

AGENDA

Meeting: WILTSHIRE POLICE AND CRIME PANEL
Place: Committee Room 6, Civic Offices, Swindon
Date: Thursday 19 December 2019
Time: 10.00 am

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

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 Vinay Manro – Swindon Borough 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

Substitutes:

Cllr Peter Evans
Cllr Sue Evans
Cllr Tony Trotman
Cllr Sarah Gibson
Cllr Ruth Hopkinson
Cllr Gordon King
Cllr Jim Lynch



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AGENDA

Part I

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

1 **Apologies for Absence**

2 **Minutes and matters arising**

To confirm the minutes of the meeting held on Thursday 5 September 2019.

3 **Declarations of interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Panel welcomes contributions from members of the public.

Statements

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

Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm** on Friday 13 December 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.

6 **Chief Constable Kier Pritchard**

7 **Quarterly data (Q2)- Risk / Performance / Finance**

8 **Complaints**

9 **Police and staff allocations**

10 **Public Opinion Survey - Verbal update**

11 **Member questions**

12 **Forward Work Plan**

To note the forward work plan.

13 **Future meeting dates**

To note the future meeting dates below:

- 16 January 2020 - Devizes Corn Exchange. (*PCC Budget 2019/20 and MTFS*)
- 6 February 2020 - County Hall, Trowbridge. (*Formal consideration of PCC Precept proposal*)
- 19 March 2020 – Monkton Park, Chippenham.

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

**DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING
HELD ON 5 SEPTEMBER 2019 AT CITY HALL, MALTHOUSE LANE,
SALISBURY, SP2 7TU.**

Present:

Cllr Junab Ali, Cllr Abdul Amin, Maime Beasant, Cllr Alan Bishop, Cllr Richard Britton, Cllr Ross Henning, Cllr Peter Hutton, Cllr Vinay Manro, Cllr Nick Murry, Cllr Tom Rounds, Cllr Jonathon Seed and Cllr John Smale

Also Present:

Angus Macpherson – Police & Crime
Commissioner
Kieran Kilgallen – OPCC
Ryan Hartley – OPCC
Adrian Jones – OPCC

Kevin Fielding – Wiltshire Council

42 Apologies for Absence

Apologies were received from Anna Richardson.

43 Minutes and matters arising

Decision:

- **That the minutes of the meeting held on Thursday 6 June 2019 were confirmed as the correct record.**

44 Declarations of interest

There were no declarations of interest.

45 Chairman's Announcements

The Chairman expressed the panel's frustrations once again that reports which should be included as part of the agenda pack were again late.

46 Public Participation

There was no public participation.

47 Quarterly data (Q1)- Risk / Performance / Finance / Complaints

The Commissioner presented his report setting out the quarterly performance data – Quarter One 2019-20 (1 April to 30 June 2019) contained in the agenda pack.

Points made included:

- There were 10,952 crimes recorded during quarter one and 43,523 in the 12 months to June 2019.
- This represented a reduction of 170 recorded crimes (0.4 per cent) compared to the previous 12 months.
- The recorded crime rate per 1,000 population for Wiltshire in the year to June 2019 is 60.3 crimes. This was significantly below the most similar group (MSG) average of 71.9 crimes per 1,000 population.
- Police recorded crime had increased nationally by 8 per cent in the 12 months to March 2019 and 2 per cent regionally.
- The Crime Survey of England and Wales estimates that actual instances of crime had remained stable compared to the previous year.

Points raised by the PCP included:

- Recruitment of Special Constables – were they value for money, re the costs of training etc.
- Hate Crime – a small number of perpetrators carrying out this type of crime.
- KSI - The correlation between the volume of traffic and road miles.

- Mental Health – good work being carried out by the Commissioner on this issue.
- Staff Sickness – that progress was being made on this topic by the panel.

Service Delivery Plan 2019 Quarter One Report – Prevent Crime and keep people safe

The report was noted.

The Chairman advised that he thought that this was a valuable and informative report.

Police and Crime Plan 2017-21 – update 2019

The Police and Crime Plan 2017-21 (P&C plan) was published in February 2017.

As part of the ongoing development, the PCC had wanted to improve the assessment of progress against the plan and proposes an update to the metrics in the current plan.

Background

That a desktop review had been conducted and concluded that:

- The plan priorities and objectives reflect the PCC's strategic direction.
- Some specific objectives and activities were outdated as performance and policy had developed.
- The section on community policing does not reflect the extensive development of the model.
- There were now measures that could be used to replace activity updates.
- Reviewing the metrics would strengthen delivery in the final phase of the plan.
- That the Force had delivered significant change that it had incorporated into core delivery. The Commissioner no longer required activity updates to ensure progress where areas form part of business as usual.

The report was noted.

The Chairman requested that any questions from panel members re the score card should be sent to him.

Community Policing Team Resource Measures

Over the last 18 months work had been undertaken to develop a range of information by which to monitor and understand resourcing levels in CPT. This had been an iterative process as the OPCC and PCP work trying to distil a complex resource and staffing mechanism into strategic indicators.

Following the 6 June 2019 PCP meeting, it was agreed to hold a subgroup to work develop the information already provided. This meeting took place on 10 July with the following in attendance:

- Cllr Richard Britton – PCP chair
- Maime Beasant – PCP member
- Cllr Ross Henning – PCP member
- Cllr Tom Rounds – PCP member
- Cllr Jonathan Seed – PCP member
- Naji Darwish – Deputy CEO, OPCC
- Chris McMullin – Director of People and Change, Wiltshire Police
- Gemma Blake - Continuous Improvement team leader, Wiltshire Police
- Matthew Girdlestone – CPT Delivery manager, Wiltshire Police
- Ryan Hartley – Head of Business Intelligence, Wiltshire Police

Outcome of the session

The discussions focused the PCP's views on the core information to assist in monitoring the resource levels of CPT.

The members agreed that the PCP, OPCC and Force needed to share an understanding of CPT resourcing and it must be provided in a simple range of measures.

The Chairman highlighted 3.5 of the report.

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

- 1. CPT staff budget (Establishment)*
- 2. Total CPT officers and staff "At Work" (as against establishment)*

3. Police Constables allocated to respond to 999 (as against establishment)

The report was noted.

PCC Risk Register

The risk register was aligned to the lifespan of the Police and Crime Plan (2017-2021) and had been reviewed and updated as at 15th August 2019.

All risks were split into two categories – they were either inherent risks and would remain on the register regardless of score, or topical risks which would be removed when they had a score of 10 or under. This would assist in ensuring focus remains on current risks and what additional mitigations or plans were needed to reduce the score and thus be removed from the register.

That the register was a dynamic document and was intended to capture live management of risk and mitigation, rather than being a record of all possible risks.

That the register was 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 had responsibility for the day-to-day management of the register.

After discussion the report was noted.

The panel noted that Wiltshire Police would have to recruit more IT staff to cover its IT systems as it was leaving the IT partnership with Wiltshire Council.

The Chairman thanked the OPPC for the report.

Specialist Operations Transition update

At 0001 hours on April 19th 2019, the Tri Force Specialist Operations collaboration formally returned to the direction and control of the Chief Constable.

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

All officers remained in their original teams and on the six-team shift pattern until transition to the new operating model in January. They continued to be

deployed from Police HQ in Devizes, under the direction of the duty Force Incident Manager.

All resources were operationally available throughout a full 24-hour duty cycle and were locally managed by their thematic heads of department.as shown below:

All four managers continued to split their time between HQ and the main Community Policing Hubs, to forge relationships with their peers and ensure absolute understanding of local challenges and community issues.

They represent the department at local tasking meetings and continued to develop the Force's Tasking and Briefing system to ensure Specialist Officers can provide quick-time updates in respect of live-time activity and high-priority incidents.

The report was noted.

The Chairman requested that the OPCC provided a final report for the March 2020 PCP meeting.

48 Public Opinion Survey - update

The report was noted.

It was agreed that the OPCC would provide an update for the December meeting.

49 Member questions

The report was noted.

50 Forward Work Plan

The Forward Work Plan was noted.

51 Future meeting dates

The next meeting of the Police and Crime Panel will be on Thursday 19 December 2019 at Swindon Borough Council Offices.

(Duration of meeting: 10.00 am - 12.00 pm)

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

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

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Agenda Item 7

Office of the Police and Crime Commissioner for Wiltshire and Swindon

Quarter Two 2019-20 (1 July to 30 September 2019)

For Police and Crime Panel meeting 19 December 2019



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Introduction by Commissioner Angus Macpherson

This document provides the performance information for quarter two 2019-20 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:

In early October the Home Office announced the Police Uplift Programme and the officer recruitment targets for every police force in England, in a drive to increase police by 20,000 over the next 3 years. This announcement was supported via an additional £750 million the government pledged to support up to 6,000 additional officers by the end of 2021.

The additional allocation for Wiltshire Police is 49 additional officers for year one (2020/21) and this is in addition to the additional 41 police officers being recruited for 2019/20, as a result of the police precept increase.

Despite the positive news regarding the Police Uplift Programme the announcement of the General Election on 12 December and the dissolution of Parliament has meant that, unlike in previous years, it will not be possible to announce a provisional settlement in December. This causes some consequential uncertainties around budget setting for the next financial year and I await the outcome of the settlement figure and the potential effect on the Uplift and the additional 49 police officers pledged. Post-election Ministers



will be required to make decisions on both the size of the settlement (including on reallocations and precept levels) and the timing of any provisional and the final settlement. Clearly I will provide further information on this to Panel at the next meeting.

Part of my role is to hold the Chief Constable to account and to this end, I have recently asked him to review the Community Policing Model. Ensuring that we have a policing model that meets the needs of the community it serves, is crucial. This is why, following recommendations from Chief Constable Kier Pritchard, and with my full support, Wiltshire Police are making some improvements to the Community Policing Team (CPT) model.

It is important to continually evaluate the model to ensure that it is effective and meets the demands of policing in the 21st Century. This is particularly important as we prepare the landscape for the additional wave of new officers coming into the Force, which includes the 41 officers currently in training and funded via the precept increase in 2019/20, as referred to above. These officers will join CPT in 2020 as student officers and complete their training in 2021.

As a result of the review the Chief Constable has advised me that a number of changes will be applied to CPT through a phased approach. In the New Year, you will see the CPT model move from seven to eight teams with the amalgamation of Swindon into one policing team, the division of the current Wiltshire North CPT into two teams and the Wiltshire West CPT division into two teams.

All CPTs will see the introduction of a dedicated neighbourhood team working alongside colleagues performing a response role. The neighbourhood team, led by a neighbourhood inspector will strengthen community policing, focusing directly on working within the community, offering greater contact with the public and a problem solving approach. The neighbourhood inspectors are now in post and will develop their teams over the coming months.

Improvements to the model include an uplift in the number of officers at PC, sergeant and inspector ranks working within CPT. Inspectors and sergeants from the new CPTs will make contact with partners from across their community to introduce themselves as soon as they are able to do so.

I trust Panel Members welcome the amendments to the CPT model as I and the Chief Constable seek to continually improve neighbourhood policing together with officer resource levels, given Panel's support for the 2019/20 precept increase.

Further information on the CPT changes are included in the report included in today's meeting agenda titled, Community Policing Team Resource Measures.








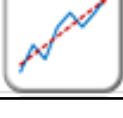
Finally I have received notification from HMICFRS that the next round of PEEL Inspections will start in 2020, with evidence gathered from the force throughout the year to support the continuous assessment process. This will still result in an annual judgement with a force report published annually. However HMICFRS are making changes to the PEEL 2020 reports, in consultation with stakeholders, to meet the requirements of the people and groups that need to be informed to improve policing. The reports will be delivered as quickly as practicable, without risking undermining standards.

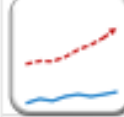



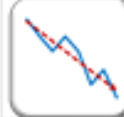
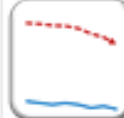


Both the Chief Constable and I, are determined to continue to provide an excellent service to our local communities in Wiltshire and Swindon and we are looking to complement the CPT model through the enhanced resources we'll have available.



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

Performance dashboard Key

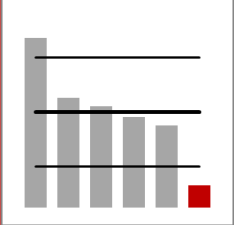
Key to Symbols	
	Greater than Peers
	In Line with Peers (above average)
	In Line with Peers (below average)
	Less than Peers
	Last month exceeded the previous 24-month Average +2 Standard Deviations
	The last 3 months have all been above the Average for the past 24 months +1 Standard Deviation
	The last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

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

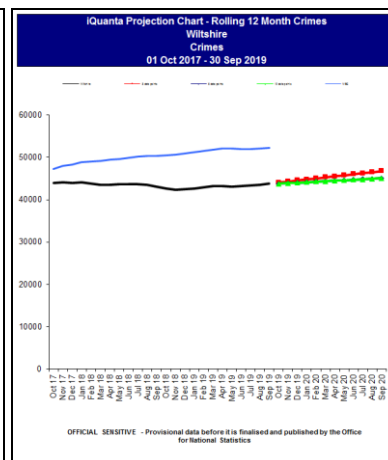
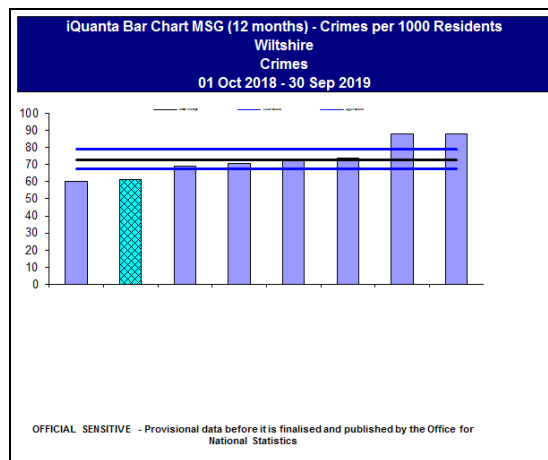
Quarter Two Performance dashboard

Please refer to the Scorecard appended to this report – Appendix A.

1. Prevent crime and keep people safe

Crime volume	Q1: 10,952 - 43,523 rolling 12 months Q2: 11,856 - 44,340 rolling 12 months	
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1. There were 11,856 crimes recorded during quarter two and 44,340 in the 12 months to September 2019.
2. This represents 1,258 more recorded crimes (2.9 per cent) compared to the previous 12 months.
3. The recorded crime rate per 1,000 population for Wiltshire in the year to June 2019 is 61.2 crimes. This is significantly below the most similar group (MSG) average of 73.0 crimes per 1,000 population as shown in the chart below:



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

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

¹ Crime in England and Wales: year ending June 2018 - <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingjune2019>

5. Police recorded crime has increased nationally by 6 per cent in the 12 months to June 2019 and 1 per cent regionally.
6. In the 12 months to June 2019, Wiltshire is one of only five forces to have reported reductions in their volumes of recorded crime.
7. Wiltshire are approximately 18 months ahead of the national trend as predicted within previous performance reports.
8. My press release on this publication can be accessed via my website². I have included an extract below.

Residential burglaries and vehicle crime each dropped by 27 percent and 26 per cent respectively, while theft from a person dropped by nearly 16 per cent.

Angus Macpherson, Police and Crime Commissioner for Wiltshire and Swindon said: "In recent years Wiltshire Police has not performed as well as it should have in tackling burglary and I am pleased to see that the resources dedicated to tackling it are now seeing the results of their hard work.

"It is heartening to see that burglary and vehicle crime have dropped considerably and this is a result of me challenging the Chief Constable and his team on the improvement on burglary and vehicle crime numbers.

"This type of scrutiny is essential to ensure Wiltshire Police continues to deliver for the communities it serves."

Supt Sarah Robbins, Head of Geographical Crime said: "In 2016 we recognised that as a Force our performance in relation to burglary was not as I or the public would have expected. We made changes in our approach with the introduction of the Community Tasking Team which I am pleased is continuing to have a positive impact on burglary.

"Burglary is a horrendous crime which can be emotionally and financially damaging. It is the actions of a small number of individuals, which can have a huge impact on a town or area. We have identified the most prolific offenders across Wiltshire and Swindon with many of these now removed from our streets.

"Seeing this reduction in reported burglary is positive news but we cannot be complacent. We need to continue to work with local partners and the public to raise awareness of burglary, and encourage the public to take action to keep their homes and vehicles safe."

Despite the overall drop, recorded drug offences saw an increase of 21 per cent alongside a

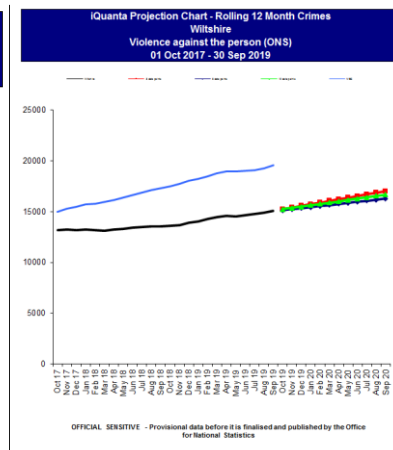
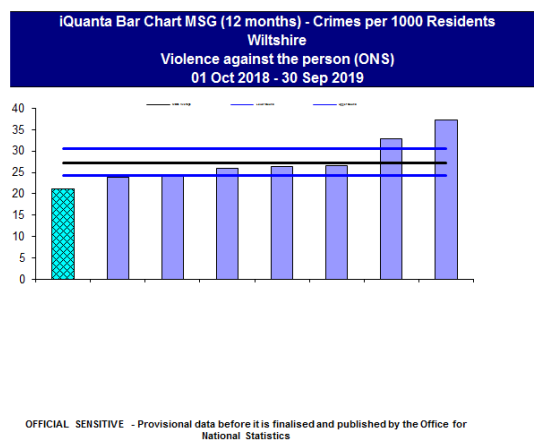
28 per cent increase in possession of offensive weapons.

Angus added: "The increase in drug offences and offensive weapon possession is unsurprising, often these types of offences can be linked to county lines which continues to be a Force priority.

"This increase in the offences recorded is testament the ongoing proactive work to tackle the blight of these gangs who bring drugs into our county and target those most vulnerable.

"In fact just last week I joined officers in Swindon on county line operations that resulted in 62 people being arrested, I will continue to work with the Force to ensure that this momentum is not lost."

9. 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.
10. A full download of crime data by forces including year on year change can be accessed on the ONS website³.
11. Wiltshire has the fourth lowest overall crime rate, sixth lowest violence against the person crime rate, and fifth lowest sexual offences rate.

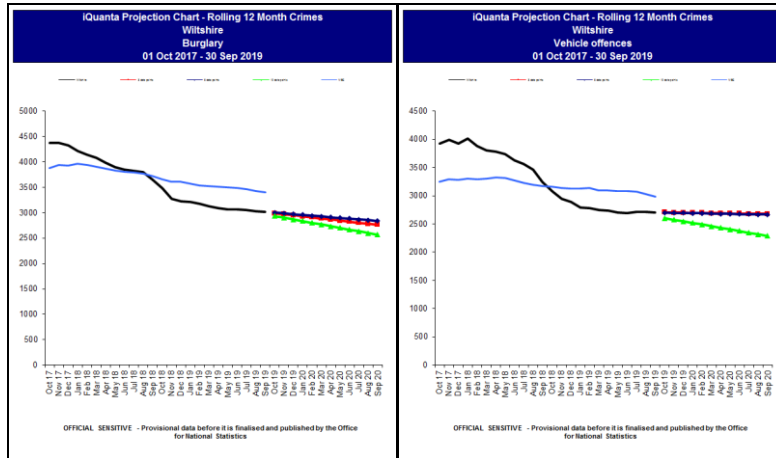


Violence against the person up to June 2019 – most similar group (MSG) position

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

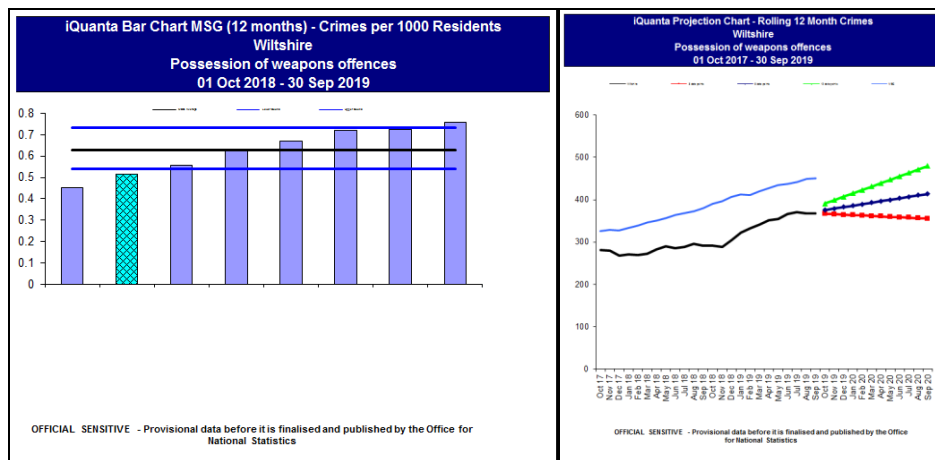
³ ONS crime statistics to June 2019:

<https://www.ons.gov.uk/file?uri=%2fpeoplepopulationandcommunity%2fcrimeandjustice%2fdatasets%2fpoliceforceareadatatables%2fyearendingiune2019/policeforceareatablesyearendingiune2019.xlsx>



Burglary and vehicle offences – rolling 12 months

13. The trend in Wiltshire for the volume of possession of weapons offences greater than the national trend (+28 per cent versus national increase of 16 per cent).




