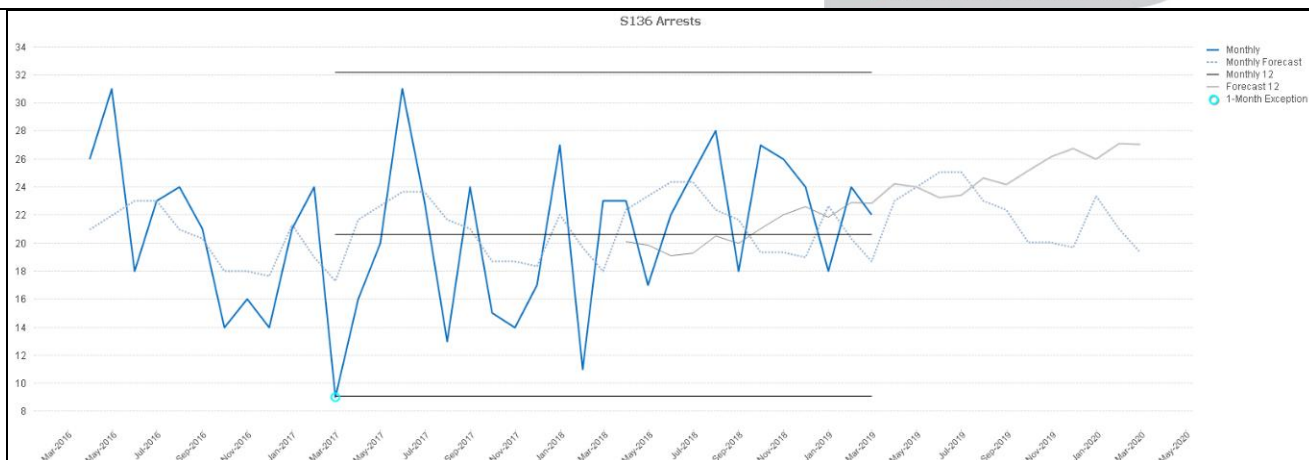
95. These measures are analysed and reported on at the Public Protection Department (PPD) monthly performance meeting and the Vulnerability Development Board (VDB) on which my office is represented.

96. 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.

97. Section 136 (S136) is part of the Mental Health Act (MHA). The police can use S136 to take a person to a place of safety if they think that person has a mental illness and needs care or control. <sup>2</sup>

98. There were 64 S136 MHA arrests during quarter four.

<sup>4</sup> <https://www.wiltsmessaging.co.uk/>



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

99. The trend of S136 MHA arrests is on the increase.

100. An increase in the total number of detentions was predicted with new S136 legislation that was introduced in December 2017. This change enabled S136 powers to be used in more places, essentially anywhere other than a private dwelling compared to previously when it could only be used in a public place.

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


102. Quarterly performance reports this year have outlined that the increase in detentions year on year is accounted for by the fact that it is now possible to use S136 in police custody.

103. On each occasion, the individual was arrested for a criminal offence and taken to police custody but subsequently detained S136 MHA in custody and then immediately conveyed to a health based place of safety.

104. The reason for using S136 is varied but will often be due to delays in convening a MHA assessment or finding a hospital bed. However, on occasion the power has been used too swiftly and without following processes/pathways in place.

105. The use of S136 in police custody is being closely monitored and reviewed with the assistance of the custody inspector to identify any training issues for staff, both police and health professionals e.g. LADS nurses and health care professionals.

<sup>2</sup>Rethink Mental Illness 2017  
<https://www.rethink.org/living-with-mental-illness/police-courts-prison/section-136-police-taking-you-to-a-place-of-safety-from-a-public-place>

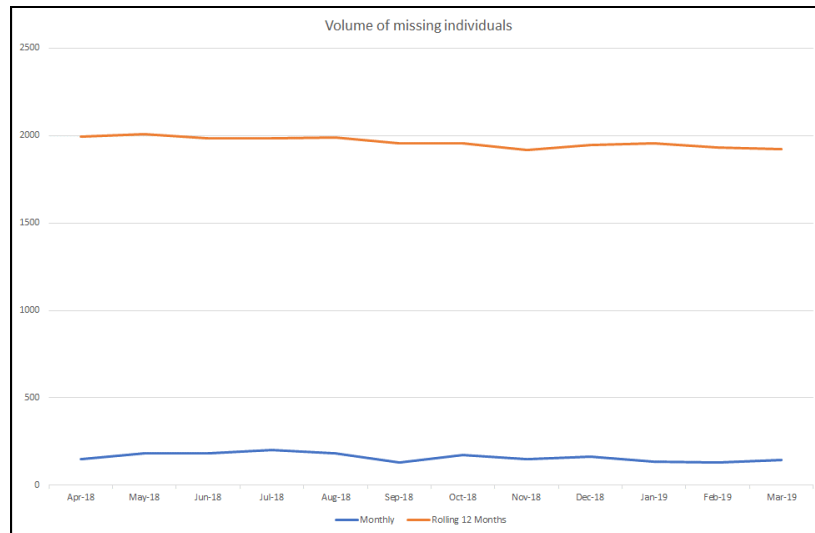
Number of missing individuals	Q1: 517 Individuals Q2: 516 individuals Q3: 486 individuals Q4: 406 individuals	
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106. This measure represents the total number of **individuals** who have been reported as missing, not the total number of **incidents**.

107. 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.

108. In quarter four 2018-19, there were 406 people reported as missing. Of these, 59 per cent were children and 41 per cent were adults. Research shows that some people have been reported as missing on multiple occasions. For example, there were 505 incidents of adults and children being reported as missing.

109. Each episode where an individual goes missing would be listed as a separate incident.

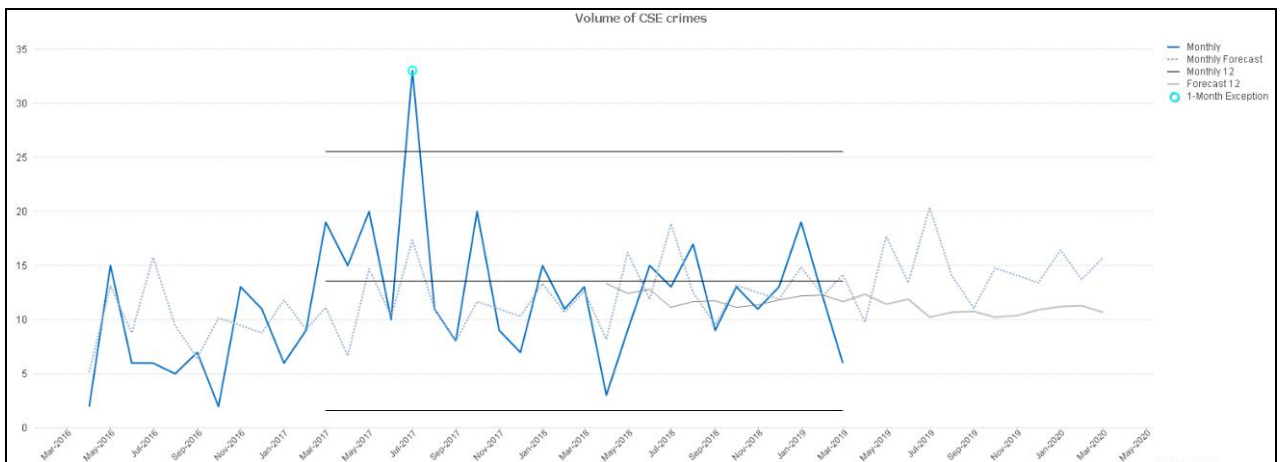


*Discrete monthly volume and rolling 12-month trend of missing people*

110. The overall trend of individual missing people is relatively stable and the force is working to reduce the volume of repeat incidents, in partnership with other agencies and in particular, to reduce the vulnerability factors and those at risk of child sexual exploitation (CSE).

Volume of Child Sexual Exploitation (CSE) crimes	Q1: 27 crimes Q2: 39 crimes Q3: 37 crimes Q4: 37 crimes	
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111. Since April 2016, the trend of child sexual exploitation (CSE) tagged crimes has steadily increased with an average of 13.5 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*

112. In quarter four there were 37 crimes tagged with a CSE marker. In the 12 month period to March 2019 there were a total of 140 crimes, this compares to 172 crimes in the previous 12 month period. The reported level of CSE crime shows no exception in quarter four and the overall trend is stable.

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

114. In March, there was a national CSE awareness day which we marked on social media, alongside partners.

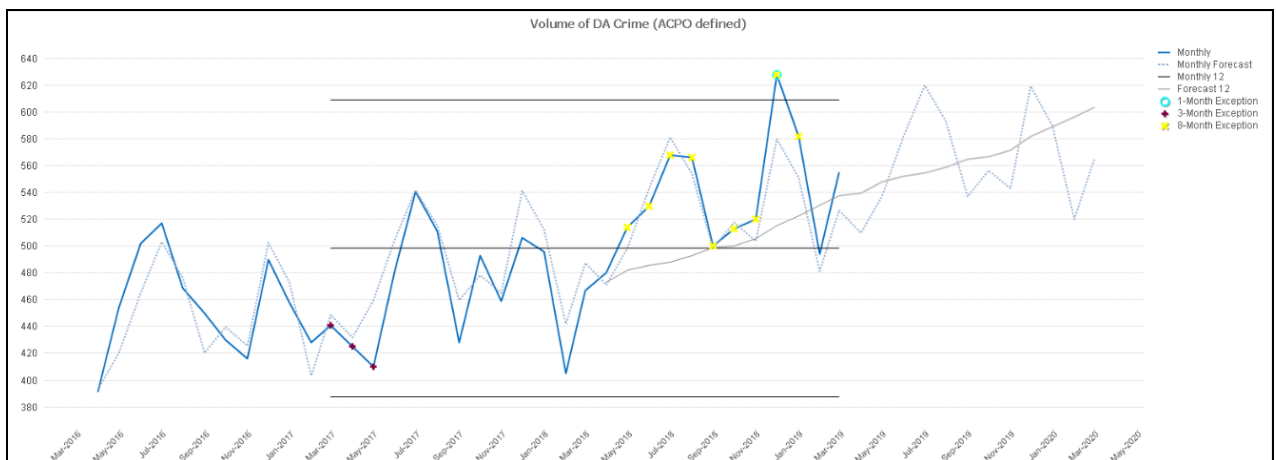


115. There was also a lot of guidance and education provided to our own staff, including understanding the signs of CSE and also a toolkit to help disrupt it.

<p>Volume of DA Crimes (ACPO defined)</p>	<p>Q1: 1,525 crimes; 5,848 rolling 12 months          Q2: 1,599 crimes; 5,963 rolling 12 months          Q3: 1,660 crimes; 6,186 rolling 12 months          Q4: 1,631 crimes; 6,450 rolling 12 months</p>	
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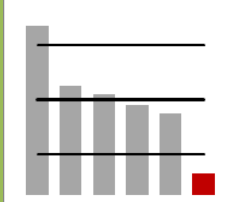
116. The trend for the volume of domestic abuse (DA) crime shows a sustained increase over time.

117. There were 6,450 DA crimes reported in the 12 months to March 2019. This compares to 5,622 in the year to March 2018 which is an increase of 14.7 per cent (828 DA crimes).



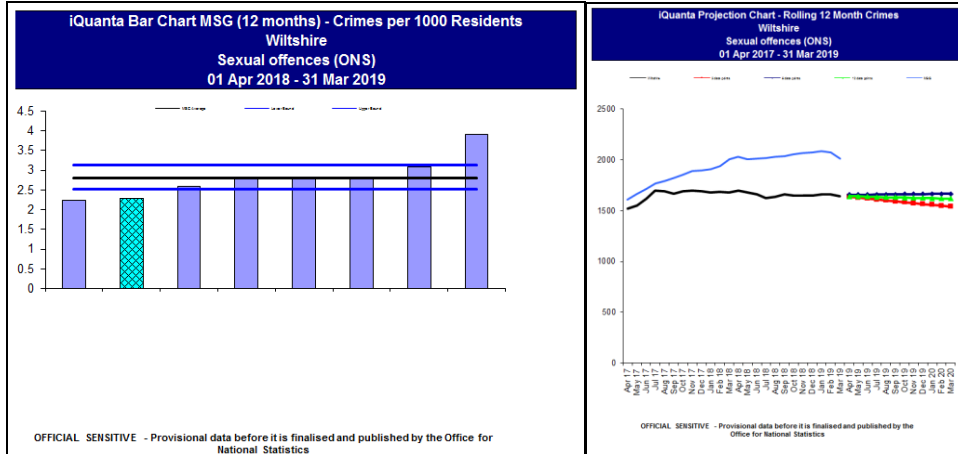
*Discrete monthly volume and rolling 12 month trend of DA crimes*

118. Domestic abuse features as part of the Force’s control strategy for 2018 and as such, has a tactical plan in place. The plan includes 27 actions which covers areas such as partnership working, information sharing, improving victims experiences, education, training, public engagement, resourcing, investigations and processes.
119. The increase is in part being driven by stalking and harassment offences which is a result of changes to the Home Office Counting Rules.
120. Wiltshire has an online hub which helps staff access the correct information in relation to stalking and harassment. This includes national guidance, advice and guidelines to help dealing with such offences as well as the mandatory forms that must be completed.
121. The Deputy Chief Constable (DCC) Paul Mills is the National Lead for Stalking and Harassment.
122. However, stalking and harassment only accounts for 16 per cent of all domestic abuse offences.
123. The Force is conducting analysis into understanding the reasons behind this increase which includes factors such as crime recording processes, confidence of the victim to report and a genuine increase in incidents.
124. This work will continue into quarter one of 2019-20 and will inform a partnership approach through the Community Safety Partnerships and Wiltshire Criminal Justice Board.