Possession of weapons offences – rolling 12 months

14. At the Force’s vulnerability and operations board, the increase in possession of weapons was reviewed in detail. There have been operations running in Wiltshire and Swindon specifically focused on tackling knife crime.

15. The proactivity associated with these operations have led to an increase in the detecting and surrendering of knives in the last 12 months, as reflected in the increasing possession of weapons offences.

16. Wiltshire's knife crime volume is the 14th lowest in the country.

Crime recording compliance rate	Q1: 88.1 per cent Q2: 91.3 per cent	
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17. 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.

18. 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.

19. 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.

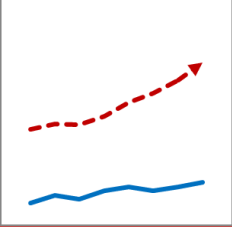
20. To achieve this, a Crime and Incident Validation Unit (C&IVU) was created with the sole purpose of reviewing all crimes and specific incident categories which may risk inaccurate recording to enable compliance with national standards, swift correction of any errors identified and timely feedback to staff.

21. The September 2019 audit of the work completed by the crime standards auditors identified that 91.3 per cent of crimes and incidents were compliant with national crime recording standards (NCRS).

22. There is no requirement to audit home office counting rules compliance (HOCR) and as such will no longer be reported on. This does not affect any outcomes that are measured by HMICFRS.

23. The overall crime recording compliance rate for September 2019 was assessed to be 91.3 per cent. This is the third audit sample completed using the new and consistent audit methodology. This audit has seen a consistent rise in the compliance percentages since its implementation.

- 24. Within this audit, the referrals from partner agencies into our Public Protection crime recording team audited at 98.7%, with Rape & Sexual and Domestic being 100%.
- 25. The general trend is one of improvement but the historical data points are not comparable.
- 26. Further comparisons will be possible as the methodology will remain consistent throughout 2019-20.
- 27. With the CIVU fully resourced since December 2018, I anticipated seeing improvements in this area. It is pleasing to see the improvement.

Cyber flagged + key word	Q1: 668 crimes – 2,999 rolling 12 months Q2: 726 crimes – 3,015 rolling 12 months	
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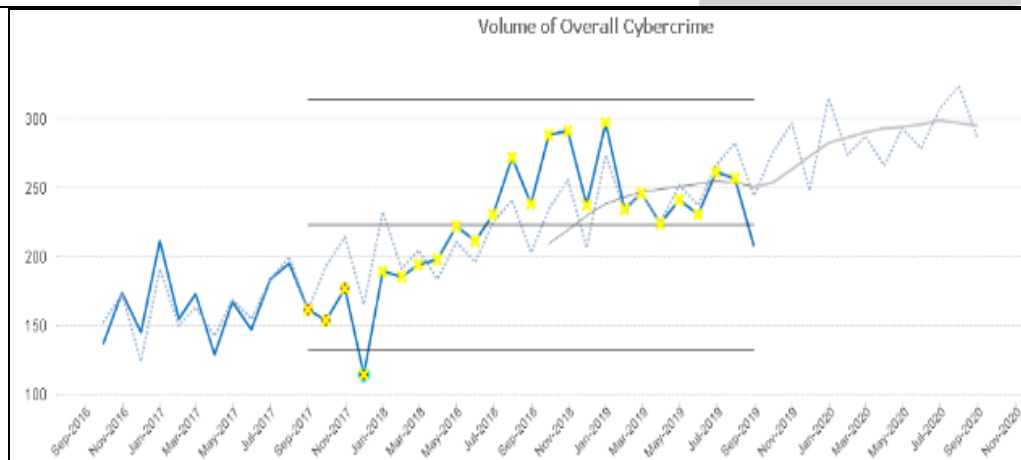
28. As technology advances, so does the threat of cybercrime. Offenders continue to find smarter ways to commit this type of crime.

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

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

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

29. 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.



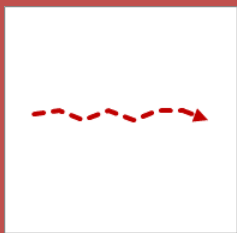
Cybercrime monthly and rolling 12 months volume up to September 2019

30. In Wiltshire during quarter two there were 726 cybercrimes recorded and 3,015 crimes reported in the 12 months to September 2019. This is a 26.4 per cent increase on the previous year.

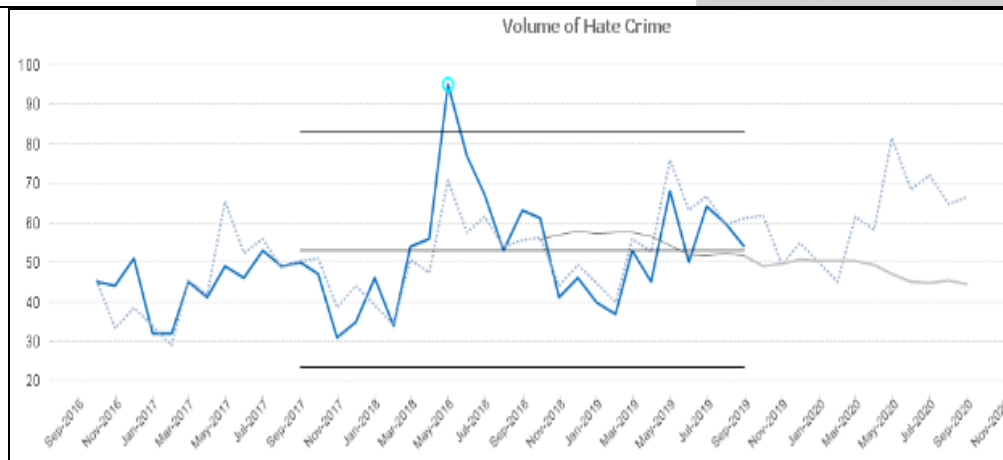
31. The increasing trend in cybercrime is partly driven by improved flagging and identification of cybercrime. However, it primarily reflects the changing nature of demand being placed upon the policing service locally and nationally.

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

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

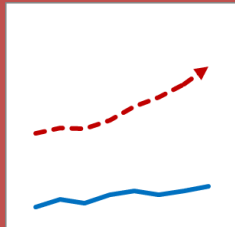
<p>Hate crime</p>	<p>Q1: 163 hate crimes - 624 crimes rolling 12 months Q2: 178 hate crimes – 619 crimes rolling 12 months</p>	
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33. There were 619 hate crimes reported in the year to September 2019. This compares to 658 hate crimes in the year to June 2018 (a decrease of 39 crimes; 5.9 per cent).



Hate crime to September 2019

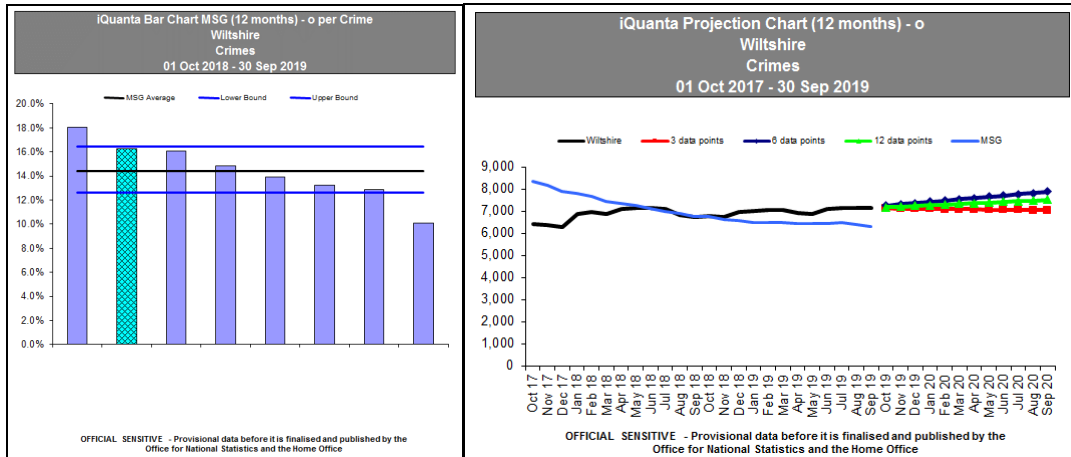
- 34. The Home Office hate crime statistics release⁴ shows a ten per cent increase nationally in the year to March 2019 and more than doubled since 2012/13.
- 35. The later increase is reflected in Wiltshire and was raised in the Swindon Advertiser⁵.
- 36. The national release cites increased crime recording compliance, terrorism and the EU referendum as contributory factors.
- 37. I have oversight of this measure through the quarterly multi-agency hate crime meeting.
- 38. There are no exceptions or concerns with quarter two figures.

<p>Positive Outcome ratio</p>	<p>16.5 per cent rolling 12 months to September 2019</p>	
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⁴ Home Office Hate Crime statistics release:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/839172/hate-crime-1819-hosb2419.pdf
⁵ <https://www.swindonadvertiser.co.uk/news/17971563.hate-crime-reports-wiltshire-double-5-years/>

39. In the year to September 2019, 7,296 crimes have been detected (positive outcome) of which 5,611 were court disposals and 1,685 were out of court.

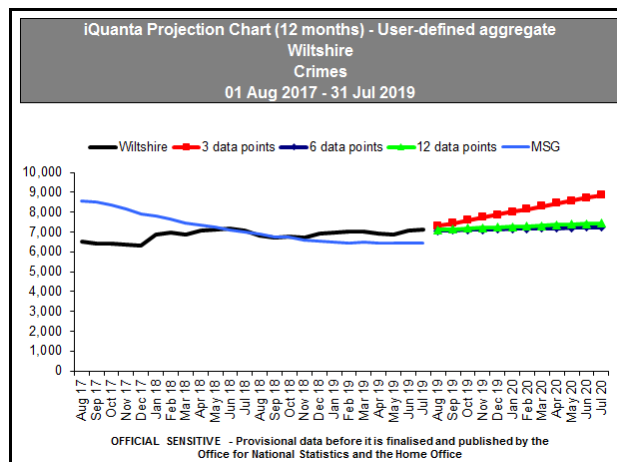
40. This represents a positive outcome ratio of 16.5 per cent and is above the most similar group average of 14.4 per cent and in line with peers.



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

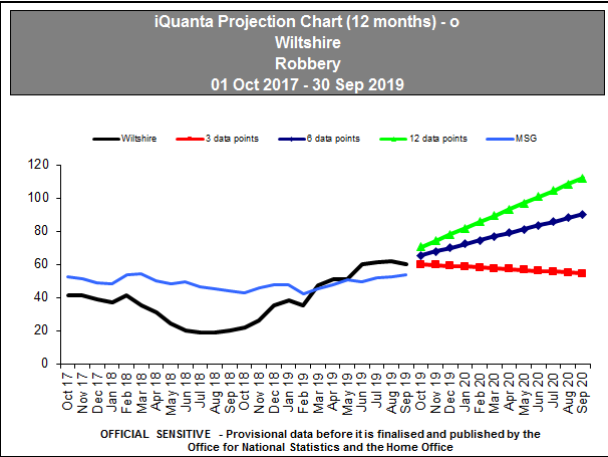
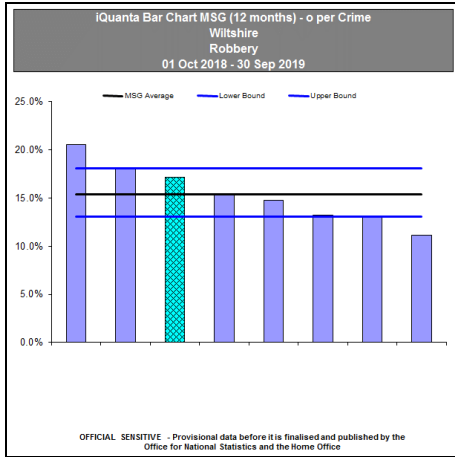
41. Forces nationally are seeing their outcome ratio decline and this is mostly correlated with increased crime recording compliance.

42. Wiltshire are bucking the national trend and are seeing a year on year increase in the volume of positive outcomes.



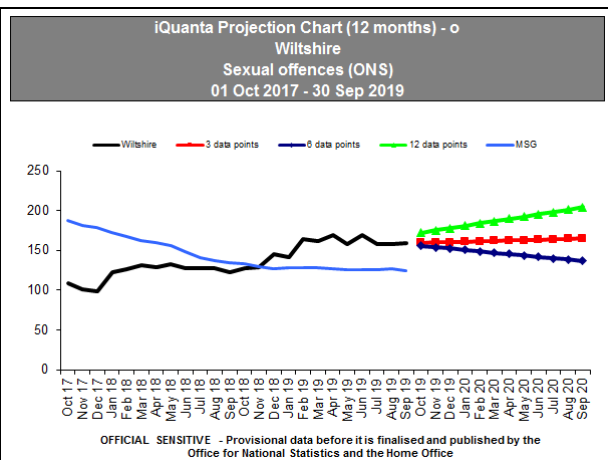
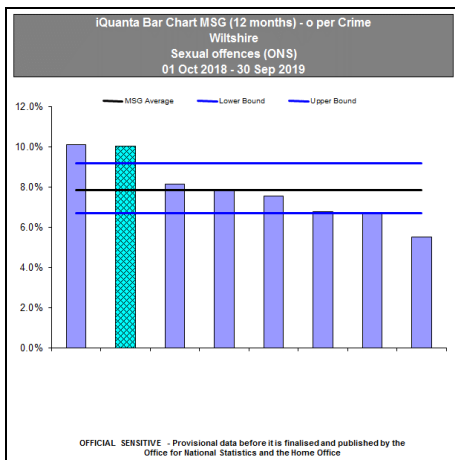
Positive outcome volume up to September 2019

43. The improved robbery trend has been sustained during quarter two.



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

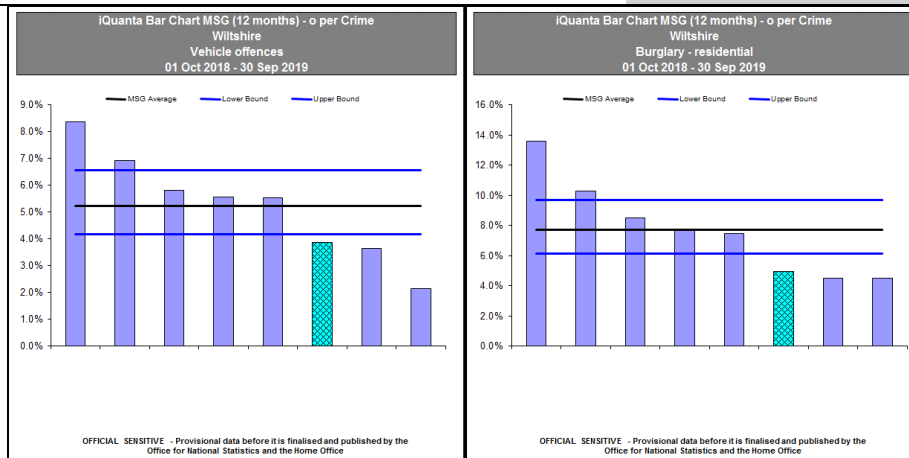
44. The positive outcome ratio for sexual offences of 9.7 per cent is significantly above our peer average of 7.8 per cent.



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


45. The majority of crime types are above average and robbery and sexual offences have seen good improvements.

46. Wiltshire are an outlier with regards to vehicle offences and residential burglary.



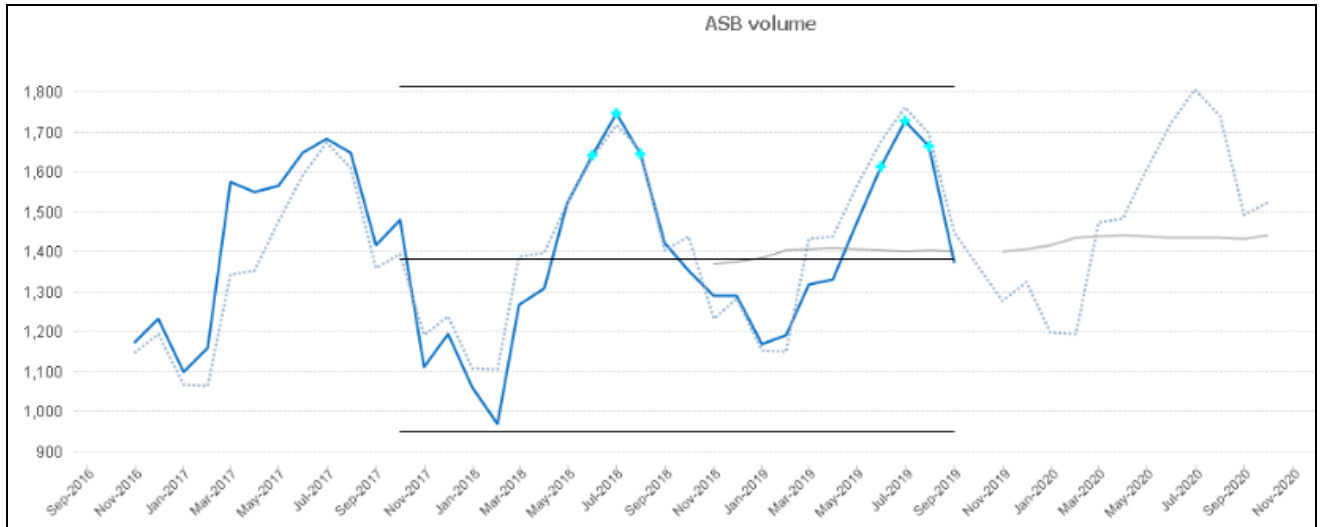
Vehicle offences and residential burglary positive outcome ratio most similar group position – 12 months to September 2019

- 47. There has been significant focus on outcomes through the vulnerability and Force operations board co-chaired by the assistant chief constables.
- 48. There have been healthy and challenging conversations about what good and improved performance looks like, the need to be victim focused, embedding the investigative standards improvement plan into community policing teams and also the role with which south west forensics have to play.
- 49. An action has been set for a paper to be produced explaining the burglary outcome rate and reasons for this.
- 50. The chief constable is holding ACC Mark Cooper to account through the strategic performance board for the improvement in performance.

<p>Anti Social Behaviour Volume</p>	<p>Q1:4,424 incidents – 16,848 rolling 12 months Q2:4,764 incidents – 16,792 rolling 12 months</p>	
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- 51. The volume of Anti Social Behaviour (ASB) incidents has shown a significant long term reducing trend.
- 52. There were a total of 16,792 ASB incidents reported in the 12 months to September 2019 which equates to 2.6 per cent more than the 16,369 incidents recorded in the 12 months to September 2018.

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



ASB to September 2019

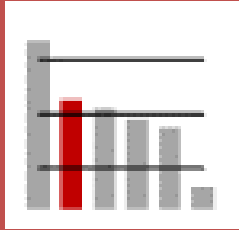
54. The long term reduction in the volume of recorded ASB correlates with the increased recording of crime as show within the chart below.



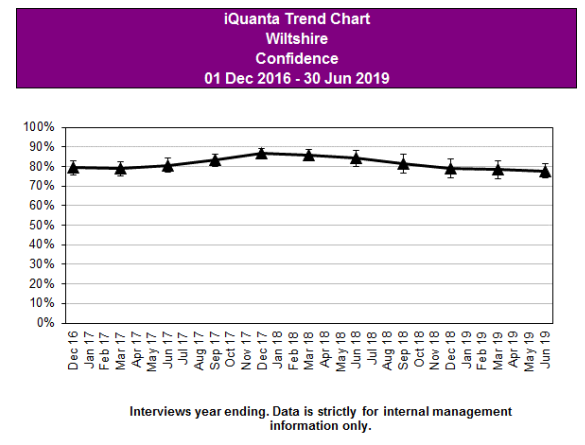
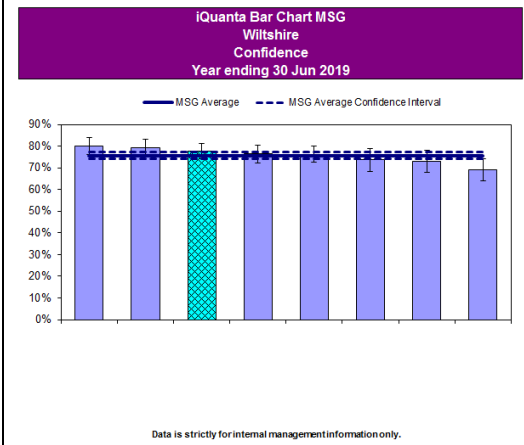
ASB and crime volume trend comparison – z score

55. 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.

Overall confidence with the police in this area	77.7 per cent (± 3.5 per cent) 12 months to June 2019	
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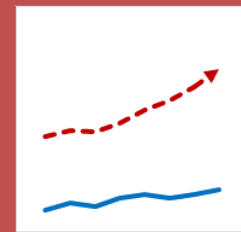
- 56. This measure is usually informed by the Public Opinion survey which I commissioned twice yearly. While we consider the future direction of this survey, this report uses the Crime Survey of England & Wales (CSEW) results as a proxy measure.
- 57. The CSEW has measured crime since 1981. The government use this information alongside police recorded crime to understand the nature and extent of crime in England and Wales.
- 58. This survey is conducted by Kantar Public on behalf of the Office for National Statistics.
- 59. The survey asks members of the public their opinions and experiences of crime over the last 12 months. The survey is statistically significant.
- 60. The CSEW data for the 12 months to June 2019 shows 77.7 per cent (± 3.5 per cent) of respondents have confidence in Wiltshire Police.
- 61. Wiltshire has seen a reduction of 6.6 percentage points in the last 12 months, which is reflective of the national trend in public confidence with policing. This means that Wiltshire remain inline with peers and above average.
- 62. The nature of the survey conducted by Kantar means there is no detailed data available at community level to help us understand the reasons for decline or opportunities for improvement.
- 63. This is a gap that we are addressing with the work ongoing to commission new surveys for both victims and public perception and confidence.



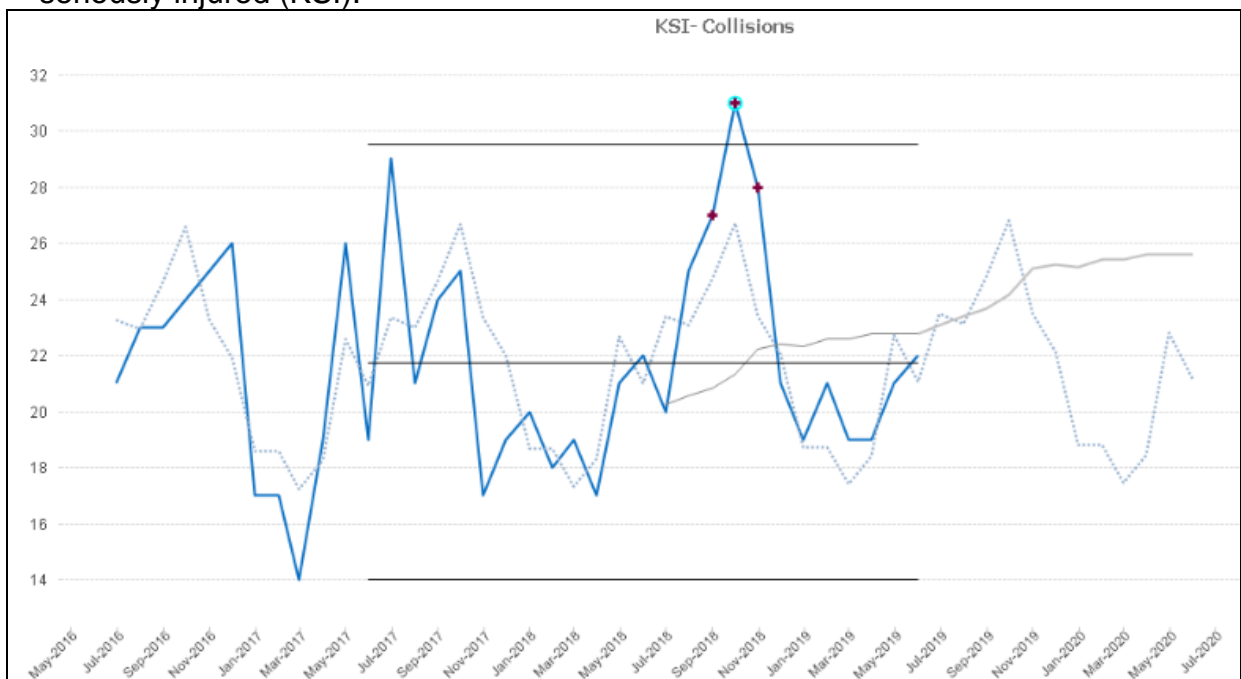
CSEW Public Confidence – 12 months to June 2019

Killed and seriously injured (KSI) - Collisions

273 collisions – 12 months to June 2019

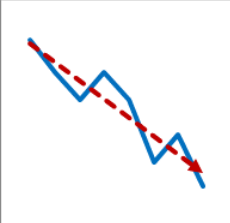


64. This measure shows the volume of collisions where at least one individual was killed or seriously injured (KSI).



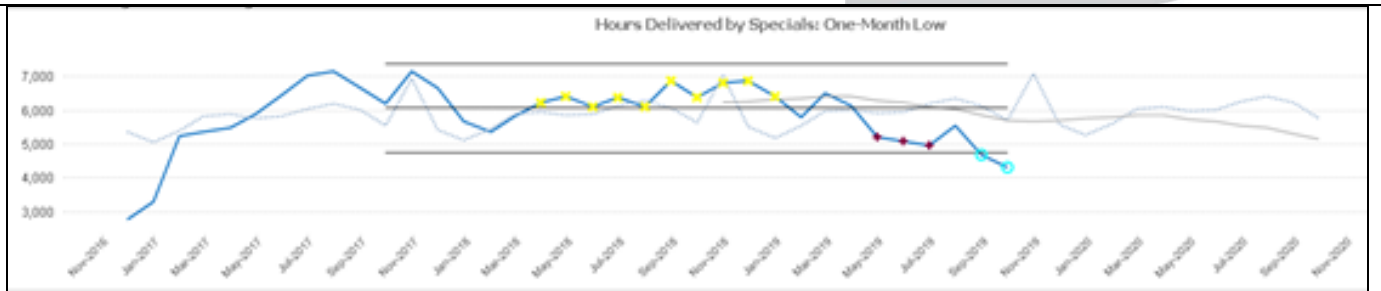
The discrete monthly volume and rolling 12 month trend of KSI collisions

- 65. In the 12 months to June 2019, there were on average of 23 KSI collisions a month and 273 in total. The longer-term trend is increasing.
- 66. The traffic department of the force's criminal justice department is responsible for the collation of data regarding killed and seriously injured people that are involved in collisions within Wiltshire.
- 67. There was road safety week⁶ 18 – 24 November.
- 68. A road safety report is being presented to me at my monitoring board in December.
- 69. Assistant Chief Constable Maggie Blyth is due to chair a Strategic Road Safety partnership board which will provide renewed focus to road collisions.
- 70. My office will be represented at this board.

Special Constables hours deployed	Q1: 16,469 hours deployed Q2: 15,205 hours deployed	
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- 71. The Force recognises the valuable role volunteers play in supporting local communities and creating strong communities in policing and other areas.
- 72. As such, I have provided the funding for a recruitment website www.wiltshirepolicespecials.co.uk which has been designed and launched to provide the link between the marketing strategy and the on-line selection process.
- 73. This measure shows the total amount of hours that the special constabulary were deployed for during each month.

⁶ <http://www.roadsafetyweek.org.uk/>



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

74. With the uplift in police resources, it is inevitable that a number of new police recruits will come from our serving special constables. A rough estimate predicts this could be as many as 30 per cent of our specials joining as regular officers in the next two years.

75. A continuous improvement review of Special Constabulary has been completed and the Chief Constable’s executive leadership team (ELT) are reviewing the findings and recommendations in December.

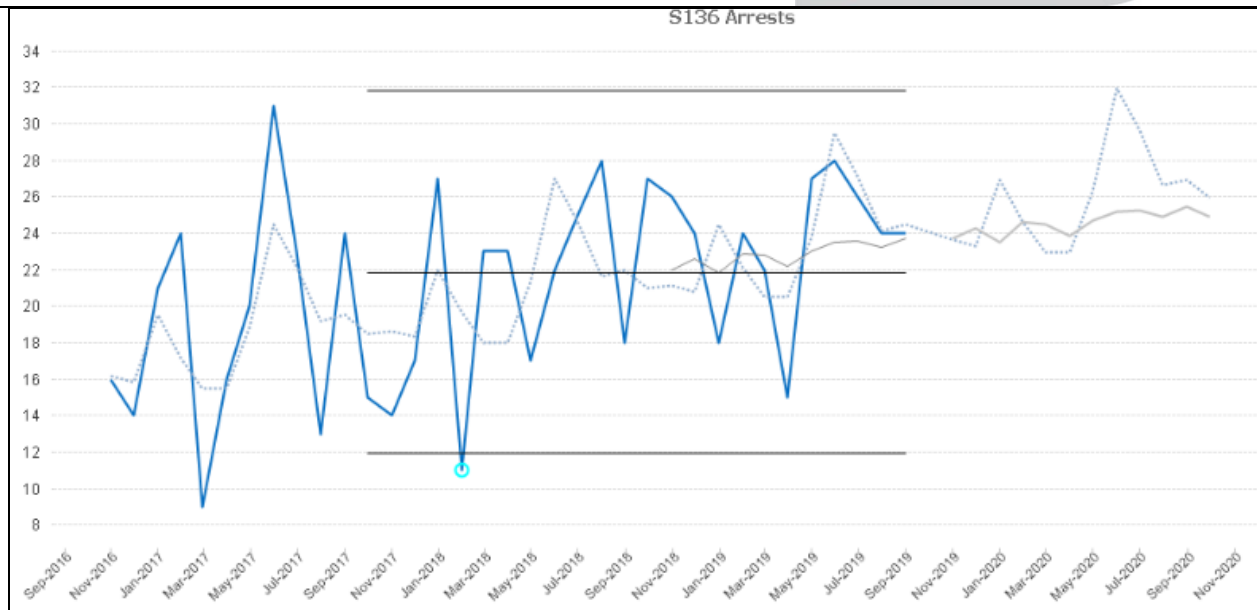
76. A more detailed update on the findings and next steps will be provided in the quarter three performance report.

2. Protect the most vulnerable in society

<p>Section 136 arrests</p>	<p>Q1: 70 Q2: 74</p>	
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77. Section 136 (S136) is part of the Mental Health Act (MHA). The police can use S136 to take a person to a place of safety if they think that person has a mental illness and needs care or control.²

78. There were 74 S136 MHA arrests during quarter two and 285 in the 12 months to September 2019.



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

79. The volume of S136 MHA arrests has increased by 18.8 per cent (45 arrests) in the 12 months to September 2019.

80. 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.

81. 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.

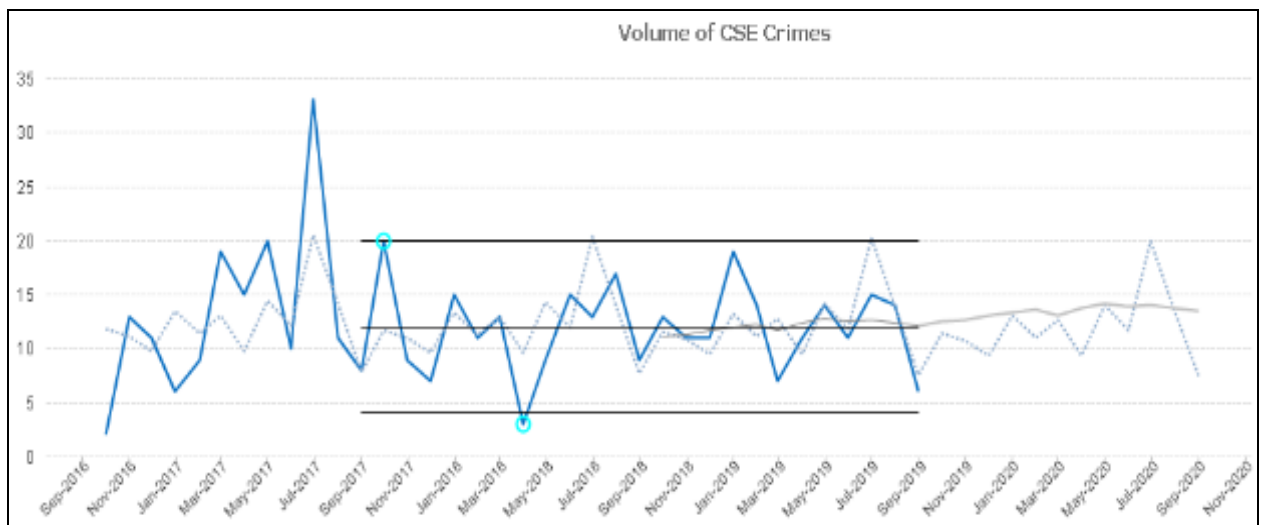
82. There is appropriate scrutiny in place to ensure that those arrested are taken to a place of safety.

²Rethink Mental Illness 2017

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

<p>Volume of Child Sexual Exploitation (CSE) crimes</p>	<p>Q1: 33 crimes Q2: 35 crimes</p>	
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83. In quarter two there were 35 crimes tagged with a CSE marker. In the 12 month period to September 2019 there were a total of 146 crimes, five fewer than the previous year.



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

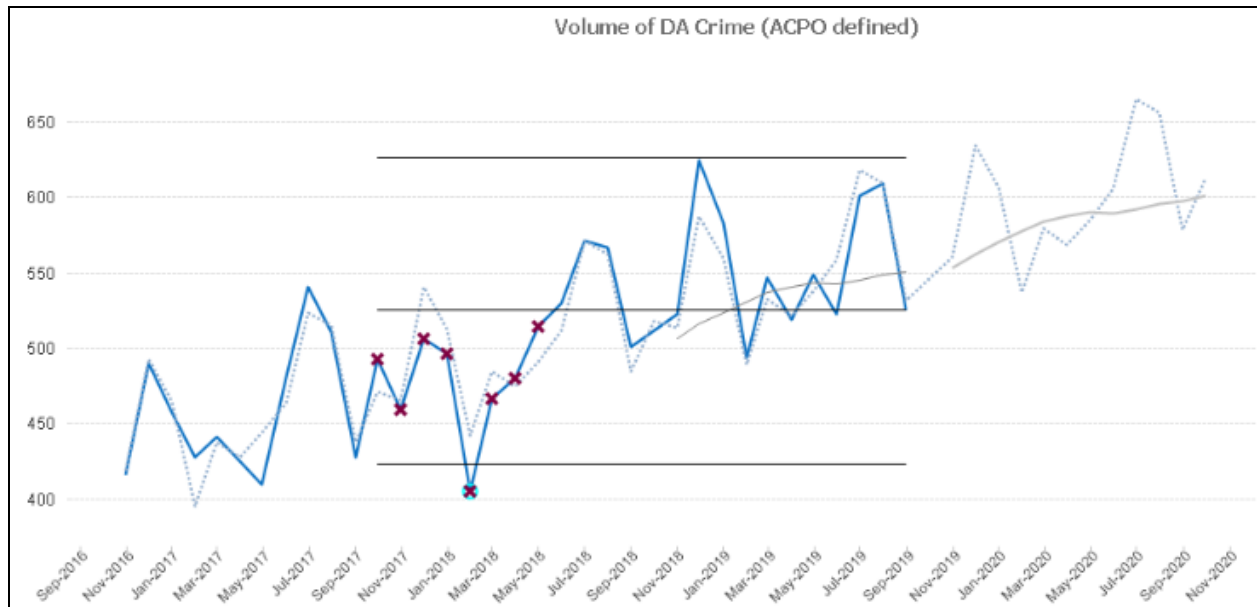
84. The reported level of CSE crime shows no exception in quarter one and the overall trend is stable.

85. 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.

<p>Volume of DA Crimes (ACPO defined)</p>	<p>Q1: 1,594 crimes; 6,516 rolling 12 months Q2: 1,735 crimes; 6,610 rolling 12 months</p>	
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86. There were 6,610 DA crimes reported in the 12 months to September 2019. This compares to 5,989 in the year to September 2018 which is an increase of 10.4 per cent

(621 DA crimes).



Discrete monthly volume and rolling 12 month trend of DA crimes

87. An analysis of domestic abuse was presented to the Force in September. The main findings and recommendations from this report were;

- i. The 12 per cent increase in DA crime volume has predominantly occurred within Wiltshire. All locations within Wiltshire have seen increases except for Tidworth and Marlborough.
- ii. Crime recording compliance and changes to Home Office Counting rules for Stalking and Harassment offences have had an impact on the recorded crime level.
- iii. Overall there is not one single explanation for the increase. This finding mirrors that of other recent DA publications, demonstrating the complexity of this area.
- iv. It is recommended that, if deemed necessary, this desktop analysis be extended to include methods such as focus groups to further understand the impact of public confidence.
- v. It is also recommended that the Force adopts the DA Recency, Frequency, Gravity matrix to help further identify victims that can be referred into the Multi-Agency Risk Assessment Conference (MARAC).

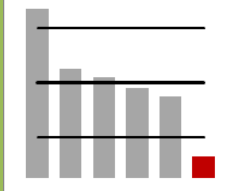
88. A comprehensive plan has been developed by Detective Inspector Simon Childe, the

Force tactical lead for domestic abuse.

89. This plan includes a review of the DA policy, a review of the MARAC procedure, a communications campaign and an internal training needs assessment.

90. The plan also includes awareness raising within CPT's with respect to positive action, joint Police/CPS best practice and roll out of College of Policing's vulnerability training.

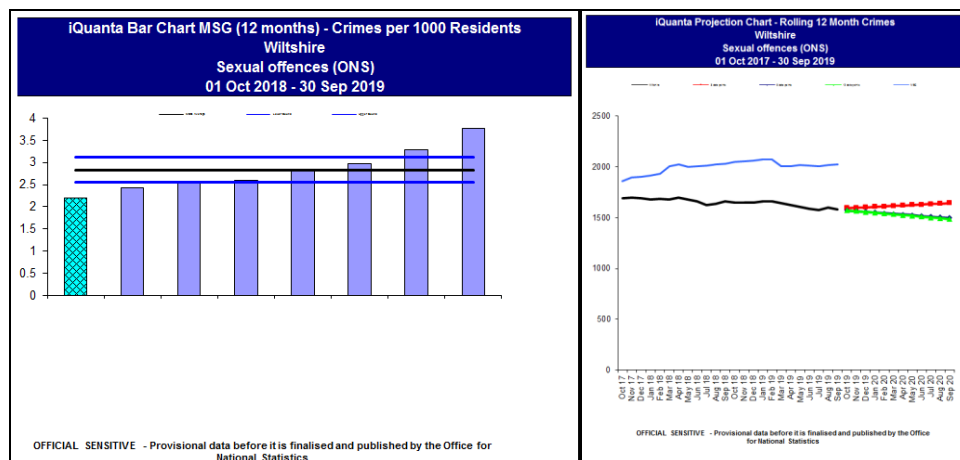
91. It is reassuring to see the level of scrutiny and focus being provided in this area.

<p>Volume of sexual offences</p>	<p>Q1: 380 crimes – 1,601 rolling 12 months Q2: 425 crimes – 1,599 rolling 12 months</p>	
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92. Wiltshire recorded 425 sexual offences during quarter two and 1,599 in the 12 months to September.

93. This represents a 6.1 per cent reduction on 1,703 crimes recorded during the previous 12 months.

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

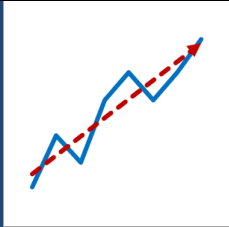


Sexual offences up to September 2019 – most similar group (MSG) position

95. The overall volume of sexual offences is showing a decreasing trend. The focus

remains on improving outcomes for victims which is covered in more detail under the conviction rate measure in priority three.

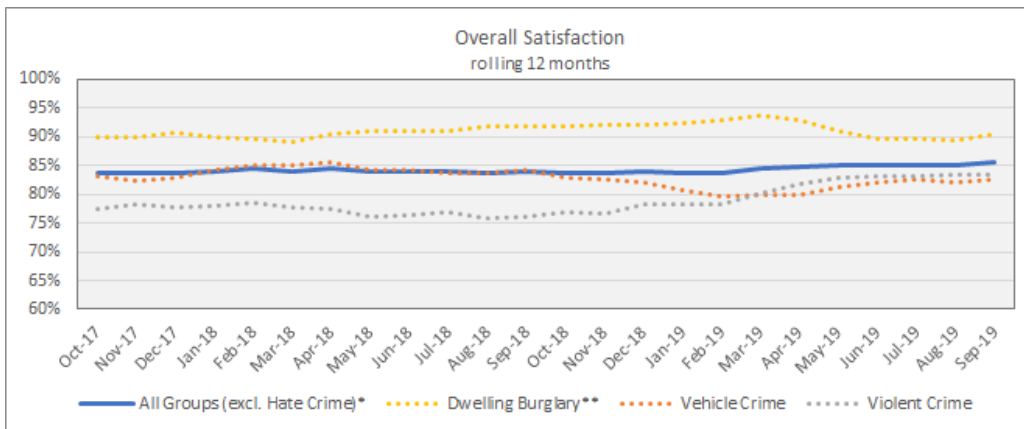
3. Put victims, witnesses and communities at the heart of everything we do

Satisfaction of victims with the whole experience	76.9 per cent (12 months to September 2019)	
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This section of report looks at victim satisfaction levels over the last 12 months using data available up to September 2019. It identifies the drivers of dissatisfaction with service as well as other factors that may have had impact on increasing in satisfaction.

Whilst victim satisfaction can be reported at force level and at crime group level for the 4 crime groups surveyed (Hate Crime, Vehicle Crime, Dwelling Burglary and Violent Crime), it has not been possible to break this down to specific locations or crime types as the number of surveys completed is too small to provide an acceptable level of statistical significance, and therefore we would not be able to rely on the results being an accurate indication of performance in a specific location or for a specific crime type.