<p>Volume of sexual offences (recent/ non-recent)</p>	<p>Q1: 439 crimes – 1,650 rolling 12 months          Q2: 432 crimes – 1,702 rolling 12 months          Q3: 406 crimes - 1,707 rolling 12 months          Q4: 400 crimes – 1,699 rolling 12 months</p>	
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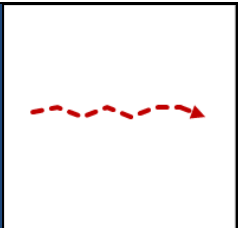
125. Nationally, the volume of recorded sexual offences has increased by 10 per cent in the 12 months to December 2018.
126. Wiltshire recorded 400 sexual offences during quarter four and 1,699 in the 12 months to March. This is inline with the 1,707 crimes recorded during the previous 12 months.
127. Wiltshire’s rate of sexual offences per 1,000 population is significantly lower than its

peer group average.

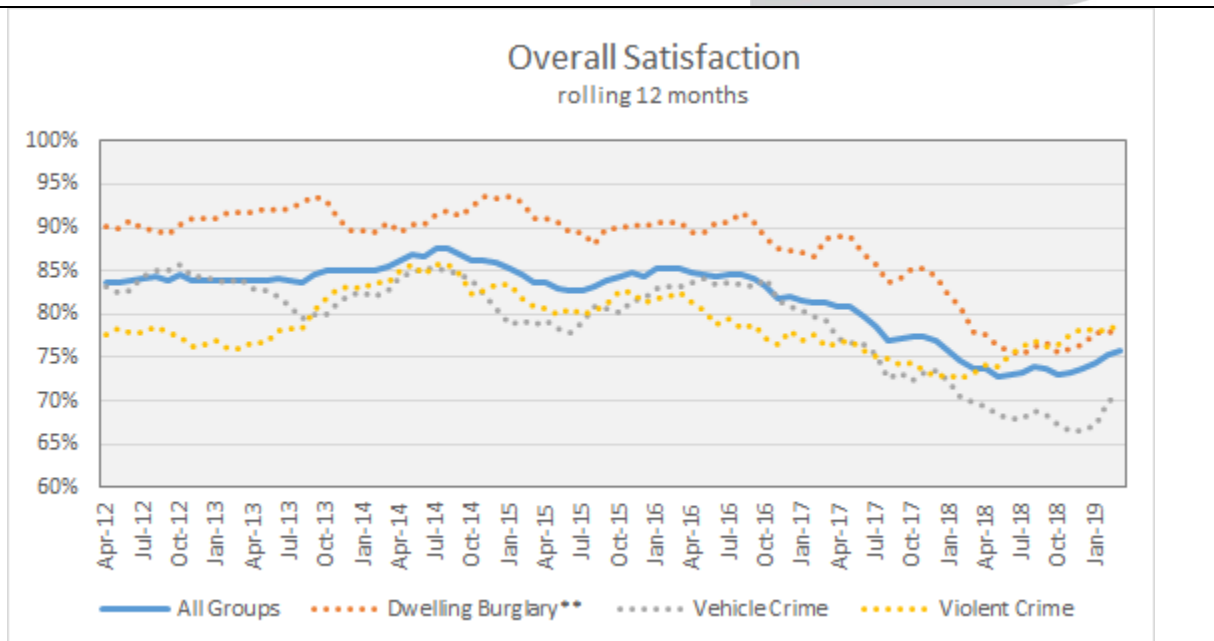


*Sexual offences up to March 2019 – most similar group (MSG) position*

### 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 March 2019)	
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- 128. I commission a survey of victims of crime (based on previous Home Office criteria) each month to check on the quality of service that is being provided. This is done on a rolling 12-month basis to ensure that the sample size is significant.
- 129. The victim satisfaction rate was 76 per cent ( $\pm 2.7$  per cent) in the 12 months to March 2019. This is an increase of two percentage points compared to the 12 months to March 2018. This is not a statistically significant and therefore the trend current is stable.



*Victim satisfaction rolling 12 month trend*

130. The chart above shows the improving trends across all groups in the last 12 months.

131. The table below shows the breakdown across the traditional crime types. It is recognised that this does not reflect the current demands placed on policing by its service users.

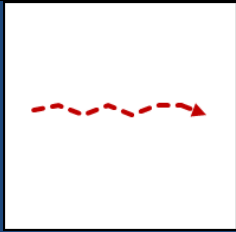


		12 month satisfaction level			
		All Groups	Dwelling/ Residential Burglary	Vehicle Crime	Violent Crime
Overall Satisfaction	Mar-15	84%	91%	79%	81%
	Mar-16	85%	91%	83%	82%
	Mar-17	81%	89%	79%	76%
	Mar-18	74%	78%	70%	73%
	Mar-19	76%	78%	70%	79%
Ease of contact	Mar-15	95%	94%	94%	98%
	Mar-16	95%	97%	96%	93%
	Mar-17	93%	95%	90%	92%
	Mar-18	90%	93%	86%	90%
	Mar-19	92%	92%	92%	92%
Time to arrive	Mar-15	89%	94%	85%	87%
	Mar-16	89%	93%	87%	88%
	Mar-17	85%	91%	84%	79%
	Mar-18	81%	87%	78%	79%
	Mar-19	85%	89%	81%	85%
Actions taken	Mar-15	71%	81%	66%	67%
	Mar-16	76%	84%	72%	72%
	Mar-17	69%	78%	62%	67%
	Mar-18	66%	73%	63%	63%
	Mar-19	68%	75%	59%	69%
Investigation	Mar-15	79%	86%	71%	80%
	Mar-16	79%	85%	76%	77%
	Mar-17	73%	82%	66%	72%
	Mar-18	64%	65%	57%	71%
	Mar-19	62%	62%	53%	71%
Keeping informed	Mar-15	78%	87%	72%	75%
	Mar-16	80%	84%	80%	78%
	Mar-17	75%	82%	71%	72%
	Mar-18	67%	70%	61%	71%
	Mar-19	64%	65%	56%	71%
Treatment	Mar-15	94%	95%	94%	92%
	Mar-16	94%	98%	93%	90%
	Mar-17	91%	95%	91%	86%
	Mar-18	89%	93%	88%	87%
	Mar-19	90%	92%	90%	89%

*Victim satisfaction year on year comparisons*

132. Work is underway to develop improved engagement methods which should help provide insights into how we can learn and improve across our wide range of services.

133. A national workshop was held during quarter four which helped us learn the latest trends and best practice across the country which will inform plans to progress our own surveying provision throughout 2019-20.

Conviction rates	Q1: 86 per cent Q2: 86 per cent Q3: 86 per cent Q4: 88 per cent	
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134. The long-term trend for the percentage of convictions in Wiltshire courts is relatively stable.

135. There were 4,376 convictions recorded in the year to March 2019 and 1,081 during quarter four.

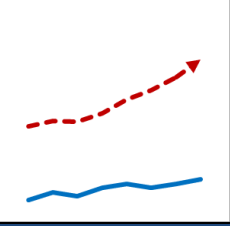
136. The overall conviction rate (an average of both magistrate and crown courts in Wiltshire) has remained consistently high for some time.

137. The Wiltshire Criminal Justice Board that I chair, is always looking to assure ourselves that a high conviction rate actually represents good performance, reflective of a healthy culture and getting best outcomes for victims.

138. Initial analysis shows that Wiltshire have a higher conviction rate than their peer forces and also have a higher proportion of crimes that resulted in a charge, summons or TIC.

139. This provides a proxy of what proportions are likely to go to court. If we had poor performance or an unhealthy culture we would expect this proportion to be lower than other forces.

140. The focus at the Wiltshire Criminal Justice Board during quarter one 2019-20 will be to understand the conviction rates of higher risk crime types such as sexual offences, serious violence and domestic abuse.

<p>Restorative Justice (RJ) Level 1</p>	<p>Q1: 117 Q2: 122 Q3: 131 Q4: 146</p>	
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141. The Ministry of Justice (MOJ) defines Restorative Justice (RJ)<sup>3</sup> as follows:

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

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

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

142. During quarter four, 146 community resolutions were issued that included RJ level one and a total of 516 in the 12 months to March 2019.

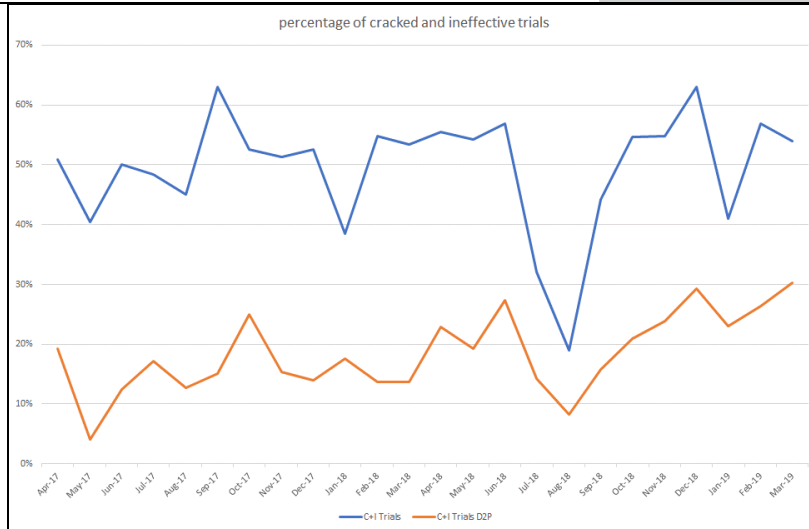
143. With the usage of restorative justice increasing, the focus must now be on understanding the positive impact these are having on victims and offenders.

<sup>3</sup> The Ministry of Justice 2015

<https://www.gov.uk/government/collections/restorative-justice-action-plan>

<p>Percentage of trials that are cracked and ineffective due to prosecution reasons</p>	<p>Q1: 22 per cent Q2: 12.5 per cent Q3: 24.5 per cent Q4: 26.3 per cent</p>	
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144. There were 243 trials listed during quarter four, of which 121 were cracked or ineffective and 64 of these were due to prosecution reasons.



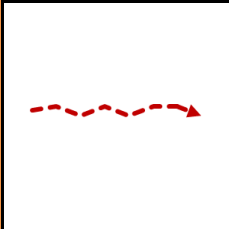
Monthly percentage of cracked and ineffective trials including due to prosecution reasons

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

146. The proportion of cracked and ineffective trials due to prosecution has risen during quarter four. The average number of cracked and ineffective trials per month due to prosecution reasons during 2018-19 was 19, compared to an average of 11 per month the previous year.

147. While volumes are low, there is a worsening trend. Further investigation is needed in this area during quarter one 2019-20 to understand what can be done to improve.

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

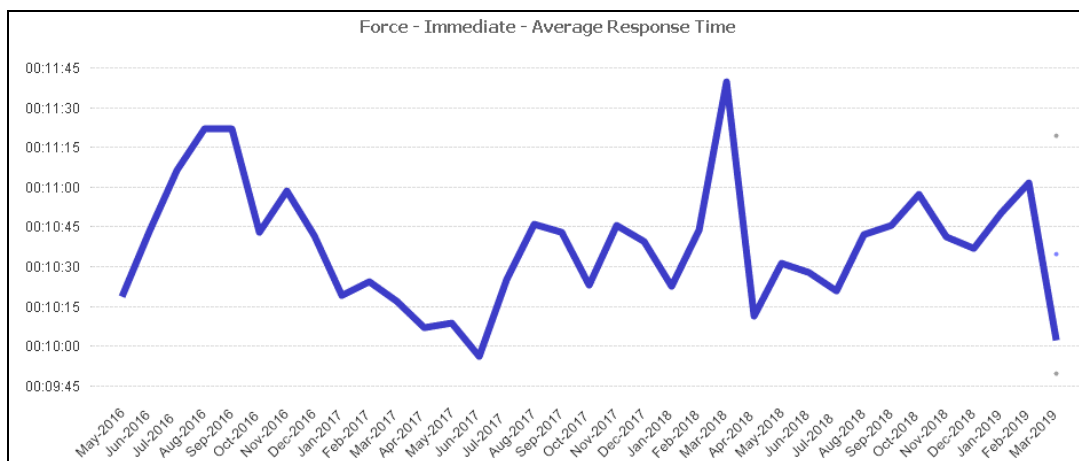
	Immediate	Priority	
Response time (average)	Q1: 10 minutes 23 seconds Q2: 10 minutes 36 seconds Q3: 10 minutes 42 seconds Q4: 10 minutes 37 seconds	Q1: 52 minutes 21 seconds Q2: 55 minutes 56 seconds Q3: 49 minutes 38 seconds Q4: 45 minutes 52 seconds	

148. This measure assesses the average time it takes for Wiltshire Police to arrive at

emergency (immediate) and priority incidents.