96. Overall Victim Satisfaction



97. Overall satisfaction levels have demonstrated an improvement in the last 12 months.

Factors that will have influenced trends over the last 12 to 24 months include:

- **Implementation of Burglary Improvement Programme** - The Burglary Improvement programme was implemented in November 2017 and subsequently saw a 30.94% (4382 to 3026) decrease in volumes of burglary reported over a 24 months.
- **Non- attendance at vehicle crimes** - as a matter of course, officers or CSI are not dispatched to incidents of vehicle crime which continues to impact overall satisfaction within victims of this crime group.
- **Improvement in average call answer rates in 999, 101 and CRIB** -

	Sep-17	Sep-18	Sep-19
101 call - avg wait to answer	00:00:12	00:00:07	00:00:06
999 call - avg wait to answer	00:00:05	00:00:04	00:00:04
CRIB call - avg wait to answer	00:03:49	00:01:42	00:01:20

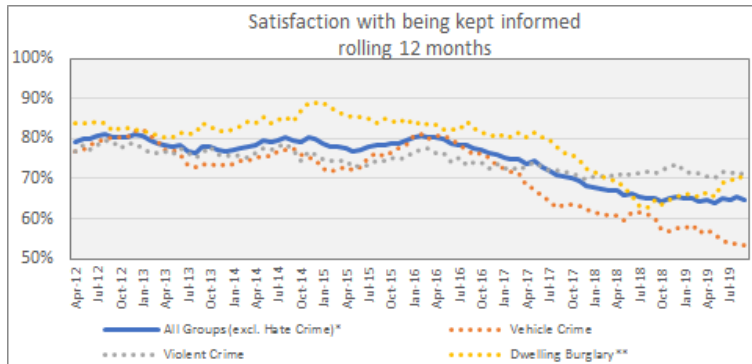
98. There has been a significant improvement in average call answer rates since September 2017, particularly CRIB average wait to answer which has declined from 3 minutes 49 seconds to 1 minute 20 seconds. This decreasing trend in average wait to answer significantly correlates with increased satisfaction overall (R=0.74) and satisfaction with ease of contact.

99. Indicator change September 2017 – September 2019

	Overall satisfaction	Ease of contact	Time to arrive	Actions taken	Investigation	Keeping informed	Treatment
Sep-17	77.2%	91.2%	83.5%	67.8%	69.6%	70.6%	90.9%
Sep-18	73.8%	90.1%	81.1%	66.7%	61.8%	65.2%	87.3%
Sep-19	76.9%	94.4%	84.7%	68.2%	64.3%	64.8%	90.4%
Change (PP)	-0.3	3.2	1.2	0.4	-5.3	-5.8	-0.5

Over 2 years all indicators remain stable or demonstrate an increasing trend with the exception of satisfaction with being kept informed and satisfaction with investigation.

Satisfaction with being kept informed	64.8 per cent (12 months to August 2019)	12 Month decline now demonstrating new norm below the 12 month average
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100. Overall satisfaction with being kept informed has seen a decline of 5.8pp over a 2-year period. This decline is driven by victims of vehicle crime who demonstrate a 10.3pp decline in satisfaction with being kept informed.

67.6% (+/- 10.52) of respondents stated they were not informed what the Police would do. In line with this, further analysis of verbatim comments of respondents who reported being dissatisfied identified the following themes:

- **Poor Action/No Follow**

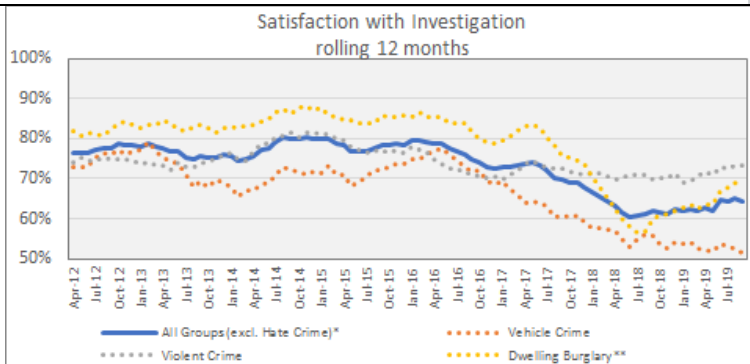
- *“The police never followed it up and that was the end of it. I have heard nothing from the police to say what has happened.”*

- **Lack of Communication**

- *“I haven't been kept informed of the progress of what happened so I don't know what's going on with the incident.”*



Satisfaction with treatment/investigation	90.4 per cent (12 months to August 2019)	Demonstrating increasing trend after period of decline
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101. Satisfaction with Investigation has seen a decline of 5.3PP over 2 years. This again is driven by victims of vehicle crime where there has been a decline of 9.2PP over a 2 year period. This significantly correlates with decline in being kept informed (r=0.86).

In line with findings of verbatim comments of respondents dissatisfied with being kept informed, verbatim comments of victims of vehicle crimes who were dissatisfied with the investigation of their report fell into the following strongly emerging themes:

- **Lack of communication** – that they were not clearly communicated what they could expect next or any follow up given after they had reported the incident:
 - *“The police never followed it up and that was the end of it. I have heard nothing from the police to say what has happened.”*



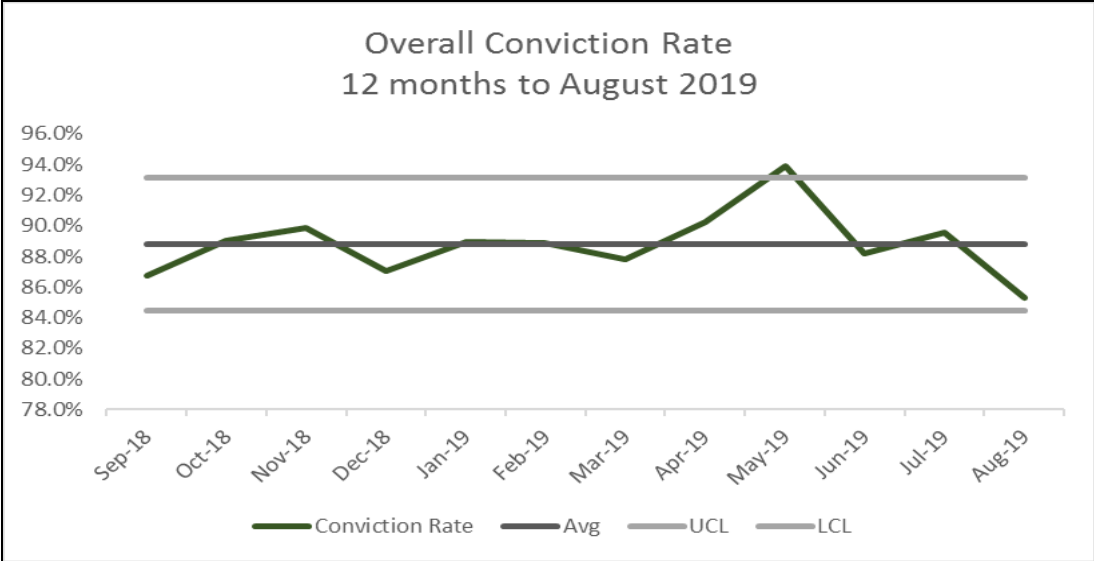
- **No/poor action** – this referred to the dissatisfaction of victims that the Police did not sufficiently investigate their crime.
 - *“They didn't send anyone out when the van had been stolen; they didn't send anyone out to find any evidence.”*

Conviction rate	89 per cent (12 months to August 2019)	
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102. The long-term trend for the percentage of convictions in Wiltshire courts is stable.

103. There were 4,993 defendants prosecuted in the year to August 2019 of which 89 per cent of people (4,437) were convicted.

104. The overall conviction rate has remained consistently high for some time.



Conviction rate by month

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

106. At the meeting on 6 November, the Chief Constable raised concerns regarding the number of rape cases being submitted to the Crown Prosecution Service (CPS). The Chief Crown Prosecutor for Wessex welcomed independent oversight to look at police case files. The Hampshire OPCC have taken on this role.

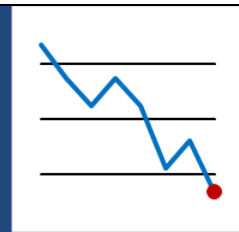
107. On 13 November, an article⁷ was published on the BBC website highlighting the 'hidden rape conviction target' which is likely to have had an impact on the culture, decision making and performance.

108. The board considered what more opportunities could be done to support victims.

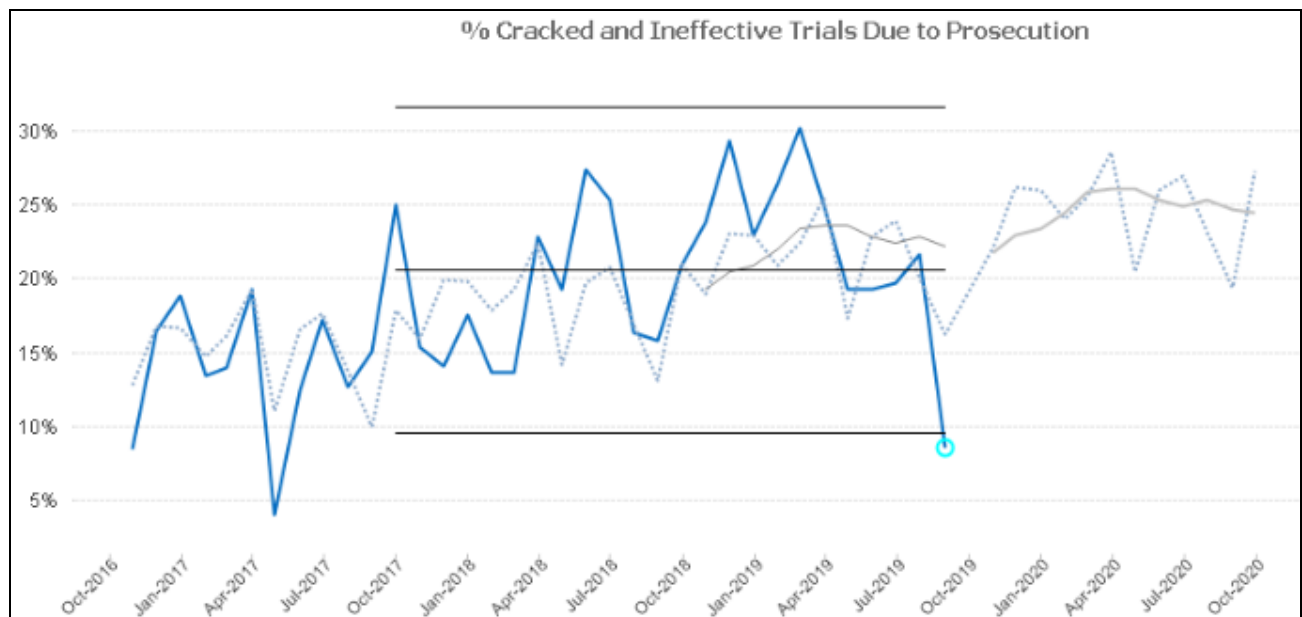
109. The Sexual Assault Referral Centre (SARC) partnership board has been reinvigorated to ensure there is future planning.

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

Q1: 21 per cent
Q2: 16.9 per cent



110. There were 255 trials listed during quarter two, of which 133 were cracked or ineffective and 43 of these were due to prosecution reasons.



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

111. This measure forms part of the Wiltshire Criminal Justice Board (WCJB)

⁷ <https://www.bbc.co.uk/news/uk-50406598> - "Hidden rape conviction target revealed"

performance framework.

112. The proportion of cracked and ineffective trials due to prosecution has not continued to be as high as quarter four 2018-19 but remains above the monthly average from 2017-18.

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

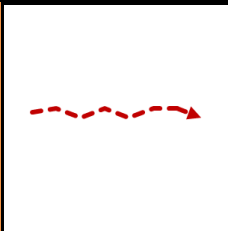
List of cracked and ineffective trial reasons due to prosecution

113. At the WCJB on 6 November the Deputy Chief Crown Prosecutor provided an update on behalf of the quality assurance delivery group (QADG) who are overseeing the performance improvements in this area.

114. There were 86 cases in the 12 months to July ended by the prosecution on the day due to witness non-attendance or withdrawal. This has led to a push to improve the adjournment of cases by written notification of discontinuance and also the requests for adjournments in advance of the trial date.

115. All three police forces in the Wessex region are working to improve contact with victims and witnesses in an attempt to ensure that witnesses do attend court. It must be noted that in nearly all cases where a witness does not attend, there has been no indication beforehand that they were not going to attend.

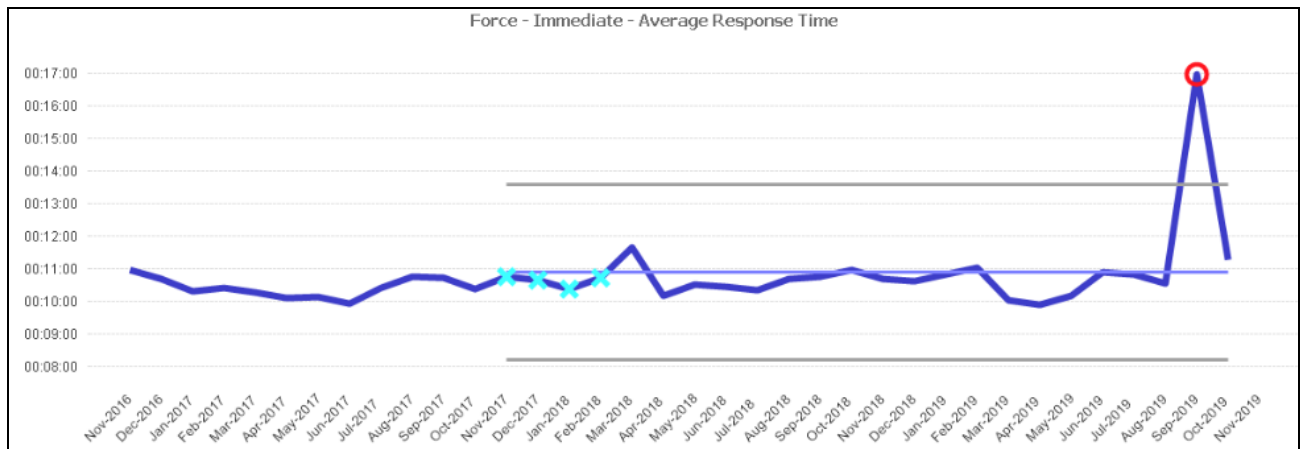
4. Secure a quality police service that is trusted and efficient

Response time (average)	Immediate Q1: 10 minutes 26 seconds Q2: 12 minutes 47 seconds	Priority Q1: 53 minutes 26 seconds Q2: 57 minutes 50 seconds	
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116. This measure assesses the average time it takes for Wiltshire Police to arrive at emergency (immediate) and priority incidents.

117. The Force attended 5,029 emergency incidents during quarter two and 17,918 in the 12 months to September 2019.

118. The chart below demonstrates that immediate response incidents have been attended on average within 12 minutes and 47 seconds during quarter two.



Average immediate response time by month

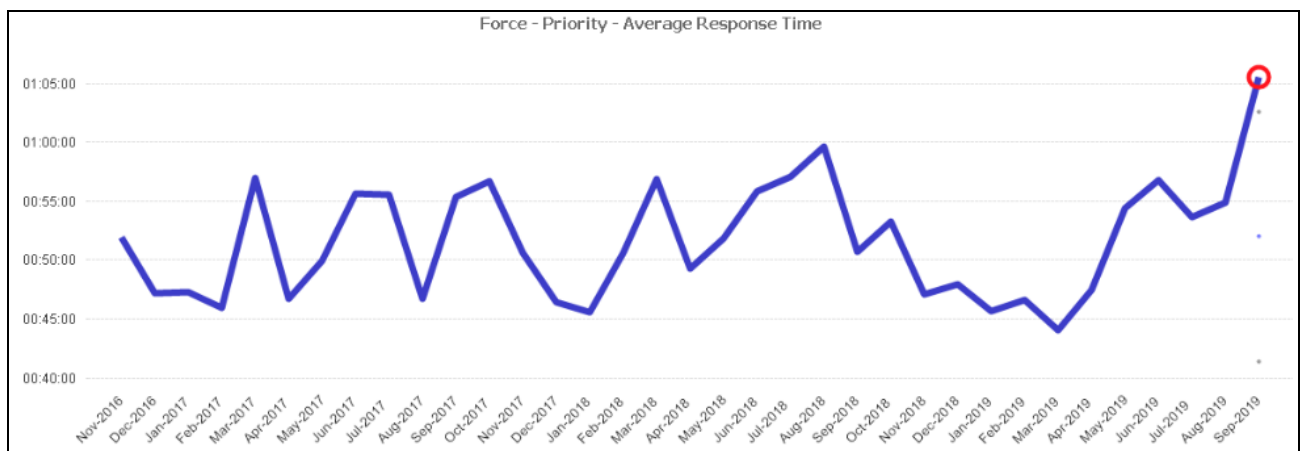
119. The average of 12 minutes and 47 seconds is affected by the seemingly high response time in September. This reflects data quality issues which were caused by an IST outage in our Crime and Communications Centre (CCC) between 14th and 17th September.

120. This outage has impacted all of the response and call handling performance measures within this report. Service delivery was maintained during this time and it

is the back record converting of paper records which is affecting the numbers.

121. The chart above demonstrates Wiltshire's sustained ability to respond quickly to emergency incidents.

122. The Force attended 9,379 priority incidents during quarter two for which an estimated time of arrival of within one hour is given.




Average priority response time by month

123. The average time taken to attend a priority incident during quarter two was 57 minutes and 50 seconds.

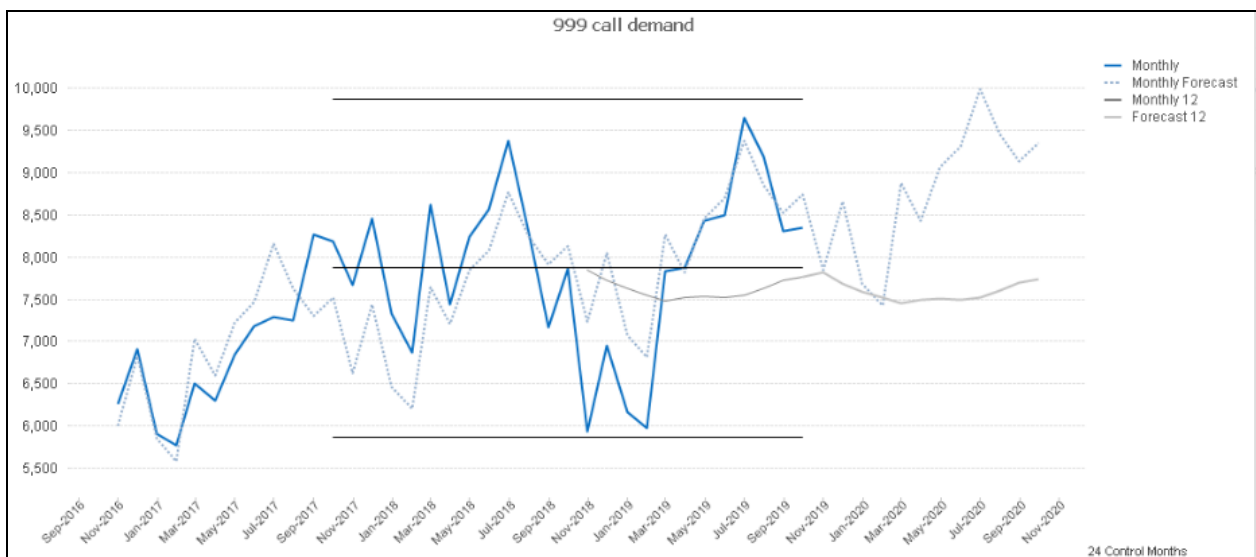
124. In the 12 months to September 2019, 36,329 priority incidents were attended at an average arrival time of 51 minutes 41 seconds.

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

<p>Average time to answer 999 calls</p>	<p>Q1: 4 seconds Q2: 5 seconds</p>		
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126. During quarter two, 27,163 999 calls were received and answered within an average of five seconds.

127. This consistent and reliable delivery is against the backdrop of an increasing trend in 999 demand. There were 92,676 999 calls received in the 12 months to September 2019.



Volume of 999 calls answered

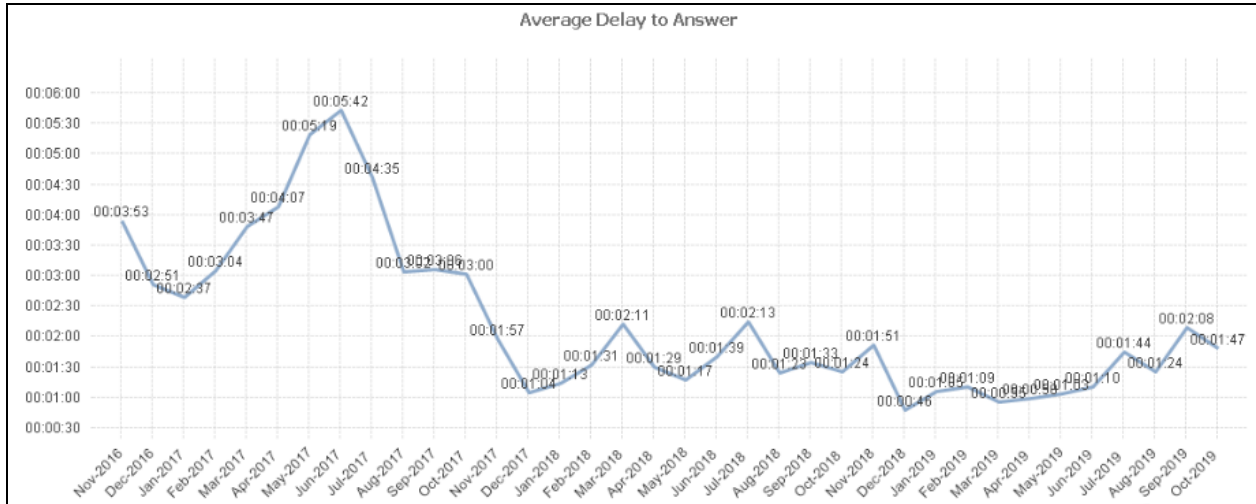
128. Despite this increasing trend, there are no concerns about Wiltshire Police's capability to answer emergency calls quickly.

<p>Average time to answer Crime and Incident Bureau (CRIB) calls</p>	<p>Q1: 1 minute 4 seconds Q2: 1 minute 45 seconds</p>		
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129. A total of 40,524 Crime and Incident Bureau (CRIB) calls were received by Wiltshire Police during quarter two.

130. The length of time it takes to answer a CRIB call has significantly decreased compared to the previous years. The trend is below expected forecasts and to the

lowest levels experienced in many years.



Average CRIB call answer time

131. This performance improvement is being sustained and is reflected in the improvement in the satisfaction of victims with how easy it was to contact us.

<p>Crime and Incident Bureau (CRIB) abandonment rate</p>	<p>Q1: 3.4 per cent Q2: 5.7 per cent</p>	
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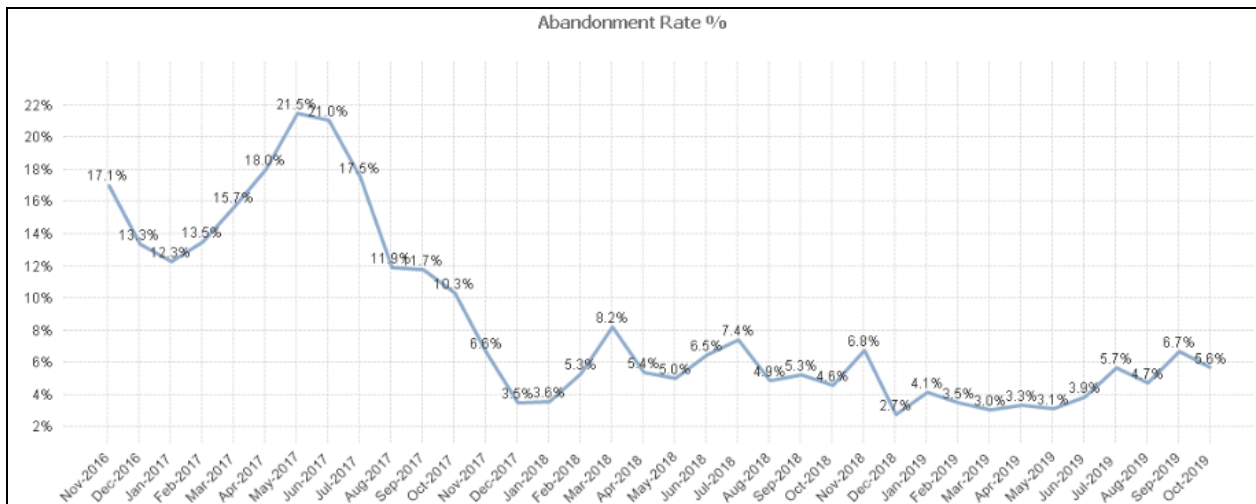
132. The reduction in the average time to answer a CRIB call has had a significant affect on the number of people who abandon their call before it is answered.

133. The abandonment rate for quarter two 2019-20 was 5.7 per cent and 4.3 per cent for the year to September 2019.

134. 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.

135. This means that the improved performance has been consistent for two years and is

reflective of the improvements made under the Crime and Communications Centre Improvement Programme (CCCIP) and more specifically the resourcing which is better aligned to demand.




Percentage of CRIB calls abandoned

136. The priority focus for this programme of work is the delivery of the early resolution unit (ERU) which is due to go live on 1st December. Assistance Chief Constable Mark Cooper believes that this will reduce demand on the frontline.

137. There will be ongoing performance monitoring and an evaluation to evidence the difference the unit is making to the frontline.

138. The programme is overseen by Superintendent Gavin Williams and is governed through Strategic Change and Performance Boards.

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

<p>Quality of full files (error rate)</p>	<p>Q1: 2.5 per cent Q2: 0.5 per cent</p>			
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140. 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.

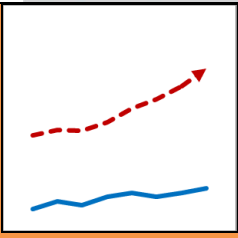
141. Each full file is assessed using 11 file quality measures aligned to the national file standard. If one of those measures does not meet the file standard, the file being reviewed is deemed unsatisfactory.

142. 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.

143. There were 185 full files sent to the CPS in quarter two, of which there were only one file with an unsatisfactory grading.

144. Each error has a case file reference which enables learning and continuous improvement.

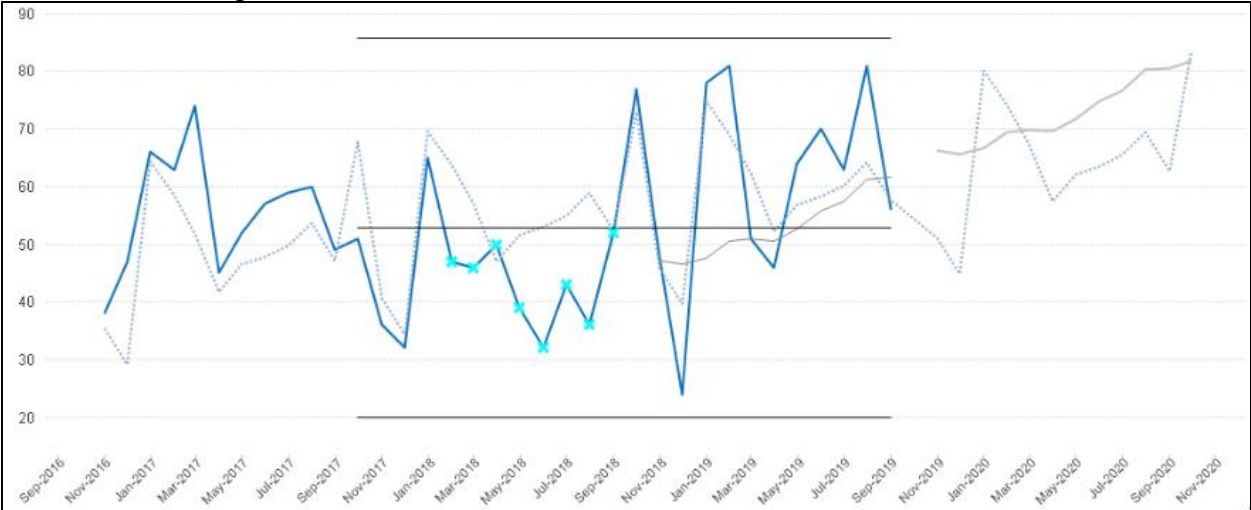
145. This measure has been an area of focus for the justice department and is good to see the efforts are being reflected with sustained improvements.

Volume of complaints	Q1: 180 Q2: 200			
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146. There were 200 complaints recorded during quarter two and 739 in the 12 months to September 2019.

147. This represents an 39.7 per cent increase on the previous year where 529 complaints were recorded.

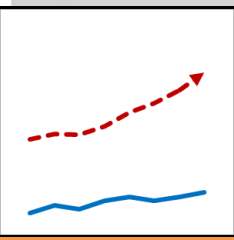
148. The peaks and troughs in recent months, shown in the chart below, are more associated with the capacity of the standards department in recording the complaints that have been received. The spikes relate to times where the unit has improved capacity and have been able to deal with today's business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



Recorded complaint volume by month

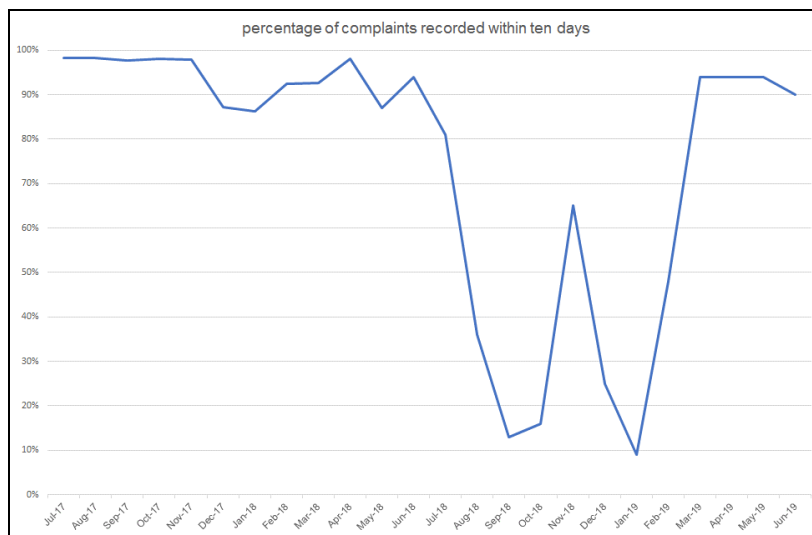
149. This measure is reported at the Force's Strategic People Board (SPB) chaired by the Deputy Chief Constable.

150. All high end complaints and conduct issues go through a Superintendent who has not seen any links, trends or concerns but has commissioned analysis for further assurance.

Percentage of complaints recorded within 10 days	Q1: 93 per cent Q2: 90 per cent			
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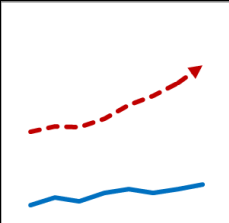
151. The Independent Police Complaints Commission (IPCC) expects complaints to be recorded within ten working days on average.

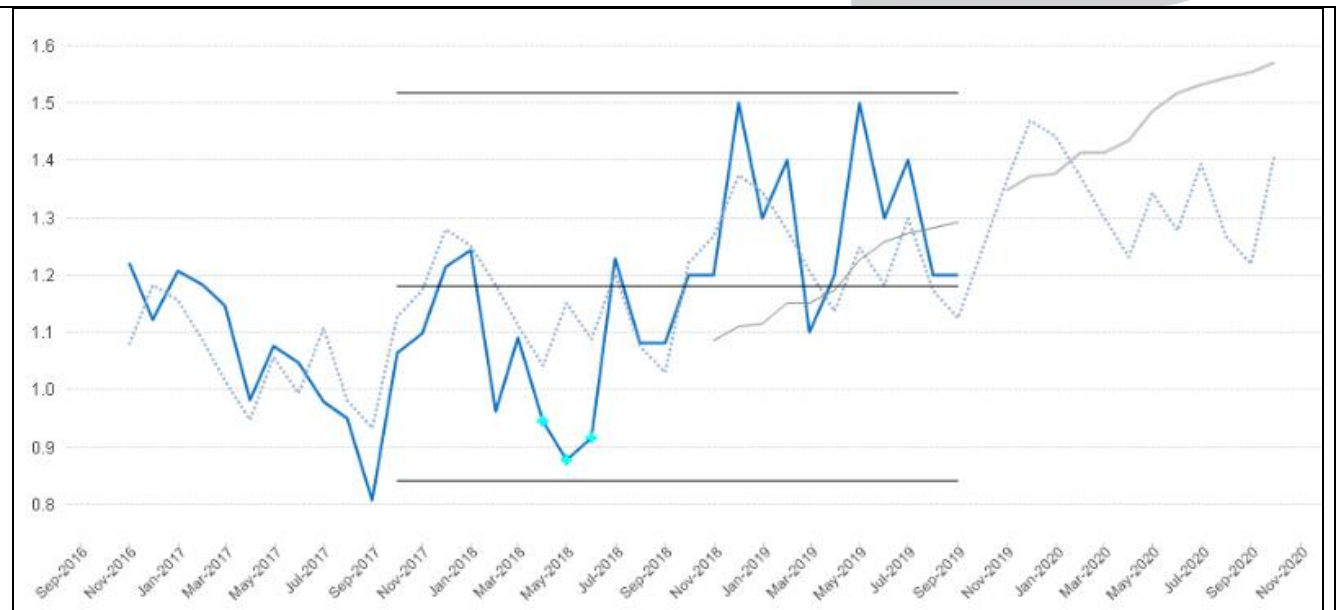
152. The percentage of complaints recorded within ten days has sustained the improvements made during 2019. The figures for quarter two show we recorded 90 per cent of complaints within ten days.



Percentage of complaints recorded within ten days

153. The average number of days it took Wiltshire Police to record a complaint throughout quarter two was 7 days. This is a significant improvement on the average of 15 days it took to record a complaint during quarter four of 2018-19.

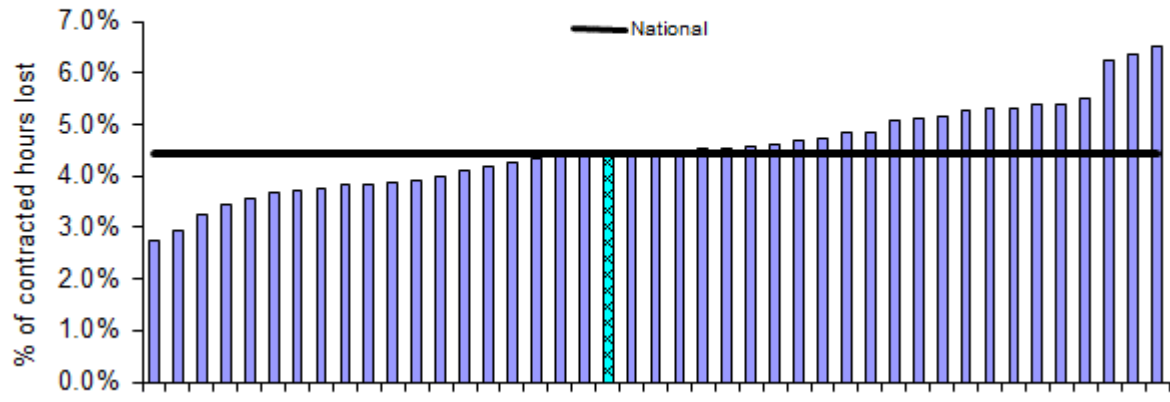
<p>Percentage of complaint appeals upheld</p>	<p>Q1: 33 per cent (6 appeals completed and 3 upheld) Q2: 20 per cent (10 appeals completed and 2 upheld)</p>	
<p>154. The purpose of this measure is to understand the quality of our complaints investigation process by monitoring the proportion of the appeals that are upheld.</p> <p>155. If the proportion is consistently high, it would indicate that the outcomes from our complaint processes are not effective.</p> <p>156. For quarter two, 10 appeals were completed and two were upheld.</p> <p>157. Of the 26 appeals completed in the 12 months to September 2019, 6 were upheld. This represents 23 per cent of appeals and 0.8 per cent of the total number of complaints received.</p>		
<p>Number of actual days lost per person</p>	<p>Year to September 2019 14.8 actual days lost per person</p>	
<p>158. There were on average 14.8 days lost per person in the 12 months to September 2019.</p>		



Sickness days lost per person

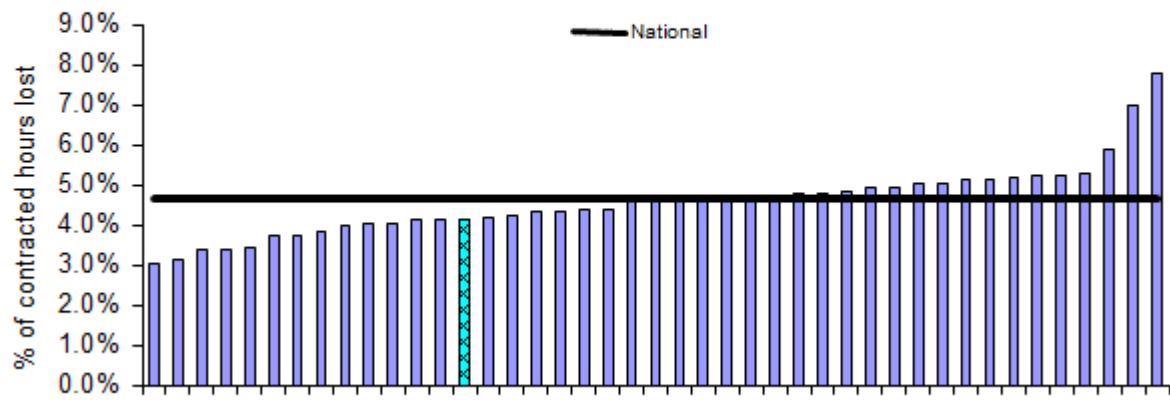
159. The Force recognised that the levels of sickness has been high and the Director of People and Change has set up a sickness improvement group.
160. The sickness improvement group will focus on delivering the sickness improvement plan which contains 19 actions.
161. The purpose of this meeting is to focus on a number of key areas which will support an improvement in sickness absence management.
162. A communication strategy, toolkits, education, support and development will be the main focus of the group. The group meet monthly and reports to the Strategic People Board chaired by the Deputy Chief Constable.
163. The analysis identified that police officer sickness has increased by 16 per cent in the 12 months to September 2019 and police staff sickness has increased by 21 per cent (based on working days lost).

**iQuanta Bar Chart National - Police officers
Wiltshire
Year Ending 31 Mar 2019**



Police officer – national sickness comparison

**iQuanta Bar Chart National - All police staff (excl. police officers)
Wiltshire
Year Ending 31 Mar 2019**



Police officer – national sickness comparison

164. The two charts above show that while we are experiencing increases within sickness levels, our overall position nationally is not an outlier.

165. I expect that the sickness improvement group will start to generate improvements in this area. I will be receiving updates from the Force on a regular basis through my monitoring board.

Deep Dive Element of Performance Report

Service Delivery Plan 2019 – Quarter 2 Report

Priority 2 - Protect the most vulnerable in society

Objective One

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

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

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

This Single View currently hosts direct sharing of information with four product cases live:

- Social Care into General Practitioner surgeries
- Avon and Wiltshire Mental Health Partnership [AWP] access to Firearms Licensing
- Police Access to Council Addresses
- Dorset & Wiltshire Fire and Rescue [DWFRS] Adult Care report

Since May 2017, the objective of the programme has been to tackle the existing siloed approach to citizen data for the Council, Health Service and Police which inhibits effective delivery of a fully efficient and effective service, by sharing of

specific data using information technology, where permitted and adding value.

AWP have been using the 'Fire Arms Licensing' product case which provides information from Wiltshire Police National Firearms Licensing Management System (NFLMS) allowing AWP staff to query whether a patient referred to this service is a firearms holder. The product has been invaluable in assisting professionals when making safeguarding decisions.

Police access to Council held addresses on a 24/7, enables search warrants to be issued and has supported quicker address location of violent offenders. However, in the past twelve months there has been no progress in the development of this programme. We currently share little to no information via Single View with the Council but this moving forward should change via the digital programme currently underway at the Council. The information sharing between Social Care and GP Surgeries will develop into the Viewing platform locally, encompassing Wiltshire, Bath and East Somerset.

We are exploring Liquid Logic which is a programme that develops software solutions for local authority social care services in England and offers a solution that provides case management and record keeping services. At the moment we are not sure what potential the system has in terms of information sharing across agencies. It appears to be more of a work-flow but we should have more information as time goes by.

Single View should continue as a voice and as a connector of information and a champion for Police and Fire and Rescue to persuade and encourage information sharing, when appropriate etc.

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

Cybercrime, or computer-oriented crime, is a crime that involves a computer and the internet. Unfortunately Cyber-crime is a progressive and evolving threat and as such we continue to actively work with partners to protect our community from this threat.

A relatively new Wiltshire Police dedicated cyber team, namely the Digital Investigations and Intelligence Unit (DIIU at Devizes HQ deals with all aspects of cyber dependent crime and high end cyber enabled crime. Its main objective is

providing a holistic approach to victims of cyber and digital crime ensuring we pursue those responsible within our county whenever possible and if not with our partners provide intelligence for wider international enforcement. The team provides prevention advice to victims to ensure they do not become repeat victims, prepare businesses and individuals for attacks of a cyber-nature and prevent those within Wiltshire becoming involved in cyber criminality providing diversion and referral mechanisms in liaison with other law enforcement partners.

The strategic cyber lead is responsible for delivering the Cyber Capability Plan to the force. This plan seeks to modernise and ensure the best training for staff and develop individuals capable of dealing with the new emerging threats and understanding the technology available to combat these.

DIU remain a key member of the Local Resilience Forum who have prepared a number of strategies and plans. DIU ensure representation on exercises run by the LRF, and are working with the Business Continuity Officer to run some exercises internally.

The team has a close relationship with the South West Regional Organised Crime Unit [ROCU] Protect team and presently have combined events and a developing matrix system to ensure the correct Protect interventions at all levels. Communications to all police officers and staff are being prepared and will be sent out in the next month, in relation to online security. The ROCU and DIU Protect Officers will soon be undertaking an exercise to provide cybersecurity inputs to all staff working within the NHS in the area.

Partnerships have been developed with local community groups, educational establishments and local authorities to provide cybercrime prevention inputs to all school head teachers & business managers in Swindon and Wiltshire. The Bobby Van Trust 'stay safe online visits' scheme integrated into council safeguarding teams such that appropriate referrals are now successfully completed.

All Action Fraud referrals for cyber dependent crime victims receive cyber Protect advice. There is currently ongoing work to establish similar processes for ensuring support is provided to vulnerable victims of cyber enabled crimes that are referred via Action Fraud.

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

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

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

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

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

A number of workshops and have been held with partner agencies where real life cases studies were examined and demand on services mapped and work is ongoing to develop a clear strategic plan with timescales and anticipated outcomes.. Work is also ongoing to secure the support and attendance of Swindon council/Community safety partnership into the programme.