149. The Force attended 4,061 emergency incidents during quarter four and 18,335 in the 12 months to March 2019.

150. The chart below demonstrates that immediate response incidents have been attended on average within 10 minutes and 37 seconds during quarter four.



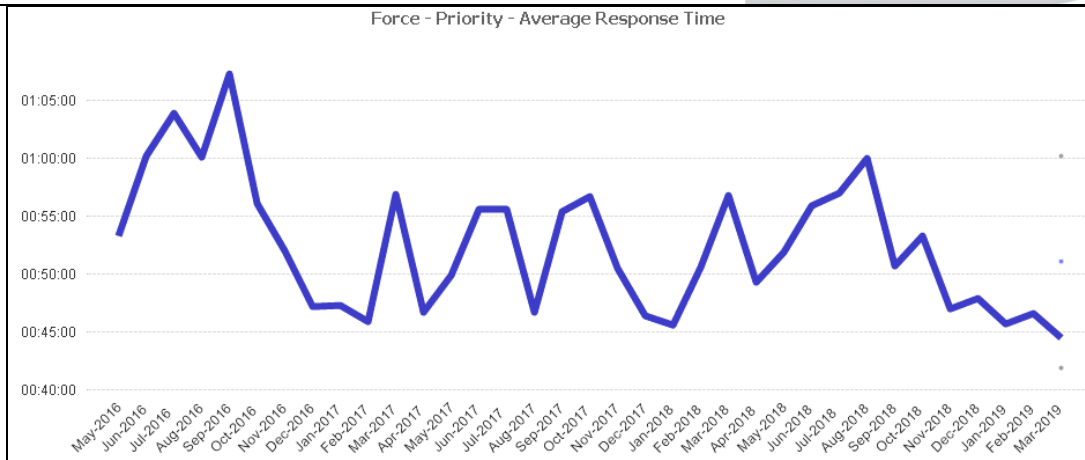
*Average immediate response time by month*

151. The Force experienced an exceptional year, as recognised by the HMICFRS's PEEL reports, not just for the events in Salisbury, but with the highest summer demand received on record.

152. Despite this exceptional demand, our ability to attend emergency and priority incidents remained reliable and consistent.

153. The Force attended 8,585 priority incidents during quarter four for which an estimated time of arrival of within one hour is given.

<sup>5</sup> HMICFRS PEEL 2018-19 report - <https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/peel-assessment-2018-19-wiltshire.pdf>

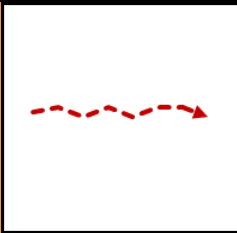


*Average priority response time by month*

154. The average time taken to attend a priority incident during quarter four was 45 minutes and 52 seconds.

155. In the 12 months to March 2019, 37,266 priority incidents were attended at an average arrival time of 50 minutes 57 seconds.

156. This measure demonstrates the consistent ability to be there for the public at their time of need.

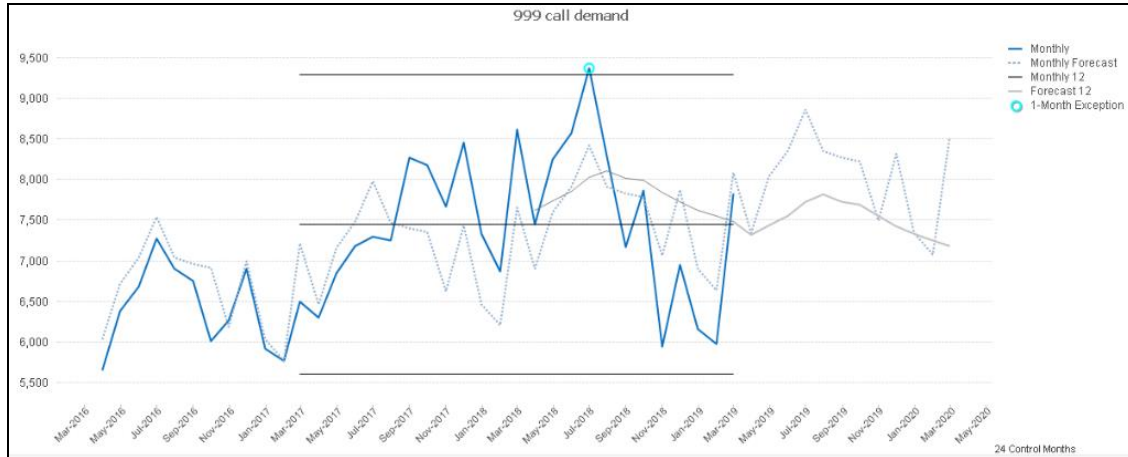
Average time to answer 999 calls	Q1: 4 seconds Q2: 3 seconds Q3: 4 seconds Q4: 3 seconds	
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157. During quarter four, 19,955 999 calls were received and answered within an average of three seconds.

158. This consistent and reliable delivery is against the backdrop of sustained increased demand. There were 89,791 999 calls received in the 12 months to March 2019.

159. This is inline with the 90,273 calls received during 2018-19, which was a 16.6 per

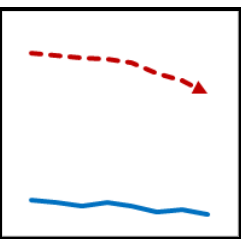
cent increase on 2017-18.



*Volume of 999 calls answered*

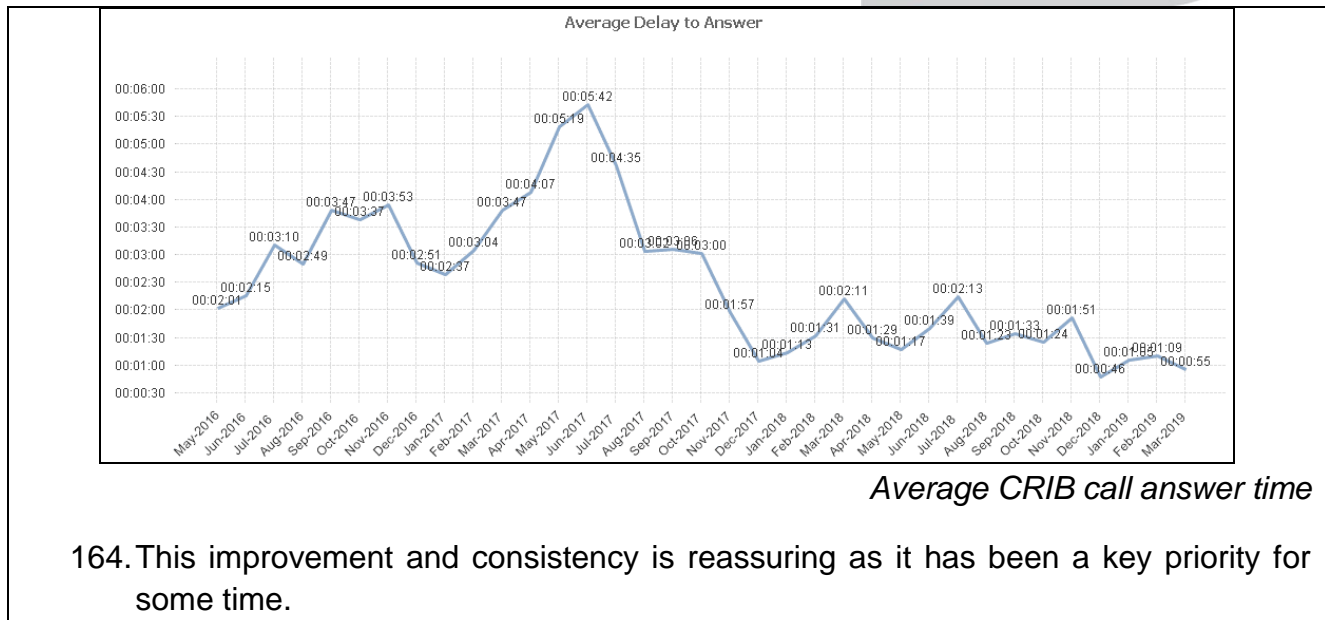
160. This increase is in line with research which shows that 999 calls are increasing across England and Wales.

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

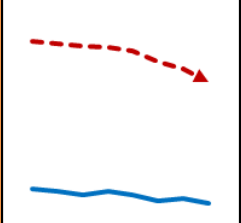
<p>Average time to answer Crime and Incident Bureau (CRIB) calls</p>	<p>Q1: 1 minute 28 seconds          Q2: 1 minute 43 seconds          Q3: 1 minute 21 seconds          Q4: 1 minute 4 seconds</p>		
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162. A total of 36,584 Crime and Incident Bureau (CRIB) calls were received by Wiltshire Police during quarter four.

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



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

<p>Crime and Incident Bureau (CrIB) abandonment rate</p>	<p>Q1: 5.6 per cent Q2: 5.9 per cent Q3: 4.8 per cent Q4: 3.3 per cent</p>	
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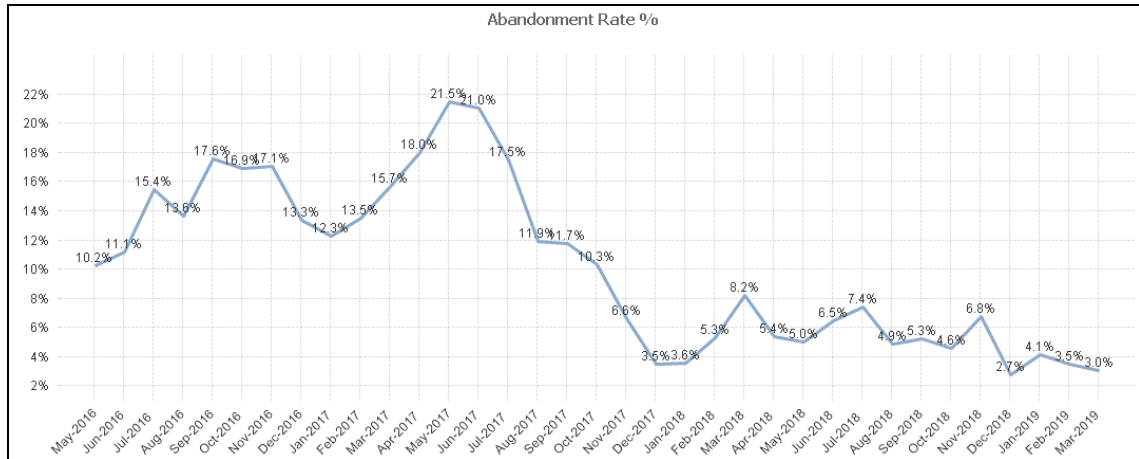
165. The reduction in the average time to answer a CRIB call has had a significant affect on the number of people who abandon their call before it is answered.

166. The abandonment rate for quarter four 2018-19 was 3.3 per cent and 5 per cent for the year to March 2019.

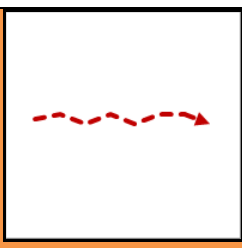
167. The rate has been consistently below ten per cent since November 2017. This is a significant improvement and breaks a trend of 18 consecutive months of over ten per cent dating back to April 2016.

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





Percentage of CRIB calls abandoned

<p>Quality of full files (error rate)</p>	<p>Q1: 1.5 per cent Q2: 0 per cent Q3: 1.2 per cent Q4: 0.5 per cent</p>			
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169. 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.


170. 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.

171. 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.

172. There were 190 full files sent to the CPS in quarter four, of which one had an

unsatisfactory grading.

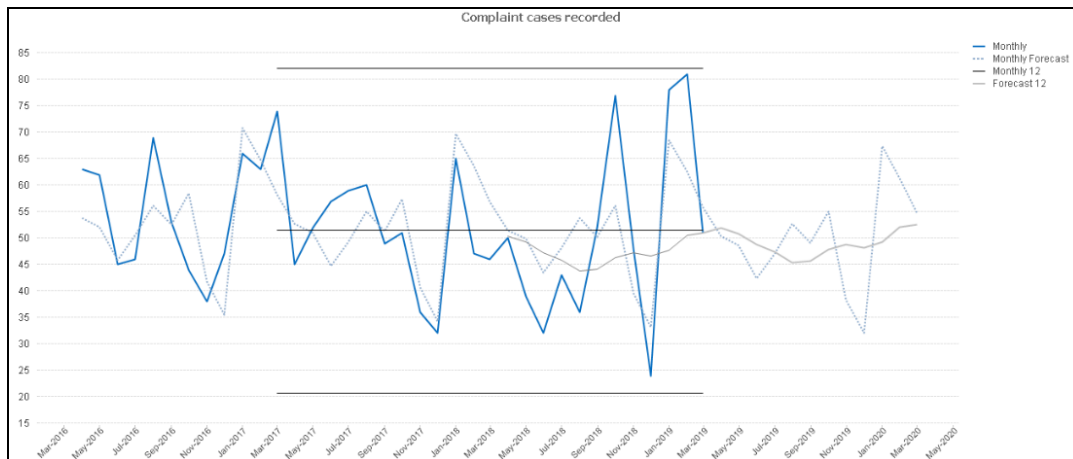
173. This measure has been an area of focus for the justice department and is good to see the efforts are being reflected with sustained improvements.

Volume of complaints	Q1: 122 Q2: 131 Q3: 149 Q4: 210			
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174. There were 210 complaints recorded during quarter four and 611 in the 12 months to March 2019.

175. This represents a 2 per cent increase on the previous year where 599 complaints were recorded.

176. The peaks and troughs in recent months, shown in the chart below, are more associated with the capacity of the standards department in recording the complaints that have been received. The spikes relate to times where the unit has improved capacity and have been able to deal with today's business as well as clear the backlog.



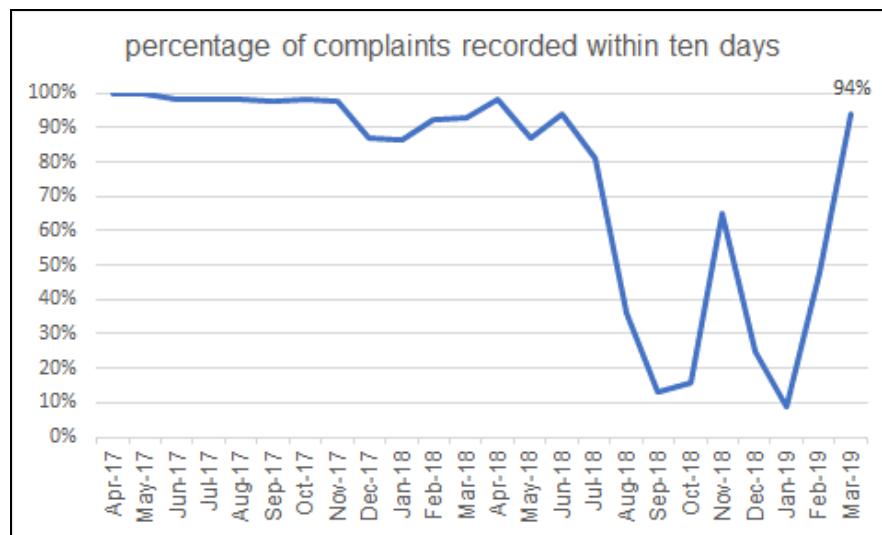
*Recorded complaint volume by month*

Percentage of complaints recorded within 10 days	Q1: 93 per cent Q2: 48 per cent Q3: 33 per cent Q4: 40 per cent			
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177. The Independent Police Complaints Commission (IPCC) expects complaints to be recorded within ten working days on average.

178. The percentage of complaints recorded within ten days has improved during quarter four to 40 per cent.

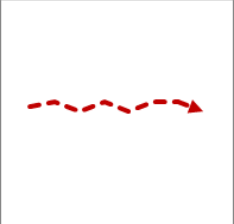
179. However, the monthly breakdown shows that at its worst, 9 per cent of complaints in January were recorded within ten days and this has significantly improved through february (48 per cent) and March (94 per cent).



*Percentage of complaints recorded within ten days*

180. The average number of days it took Wiltshire Police to record a complaint throughout quarter four was 15.3 days. This was down as low as 5 days come March 2019.

181. The complaints recorded processes have improved by the end of the year as predicted in the quarter three report. This is as a result of recruiting two new members of staff and I will expect to see this performance sustained into the new financial year.

Percentage of complaint appeals upheld	Q1: 43 per cent (7 appeals completed and 3 upheld) Q2: 50 per cent (4 appeals and 2 upheld) Q3: 20 per cent (5 appeals and 1 upheld) Q4: 20 per cent (5 appeals and 1 upheld)	
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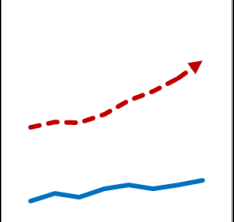
182. The purpose of this measure is to understand the quality of our complaints investigation process by monitoring the proportion of the appeals that are upheld.

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

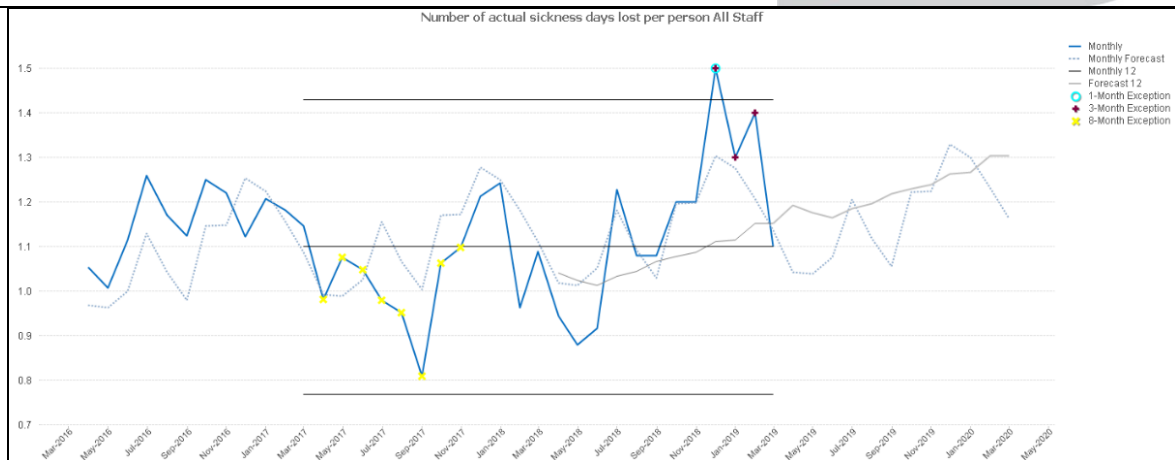
184. For quarter four, five appeals were completed and one was upheld.

185. Of the 21 appeals completed in the 12 months to March 2019, 7 were upheld. This represents 33 per cent of appeals and 1.1 per cent of the total number of complaints received.

186. There were 31 appeals made to the force in the 12 months to March 2019 which represents a 32.6 per cent reduction on the previous year.

Number of actual days lost per person	Year to March 2019 13.8 actual days lost per person	
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187. There were on average 13.8 days lost per person in the 12 months to March 2019.



*Sickness days lost per person*

188. The Force recognises that the levels of sickness in recent months is high and has commissioned analysis to understand the drivers and how best to respond.

189. There is an understanding that fatigue following an exceptional year will be a factor. Analysis will focus on understanding the drivers behind psychological absence reasons.

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**AGENDA ITEM NO:**

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**PCC RISK REGISTER**

**1. Purpose of Report**

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

**2. Background and Main Considerations for the Committee**

- 2.1 The risk register is aligned to the lifespan of the Police and Crime Plan (2017-2021) and has been reviewed and updated as at 13<sup>th</sup> May 2019.
- 2.2 All risks are split into two categories – they are either inherent risks and will remain on the register regardless of score, or topical risks which will be removed when they have a score of 10 or under. This will assist in ensuring focus remains on current risks and what additional mitigations or plans are needed to reduce the score and thus be removed from the register.
- 2.3 The register is a dynamic document and is intended to capture live management of risk and mitigation rather than being a record of all possible risks.
- 2.4 The register is reviewed monthly on an informal basis by the Deputy Chief Executive and formally by the Commissioner's Monitoring Board on a quarterly basis, prior to meetings of the Joint Independent Audit Committee and the Police and Crime Panel. The Commissioning and Policy Officer has responsibility for the day-to-day management of the register.
- 2.5 Owners for each risk are identified and they are responsible for providing updates on mitigation and score.
- 2.6 The risk appetite remains at 30.
- 2.7 The PCC Risk Register is attached at Appendix A.
- 2.8 Attached at Appendix B is a glossary setting out the meaning of the acronyms used and the scoring brackets for identifying risks as high, moderate, acceptable, or minor.

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

- 3.1 The register identifies eleven inherent risks, six are considered as either minor or acceptable, four are considered moderate, and one is considered major.
- 3.3 Details on the one risk identified as major is:
- *Risk 18: ICT services are not resilient and transformational to support effective and efficient policing*  
Members will be aware of the strategic partnership between the OPCC, Wiltshire Police, and the Council to deliver ICT services. This collaboration has been successful however the demands for ICT projects in both organisations continue

to increase. In the police sector there is an increase in mandating of infrastructure which is causing a degree of divergence. The Chief Finance Officer is currently overseeing a review of current service provision which is expected to report to senior management over the summer.

#### 3.4 Details on the four risks considered moderate are:

- *Risk I2: Failure to produce a MTFs that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings*  
The overall scoring for this risk is maintained at 24 since the last review in February 2019. The financial settlement announced by the Government in December 2018 allowed Police and Crime Commissioners the flexibility to increase the precept by up to £24 per year. Scoring has not been reduced further as national guidance is awaited with regard to the Spending Review and news on any restrictions on Commissioners to increase the precept.
- *Risk I6: Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process*  
There has been no formal notification from partners as to if, where, and how they will be making savings from 2019-20 onwards. This risk continues to be monitored.
- *Risk I9: Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits*  
This risk has been fully reviewed following the withdrawal from Tri-Force by Avon and Somerset. Scoring is maintained at 18 although since last reported the score for control has increased from 2 to 3 and impact reduced from 3 to 2.
- *Risk I11: OPCC does not have enough resource to discharge its responsibilities to the standard set by the PCC and external bodies*  
The likelihood for this risk has increased from 2 to 3 due to challenges experienced in recruiting to the vacant roles within the OPCC. Recruitment continues to take place but it will take longer to reach maximum capacity than anticipated.

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

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

#### 4.2 Details on the five existing risks considered moderate are:

- *Risk T3: Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN*  
The control and impact of this risk has been changed due to the appointment of the Wiltshire Chief Constable as the national NPCC lead for this programme. Control has reduced from 4 to 3 and the impact increased from 1 to 2. This is to recognise the increased reputational risk to the PCC and Wiltshire Police being more closely linked to the programme. It also recognises the recently published National Audit Office report which concludes it is unlikely that ESN will be delivered by the target date of 2022. New national guidance is still awaited along with a business plan and details of costings and timings.
- *Risk T4: Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010*



An internal audit took place in 2018-19 which resulted in a 'partial' assurance. This mainly related to a number of HR policies being out of date and requiring review. Internal Audit have conducted a follow-up review on this audit and found that the majority of recommendations had now been confirmed as substantially complete. However, the general process to ensure all Force policies are updated promptly remains under review to refine and fully embed. As a result the overall scoring for this risk remains at 18.

- **Risk T6: Unable to continue to meet the demands of frontline policing**  
A review of CPT is due to be undertaken. This has resulted in the likelihood being increased from 2 to 3 whilst the scoping for the review is undertaken and a better understanding obtained of what issues the review will look to address. The Force has invited the Deputy Chief Executive to be part of this review.
- **Risk T8: Failure to comply with General Data Protection Regulations (GDPR)**  
Work is ongoing to ensure compliance with GDPR and a new structure for Information Assurance has been in place since January 2019. The score for this risk is maintained at 18 whilst the new structure is embedded and seeks to become business as usual.
- **Risk T10: Impact of a 'No Deal' Brexit on Wiltshire**  
A Gold Group is in place to consider all issues relating to Brexit which the OPCC is represented on. Members will be aware that the EU and the UK have agreed a further delay to Brexit until 31<sup>st</sup> October 2019. This risk continues to be closely monitored.