Mental Health services have indicated strong support for the programme, and have been attending strategic meetings, giving a clear 'wrap around' for the Wiltshire council boundaries area. There is potential training for Dorset & Wiltshire Fire and Rescue Services [DWFRS] from the Mental Health Triage team on how to deal with persons with mental health issues and possible access to triage service when

attending calls which transpire to be a mental health issues rather than an actual fire – this has been explored but at this time there is no capacity within Mental Health Triage Team to assist. This will be looked at again in the near future.

The tactical delivery group led by Jenn Salter (Wiltshire council) which includes police from the relevant community policing team (Salisbury), continue focus their efforts on the south of the county, and specifically, around the looked after children process, with a view to identifying areas of work and action.

Wiltshire Police's collaboration with DWFRS is still in existence and continues to explore a number of projects including Police Fire Community Support Officers [PFCSOs], fire assistance for missing person searching and tying in to the wider South West Emergency Services Collaboration Programme (SWESC). For the purpose of governance the Police and Fire programme board monitors each program's work. PFCSOs press on with regularly monthly meetings with all parties involved in order to discuss the progression of the role. The full review took place in October 2019.

In regards to Missing persons, there is currently a hold on the progress by DWFRS. However work in the background is still ongoing, like interactive JESIP training sessions which took place in October to ascertain whether this would be a good way of training Sergeants around JESIP principles and working closer with DWFRS.

A meeting in September was held to explore whether warning markers on premises can be shared across DWFRS and Wilts Police

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

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

- an increase in frequency and change of type of demand
- crime allocation was process led and not victim-focused

- there were hidden activities within workloads, for example; reviewing 3rd party material
- work was being passed between teams
- concerns with resource levels/command structure

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

The review, known as the Force Investigative Model (FIM), started in early October 2016. The objective of the review was to analyze and redesign the Force investigative model, aligned to the Force control strategy and delivery plan. FIM will systematically review the investigation functions, with a view to identifying a future operating model, rather than simply making minor adjustment to existing structures. In May 2018 the FIM review team presented their recommendations and findings for the redesign to senior officers and staff, recommending a number of options to allow them to make the best possible decision to future proof Wiltshire's investigative response and protect the public. A partial change option was accepted and on 1st April 2019 the FIM review moved to implementation phase.

The progress of the implementation was monitored through the FIM governance board. In order to inform a full review of the implementation at the 6 month mark in October 2019, a costs, risks and benefits matrix was developed and two champions from within CID and PPD were identified to collate all issues that are raised by staff. The review of the FIM implementation phase will be undertaken by a Continuous Improvement Officer, supported by the Business Intelligence team. The staff engagement phase for the review commenced in September 2019 which included the review's Terms of Reference.

Objective two

Reduce demand on local policing by protecting vulnerable people

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

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

health problems and domestic abuse.

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

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

The Crime Prevention Department within Wiltshire Police has the strategic ownership for Troubled Families. In addition the force employs and manages a full time data analyst, funded by the two local authorities, to support the programme. The role of the analyst is to support the local authorities to identify, select, and allocate families which meet the criteria. The contract for this analyst has been extended for a further 12 months and Wiltshire Police continues to assist both councils with appropriate support and data.

Wiltshire Police works closely with a range of partners in an integrated approach to families with complex needs, many of whom will come into the Troubled Families cohort. Swindon Community Police Team now has two officers deployed in Early Intervention with children and young people, who liaise closely with the Troubled Families and Early Help teams in the Borough. In Wiltshire one officer has been deployed in the north CPT hub area, liaising with Wiltshire Council.

In November 2018 the Crime Prevention Department held an inaugural meeting for a Force wide Early Intervention Co-ordination Board. The aims are to ensure improved co-ordination and oversight of work delivered by Wiltshire Police, alongside partners that contribute to better outcomes for families.

A meeting between Crime Prevention, Troubled Families leads for Swindon and Wiltshire LAs and the National Troubled Families Team took place in March 2019. A regular 6 weekly progress schedule has been diarised to focus on;

1. Data sharing – unblocking Info sharing, data bases and dashboards
2. Proactive analysis to identify families
3. Understanding future family service models in Wiltshire and Swindon
4. Understanding how Police resources/offer fits into this
5. Progress joint training opportunities for Trauma informed activity and ACES

A third Community Engagement Demand Management role (CEDM) has been funded for two years through West of England Academic Health Science Network

(WEAHSN). Both of the county roles have been making good progress in early intervention, mental wellbeing and demand reduction, and working well with agencies identifying high intensity users and having an impact.

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

Services that protect and support victims of domestic abuse have been commissioned in partnership for both Wiltshire and Swindon. The services consists of four intertwined strands and, as such, deliver:

1. Victim focussed support addressing domestic abuse
2. Support for children and young people living with the impacts of domestic abuse
3. Work to address perpetrator behaviour, as part of a whole family approach
4. Provision of safe, flexible accommodation accessible to all in need who are fleeing domestic abuse

The service provider in Swindon is Swindon Women's Aid and in Wiltshire it is Splitz. Both organisations provide accommodation-based and community-based services.

Across both areas, referral pathways are embedded and understood with a range of key partners and services are placed at the centre of local statutory arrangements to enable access and timely support for victims.

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

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

triage.

In Wiltshire the corresponding partnership meeting is the Vulnerable Adolescent Contextual Safeguarding Panel. This is a combined panel, retaining some of original functions of the Wiltshire Risk Management Group (WRMG) and Multi Agency Child Sexual Exploitation (MASCE) meeting, whilst adopting a more strategic focus. This built county-wide intelligence which informs contextual safeguarding interventions for individual and groups of young people. The VACS Panel meeting does not replace or supersede any current policy or procedure in relation to safeguarding, and should reflect current safeguarding procedures, Wiltshire Children Safeguarding Board (WCSB) Child Protection Procedures. The Panel is co-chaired by a Service Manager from Family and Children Services and the Detective Inspector, PPD Wiltshire Police tactical lead for CSE and Missing. The purpose of the panel is to ask; 'Are all the agencies involved in the case working together to do all they can to safeguard and protect the child; what more can be done?'; 'Through our understanding of the individual factors in this case have we developed robust contextual safeguarding interventions?'; and 'what do we need to develop or consider strategically with our knowledge of this case?' All cases referred to the VACS Panel are used to inform proactive analysis in identifying vulnerable adolescents. The WSCB Criminal Exploitation, Pathways & Risk Analyst will map and analyse risk to children and young people discussed in the VACS Panel and from other sources of information (Missing Data, Agency information, Police Intel, etc.) to identify themes and patterns of risk to inform partnership working to reduce risk.

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

The Adult Sexual Exploitation team (ASEP) continues to work closely with partners to protect and support adult sex workers. Both Swindon and Wiltshire have adult sexual exploitation practitioner (ASEP) groups, chaired by Police leads. Work is ongoing to expand the remit of these groups to include criminal exploitation of the vulnerable including human trafficking and modern slavery. With re-structuring that has taken place as part of the Force Investigative Model (FIM) review the Adult Sexual Exploitation (ASE) Team has now moved under the CID command, where

the new Detective Inspector tactical lead now sits. Their immediate supervisor will be the Detective Sergeant who is currently the tactical lead for all matters relating to Rape and Serious Sexual Offences (RASSO) business, where there is some natural connectivity. This will ensure enhanced partnership working and that their work has cognisance of the latest developments in the investigation of sexual offences, recognising the unique vulnerabilities of the sex worker community. The dedicated staff within the ASE team will also be working more closely with staff working in the Modern Slavery arena – where again there is some clear crossover, both in terms of partnership working and our operational response.

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

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

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

In addition, the Wiltshire Community Safety Partnership (CSP) has recently signed off on a Domestic Abuse and Sexual Violence Strategy (2017-2020) which sets out the CSP vision, aims and objectives for tackling domestic abuse and sexual violence and the outcomes we expect to see.

All victims of standard risk are further contacted by Wiltshire Polices Horizon Team and offered signposting to support agencies, by phone or letter. If the case is

medium or high risk, officers from the Public Protection Department complete safeguarding and signpost victims to support agencies. In addition all high risk cases of DA are allocated an Independent Domestic Violence Advisor.

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

The Mental Health Control Room Triage is continuing to be co-commissioned between the OPCC and Wiltshire and Swindon CCGs. The OPCC and Wiltshire police have been involved with working with the College of Policing to develop a national evaluation framework that can be used by all Force areas to conduct evaluations of their triage services. Once this framework has been published the OPCC, Wiltshire Police and CCGs will evaluate the service. The OPCC meet bi-monthly with the CCGs and AWP (service provider) to monitor the service contract and KPIs. The OPCC also meets with the Triage Manager and the Force's mental health lead every month. The service provides a performance spreadsheet to all commissioners as part of the reporting mechanism. At present the service is not running 24/7 due to staffing issues, however recruitment by AWP is underway and there are only a handful of shifts within the triage that are not covered.

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

The Police, Banes and North Somerset, Wiltshire and Swindon CCG (BSW) and Mental Health Trust (Avon and Wiltshire Partnership) are currently working together to look at how crisis services (this could include s136 teams, Communications Centre Triage Service, NHS 111 and other services) could be enabled to be more resilient, especially in terms of staffing. This work will continue through Quarter 3 and Quarter 4.

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

The alcohol and substance misuse contract service continues to be commissioned by Wiltshire Council, Swindon Borough Council and the OPCC. The OPCC attends quarterly contract monitoring meetings and engages with both the service and local

authority commissioners outside of those meetings if needed. The service is in its second year of contract with the focus on an improvement on positive outcomes. The service's Performance Action Plan is having a positive impact with trends now showing a positive direction of travel across most cohorts. Wiltshire has improved its quartile standing with Swindon now also showing positive upward movement, particularly in the Opiate cohort. Internal discharge reporting shows that the improved performance is currently being sustained. In quarter 2 the service has also received positive external recognition during the quarter with PHE commending the service for achieving improvements in Alcohol numbers in treatment in Swindon, Recovery Street Film Festival recognising our Peer Mentor-produced submission and overall service user satisfaction increasing to 83% following the half-yearly service user feedback exercise.

The summer months resulted in high levels of engagement with the local community via a number of planned events as well as Public Health campaigns in-hub and via Social media.

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

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

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

The Missing persons team works alongside Local Authority and is embedded within Op Gemstone teams (Op. Opal for Swindon and Op. Emerald for County). The team is led by the Public Protection Detective Inspector as well as a team of specialised coordinators. In 2018/19, there were 2,579 missing persons incidents, of which 1,464 were age 13-17 and 172 were under the age of 13.

In the past year, the Force have employed and trained two Missing Persons

Operational Support Staff (MPOSS). Their role is to reduce the demand presented by frequent missing persons and to reduce the risk present to them when missing. To achieve this they are working with the top ten frequently missing persons and developing plans to reduce demand and risk. Their initial training has now been completed and they are actively working alongside Community Policing Teams and the Missing Team.

The joint partnership working, as well as the MPOSS officers, is allowing for more bespoke, targeted work to address repeat missing persons and as such, the last quarter of 2018/19 has seen a reduction in the number of reported repeat missing persons.

Wiltshire is one of a few forces working with the National Crime Agency and Missing People to take part in a new Child Rescue Alert (CRA) pilot. The 16 week pilot concluded on 12th August 2018. Part of the new CRA is that we can elect localised alerts by post code and be more prescriptive over the medium that is employed for the alert – such as the PDA's used by postmen and women. The pilot is in the process of being independently evaluated by the University of Portsmouth which will assist in shaping the next steps. After the independent evaluation is completed UK policing will be consulted as to the direction to take CRA both as a national model and if appropriate on a more local level.














The Forces' #Beyondthebeat media campaign provided an opportunity to inform the public on the demand that missing persons have on the police, and to highlight the partner agencies and charities that are also involved, such as the Special Constabulary and Wiltshire Search and Rescue. This also generated interest from the BBC and a short film was put out on Country File Diaries, again highlighting the demand the work of partners.

The Missing Person Policy has been revised, updated and shared with Swindon Local Authority as they develop their own Missing Persons policies. An Action Sheet for use by frontline officers has been developed and released for use, and work is ongoing to improve consistency with how information is recorded into a Missing Person investigation, and also with regards to how the information is shared via PPD1 for missing children.









Appendix A










POLICE & CRIME PLAN 2017-21



Measure	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Infographic	Context
1. Prevent crime and keep people safe														
Crime volume	3704	3504	3545	3748	3324	3680	3466	3907	3606	4129	3956	3771		Significantly lower than peers
Crime recording compliance							90.3%	Nil	88.1%	Nil	90.2%	91.3%		Improving trend
Cyber flagged + Key word	288	291	237	297	234	246	224	241	231	261	257	208		Increasing trend
Hate crime volume	61	41	46	40	37	53	45	68	50	64	60	54		Stable, no significant trend
Outcome ratio*	15.9%	15.9%	16.3%	16.5%	16.5%	16.4%	16.1%	16.0%	16.6%	16.6%	16.6%	16.6%		Improving trend against a backdrop of national reduction
ASB volume	1352	1289	1289	1170	1191	1318	1332	1475	1612	1727	1665	1372		Stable, no significant trend
Overall confidence with the police in this area			79%			78%			78%					Decreasing trend however remains inline with peers and above MSG average
KSI- Collisions	27	31	28	21	19	21	19	19	21	22				Stable, Slight increasing trend
Special Constables hours deployed	6387	6818	6882	6415	5803	6517	6145	5223	5096	4954	5558	4693		4 month discrete monthly low below average. Correlates with decline in Special Constabulary headcount
2. Protect the most vulnerable in society														
S136 Arrests	27	26	24	18	24	22	15	27	28	26	24	24		Stable monthly volumes. Slight increase in rolling 12 month volume
Volume of CSE crimes	13	11	11	19	14	7	11	14	11	15	14	6		Stable trend
Volume of DA Crime (ACPO defined)	512	523	625	583	494	547	519	549	523	601	609	525		Rolling 12 month increasing trend; +10.4% on the previous year
Volume of Sexual Offences (Recent / Non Recent)	144	150	108	147	120	125	119	128	133	153	149	123		Reducing trend

3. Put Victims, Witnesses and communities at the heart of everything we do

Satisfaction of victims with the whole experience	73.1%	73.4%	73.7%	74.4%	75.4%	75.9%	76.3%	76.0%	76.8%	77.0%	77.4%	76.9%		Demonstrating increasing trend after period of decline
Satisfaction with being kept informed	64.4%	65.0%	65.6%	65.2%	65.1%	64.4%	64.8%	63.8%	65.1%	64.9%	65.4%	64.8%		12 month decline now demonstrating new norm below the 24 month average
Satisfaction with ease of contact	89.6%	90.8%	91.4%	91.3%	91.7%	92.0%	92.7%	92.7%	93.9%	94.0%	93.7%	94.4%		8 months above average, continues to demonstrate increasing trend.
Satisfaction with treatment	87.7%	88.4%	89.2%	89.7%	89.9%	90.3%	90.7%	90.0%	90.9%	90.1%	90.1%	90.4%		Demonstrating increasing trend after period of decline
Conviction rates	85.4%	82.6%	78.4%	92.5%	91.1%	77.1%	89.7%	89.7%	77.1%	89.6%	76.2%			Stable trend and awaiting September data
% of cracked or ineffective trials due to prosecution	20.9%	23.8%	29.3%	23.0%	26.4%	30.3%	25.0%	19.2%	19.2%	19.7%	21.6%	8.5%		One month low exception

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

Immediate response time	00:10:55	00:10:34	00:10:36	00:10:50	00:11:01	00:10:01	00:09:58	00:10:13	00:11:06	00:10:49	00:10:32	00:17:00		Consistently good performance. September data affected by IST outage
Priority response time	00:53:20	00:47:21	00:48:14	00:45:39	00:46:48	00:45:08	00:47:36	00:54:53	00:57:48	00:54:14	00:53:23	01:05:54		Consistently good performance. September data affected by IST outage
Average time to answer 999 call	00:00:04	00:00:04	00:00:04	00:00:03	00:00:04	00:00:03	00:00:04	00:00:03	00:00:04	00:00:04	00:00:04	00:00:06		Consistently good performance. September data affected by IST outage
Average time to answer CRIB call	00:01:24	00:01:53	00:00:47	00:01:06	00:01:11	00:00:55	00:00:58	00:01:03	00:01:10	00:01:44	00:01:24	00:02:08		Consistently good performance. September data affected by IST outage
CRIB Abandonment rate	4.6%	7.0%	2.7%	3.4%	3.5%	3.0%	3.3%	3.1%	3.9%	5.7%	4.7%	6.7%		Consistently good performance. September data affected by IST outage
Quality of full files (error rate)	0.0%	0.0%	3.6%	0.0%	1.4%	0.0%	1.9%	4.5%	0.0%	2.0%	0.0%	0.0%		Consistently good performance
Volume of complaints	77	48	24	78	81	51	46	64	70	63	81	56		Increasing rolling 12 month trend
% Complaints recorded within 10 working days	16%	65%	25%	9%	48%	94%	94%	94%	90%	78%	95%	96%		Positive improvements during 2019
Complaints average number of days to record	16	9	17	28	13	5	5	5	8	9	5	6		Positive improvements during 2019 and consistently meeting IOPC expectations of within 10 working days

Percentage of appeals upheld	50%	0%	0%	0%	0%	100%	0%	67%	0%	0%	17%	20%		0.8 per cent of all complaints recorded
Number of actual days lost per person	1.2	1.2	1.5	1.3	1.4	1.1	1.2	1.5	1.3	1.4	1.3	1.2		Increasing trend
Percentage of CPT "at work"												82.1%		See attached paper
Percentage of CPT "available to respond"												60.5%		See attached paper

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Agenda Item 7

Meeting	Police and Crime Panel
Date	19 th December 2019
Report Title	PCC Risk Register
Presented by:	Police and Crime Commissioner
Author:	Kieran Kilgallen - Chief Executive

1.0 Purpose of Report

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

2.0 Introduction and Background Information

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 28th November 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 remove the risk 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. It is now also considered at OPCC Executive Leadership Team meetings on a monthly basis. 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.

3.0 Key Risks to Consider – Inherent

3.1 The register identifies eleven inherent risks; seven are considered as either minor or acceptable, two are considered moderate and two are considered major.

3.2 Details on the two risks identified as major 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*
Initial indications are there may be a lower cap on the precept than in the last two years making it harder to produce a balanced budget without the need for significant savings. The financial settlement is not expected now until January 2020 due to the General Election taking place on 12th December 2019. As a result, since last reported to the Panel, the likelihood scoring for this risk has increased from 2 to 3 giving an overall score of 36 (previously 24).
- *Risk I8: ICT services are not resilient and transformational to support effective and efficient policing*
Members will be aware of the decision by both Wiltshire Council and Wiltshire Police to return to individual provision of ICT services. The Chief Finance Officer and senior council officials are overseeing the return of this function and a Head of ICT for Wiltshire Police is now in place. Work is continuing on the transfer of business as usual services back to force control.

3.3 Details on the two risks considered moderate are:

- *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 required to make savings either in this or future financial years. 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 and the risk continues to be monitored.

4.0 Key Risk to Consider – Topical

4.1 The register identifies seven topical risks, five are considered moderate and two are to be removed.

4.2 Details on the five existing risks considered moderate are:

- *Risk T1: Review of funding formula does not provide additional resources or reduces resources to Wiltshire*
A total of £750m has been allocated to policing in the spending review but no details have been published yet on allocations to be made to individual forces. Whilst these additional resources will help to mitigate this risk it will not resolve the low level of Wiltshire's funding allocation. As a result of this and since the risk register was last reported to the Panel, the impact of this risk has increased from 2 to 3 and an overall score of 24 (increased from 16).

- *Risk T3: Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN*
The scoring of this risk is maintained at 24. The Wiltshire Chief Constable is the national NPCC lead for this programme and the risk score reflects the reputational risk to the PCC and Wiltshire Police being more closely linked to the programme. The recently published National Audit Office report concludes it is unlikely that ESN will be delivered by the target date of 2022. New national guidance is still awaited with a full business case expected in the New Year.
- *Risk T6: Unable to continue to meet the demands of frontline policing*
A review of CPT is being undertaken and substantial work has been delivered to address short term concerns in this area of high demand over the summer. This work continues through performance monitoring of CPT resourcing with a further update on this review to be presented to the PCC in December as part of his business planning cycle.
- *Risk T8: Failure to comply with General Data Protection Regulations (GDPR)*
Work is ongoing to ensure compliance with GDPR. An informal audit process took place in November and the outcomes are awaited. This risk will be fully reviewed once these are known.
- *Risk T10: Impact of Brexit on Wiltshire*
Members will be aware of the further delay to Brexit. This risk continues to be closely monitored.

5.0 Removal of Risks

5.1 The following risks have been identified as suitable for removal from the register:

- *Risk T4: Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010*
Internal Audit now reports reasonable assurance on force policies and the JIAC were satisfied with recommendations. Scoring has therefore been reduced and, as a consequence, may now be removed from the register.
- *Risk T11: Failure to provide forensic medical services in SARC*
A contract variation until 2021 has been agreed with the current provider and commissioning for a new provider has begun. As a result the overall scoring has reduced from 12 to 6 and can now be removed from the risk register.