## **5. Amended Risk**

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

## **6. Future Reviews of Risk Register**

- 6.1 The version attached will be considered at the forthcoming Joint Independent Audit Committee meeting (11<sup>th</sup> June). 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**

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

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

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

Risk Appetite is: 30 (NB: inherent risks will always remain on the register, topical risks with a score under 10 will be removed)						Residual Risk Score					
ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
<b>Inherent Risks</b>											
I1	31-Jan-17	Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats	<ul style="list-style-type: none"> <li>• Failure to discharge role of PCC</li> <li>• Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>• Damage to partnership relationships</li> <li>• Criticism from Government / HMICFRS and adverse media attention</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>• P&amp;C Plan integral part of planning cycle</li> <li>• P&amp;C Plan reviewed annually as part of annual report process (13th May 2019)</li> <li>• P&amp;C Plan agreed as key document for police community safety partnerships and WCJB</li> <li>• Informed by CC's operational advice and partnership delivery plans</li> <li>• Comprehensive engagement and consultation with the public in developing final P&amp;C Plan</li> <li>• Attendance at strategic boards with partners</li> <li>• Attendance at Force SD&amp;T where performance is reviewed</li> <li>• PCC commissioning of services in addition to policing to support delivery of P&amp;C Plan – 2019-20 commissioning plans drafted</li> <li>• Quarterly reporting to the Panel on performance against plan</li> <li>• Publication of annual report summarising progress made against priorities and P&amp;C Plan – work commenced for 2018-19 report</li> <li>• Continue to receive 'good' grading in HMICFRS PEEL inspections</li> <li>• Following public consultation, police precept for 2019-20 increased by £24 for Band D property</li> <li>• Recruitment of police officers</li> <li>• Joint OPCC/Force Awayday held in October</li> </ul>	2	2	4	16	13-May-19	<b>Maintain</b> - business as usual, work commenced on 2018-19 annual report
I2	15-May-17	Failure to produce a MTFs that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings	<ul style="list-style-type: none"> <li>• PCC and OPCC failure in statutory obligations</li> <li>• Unable to commission required services or provide enough funds to CC to provide efficient and effective police service</li> <li>• Unable to deliver P&amp;C Plan priorities</li> <li>• Incorrect precept sought from Wiltshire public resulting in too much or too little funds being provided</li> <li>• Look at borrowing money options – would no longer be debt free</li> <li>• Negative impact on future budgets and reserves</li> <li>• Impact on Wiltshire public through the services they receive and setting of the precept</li> <li>• Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>• Criticism from Government / HMICFRS and adverse media attention</li> </ul>	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>• HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO</li> <li>• Member of APCCs / APAC<sup>2</sup>E / PACCTS</li> <li>• Horizon scanning database referenced</li> <li>• Fortnightly finance meetings between PCC and CFO</li> <li>• Collaborations / projects require financial sign-off at CMB</li> <li>• Continual review and update working closely with CC</li> <li>• Central government determined by Treasury</li> <li>• Restrictions on council tax amended, PCCs able to increase precept up to maximum of £24 per year for 2019-20 (PCC has held public consultation on proposal and increased precept to maximum limit)</li> <li>• Precept consultation conducted January 2019, findings summarised and reported to PCP in February</li> <li>• PCC presented plans for precept increase to PCP at February meeting</li> <li>• Awaiting national guidance on Spending review – 1 or 3 year settlement? and PCC restrictions on future Council Tax scope</li> </ul>	2	3	4	24	13-May-19	<b>Maintain</b> - increased flexibility in setting precept and national issue of funding of police pensions resolved
I3	18-Aug-15	OPCC commissioning arrangements are not in place or are ineffective	<ul style="list-style-type: none"> <li>• Insufficient resources available</li> <li>• Services commissioned that are not required, duplicated elsewhere, do not assist PCC in meeting P&amp;C Plan objectives</li> <li>• Failure to maximise performance</li> <li>• Failure to secure value for money</li> <li>• Stifle innovation and creative / effective solutions</li> <li>• Failure to comply with legal requirements on procurement</li> <li>• Failure to ensure commissioned agencies comply with PCC legal requirements under Equality Act</li> </ul>	Reputational Operational delivery Performance Legal	<ul style="list-style-type: none"> <li>• Commissioning Strategy in place</li> <li>• Partnership agreements / grant letters issued for each commissioned service outside of the police</li> <li>• Commissioned services provided by Wiltshire Police reviewed</li> <li>• Regular / Final reports a prerequisite of all commissioned services</li> <li>• Quarterly meetings of the Commissioning and Policy Group which keeps all commissioned services under review</li> <li>• Monthly Commissioning Update meetings established between officers</li> <li>• Constant future planning of allocation of Community Safety Fund and Victims Fund – 2019-20 commissioning plans drafted</li> <li>• Planning underway for review of services to ensure timely and smooth transition to new provider where necessary</li> <li>• Ongoing / New commissioning with LAs meeting all legal and procurement requirements</li> <li>• Internal audit reviewed ethical arrangements and gave a 'reasonable' assurance with no significant findings</li> <li>• Internal Audit reviewed governance arrangements and gave a 'reasonable' assurance with no significant findings</li> <li>• 2019-20 first year of fully established commissioning structure</li> <li>• Clear processes in place and have been tested for full financial year</li> <li>• Commissioning process embedded</li> </ul>	2	1	3	6	13-May-19	<b>Decreased</b> (previously 12) - clear processes in place and embedded to become business as usual

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I4	15-May-17	Failure by the PCC to hold the CC to account for the delivery of an efficient and effective police service that meets public expectations	<ul style="list-style-type: none"> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMICFRS and adverse media</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>Fortnightly CMB meetings with CC</li> <li>Attendance at monthly SD&amp;T</li> <li>Review of performance data</li> <li>Regular review of force spend</li> <li>Engagement with public and partners to understand requirement and needs</li> <li>Development of P&amp;C Plan and objectives in consultation with the CC</li> <li>Continue to receive 'good' grading in HMICFRS PEEL inspections</li> <li>Working with CC to review all accountable mechanisms to ensure they are fit for purpose</li> <li>DCC/ACC attending all Area Boards</li> <li>OPCC management represented on Specialist Ops Board</li> </ul>	1	2	4	8	13-May-19	Maintain - business as usual
I5	18-Aug-15	Failure to maintain effective partnerships with criminal justice agencies	<ul style="list-style-type: none"> <li>Justice processes become inefficient and not joined up</li> <li>Justice outcomes, victim satisfaction, and care declines</li> <li>Reduced satisfaction and confidence in criminal justice process by victims of crime</li> <li>Reduced public satisfaction and confidence in PCC which is likely to extend to Wiltshire Police and CJS partners</li> </ul>	Reputational Operational delivery Performance	<ul style="list-style-type: none"> <li>PCC Chair of WCJB, additional support being provided by OPCC</li> <li>PCC has coordination role across CJS system on behalf of victims</li> <li>WCJB delivering substantial parts of the P&amp;C Plan</li> <li>WCJB action plan in place and being delivered by sub-groups</li> <li>Victims, Witnesses and Most Vulnerable sub group coordinate victim through CJS and CSPs manage offender work</li> <li>RJ strategy agreed by WCJB</li> <li>Partnership working to support delivery of specialist victim services for DA and SA</li> <li>Victim services being redeveloped to further integrate support</li> <li>Work to improve interface between force and CPS to improve efficiency with sexual offences</li> <li>In conjunction with Northumbria OPCC, Wiltshire is coordinating WCJB work to identify areas for improvement in specialist courts and support for victims</li> <li>Improved links and coordination between local and national CJB through APCC and portfolio leads</li> <li>CJBs from other areas been in contact to learn lessons from progress made to date in Wiltshire</li> <li>Performance dashboard now in place</li> <li>WCJB strategy in place for one year</li> <li>Annual review completed by WCJB Manager and with partners, identified areas of service improvement, but overall strategy is on course and targeting the right areas</li> <li>Strong relationships with CSPs and YOTs</li> <li>Reducing Reoffending Board established</li> <li>National changes around Probation Service taking place - awaiting further information</li> <li>Local CJB protocol being drafted by APCC and MoJ, Wiltshire already adheres to all elements</li> </ul>	2	1	3	6	13-May-19	Reduced - WCJB strategy reviewed, is on course and targeting the right areas
I6	18-Aug-15	Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process	<ul style="list-style-type: none"> <li>Missed opportunities to collaborate / save money / provide a more efficient and effective service</li> <li>Unexpected detrimental impact on the PCC's ability to deliver the P&amp;C Plan objectives</li> <li>Unexpected detrimental impact on policing affecting funding and police officer time</li> <li>Increase demand on PCC and OPCC staff</li> <li>Increased demand on policing services</li> <li>Loss of satisfaction and confidence in relationships with partners and their decision making / consultation process</li> <li>Negative reaction from the public / media</li> </ul>	Reputational Operational Delivery Performance	<ul style="list-style-type: none"> <li>Regular engagement with LA Leaders</li> <li>Attendance at strategic boards with partners</li> <li>OPCC engagement with partners and stakeholders and attendance at relevant boards</li> <li>Fortnightly meetings of CMB discuss emerging developments with partners</li> <li>Updating and monitoring of Horizon Scanning database</li> <li>Early engagement with LAs and partners to identify and reduce demand on policing services</li> <li>LAs have indicated increased savings requirement for 2019-20</li> <li>No formal notification received from partners on where savings are being made</li> <li>OPCC working to co-ordinate commissioning of services across local government health</li> </ul>	3	4	2	24	13-May-19	Maintain - watching brief
I7	31-Jan-17	PCC estate fails to enable effective and efficient policing	<ul style="list-style-type: none"> <li>Unnecessary maintenance of surplus buildings and associated utility costs</li> <li>Waste of resources maintaining surplus estate</li> <li>Damage to community relationships</li> <li>Negative impact on CPT and provision of local policing</li> <li>Negative comments from public / local media</li> <li>Underestimate estate requirement and dispose of too much estate</li> <li>Sub-optimal estate provision is ineffective use of resources</li> <li>Loss of opportunity to share properties and associated costs with local partners / communities</li> </ul>	Financial Reputational Operational Delivery	<ul style="list-style-type: none"> <li>PCC's Estate Strategy published and key stakeholders (including the public) notified</li> <li>PCC met with Wiltshire and Swindon MPs to advise them of strategy</li> <li>Estates strategy governance in place and appropriate Boards</li> <li>PCC holding officers to account for delivery of strategy</li> <li>CC has provided operational requirements to PCC</li> <li>Operational requirements developed across all police departments and informed by current and future predicted demand</li> <li>Delivering against Estate Strategy</li> <li>Plans being designed and developed, business cases due</li> <li>Acquisitions and Disposal Board overseeing change</li> <li>Wiltshire Hub Board overseeing CPT Board</li> </ul>	2	2	2	8	13-May-19	Maintain - delivering against strategy

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I18	15-May-17	ICT services are not resilient and transformational to support effective and efficient policing	<ul style="list-style-type: none"> <li>• ICT vulnerable to cyber attack</li> <li>• ICT is out of date, fails and is unsupported</li> <li>• Missed opportunities of improvement technology</li> <li>• Impacts upon delivering P&amp;C Plan objectives</li> <li>• Use of older / out of date equipment limits capability</li> <li>• Criticism from Government / HMICFRS and adverse media</li> <li>• Reduced public and partner satisfaction and confidence in PCC and OPCC</li> </ul>	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>• Additional resources required to continue to deliver improvements and efficiency, ability to do this is being reviewed</li> <li>• Strategic work ongoing with WC to identify priorities, timescales and governance – expectation is for improved clarity surrounding ICT</li> <li>• Regular meetings with service providers and increased monitoring occurring</li> <li>• Test incident conducted with GCHQ</li> <li>• Business continuity plans in place for all business areas</li> <li>• PCC identified funds available for specific ICT projects in capital plan</li> <li>• Joint Technology Board meets regularly – PCC, CC, and WC are represented</li> <li>• ICT disaster recovery plan received</li> <li>• Formal agreement with WC for signing, revised version sent end of October 2017, OPCC working to revised version</li> <li>• JIAC due to receive update on cyber security at June 2019 meeting</li> <li>• Specific resources have been reallocated to manage compliance and updates presented on frequent basis to national accreditors</li> <li>• Op Connect overseeing all ICT issues - major risks have been managed but have identified that with Vision 2025 there will be further ICT problems to be resolved</li> <li>• Unsuccessful attempts made to breakthrough ICT security wall providing some assurance</li> <li>• Emerging divergence of ICT requirements for Police and local authorities</li> <li>• Review of current service provision underway - to be reviewed by senior management Summer 2019</li> </ul>	4	2	4	32	13-May-19	<b>Maintain</b> - major risks have been managed, review of current service provision underway
I19	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"> <li>• PCCs or CCs do not agree on a model of collaboration for any particular function</li> <li>• Collaborative partners do not wish to pursue collaborative opportunities</li> <li>• Key delivery areas are compromised or do not address the requirements of PCC, Police, collaborative partner(s), or the Wiltshire public</li> <li>• Reduced influence of PCC to provide local accountability</li> <li>• Effective and efficient service not delivered</li> <li>• Reduced public and partner confidence and satisfaction in PCC and police</li> <li>• Negative reaction from the public / media</li> <li>• Criticism from Government / HMICFRS</li> <li>• Damage to partnership relationships</li> </ul>	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>• Governance arrangements outlined in all collaborative agreements</li> <li>• Performance, finance, and strategic risks are managed at Strategic Board</li> <li>• Collaborative arrangements standing agenda item on CMB</li> <li>• PCC strategic parameters for collaboration set and communicated December 2017</li> <li>• Benefits of Tri-Force have been challenged in series of management reports. As proposed remedial measures would have transferred direction and control and accountability away from Wiltshire PCC / Chief Constable to that of Avon and Somerset. The impact on accountability and governance outweighed the benefits.</li> <li>• Specialist operations have been brought back under local control</li> <li>• Quarterly meetings taking place for those collaborations still in place</li> </ul>	3	3	2	18	13-May-19	<b>Maintain</b> - risk fully reviewed following withdrawal of Avon and Somerset from Tri-Force, scoring maintained although control increased and impact reduced
I10	31-Jan-17	OPCC fails to meet its legal requirements as set out in various legislation including but not limited to the Police Reform and Social Responsibility Act, Specified Information Order, Equalities Act 2010	<ul style="list-style-type: none"> <li>• Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>• Criticism from Government / HMICFRS and adverse media attention</li> <li>• Damaged relationship and reputation as an employer</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>• Membership of APCC, APAC<sup>2</sup>E, and PACCTS</li> <li>• All HMICFRS reports considered and responded to</li> <li>• Appropriate staffing structure in place with clearly defined roles and responsibilities</li> <li>• PCC staff conduct horizon scanning and provide regular briefings to the PCC</li> </ul>	2	2	2	8	13-May-19	<b>Maintain</b> - business as usual
I11	17-Sep-18	OPCC does not have enough resource to discharge its responsibilities to the standard set by the PCC and external bodies	<ul style="list-style-type: none"> <li>• Failure to deliver statutory responsibilities</li> <li>• Failure to support the PCC to fulfil his role and responsibilities</li> <li>• All risks in every aspect will increase</li> </ul>	Legal Reputational	<ul style="list-style-type: none"> <li>• Annual review of OPCC delivery demands</li> <li>• Policy and horizon scanning for changes in PCC statutory responsibilities</li> <li>• Discussions with PCC and partners on anticipated direction and requirement for officers</li> <li>• Identified gaps to be addressed in next six months</li> <li>• Comparison of resources with other OPCCs</li> <li>• Review national guidance (APCC/APACE)</li> <li>• Results of scoping, identified demands, outcomes of discussions to be fed into planning cycle</li> <li>• Expansion of PCC role - increased devolution from central government (criminal justice / fire governance)</li> <li>• Further refinement of shared service model with Wiltshire Police - provides access to greater range of services than an OPCC can deliver but additional resources required</li> <li>• OPCC resourcing plan agreed at CMB to address identified gaps</li> <li>• Recruitment to vacancies challenging</li> </ul>	3	2	3	18	13-May-19	<b>Increased</b> (previously 12) - due to challenges in recruiting to vacant roles

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
<b>Topical Risks</b>											
T1	05-Jan-16	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	<ul style="list-style-type: none"> <li>PCC and OPCC failure in statutory obligations</li> <li>Not able to provide enough funds to Chief Constable to provide an efficient and effective police service</li> <li>Unable to commission required services due to reduced funding</li> <li>Unable to deliver P&amp;C Plan priorities</li> <li>Further savings would need to be identified</li> <li>Reduction in reserves</li> <li>Reduced satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMICFRS and adverse media attention</li> </ul>	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> <li>HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO</li> <li>D&amp;C PCC is a member of the Technical Group and PCC able to channel his views through her</li> <li>Review put on hold following announcement of general election and purdah and no further announcement with regard to review - publication of National Audit Office report may reignite this issue</li> <li>PCC continually informing Wiltshire and Swindon MPs of the current situation, this is now a national issue which may lead to overall higher funding levels but there is no guarantee of this</li> <li>Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before completion of formula review</li> <li>£1.7m of additional savings will be required from 2017-18 onwards if funding formula not revised as proposed in 2015-16</li> <li>PCCs able to increase precept up to maximum of £24 per year for 2019-20 (PCC has held public consultation and increased precept to maximum limit)</li> <li>National report suggests new formula will not be brought in until 2021-22</li> <li>Review of formula has now been pushed back to 2020-21</li> </ul>	2	4	2	16	13-May-19	<b>Maintain</b> - review of funding formula on hold
T3	02-Mar-17	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	<ul style="list-style-type: none"> <li>ESN is not fit for purpose or equal to the Airwave network it replaces (including gaps in coverage)</li> <li>Commons Public Accounts Committee has been told that ESN will be running in September 2020</li> <li>Financial impact of delayed implementation on PCCs budgets and some high level costs are unknown</li> <li>Negative reaction from the public / media</li> <li>Damage to reputation of PCC, OPCC, and Force</li> <li>Limited control due to national programme</li> </ul>	Financial Operational Delivery Reputation	<ul style="list-style-type: none"> <li>PCCs represented by PCC Katy Bourne on HO Oversight Group</li> <li>National meetings taking place at which police forces are represented</li> <li>CC SW representative – information received more timely and increased force focus</li> <li>Situation reviewed by the Public Accounts Committee and has national profile</li> <li>Updates being received on a regular basis but not providing confidence or clarity on timescales and costs – latest update provided to PCCs at January APCC General Meeting</li> <li>Concerns around devices provided and whether they can deliver the necessary technology</li> <li>Potential for significant cost increases</li> <li>CFO delivered update to JIAC December 2018 meeting</li> <li>Refreshed business case, budget and timeline to be produced as part of programme reset – expected later in the year</li> <li>Stop on project team recruitment to limit cost and no longer rolling funds forward</li> <li>New communications expected imminently - still awaiting national guidance and business plan with new costings and timeline</li> <li>Funding allocated in capital plan</li> <li>NAO report published May 2019 highlighting significant risks and seems unlikely ESN will be delivered by target date of 2022</li> <li>Wiltshire CC appointed NPCC National Lead</li> </ul>	4	3	2	24	13-May-19	<b>Increased</b> - no new information available, still awaiting national guidance, Wiltshire CC appointed as National NPCC Lead
T4	18-Aug-15	Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010	<ul style="list-style-type: none"> <li>Failure of the PCC to hold the CC to account</li> <li>Wiltshire Police does not fulfil legal duty and values of organisation</li> <li>Wiltshire Police does not reflect the diversity of the community it serves</li> <li>Failure to identify and respond to demands of diverse communities</li> <li>Reduced public satisfaction and confidence – disproportionate effect in diverse communities</li> <li>Reputational damage to PCC, OPCC and Police</li> <li>Increased risk of HR tribunals and litigation</li> <li>Damaged relationship and reputation as an employer</li> </ul>	Legal Operational Delivery Reputational	<ul style="list-style-type: none"> <li>Assessment undertaken of victim's vulnerability, including aspects of diversity</li> <li>Specialist support services in place for ensuring support for a range of diverse groups</li> <li>Force has S&amp;S policies in place and is BUSS compliant</li> <li>Recruitment of 3x Positive Action Officers to review and advise on internal policies and procedures</li> <li>Hate crime scrutiny group established to provide challenge and advice on policies and procedures related to diversity</li> <li>HR Policies set out obligations and procedures to meet Force duties - currently being reviewed due to 'partial' assurance from Equalities audit</li> <li>Recruitment, redeployment and support policies in place</li> <li>Force implementing action plan including leadership, coaching and mentoring support, redesigning recruitment of officers, specials, and staff to attract more diverse applicants</li> <li>Force presented CMB with comprehensive action plan to address areas for improvement</li> <li>PCC receiving monthly briefings on delivery against improvement plan from lead officer</li> <li>Updates will now be provided by exception through the usual performance mechanisms</li> <li>Equalities internal audit considered at JIAC November meeting - update provided to March 2019 meeting</li> <li>Force Equal Opportunities policy updated and published</li> <li>Internal Audit follow-up recognised majority of recommendations from initial audit substantially completed although general process to ensure policies updated promptly 'remains under review to refine and fully embed' #</li> </ul>	2	3	3	18	19-Feb-19	<b>Maintain</b> - general process to ensure all Force policies are updated promptly remains under review to refine and fully embed



ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T6	13-Feb-18	Unable to continue to meet demands of frontline policing	<ul style="list-style-type: none"> <li>Decline in force performance</li> <li>Decline in force morale</li> <li>Damage to reputation of PCC, OPCC, and Force</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMICFRS and adverse media attention</li> <li>Service quality decreases and visibility falls</li> </ul>	Operational delivery Performance Reputational	<ul style="list-style-type: none"> <li>Ongoing recruitment of police officers and PCSOs</li> <li>Ongoing review of assets / resources</li> <li>Working towards identifying a maximum level of abstraction for CPTs to ensure policing remains visible</li> <li>Intake of new police officers progressing through training</li> <li>Maintaining 'good' gradings for HMICFRS PEEL assessments</li> <li>Panel scrutiny</li> <li>Review of CPT delivery</li> <li>40+ police officers allocated to CPT following increase in precept</li> </ul>	3	2	4	24	13-May-19	<b>Increased</b> (previously 16) - whilst review of CPT delivery is scoped
T7	04-May-18	Ongoing Op Fairline / Op Fortis impacting upon community confidence and police resources	<ul style="list-style-type: none"> <li>Damage to reputation of PCC, OPCC, and Force</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Criticism from Government / HMICFRS and adverse media attention</li> <li>Decline in force performance</li> <li>Decline in force moral</li> <li>Use of reserves</li> </ul>	Financial Operational delivery Performance Reputational	<ul style="list-style-type: none"> <li>Ongoing management of TOIL / build-up of annual leave - CC has processes in place to address this to minimise impact on policing in 2019-20</li> <li>Wiltshire reputation and public confidence enhanced by successful dealing with critical incident</li> </ul>	2	2	2	8	13-May-19	<b>Reduced</b> (previously 12) - mitigation and controls updated to reflect ongoing impact relating to TOIL / annual leave
T8	07-Jun-18	Failure to comply with GDPR	<ul style="list-style-type: none"> <li>Failure to comply with legislation</li> <li>Damage to reputation of PCC, OPCC, and Force</li> <li>Criticism from Government / HMICFRS / Internal Audit and adverse media attention</li> <li>Staff and partners lose confidence in PCC, OPCC and Force</li> </ul>	Reputational	<ul style="list-style-type: none"> <li>Project Team established</li> <li>Project Team meet bi-monthly</li> <li>Original action plan has been revised and all outstanding tasks have been prioritised and are to be completed within six months</li> <li>Internal Audit have issued a position statement relating to GDPR readiness for both OPCC and the Force</li> <li>Position Statement reported to JIAC meeting held in June 2018</li> <li>Update on GDPR provided to November 2019 JIAC meeting</li> <li>OPCC internal processes reviewed to ensure robustness</li> <li>PCC and CC agreed new structure for Information Assurance which is now in place and will improve management of this area</li> </ul>	3	3	2	18	13-May-19	<b>Maintain</b> - new structure in place, time needed to become embedded and business as usual
T10	19-Feb-19	Impact of a 'No Deal' Brexit on Wiltshire	<ul style="list-style-type: none"> <li>Failure to delivery statutory responsibility</li> </ul>	Operational delivery	<ul style="list-style-type: none"> <li>Gold Group established which OPCC attends</li> <li>Contingency plans in place for OPCC and every Force business area</li> <li>APCC cross party Brexit Working Group established and updates / briefings circulated to PCCs</li> <li>Close monitoring of national developments</li> </ul>	3	2	3	18	13-May-19	<b>Maintain</b> - watching brief
T11	19-Feb-19	Failure to provide forensic medical services in SARC	<ul style="list-style-type: none"> <li>Damage to reputation of PCC and OPCC</li> <li>Reduced public and partner satisfaction and confidence in PCC and OPCC</li> <li>Failure to deliver Plan priority of 'putting victims at the heart of everything we do'</li> </ul>	Operational delivery Reputational	<ul style="list-style-type: none"> <li>Regional OPCC Steering Group working to identify possible solutions</li> <li>Engagement with FME leads to fully understand the issue</li> <li>Extension agreements agreed in principle with current supplier</li> <li>Working through legal and procurement issues to finalise contract extension, expected to be signed Summer 2019</li> </ul>	2	2	3	12	13-May-19	<b>Reduced</b> (previously 18) - arrangements in place to ensure continuation of service

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## POLICE AND CRIME PANEL

6 June 2019

AGENDA ITEM NO:

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### PUBLIC SURVEYING

#### 1. INTRODUCTION

This report presents the Panel with an outline of the current position, and planned direction for, public surveying on behalf of the OPCC and for Wiltshire Police

#### 2. BACKGROUND

Historically, public surveying within Wiltshire and Swindon was carried out via a number of different mechanisms. These were:

**a. Public Satisfaction survey – managed by the Force**

- Provided by an organisation on behalf of the Force/HO
- Telephone survey around satisfaction
- 100 people surveyed per month
- 5 questions as set out by the Home Office
- Reported on a rolling monthly basis
- Surveys specific crime types (burglary, violent crime, vehicle crime and hate crime)

**b. Public confidence survey – managed by the Police Authority/PCCs office**

- Provided by an organisation on behalf of the PCC
- Telephone survey – random digital dialling
- 4,000 people surveyed per year
- Reported every six months

**c. Crime Survey of England and Wales:**

- Provided by Kantar Public on behalf of the Office for National Statistics.
- Telephone survey
- Reported every three months
- This survey measures crime by asking members of the public, about their experiences of crime over the last 12 months
- Records all types of crimes experienced by people, including those crimes that may not have been reported to the police
- In 2015/2016 around 50,000 households across England and Wales were invited to participate in the survey.

### 3. CURRENT STATUS

Two of the three surveys mentioned above are no longer running due to a number of reasons. These are:

- **Public satisfaction survey** - as of 1 April 2017, the HO requirement to carry out the public satisfaction survey in the same way ceased and forces were asked to develop their own ways of capturing information.
- **Public confidence survey** – it has been identified that the question set within this survey is very out of date and does not deal with the common day issues that we should, and could, be asking the public about.