6.0 Future Reviews of Risk Register

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

7.0 Staffing Implications

7.1 Any staffing implications are set out in the associated risk(s).

8.0 Financial Implications

8.1 Any financial implications are set out in the associated risk(s).

9.0 Legal Implications

9.1 Any legal implications are set out in the associated risk(s).

10.0 Sustainability

10.1 Any sustainability issues are set out in the associated risk(s).

11.0 Diversity Issues

11.1 Equality and diversity issues are reflected in the respective elements of the risk register.

12.0 Contribution to the Police and Crime Plan 2017-2021

12.1 The risk register is aligned to the Police and Crime Plan and identifies risks associated with not delivering the Plan and the priorities set out within it.

13.0 Recommendations

13.1 The Police and Crime Panel is invited to note the content of the report and the risk register.

Appendices:

Appendix A – PCC Risk Register

Appendix B – Glossary

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

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

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	Residual Risk Score				Date Reviewed	Summary
						L	C	I	Score		
Inherent Risks											
I1	31-Jan-17	Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats	<ul style="list-style-type: none"> Failure to discharge role of PCC Reduced public and partner satisfaction and confidence in PCC and OPCC Damage to partnership relationships Criticism from Government / HMICFRS and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> P&C Plan integral part of planning cycle P&C Plan reviewed annually as part of annual report process (13th May 2019) P&C Plan agreed as key document for police community safety partnerships and WCJB Informed by CC's operational advice and partnership delivery plans Comprehensive engagement and consultation with the public in developing final P&C Plan Attendance at strategic boards with partners Attendance at Force SD&T where performance is reviewed PCC commissioning of services in addition to policing to support delivery of P&C Plan – commissioning intentions for 2020-21 being considered Quarterly reporting to the Panel on performance against plan Publication of annual report summarising progress made against priorities and P&C Plan – 2018-19 annual report published Continue to receive 'good' grading in HMICFRS PEEL inspections Following public consultation, police precept for 2019-20 increased by £24 for Band D property Recruitment of police officers Integrated OPCC and Force Planning cycle introduced in 2019-20 	2	2	4	16	28-Nov-29	Maintain - business as usual
I2	15-May-17	Failure to produce a MTFS that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings	<ul style="list-style-type: none"> PCC and OPCC failure in statutory obligations Unable to commission required services or provide enough funds to CC to provide efficient and effective police service Unable to deliver P&C Plan priorities Incorrect precept sought from Wiltshire public resulting in too much or too little funds being provided Look at borrowing money options – would no longer be debt free Negative impact on future budgets and reserves Impact on Wiltshire public through the services they receive and setting of the precept Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMICFRS and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO Member of APCCs / APAC²E / PACCTS Horizon scanning database referenced Fortnightly finance meetings between PCC and CFO Collaborations / projects require financial sign-off at CMB Continual review and update working closely with CC Central government determined by Treasury Restrictions on council tax amended, PCCs able to increase precept up to maximum of £24 per year for 2019-20 (PCC has held public consultation on proposal and increased precept to maximum limit) Awaiting further details on national announcement of police officer and support staff uplift. Further details anticipated mid Sep / October from Home Office. Work commenced on early assumptions for initial draft MTFS Decision making in quick time due to late financial settlement (January 2020) as a result of the General Election 	3	3	4	36	28-Nov-19	Maintain - financial settlement will not be announced now until January 2020 due to General Election
I3	18-Aug-15	OPCC commissioning arrangements are not in place or are ineffective	<ul style="list-style-type: none"> Insufficient resources available Services commissioned that are not required, duplicated elsewhere, do not assist PCC in meeting P&C Plan objectives Failure to maximise performance Failure to secure value for money Stifle innovation and creative / effective solutions Failure to comply with legal requirements on procurement Failure to ensure commissioned agencies comply with PCC legal requirements under Equality Act 	Reputational Operational delivery Performance Legal	<ul style="list-style-type: none"> Commissioning Strategy in place Partnership agreements / grant letters issued for each commissioned service outside of the police Commissioned services provided by Wiltshire Police reviewed Regular / Final reports a prerequisite of all commissioned services Quarterly meetings of the Commissioning and Policy Group which keeps all commissioned services under review Monthly Commissioning Team meetings take place Constant future planning of allocation of Community Safety Fund and Victims Fund – 2020-21 commissioning intentions form part of business planning cycle Planning underway for review of services to ensure timely and smooth transition to new provider where necessary Ongoing / New commissioning with LAs meeting all legal and procurement requirements Internal Audit reviewed governance arrangements and gave a 'reasonable' assurance with no significant findings 2019-20 first year of fully established commissioning structure - Commissioning Team now up to full strength Clear processes in place and have been tested for full financial year Commissioning process embedded 	2	1	3	6	28-Nov-19	Maintain - Commissioning Team up to full strength

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I4	15-May-17	Failure by the PCC to hold the CC to account for the delivery of an efficient and effective police service that meets public expectations	<ul style="list-style-type: none"> Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMICFRS and adverse media 	Reputational	<ul style="list-style-type: none"> Fortnightly CMB meetings with CC Attendance at monthly performance and programme meetings - OPCC attendance and meetings more operationally focussed Review of performance data Regular review of force spend Engagement with public and partners to understand requirement and needs Development of P&C Plan and objectives in consultation with the CC Continue to receive 'good' grading in HMICFRS PEEL inspections Working with CC to review all accountable mechanisms to ensure they are fit for purpose PCC/DPCC attending all Area Boards 	1	2	4	8	28-Nov-19	Maintain - business as usual
I5	18-Aug-15	Failure to maintain effective partnerships with criminal justice agencies	<ul style="list-style-type: none"> Justice processes become inefficient and not joined up Justice outcomes, victim satisfaction, and care declines Reduced satisfaction and confidence in criminal justice process by victims of crime Reduced public satisfaction and confidence in PCC which is likely to extend to Wiltshire Police and CJS partners 	Reputational Operational delivery Performance	<ul style="list-style-type: none"> PCC Chair of WCJB, additional support being provided by OPCC PCC has coordination role across CJS system on behalf of victims WCJB delivering substantial parts of the P&C Plan WCJB action plan in place and being delivered by sub-groups Victims, Witnesses and Most Vulnerable sub group coordinate victim through CJS and CSPs manage offender work Partnership working to support delivery of specialist victim services for DA and SA Work to improve interface between force and CPS to improve efficiency with sexual offences In conjunction with Northumbria OPCC, Wiltshire is coordinating WCJB work to identify areas for improvement in specialist courts and support for victims Improved links and coordination between local and national CJB through APCC and portfolio leads CJBs from other areas been in contact to learn lessons from progress made to date in Wiltshire Performance dashboard now in place Annual review of WCJB strategy completed by WCJB Manager and with partners, identified areas of service improvement, but overall strategy is on course and targeting the right areas Strong relationships with CSPs and YOTs Commissioning manager (CJS & Reducing Reoffending) within OPCC Reducing Reoffending Board established National changes around Probation Service taking place - awaiting further information Local CJB protocol being drafted by APCC and MoJ, Wiltshire already adheres to all elements 	2	2	3	12	28-Nov-19	Increased (previously 6) - recent revelations about CPS being followed up
I6	18-Aug-15	Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process	<ul style="list-style-type: none"> Missed opportunities to collaborate / save money / provide a more efficient and effective service Unexpected detrimental impact on the PCC's ability to deliver the P&C Plan objectives Unexpected detrimental impact on policing affecting funding and police officer time Increase demand on PCC and OPCC staff Increased demand on policing services Loss of satisfaction and confidence in relationships with partners and their decision making / consultation process Negative reaction from the public / media 	Reputational Operational Delivery Performance	<ul style="list-style-type: none"> Regular engagement with LA Leaders Attendance at strategic boards with partners OPCC engagement with partners and stakeholders and attendance at relevant boards Fortnightly meetings of CMB discuss emerging developments with partners Updating and monitoring of Horizon Scanning database Early engagement with LAs and partners to identify and reduce demand on policing services LAs have indicated increased savings requirement for 2019-20 No formal notification received from partners on where savings are being made OPCC working to co-ordinate commissioning of services across local government health 	3	4	2	24	28-Nov-19	Maintain - watching brief

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
17	31-Jan-17	PCC estate fails to enable effective and efficient policing	<ul style="list-style-type: none"> • Unnecessary maintenance of surplus buildings and associated utility costs • Waste of resources maintaining surplus estate • Damage to community relationships • Negative impact on CPT and provision of local policing • Negative comments from public / local media • Underestimate estate requirement and dispose of too much estate • Sub-optimal estate provision is ineffective use of resources • Loss of opportunity to share properties and associated costs with local partners / communities 	Financial Reputational Operational Delivery	<ul style="list-style-type: none"> • PCC's Estate Strategy published and key stakeholders (including the public) notified • Estates strategy governance in place and appropriate Boards • PCC holding officers to account for delivery of strategy • CC has provided operational requirements to PCC • Operational requirements developed across all police departments and informed by current and future predicted demand • Programme plan delivering against Estate Strategy (Marlborough has been delivered, work ongoing at Royal Wootton Bassett, planning approved on Warminster) • Range of business cases, approved / being developed • Acquisitions and Disposal Board overseeing commercial aspects • Wiltshire Hub Board overseeing Force estate programme operations • Service requirements being identified for operational and learning and development requirements at HQ 	2	2	2	8	28-Nov-19	Maintain - delivering against strategy
18	15-May-17	ICT services are not resilient and transformational to support effective and efficient policing	<ul style="list-style-type: none"> • ICT vulnerable to cyber attack • ICT is out of date, fails and is unsupported • Missed opportunities of improvement technology • Impacts upon delivering P&C Plan objectives • Use of older / out of date equipment limits capability • Criticism from Government / HMICFRS and adverse media • Reduced public and partner satisfaction and confidence in PCC and OPCC 	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> • ICT project delivery overseen by the Digital Programme Board with risks central to discussions • The independent accreditation review has seen a reduction in the risks open to the joint service • The introduction of the National Management Centre under NEP will bolster security • Management of risk is reviewed every 6-8 weeks in the Joint Technology Board • Business Continuity Plans in place and have been used with short term issues • PCC has agreed significant investment to ensure continuity and improvement of services • Frequent contact with national police ICT departments surrounding requirements and resilience • Service delivery reviewed and due to more 'police only' standards change in model agreed • Working towards standalone Police only model utilising the cloud and latest technology • Cloud technology is more secure and resilient than on premises solutions • Resources identified to deliver improvements and efficiency. Reviewed in line with national programme rollout • New Head of ICT in post working on transformation programme - enhanced reporting of progress to strategic boards • Work continues on transferring BAU services back to force control 	4	2	4	32	28-Nov-19	Maintain - New Head of ICT appointed, risks are being managed and with delivery of projects during 2019/20 will be reduced
19	18-Aug-15	Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits	<ul style="list-style-type: none"> • Collaborative partners do not wish to pursue collaborative opportunities • Key delivery areas are compromised or do not address the requirements of PCC, Police, collaborative partner(s), or the Wiltshire public • Reduced influence of PCC to provide local accountability • Effective and efficient service not delivered • Reduced public and partner confidence and satisfaction in PCC and police • Negative reaction from the public / media • Criticism from Government / HMICFRS • Damage to partnership relationships 	of	<ul style="list-style-type: none"> • Governance arrangements outlined in all collaborative agreements • Performance, finance, and strategic risks are managed at Strategic Board • Collaborative arrangements standing agenda item on CMB • PCC strategic parameters for collaboration set and communicated December 2017 • Governance arrangements have been reviewed for all collaborative agreements • Performance, finance, and strategic risks are managed at Strategic Board • Collaborative arrangements updates given regularly at CMB • PCC strategic parameters for collaboration set and communicated December 2017 • Specialist operations have been brought back under local control save for Firearms Training (at Black Rock); Counter Terrorism Firearms Command; Major Crime Investigation • Quarterly meetings taking place for all collaborations 	3	3	2	18	28-Nov-19	Maintain - business as usual
110	31-Jan-17	OPCC fails to meet its legal requirements as set out in various legislation including but not limited to the Police Reform and Social Responsibility Act, Specified Information Order, Equalities Act 2010	<ul style="list-style-type: none"> • Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media attention • Damaged relationship and reputation as an employer 	Reputational	<ul style="list-style-type: none"> • Membership of APCC, APAC²E, and PACCTS • All HMICFRS reports considered and responded to • Appropriate staffing structure in place with clearly defined roles and responsibilities • PCC staff conduct horizon scanning and provide regular briefings to the PCC 	2	2	2	8	28-Nov-19	Maintain - business as usual

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I11	17-Sep-18	OPCC does not have enough resource to discharge its responsibilities to the standard set by the PCC and external bodies	<ul style="list-style-type: none"> Failure to deliver statutory responsibilities Failure to support the PCC to fulfil his role and responsibilities All risks in every aspect will increase 	Legal Reputational	<ul style="list-style-type: none"> Annual review of OPCC delivery demands Policy and horizon scanning for changes in PCC statutory responsibilities Discussions with PCC and partners on anticipated direction and requirement for officers Comparison of resources with other OPCCs Review national guidance (APCC/APACE) Results of scoping, identified demands, outcomes of discussions to be fed into planning cycle Expansion of PCC role - increased devolution from central government (criminal justice / fire governance) Further refinement of shared service model with Wiltshire Police - provides access to greater range of services than an OPCC can deliver but additional resources required OPCC resourcing plan agreed at CMB to address identified gaps Vacant posts have been filled 	2	2	3	12	28-Nov-19	Maintain - vacant posts have now been filled
Topical Risks											
T1	05-Jan-16	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	<ul style="list-style-type: none"> PCC and OPCC failure in statutory obligations Not able to provide enough funds to Chief Constable to provide an efficient and effective police service Unable to commission required services due to reduced funding Unable to deliver P&C Plan priorities Further savings would need to be identified Reduction in reserves Reduced satisfaction and confidence in PCC and OPCC Criticism from Government / HMICFRS and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO D&C PCC is a member of the Technical Group and PCC able to channel his views through her Review put on hold following announcement of general election and purdah and no further announcement with regard to review - publication of National Audit Office report (September 2018) may reignite this issue PCC continually informing Wiltshire and Swindon MPs of the current situation, this is now a national issue which may lead to overall higher funding levels but there is no guarantee of this Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before completion of formula review National report suggests new formula will not be brought in until 2021-22 PCC seeking clarification on new timescale Additional resources for policing will mitigate risk, but not resolve disparity in funding £750m allocated to policing in spending review but no details on allocations to be made to individual forces Review on hold as a result of uncertainty around political changes 	2	4	3	24	28-Nov-19	Maintain - awaiting details of police allocation from spending review
T3	02-Mar-17	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	<ul style="list-style-type: none"> ESN is not fit for purpose or equal to the Airwave network it replaces (including gaps in coverage) Commons Public Accounts Committee has been told that ESN will be running in September 2020 Financial impact of delayed implementation on PCCs budgets and some high level costs are unknown Negative reaction from the public / media Damage to reputation of PCC, OPCC, and Force Limited control due to national programme 	Financial Operational Delivery Reputation	<ul style="list-style-type: none"> PCCs represented by PCC Katy Bourne on HO Oversight Group National meetings taking place at which police forces are represented Situation reviewed by the Public Accounts Committee and has national profile Updates being received on a regular basis but not providing confidence or clarity on timescales and costs – latest update provided to PCCs at January APCC General Meeting Concerns around devices provided and whether they can deliver the necessary technology Potential for significant cost increases Refreshed business case, budget and timeline to be produced as part of programme reset – expected later in the year Stop on project team recruitment to limit cost and no longer rolling funds forward Funding allocated in capital plan NAO report published May 2019 highlighting significant risks and seems unlikely ESN will be delivered by target date of 2022 Wiltshire CC appointed NPCC National Lead Full business case expected in the New Year National decision taken to change covert radios due to delays in delivering via ESN programme 	4	3	2	24	28-Nov-19	Maintain - new business case expected in New Year

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T4	18-Aug-15	Wiltshire Police fail to have operational and organisational policies that meet the duties and aims under the Equality Act 2010	<ul style="list-style-type: none"> • Failure of the PCC to hold the CC to account • Wiltshire Police does not fulfil legal duty and values of organisation • Wiltshire Police does not reflect the diversity of the community it serves • Failure to identify and respond to demands of diverse communities • Reduced public satisfaction and confidence – disproportionate effect in diverse communities • Reputational damage to PCC, OPCC and Police • Increased risk of HR tribunals and litigation • Damaged relationship and reputation as an employer 	Legal Operational Delivery Reputational	<ul style="list-style-type: none"> • Assessment undertaken of victim's vulnerability, including aspects of diversity • Specialist support services in place for ensuring support for a range of diverse groups • Force has S&S policies in place and is BUSS compliant • Recruitment of 3x Positive Action Officers to review and advise on internal policies and procedures • Hate crime scrutiny group established to provide challenge and advice on policies and procedures related to diversity • HR Policies set out obligations and procedures to meet Force duties - currently being reviewed due to 'partial' assurance from Equalities audit • Recruitment, redeployment and support policies in place • Force implementing action plan including leadership, coaching and mentoring support, redesigning recruitment of officers, specials, and staff to attract more diverse applicants • PCC receiving monthly briefings on delivery against improvement plan from lead officer • Force Equal Opportunities policy updated and published • Internal Audit follow-up recognised majority of recommendations from initial audit substantially completed although general process to ensure policies updated promptly 'remains under review to refine and fully embed' • Recommendations from follow up audit will continue to be monitored through the CFO's Outstanding Audit Recommendations report to JIAC - audit recommendations now completed 	1	3	3	9	28-Nov-19	REMOVE - Internal Audit reports reasonable assurance on force policies and JIAC satisfied with recommendations
T6	13-Feb-18	Unable to continue to meet demands of frontline policing	<ul style="list-style-type: none"> • Decline in force performance • Decline in force morale • Damage to reputation of PCC, OPCC, and Force • Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media attention • Service quality decreases and visibility falls 	Operational delivery Performance Reputational	<ul style="list-style-type: none"> • Ongoing recruitment of police officers and PCSOs • Ongoing review of assets / resources • CPT resource and officer deployability scorecard developed and used by force, PCC and PCP • Intake of new police officers progressing through training • Reviewing HMIC inspection reports and PEEL assessments • PCP scrutiny • 40+ police officers allocated to CPT following increase in precept • Force performance and resourcing reviewed as part of planning cycle in Autumn of each year • Utilises evidence and demand planning produced in Force Management Statement - further work to fully understand demand and align to capacity and capability • CC advice on resourcing, staff mix and policing threats • Focus on CPT resources and availability • National uplift has provisionally identified 49 additional officers for Wiltshire - the usual recruitment process will be followed so will not be immediately on patrol • Increased focus on CPT model with expectation that changes made to enhance local policing • Review linked to FMS structured plans and business planning timeframes - Force presented initial update and now in consultation with staff unions 	3	2	4	24	28-Nov-19	Maintain - consultation with staff unions currently taking place
T8	07-Jun-18	Failure to comply with GDPR	<ul style="list-style-type: none"> • Failure to comply with legislation • Damage to reputation of PCC, OPCC, and Force • Criticism from Government / HMICFRS / Internal Audit and adverse media attention • Staff and partners lose confidence in PCC, OPCC and Force 	Reputational	<ul style="list-style-type: none"> • Project Team established • Project Team meet bi-monthly • Original action plan has been revised and all outstanding tasks have been prioritised and are to be completed within six months • Internal Audit have issued a position statement relating to GDPR readiness for both OPCC and the Force • Position Statement reported to JIAC meeting held in June 2018 • Update on GDPR provided to November 2019 JIAC meeting • OPCC internal processes reviewed to ensure robustness • PCC and CC agreed new structure for Information Assurance which is now in place and will improve management of this area • All contracts have robust information agreements as mandatory element & reviewed by information governance team • Informal audit process to be undertaken in November 	3	3	2	18	28-Nov-19	Maintain - informal audit process completed and awaiting findings
T10	19-Feb-19	Impact of Brexit on Wiltshire	<ul style="list-style-type: none"> • Failure to delivery statutory responsibility • Financial risk impacts on policing settlement 	Financial Operational delivery	<ul style="list-style-type: none"> • Gold Group established which OPCC attends • Contingency plans in place for OPCC and every Force business area • APCC cross party Brexit Working Group established and updates / briefings circulated to PCCs • Close monitoring of national developments • Chief Constable risk register managed operational policing risks 	3	2	3	18	28-Nov-19	Maintain - watching brief

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T11	19-Feb-19	Failure to provide forensic medical services in SARC	<ul style="list-style-type: none"> • Damage to reputation of PCC and OPCC • Reduced public and partner satisfaction and confidence in PCC and OPCC • Failure to deliver Plan priority of 'putting victims at the heart of everything we do' 	Operational delivery Reputational	<ul style="list-style-type: none"> • Regional OPCC Steering Group working to identify possible solutions • Engagement with FME leads to fully understand the issue • Extension agreements agreed in principle with current supplier • Contract variation to 2021 agreed with provider • Commissioning for new service now beginning 	1	2	3	6	28-Nov-19	REMOVE - contract variation to 2021 agreed and commissioning for new service has begun

ACRONYM	MEANING
ACCs	Assistant Chief Constables
APAC ² E	Association of Police and Crime Commissioners Chief Executives
APCC	Association of Police and Crime Commissioners
BUSS	Best Use of Stop and Search
CC	Chief Constable
CFO	Chief Finance Officer
CJB	Criminal Justice Board
CJS	Criminal Justice System
CMB	Commissioner's Monitoring Board
CPS	Crown Prosecution Service
CPT	Community Policing Team
CSPs	Community Safety Partnerships
D&C	Devon and Cornwall
DA	Domestic Abuse
DCC	Deputy Chief Constable
ESN	Emergency Services Network
FME	Forensic Medical Examiner
FMS	Force Management Statement
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
JIAC	Joint Independent Audit Committee
LA / LAs	Local Authority / Local Authority's
MPs	Members of Parliament
MoJ	Ministry of Justice
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

ACRONYM	MEANING
SW	South West
TOIL	Time Off In Lieu
WC	Wiltshire Council
WCJB	Wiltshire Criminal Justice Board
YOTs	Youth Offending Teams

RISK KEY

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



Agenda Item 8

Meeting	Police and Crime Panel
Date	19 th December 2019
Report Title	The Monitoring of Professional Standards, Integrity and Complaint Appeals – April 2018 to March 2019
Report presented by	Police and Crime Commissioner
Author	Kieran Kilgallen – Chief Executive

1.0 PURPOSE OF REPORT

- 1.1 To provide information pertaining to the monitoring of professional standards, integrity and complaint appeals, for the period April 2018 to March 2019.