At this time, we continue to survey victims of crime using the former Home Office methodology and question set. We have stopped the local public confidence survey and are using the Crime Survey of England and Wales data (which provides a significant sample at force level) to understand confidence levels in the county.

### 4. SCOPING OF OTHER DELIVERY MODELS ACROSS THE COUNTRY

A National user-satisfaction practitioner workshop was held on Thurs 4 April. We used this opportunity to send a Wiltshire Police representative in order to check and test what other forces were doing when it came to gathering views on user satisfaction.

The general findings tell us that there is no single solution being utilised within force areas): Examples of what we found are as follows:

- Many forces are still scoping how best to move surveying forward
- Following the discontinuance of the mandatory survey, there are a handful of forces who demonstrated considerable time and investment into improving the effectiveness of their survey(s) and they now add considerable value into continuous improvement
- Several forces have moved to, or are trialling, text messaging as a method of surveying.
- There is high potential for the use of Single Online Home as a platform in the future
- Some examples of other force activity:
  - Merseyside (collaboration with OU, focus groups to set question set, moving to a text message survey linking to a browser)
  - Hertfordshire (5 questions, through SMS messaging, straight into Qlik - push & pull surveying)
  - West Yorkshire (focus groups)

### 5. IDENTIFYING FUTURE REQUIREMENTS

On Thursday 4 April, a local workshop was also convened with business leads from across the OPCC and the Force. Attendees were as follows:

- Clare Mills – Head of Corporate Communications and Engagement for OPCC and Force



- Naji Darwish – Deputy Chief Executive, OPCC
- Ryan Hartley – Business Intelligence Team Leader
- Julia Gay – Horizon victim and witness care team manager
- Ben Holloway – Digital Channel Manager
- Maria Milton – Victims Commissioning Manager
- John Flynn – Head of Contact Management
- Matt Girdlestone – CPT Delivery Manager
- Scott McPherson – Head of Media
- Crime Investigation Department (CID) and Public Protection Department (PPD) police officer representatives

The main focus/purpose of the workshop was:

- To gain a broader view of the service we are providing to victims of crime so that we can learn and improve on services in the future
- To recognise that, from 1 October 2014, Police and Crime Commissioners (PCCs) provide the majority of support services for victims at a local level.
- To ensure continued compliance with the Victims Code (The Code was updated in October 2015, bringing in new measures to comply with the European Union Victims' Directive, which came into force in November 2015. The main changes to the Code included the broadening out of the definition of a victim to include victims of all offences to be entitled to services under the Code.
- In addition, both the Chief Constable and the PCC wish to gain a better understanding of the thoughts and views of the wider public (including non-service users) about their general confidence and satisfaction in policing services within Wiltshire and Swindon.

To aid discussion, we defined the general population of Wiltshire and Swindon into two specific strands:

- Service users (i.e. those who have used the services of Wiltshire Police/OPCC in some capacity)
- Local communities (i.e. those who have never had cause to use the services of Wiltshire Police/OPCC, but who live within the county)

We focused on three key questions when discussing each strand:

- Who, specifically, are our target audiences under the strand '**service users**' or '**local communities**'
- What do we need to know?
- What do we want to know?

A large amount of helpful feedback and views were gathered from the workshop. This information is currently in the process of being collated, prior to the prioritisation of actions.

In order to ensure the effective deliver of activity, each strand will be led by an individual who will coordinate and manage actions and delivery:

## **Service Users strand**

**LEAD: Naji Darwish**

**GOVERNANCE: Crime and Justice & Victims**

- Further to collation and prioritisation, a third party organisation will be commissioned to provide a survey provision for people who fall within this group
- Separate strand for victims as service users of OPCC services and Criminal Justice system

## **Local Communities**

**LEAD: Clare Mills**

**GOVERNANCE: Community Policing Programme Board (CPPB)**

- Surveying for people who fall within this group will be multi-faceted and will be run primarily through the use of modern day channels via a short general survey covering general confidence and trust in the police service, and satisfaction with the local policing 'offer' in their area. Examples of channels are as follows:
- **Full surveying:**
  - 'SurveyMonkey' has a very good analytical ability and presentation suite for the results, which can be shared instantly to anyone with a link, and allows for full data download to Excel. With SurveyMonkey you can create a single survey, but with multiple 'routes in' – such as Force and OPCC website, corporate social media accounts, the Siren app, or Community Messaging. This means we could put the survey out on lots of different channels – and measure the responses from, and success of, each route in, but still have all the results and data in one single place.
- **Quick time polls**
  - We also have access to a number of ways of generating quick time, usually single-question polls, to enable a snapshot of opinion over a short period of time
    - **Twitter polls** – usually a single question asked. User's click a response, and results are displayed instantly (both the number of people who voted for each option and the total number of votes cast).
    - **Website polls** – we also have the ability to set up quick polls on the website pages. However, the only people to see the question would be the people visiting the website.

## **6. NEXT STEPS**

Key individuals are due to meet again on Wednesday 12 June to finalise actions and develop a delivery plan for progress in this area.

A key deliverable to be discussed at the next stage is to commission an annual report on public confidence and satisfaction. It will pull together the range of information from the variety of mechanisms used to obtain public satisfaction in services. This will enable the PCC and the Chief Constable to understand trends, areas for improvement and provide the basis for performance information.

DEPARTMENT: <b>HQ Specialist Operations</b>	AUTHOR: <b>SUPT Mark SELLERS</b> (Head of HQ Specialist Operations)
	SPONSOR: <b>ACC Gavin WILLIAMS</b>
TITLE: <b>Briefing Paper – Specialist Operations Transition UPDATE</b>	DATE: <b>01/06/2019</b>

## 1. PURPOSE

At 0001 hours on April 19<sup>th</sup> 2019, the Tri Force Specialist Operations collaboration formally returned to the direction and control of the Wiltshire Chief Constable. This briefing paper seeks to update on the transition period and details the current operational status of armed policing, roads policing, collision investigation and dogs policing, and the implementation of the agreed future operating model.

## 2. CURRENT POSITION – Wiltshire Specialist Operations

Despite original concerns, the transition back to Force has passed without incident with risks effectively mitigated in all specialism areas. This position is outlined in further detail below.

All officers currently remain in their original teams and on the Tri Force six-team shift pattern. Deployed centrally from Police Headquarters in Devizes, all resources are operationally available throughout a full twenty-four hour duty cycle. First line management sits with dedicated team sergeants holding either an armed policing or roads policing specialism; however, second-line management has been moved to thematic responsibility as shown below:

- Head of Armed Policing – Inspector Paul Saunders
- Head of Roads Policing – Inspector Mark Freeman
- Head of Dogs Policing – Inspector James Brain

All three Inspectors have structured their duty time to secure engagement and alignment with the priorities of their Community colleagues. This includes **weekly working from the main Community Policing Hubs**, attendance at **local tasking meetings** and **development of the Force's Tasking and Briefing system** to support direct deployment to Specialist Officers who can then update associated activity accordingly.

Feedback currently suggests this new approach is appreciated and the ability to utilise home force systems is delivering tangible operational outcomes.

### Armed Policing

Armed Policing is currently operationally resilient with full establishment. Officer deployability is sitting at 97% and calls for service are in line with standard demand expectations for this time of the Force year. Officer numbers reflect threats defined within the annual Armed Policing Strategic Threat and Risk Assessment (APSTRA) and ensure the officers are available in sufficient numbers to be tactically viable.

**Since April 2019, officers have responded to over 300 Force logs, of which, only 14 were actually confirmed as 'Firearms' incidents following attendance.** This provides a good indication of the level of support being provided to broader Force operational needs, and also highlights the capacity within our firearms

numbers being utilised effectively when not deployed specifically to firearms linked events.

The team continues to access specialist training via the Black Rock Specialist Training Centre (BRSTC) and retain the support of colleagues within the Counter Terrorist Specialist Firearms Team (CTSFO) to mitigate high-threat criminal use of firearms.

**Access to Firearms Tactical Advice** (a mandatory requirement for a Firearms Commander) is managed through an informal collaborative approach agreed between Avon and Somerset, Gloucestershire and Wiltshire. This position will be reviewed later this year and it is likely that this approach may be formalised between two or more of the parties in reflection of the efficient benefits it provides.

### **Roads Policing (including Collision Investigation)**

In contrast to their armed colleagues, the Force's Roads Policing capability has diminished notably following return to local control, mainly due to being the recruitment ground for the required growth of the Collision Investigation capability. Against an establishment of 27 officers, the team are currently deploying 20 staff however this was a foreseen position and the vacancies are balanced by the associated growth in Collision Investigation. A recruitment campaign is on track to bring the team to FTE establishment later in the year but this must be managed in line with the current deployability challenges being experienced by CPT. Roads Policing resilience is supported by capacity inbuilt in armed policing where colleagues are also trained to enable effective deployment on the fast-roads network.

Despite initial expectation, the Collision Investigation team has come into being with little challenge. Supported by recently retired expert officers, existing and new team members are maintaining a service capability far in excess of expectation, which is facilitating both theoretical and operational learning. **Since April 19<sup>th</sup>, the team have responded to 10 major roads incidents of which 2 have sadly proven fatal.** This is in line with the Force's 'killed or seriously injured' demand profile and is unfortunately not abnormal for this time of year. The development of the new 'Inspector, Head of Roads' post now incorporates not only traditional roads policing and collisions, but also newly includes the Road Safety Team. This provides a new, coordinated approach through which to manage and reduce road harm.

When the team achieves full establishment it will operate with a preventative, tactical, and enforcement approach, deliver to the **National Road-Harm Reduction Strategy** and fully support this key element with the OPCC's Police and Crime Plan.

In addition to the above the team have also been structured to take account of the new **ISO accreditation** requirements which will come into effect in March 2020.

### **Dogs Policing (including Dogs Training)**

Our dogs officers are at full establishment and fully deployable. They remain on the original Tri Force shift structure until the introduction of the new Specialist Operations operating model later this year, but they are now directly line-managed by a dedicated Dog Sergeant and supported by the Force's Dog Training Manager. Although part of the specialist operations family, the officers are now able to commence duty at the most appropriate location within the Force area including directly from the CPT hubs. There are no resilience issues in this specialism area.

### **Ad Hoc Arrangement**

Resilience for all specialisms is supported by ability to access the formal 'Ad-Hoc'



arrangement in place between Avon and Somerset, Gloucestershire, and Wiltshire, however it is of note that recourse to this has been minimal with only **15 requests** made in the six-week period. We deploy a minimum of 40 officers in every 24-hour period, therefore this figure is minute when compared alongside the 1600 plus officer duties undertaken within the period.

Use of the arrangement relates predominantly to firearms officers and reflects periods where Royalty protection duties are required. A trial of 12-hour duties is in place to assess whether this will manage the situation more effectively. Additionally, Gloucestershire work 12-hour duties in both of their Royal residences therefore this paves the way for agreed discussions and consideration for a future shared service.

It is of particular note, based upon previously anticipated risk, that the Ad-Hoc arrangement has **been used only once to support Collision Investigation** deployability. This was on 04/06/19 and caused by pre-existing abstraction.

The Ad Hoc arrangement will cease at 2359 hours on August 31<sup>st</sup> 2019.

### **3. New Specialist Operations Operating Structure**

The above model was presented and agreed by the PCC and Chief Constable earlier this year, as part of the planning for the return of specialist operations.

This model effectively recognises the three main specialisms individually. It aligns their operating structures to operational demand, and focusses their combined efforts toward the support of CPT priorities across the county. It is an efficient model that avoids excessive growth in our most expensive assets, and utilises internal tasking processes to prioritise support for CPT. This approach also recognises that absolute structural alignment to CPT is cost-prohibitive and would not be deliverable for a considerable time-period without recruitment from CPT itself, effectively eroding any benefit.

As managing the return has been completed, the next stage of full transition to the operating model is underway. It is anticipated that this will 'go-live' in autumn 2019. Detailed planning, engagement with staff associations and operational options are being prepared for the Force Executive team in the week commencing June 10<sup>th</sup> 2019. A significant part of this is shift-patterns.

Once the preferred options are agreed, formal staff-consultation will commence. This process will take between two weeks and two months; however once a change to shift-pattern is confirmed, work will begin immediately to structure teams and balance skills accordingly.

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## POLICE AND CRIME PANEL

## AGENDA ITEM NO: 11

6 June 2019

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### Police and Crime Plan 2017-21 update

1. The Police and Crime Plan 2017-21 was published in February 2017.
2. As part of the ongoing development of this process the PCC wants to improve the assessment of progress against the plan and consider any update or revisions that maybe required.
3. During the review of 2018/19, a desktop review has considered that a full scale rewrite is not required however a review against all 48 actions would be beneficial.
4. This would enable actions to be assessed as:
  - **Complete:** Actions complete (some will require ongoing management as part of business as usual (BAU) / PCP performance framework
  - **Ongoing:** Actions still being delivered
  - **Update:** Developments mean the original action is out of date or requires refocusing to allow performance management
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5. This would allow the PCC to ensure delivery against the Police and Crime Plan is as evidence based as possible and ensures resources are focused on delivering the ongoing or updated actions.
6. As this would impact the reporting against the police and crime plan and ultimately the panel, the PCC would welcome members input into developing a draft assessment for him to consider.
7. This assistance would likely take the form of a two hour session reviewing and moderating the draft recommendations for the 48 police and crime plan actions.
8. The PCC can then consider the recommendations and include this alongside the publication of the annual report 18/19.

### Recommendation

The panel notes the report and the PCC's request for members support.

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## Members Questions – 2019

Cllr Jonathon Seed raised at the 17 January meeting.

**S: 05:02.19**

**A: 14.03.19**

### ***Salisbury City Council Application for Community Safety Accreditation Scheme powers***

***Salisbury City Council contracts two “stewards” from a Company called “Venture Security” to provide a level of support to the public, City Council and police around anti-social behaviour, street drinking and aggressive begging while generally keeping watch over the “estate” and City Centre. They work closely with Wiltshire Council Housing and Rough Sleeping teams and keep a day to day eye on the health and well-being of some of the city less fortunate.***

***To assist further in their duties and to provide more support to the police SCC have been asking for Community Safety Accreditation Scheme powers (CSAS) for a considerable time, and while all concerned have said this would be a very positive step forward***

***I would like to ask the Commissioner to look into when or if Salisbury CSAS powers will be signed off.***

***Salisbury City Council Application for Community Safety Accreditation Scheme powers***

***It is the company Venture Security which has applied to Wiltshire Police for Community Safety Accreditation Scheme powers and not Salisbury City Council itself. The City Council is proposing to use Venture Security to provide the stewards and the company also wishes to operate in Hampshire. Therefore, to avoid duplication of work, Wiltshire Police is working with Hampshire Police, which is currently vetting a number of stewards to be used by Venture Security. Wiltshire vetting have agreed that it will accept the Hampshire vetting so as not to require the process to be carried out twice. This takes time and is the longest part of the process. Once appropriately vetted individuals have been identified, the force will be able to consider the application for CSAS powers and a report will be submitted to the Chief Constable who will decide whether CSAS status will be granted. We have no control over the length of time the vetting process takes but the Force are fully engaged with Hampshire and will consider the application as soon as possible.***

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Cllr Abdul Amin

***Why does Wiltshire have the lowest number of Police force in the Country.***

**R: 05.02.19**

**S: 05.02.19**

**A:07.03.19**

*Wiltshire does have the lowest police officers per head of population in England and Wales - 105 police officers per 100,000 people, compared with England and Wales average of 208 per 100,000 people (180 - excluding the Met).*

*The main factor, given around 80% of the police budget is spent on staff - is the total funding we receive. The table for number of police officers per head mirrors the total funding of the police area. As we all know Wiltshire is one of the lowest funding forces in the country.*

*I am trying to address this, taking every flexibility on local precept, as discussed during the precept consultation, this will enable me to increase police officers by 43. However almost every other PCC has used the same flexibility. As such our relative position of the lowest officer head of population is unlikely to change.*

*Only by addressing the unfair national funding formula will ensure that Wiltshire is not disadvantaged. I will continue to lobby central government to address the unfair national funding formula that they use to allocate funding. I understand that this will be considered as part of the comprehensive spending review, I will continue to raise it with ministers to ensure it is.*

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Cllr Jonathon Seed

**R:13.03.19**

**S:13.03.19**

**A:08.04.19**

**Community Police Teams – Please could the PCC outline how CPT officers are deployed? How many of those allocated to CPT duties are allocated to response tasks within their sector. How many are allocated to duties within their communities?**

*There are a number of roles with our CPT model, however primarily teams are made up of Sgts, PCs, LCIs and PCSOs. All these roles are deployed in the same way,*

namely a team will arrive for a shift, will enter into briefing (where there Sgt may deploy or task to key priorities) following which the team will exit the briefing to complete their duties within their communities. All roles will carry differing workloads, some of these will be as a result of a reactive request (radio dispatch, following a 999 call) or an investigation following a report of crime from a member of the public. Some of these tasks will be proactive, community focused and not necessarily response, for example pulse patrols, engagement at schools or improved visibility within hot spot areas. Whether proactive or reactive, the teams will own and work on tasks/duties for their communities. We do not actively split roles into response and community work, we expect that CPT staff are actually all community focused first, responding as and when needed.

Cllr Jonathon Seed

**R:13.03.19**

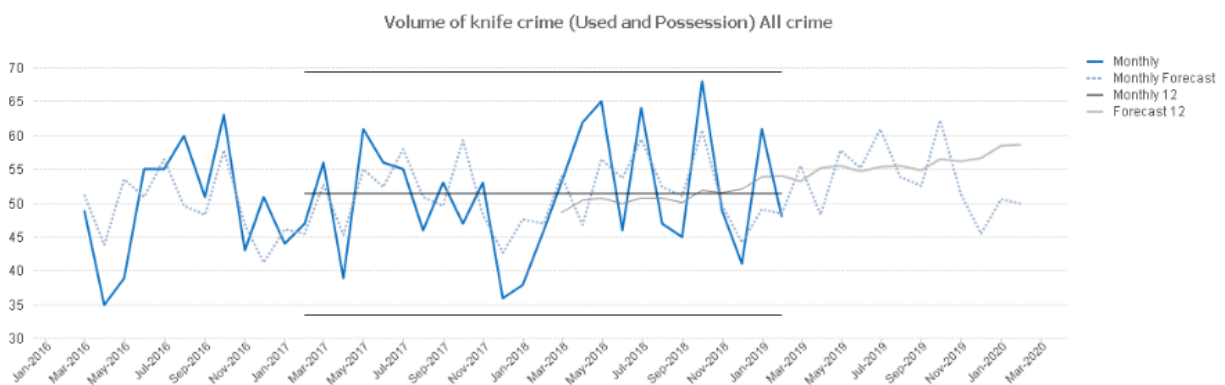
**S:13.03.19**

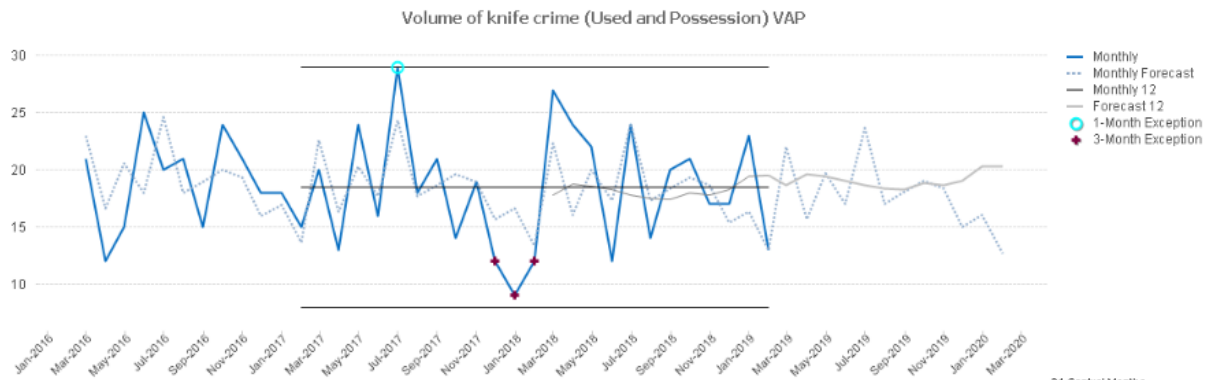
**A: 08.04.19**

**The previous knife crime statistics seen by the Panel were encouraging. What are the latest statistics and is the encouraging trend continuing?**

**Please can the Commissioner give figures for the number of victims of crime seen and supported through the criminal justice system by staff of the Horizon Centre?**

*The first graph represents all Knife Crime. This represent all crimes where a tag for either a knife/ blade has been used/ threatened or possessed. The below chart highlights a slight increasing trend in knife crime with a forecasted increase. The second graph represents Knife Crime with the same methodology but only applied to offence classed as Violence Against the Person (VAP) this show a stable volume and trend.*





*It should also be noted that Annual Data returns that are submitted to the Home Office around knife crime use the methodology highlight below. When comparing data from 12/13 to 17/18 – Wiltshire has seen an increase in volume. This has gone from 102 offences to 267 offences – 162% increase. Over this time, VAP crimes have seen increases (nationally) alongside the improvements around data quality within our recorded occurrences.*

### **Methodology**

**ADR returns (Home office website)** include sharp instrument and knife/blade crime and specific classifications of crime (Homicide, attempted murder, threats to kill, assault with injury and assault with intent to cause serious harm, robbery, rape and sexual assault).

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Cllr Jonathon Seed

**R:13.03.19**

**S:13.03.19**

**A: 08.04.19**

**Please can the Commissioner give the latest update and crime prevention statistics achieved by the Bobby Van Trust?**

*The Bobby Van Trust is a registered charity which has its own accounts and data. The OPCC does not have access to this and so the charity would have to be approached separately for a response to this question.*

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Cllr Jonathon Seed

**R:**

**S:13.03.19**

**A: 08.04.19**

**Please can the Commissioner give figures for the number of victims of crime seen and supported through the criminal justice system by staff of the Horizon Centre.**



Response to C Seed  
question - Horizon.;

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Cllr Richard Britton

**R:15.05.19**

**S:15.05.19**

**A: 04.06.19**

**Dear Commissioner,**

**I refer to the recent press statement from the Chief Constable regarding his additions to his senior management team.**

**Please could you tell me whether you were aware of these proposals at the time you presented your budget proposals and MTFs to the Police and Crime Panel.**

**Thank you.**

**Richard**

**Cllr Richard Britton**

**Chairman, Wiltshire Police and Crime Panel**

*In December, I appointed Kier Pritchard as Chief Constable after a competitive interview process. This followed his exemplary performance in the acting-up role, which commenced the very day the nerve incident attack was revealed. He has now appointed a Deputy and two Assistant Chief Constables. These appointments replace the acting roles. Contrary to some press reporting, the size of the management team has not increased.*

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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
17 January 2019  10:30am-1pm	City Hall, Salisbury	<ul style="list-style-type: none"> <li>• PCC Budget 2019/20 and MTFS</li> <li>• Review of performance monitoring process</li> <li>• Member questions</li> </ul>
7 February 2019  10am-1pm	Monkton Park, Chippenham	<ul style="list-style-type: none"> <li>• Formal consideration of PCC Precept proposal</li> </ul>
28 March 2019  10am-1pm	Devizes Corn Exchange	<ul style="list-style-type: none"> <li>• Quarterly data (Q3)– Risk / Performance / Finance / Complaints</li> <li>• Victim Support Service (Horizon) update</li> <li>• Member questions</li> <li>• Diversity and Inclusion</li> </ul>

<p>6 June 2019 10am-1pm</p>	<p>County Hall, Trowbridge</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q4)- Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> <li>• Community Policing Resource Management Overview (sickness)</li> <li>• Public Opinion Survey – update</li> <li>• Progress on bringing back in house roads policing and armed response following the breakdown of the Tri-Force arrangements</li> </ul>
<p>5 September 2019 10am-1pm</p>	<p>City Hall, Salisbury</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q1)- Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> </ul>
<p>19 December 2019 10am-1pm</p>	<p>Civic Office, Swindon</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q2)- Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> </ul>
<p>16 January 2020 10am-1pm</p>	<p>Devizes Corn Exchange</p>	<ul style="list-style-type: none"> <li>• PCC Budget 2019/20 and MTFS</li> </ul>

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<p>19 March 2020  10am-1pm</p>	<p>Venue to be confirmed</p>	<ul style="list-style-type: none"> <li>• Quarterly data (Q3)– Risk / Performance / Finance / Complaints</li> <li>• Member questions</li> </ul>

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**6 June 2019**

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**Police and Crime Plan 2017-21 update**

1. The Police and Crime Plan 2017-21 was published in February 2017.
2. As part of the ongoing development of this process the PCC wants to improve the assessment of progress against the plan and consider any update or revisions that maybe required.
3. During the review of 2018/19, a desktop review has considered that a full scale rewrite is not required however a review against all 48 actions would be beneficial.
4. This would enable actions to be assessed as:
  - **Complete:** Actions complete (some will require ongoing management as part of business as usual (BAU) / PCP performance framework
  - **Ongoing:** Actions still being delivered
  - **Update:** Developments mean the original action is out of date or requires refocusing to allow performance management
  - **Not achieved:** The actions are no longer deliverable
5. This would allow the PCC to ensure delivery against the Police and Crime Plan is as evidence based as possible and ensures resources are focused on delivering the ongoing or updated actions.
6. As this would impact the reporting against the police and crime plan and ultimately the panel, the PCC would welcome members input into developing a draft assessment for him to consider.
7. This assistance would likely take the form of a two hour session reviewing and moderating the draft recommendations for the 48 police and crime plan actions.
8. The PCC can then consider the recommendations and include this alongside the publication of the annual report 18/19.

**Recommendation**

The panel notes the report and the PCC's request for members support.

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