2.0 INTRODUCTION AND BACKGROUND INFORMATION

- 2.1 This report covers the period April 2018-March 2019. The report is derived from the Independent Adjudicator’s report to the Commissioner’s Monitoring Board, and it uses data sourced from the Independent Office for Police Conduct (IOPC), Wiltshire Police and the Office for the Police and Crime Commissioner (OPCC).

Figures in brackets refer to the previous year (2017/18).

The Commissioner must satisfy himself that the reported information gives a reasonable indication of the efficiency and effectiveness with which the Force handles complaint and conduct investigations, monitors and responds to potential corrupt practice and integrity matters. The information also covers the handling of complaints against Chief Officers and complaint appeals by the OPCC and IOPC.

3.0 LEARNING LESSONS

- 3.1 The relevant Police Acts emphasise the duty of Chief Officers to use learning arising from complaints as an evidence base to “inform planning and improvement for the Force” and requires the PCC to “check the progress of his or her force in relation to recommendations it has agreed to implement (whether from investigations or appeals, IOPC decisions or internal decisions)”. The Force has continued to operate a system which requires feedback from line managers on the action they have taken in response to lessons identified in complaint and conduct investigation reports.

In this period, 15 (25) lessons have been identified, of which 8 (13) actions have yet to be completed. The number of lessons learned thus continues to be well below historical levels. It is of relevance to note that the Independent Adjudicator has identified the lack of identifiable

learning as an outcome when determining some appeals. It is not clear that complaint and conduct investigators are entirely aware of the need to consider learning carefully before finalising reports. PSD should conduct a review of all cases for which action has not been completed, so as to ensure that, where necessary, learning is suitably disseminated within the Force.

4.0 IOPC REFERRALS, PROTOCOLS AND REPORTS

The Force has made 27 referrals to the IOPC, of which 5 are being independently investigated; this is comparable to the figure for the last three years. None of the 22 cases referred back for local investigation or action by Professional Standards Department (PSD) are being managed or supervised by the IOPC. One independent investigation was finalised by the IOPC; this was a conduct investigation which resulted in Management Action being taken and two referrals remain under independent investigation by the IOPC. The nature, complexity and timing of the complaint and conduct matters referred back for investigation by the Force lead to no serious concerns regarding the length of time taken to finalise them.

The Force continues to inform OPCC of all cases referred to the IOPC by the Force. This enables the Independent Adjudicator to update the Commissioner on any significant associated or emerging issues at scheduled briefing meetings. The Commissioner must be, and is, satisfied that the Force has referred all relevant cases to the IOPC in accordance with the relevant OPCC /Force protocol.

5.0 COMPLAINT MONITORING & PERFORMANCE

(i) *PSD Complaint handling.*

Table A below provides detail on the performance of PSD in the handling of complaints within the most important and statistically significant complaint categories.

There was a significant year on year reduction in the number of complaints that were recorded within the IOPC recommended 10 day target; 50% of complaints were so recorded.

Arguably, it is the overall time taken to finalise complaint cases that impacts most upon customer service satisfaction. This was comparable with that for the Most Similar Forces (MSF) data and the national result.

Wiltshire PSD has continued to locally resolve a significantly larger proportion of complaints by Local Resolution than both the MSF group and nationally.

In overall terms, there was clear deterioration in the year on year performance of PSD in the administrative handling of complaints. From discussions with the Deputy Chief Constable (DCC) and the Head of PSD concerning this matter, the prime reason for the deterioration in performance derived from a disjoint between the administrative and investigative side of the complaint handling process. As a result, steps were taken to form a dedicated specialist PSD complaint administration team, which now works under the overall management of the new Head of PSD. This change, which was made towards the end of the monitoring period, thus far appears to have impacted positively on performance.

TABLE A: PSD Complaint Handling Performance

	2018/19	Count	Last period	MSF average	National
Complaint cases recorded within 10 days	50%	305	96%	88%	89%
Ave number of days to finalise complaints cases	115	-	82	117	110
Ave number of days to finalise LR complaints	100		79	78	72
Ave number of days to finalise LI complaints	219		182	157	158
% allegations Locally Resolved (LR)	61%	371	54%	49%	48%
% allegations Locally Investigated (LI)	29%	173	36%	39%	40%
% allegations discontinued	4%	25	2%	1%	1%
% allegations disapplied	4%	27	6%	5%	6%

(ii) Force Complaint Performance

Table B below provides detail on the performance of the Force in the most important and statistically significant complaint categories. The last six annual reports show that Wiltshire has consistently suffered more complaints of Neglect or Failure of Duty than its peers. Whilst there has been some reduction in this category of complaint, it remains the case that the number of such complaints per thousand employees is significantly higher than that for both the MSF group and nationally.

TABLE B: Force Complaint Performance

	2018/19	Count	Last period	MSF average	National
Number of allegations		833			

Number of allegations/1000 employees	360		365	293	264
% of other Neglect or Failure in Duty	48%	396	43%	43%	41%
% of Incivility, Impoliteness and Intolerance	11%	87	10%	13%	12%
% of other assault	7%	55	6%	6%	7%
% of Lack of fairness and impartiality	5%	40	5%	6%	5%

6.0 CONDUCT

There was a significant increase in the number of Conduct cases recorded; 83 against 44 for year 2016/17 and 49 for 2017/18.

The 2012/13 report indicated some serious concerns following the significant increase in conduct cases which occurred in that year, following which, the Force mounted a Standards and Behaviour campaign and associated implementation plan, which impacted very positively on behaviour.

7.0 INTEGRITY AND COUNTER CORRUPTION

The Independent Adjudicator has access to the full Centurion Database in the review period, which enabled him to periodically inspect the records of business interests, gifts, hospitality and Conduct case handling. The process for authorising specific interests is robust. A total of 122 business interests were registered, which is comparable with the last reporting period (106). The process for seeking approval is applied consistently. Three requests were declined. None of those approved could significantly impact on the performance of Force duties.

The number of vetting clearance requests reduced from approximately 2000 last recording period to 1274 for this period. There was a roll-over of uncompleted vetting requests from last year which resulted in a total of 1324 requests being completed. The average time to complete vetting for Police Officers (including Specials) and Staff was 60 days and 30 days respectively, which greatly exceeds the longstanding target of 30 and 20 days respectively. This matter has been raised in bi-monthly meetings with the DCC, and steps recently taken to resolve an apparent shortage of staffing in the vetting unit should resolve this issue. The problem derived in part from a requirement to comply with the relatively new Authorised Professional Practice (APP) procedures introduced by the College of Policing.

The resource available to the Anti-Corruption Unit (now Counter Corruption Unit - CCU) appears sufficient to respond to information provided to assess and respond to intelligence related to potential corruption. In October 2017, the NPCC rolled out a new national strategy

<http://firstpoint/sites/pcc/pccoffice/Police%20and%20Crime%20Panel/Forms/AllItems.aspx?RootFolder=%2Fsites%2Fpcc%2Fpccoffice%2FPolice%20and%20Crime%20Panel%2FPapers%20Submitted%20to%20Panel%2F2019>

to detect any abuse of position for sexual purpose (APSP). The Force has continued to develop and disseminate briefing documents to check and identify signs and signals of abuse.

There are plans for further investment in CCU to increase its capability to pro-actively seek out any wrongdoing. There are arrangements in place to enable staff to anonymously report alleged wrongdoing, and PSD and CCU are aware of the requirement to inform OPCC of any matters that are relevant to either the integrity or conduct of senior officers. The People Intelligence Board (which has OPCC membership) is working effectively.

8.0 **DETERMINATION OF APPEALS**

Tables C and D below provide detailed performance data relating to the handling of appeals by the IOPC and by the OPCC. There has been a very significant and welcome reduction in appeals in this period – down to 44 from 87 in 2017/18; the number of appeals has thus fallen below the PCC monitoring threshold of 50.

In previous years we have highlighted some concern at the relatively high number of appeals upheld by the IOPC against the non-recording of complaints. This indicator is now much more in line with the MSF group and the national result (40%).

The percentage of other appeals upheld by OPCC and IOPC is significantly above both the national and MSF levels. Insufficiently clear or comprehensive response within Local Resolutions is the main reason for appeals to be upheld.

Action has been taken to reduce the time taken for PSD to action some appeals that were upheld in the 2017/18 recording year.

The average number of days to complete OPCC appeals was well below the national average and comparable with that for our MSF group. There was a slight year on year reduction in the average time taken for the IOPC to complete investigation appeals and a significant increase in the average for non-recording and disapplication appeals.

TABLE C: IOPC Appeal and Complaint Handling Performance

	2018/19	Count	Last year	MSF average	National
% IOPC investigation appeals upheld	67%	6	43%	31%	38%
% IOPC non recording appeals upheld	40%	6	46%	34%	36%
Ave days to complete investigation appeals	43		48		

Ave days to complete non-recording appeals	17		12		
Ave days to complete Disapplication appeals	26		9		
Ave days to finalise Independent Investigations	219		209		420

TABLE D: Force (OPCC) Appeal Handling Performance

	2018/19	Count	Last year	MSF average	National
% OPCC Local Resolution appeals upheld	32%	6	27%	13%	16%
Ave number of days to complete OPCC appeals	39	20	34	38	50

9.0 STAFFING IMPLICATIONS

9.1 There are no staffing implications.

10.0 FINANCIAL IMPLICATIONS

10.1 There are no financial implications.

11.0 LEGAL IMPLICATIONS

11.1 There are no legal implications.

12.0 SUSTAINABILITY

12.1 There are no sustainability implications.

13.0 DIVERSITY

13.1 There are no equality or diversity implications.

14.0 CONTRIBUTION TO THE POLICE AND CRIME PLAN 2017 - 2021

14.1 Effective and efficient procedures to monitor professional standards, integrity and complaint appeals underpins the Police and Crime Plan 2017 to 2021 and all four priority areas:

Priority One - Prevent crime and keep people safe

Priority Two - Protect the most vulnerable people in society

Priority Three - Put victims, witnesses and communities at the heart of everything we do

Priority Four - Secure a quality police service that is trusted and efficient.

11.0 RECOMMENDATIONS AND FURTHER ACTION

11.1 The Force will review and report on the effectiveness of the Vetting Unit against a background of the significant increase in the length of time taken to complete vetting processes.

11.2 PSD will report on the steps taken to reduce the length of time taken to complete actions detailed in the response to Upheld complaint appeals.

11.3 The Force will report on performance in dealing with the significant increase in conduct cases which occurred in the year under review.

11.4 The Force will look to create a greater awareness among staff of the adverse impact that complaints of Neglect or Failure of Duty has on the public.

11.5 PSD will review cases for which Learning was not identified before finalising Complaint and Recordable conduct investigations.

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Agenda Item 8

Meeting	Police and Crime Panel
Date	19 December 2019
Report Title	Complaints Reform
Report presented by	Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

1.0 PURPOSE OF REPORT

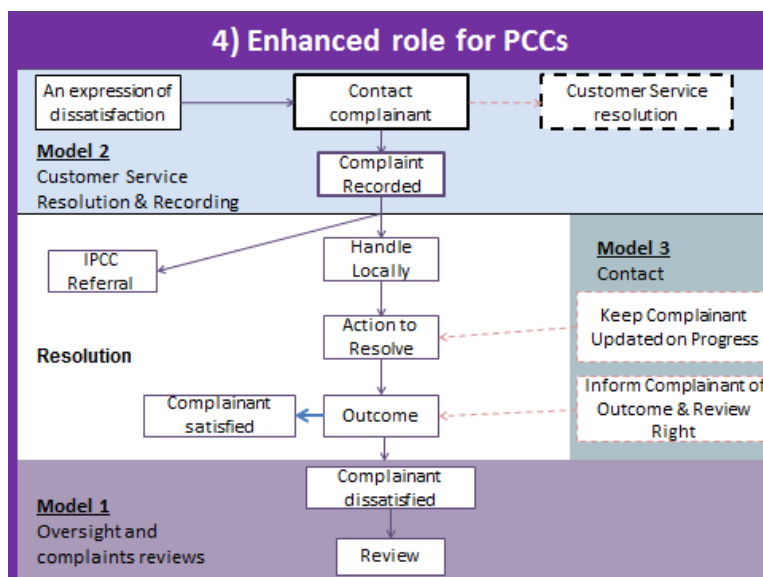
- 1.1 This report is to provide an update to the Police and Crime Panel on the complaints reforms and is for information only.

2.0 INTRODUCTION AND BACKGROUND INFORMATION

- 2.1 The Home Office has been considering reforms to the complaints system for some time. The reforms put in place a customer-focussed system, which is quicker, more transparent and effective, with local oversight. It will be less adversarial for officers and staff and it will increase the public accountability of PCCs.
- 2.2 Issues can be resolved informally where appropriate, provided the complainant agrees. The Force and OPCC will log everything to ensure that data is captured on all matters raised. OPCC will record more serious matters so that they are dealt with formally by the Force. The OPCC must conduct reviews of complaints (previously appeals), where these are required.

3.0 THE WILTSHIRE POSITION

- 3.1 The Home Office identified three possible Models.



3.2 PCCs have the power to decide which models they wish to adopt. Wilts OPCC already effectively operates Model 1 and this is the role carried out by Professor Allan Johns. The PCC has decided that he wishes to adopt Model 2 as a natural progression. The OPCC and the Force are now working together to develop new processes and address any implications for existing staff and structures. The OPCC will assume responsibility for receiving all complaints, triaging them, attempting service resolution if at all possible and if not, formally recording the complaints and passing them to the Force for action. Once a complaint has been completed, and if the complainant is not satisfied with the outcome, they will have a right of review to the OPCC.

3.3 The current timetable for the implementation of the reforms was set before the election. Currently, it is anticipated that the new regulations will be laid before parliament in early January and will come into effect on 1 February 2020, but this may change.

4.0 STAFFING IMPLICATIONS

4.1 A new team will be needed in the OPCC and it is proposed to transfer existing staff from the Force to deliver the service. There will be two Complaints Administrators, two Complaints Handlers and one Complaints Manager (previously the OPCC Business Manager) but this will need to be kept under review as demand is monitored. Consultations are ongoing with those who could be affected and the staff associations.

5.0 FINANCIAL IMPLICATIONS

5.1 The posts are all existing roles and budgets will have to be reviewed by the Finance Team going forwards. The roles have been reviewed by the Hay Panel are based on the salaries offered elsewhere and comparisons with existing posts in Wiltshire. They are believed to be at a level needed to secure good staff.

6.0 OTHER IMPLICATIONS

6.1 Work is progressing on the office accommodation requirements, the ICT support needed, the implementation of a new version of Centurion (the complaints system) and staff training.

6.0 LEGAL IMPLICATIONS

6.1 The legal implications are that when the new regulations come into effect, Wiltshire Police and Wiltshire OPCC must be in a position to deliver them.

7.0 SUSTAINABILITY

7.1 There are no sustainability implications.

8.0 REPORT SUMMARY

8.1 The timescale for delivering the reforms is tight but a quicker, more customer focussed service will result with greater oversight and public accountability by the PCC.

9.0 RECOMMENDATIONS

9.1 The Panel is requested to note the position.

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Agenda Item 9

Meeting	Wiltshire Police and Crime Panel
Date	19 th December 2019
Report Title	Community Policing Team Resource Measures
Report presented by	Police and Crime Commissioner
Author	Chris McMullin – Director of People and Change

1.0 PURPOSE OF REPORT

1.1 This product provides a summary of the developments of the performance measures for the PCC and Police and Crime panel related to areas of Community Policing Teams (CPT).

2.0 INTRODUCTION AND BACKGROUND INFORMATION

2.1 Over the last 18 months work has been undertaken to develop a range of information in which to monitor and understand resourcing levels in CPT. This has been an iterative process as the OPCC and PCP work trying to distil a complex resource and staffing mechanism into strategic indicators. Since the last report, the Force has made some proposed changes to the CPT model in order to best deliver community policing within the County. This is covered under section six.

3.0 PROGRESS SINCE Q1

3.1 This product follows the agreed approach towards measurement.

3.2 PCP members agreed that measuring the following to strategically monitor CPT resources:

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

3.3 A number of impacts affect these overall measures and are included to assess planning and management of CPT resources. These include:

- CPT vacancies
- Long term sickness in CPT
- Maternity leave
- Suspension
- Posting outside of CPT

- Short & medium term absences such as annual leave and sickness

- 3.4 The scorecard will also present information on police sergeants, local crime investigators and specials to capture all aspects of CPT.
- 3.5 Further to Q1, analysts have concentrated on refining the method for measuring the loss for FTE posts to short and medium term absences.
- 3.6 This method assesses working days “lost” to short and medium term sickness and annual leave and calculates how many FTE posts this equates too.
- 3.7 Methodology: Analysts assessed 3 months of sickness and 3 months of annual leave data (Q2). This resulted in a “days lost” figure. This figure was then divided by 48, which is the average number of shifts (working days) for Officers across a quarter. This provides an indication regarding the number of posts lost to sickness and annual leave (capacity of 1 post = 48 “days lost” over 3 months).
- 3.8 Calculating short-term reasons (less than 27 days) for absence within CPT is complex and subject to more variance than longer term reasons.

4.0 NEW CPT RESOURCING SCORECARD

Measure	Quarter 1
CPT establishment	412 police constables 131 police community support officers
Percentage of CPT “at work”	82.1%
Percentage of police constables in CPT “available to respond”	60.5 %

- 4.1 The table below presents the strategic measures and supplementary measures by staff roles and by each community police team.
- 4.2 In addition to the roles detailed below there will be:
- 20 More PCs completing tutorship in January 2020.
 - 35 More PCs completing tutorship in June 2020 (35 currently in training).
 - 20 More PCs completing tutorship in Sept 2020 (Pending confirmation of Feb 2020 intake).
- 4.3 CPT have lost the capacity of 38 posts across CPT over Quarter 2 to short and medium term sickness and annual leave. Analysts have re-run this methodology for Q1 where CPT had lost the capacity of 55 posts.

FORCE	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing / CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
PC	412	29	12	6	2	13	22	84	79.6%	79	60.5%
SGT	55	3	1	0	0	2	6	12	78.4%		
LCI	69	6	0	2	0	0	6	14	79.6%		
PCSO	131	3	0	1	0	1	5	10	92.7%		
TOTAL	667	41	13	9	2	16	38	119	82.1%	79	60.5%
	Number	Hours (Jul-Sept)		Hours per person per month							
Specials	214	15113		24.00							

Figure one - CPT resourcing by staff role

	FTE	Specials	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT North	125	84	8	4	1	0	0	5	18	85.2%	16	62.1%
Swindon CPT South	127		8	2	0	1	6	9	26	79.7%	17	54.4%
Wiltshire CPT North	104	30	8	2	0	1	4	8	23	78.0%	11	58.2%
Wiltshire CPT West	130	34	6	3	5	0	1	10	25	80.8%	13	61.6%
Wiltshire CPT East	57	17	6	1	0	0	0	2	9	85.1%	7	61.8%
Wiltshire CPT South	124	35	5	1	3	0	5	5	19	84.9%	15	65.3%
TOTAL	667	200 +14 HQ Specials = 214	41	13	9	2	16	38	119	82.1%	79	

Figure two - Overall CPT resourcing by Community Police Team

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT North	125	8	4	1	0	0	5.5	18	85.2%	16	62.1%
PC	77	5	4	1	0	0	3.2	13	82.9%	16	62.1%
SGT	10	0	0	0	0	0	1.0	1	90.4%		
LCI	13	3	0	0	0	0	1.0	4	69.6%		
PCSO	25	0	0	0	0	0	0.4	0	98.4%		
	Number	Hours (Jul-Sept)		Hours per person per							
Specials Swindon	84	6938		28.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT South	127	8	2	0	1	6	8.8	26	79.7%	17	54.4%
PC	81	6	2	0	1	6	5.0	20	75.4%	17	54.4%
SGT	10	1	0	0	0	0	1.9	3	70.8%		
LCI	13	0	0	0	0	0	1.0	1	92.3%		
PCSO	23	1	0	0	0	0	1.0	2	91.5%		
	Number	Hours (Jul-Sept)		Hours per person per							
Specials Swindon	84	6938		28.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT North	104	8	2	0	1	4	7.9	23	78.0%	11	58.2%
PC	64	5	2	0	1	4	3.8	16	75.4%	11	58.2%
SGT	10	1	0	0	0	0	1.0	2	79.6%		
LCI	9	2	0	0	0	0	1.6	4	60.2%		
PCSO	21	0	0	0	0	0	1.5	1	93.0%		
	Number	Hours (Jul-Sept)		Hours per person per							
Specials	30	2586		29.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short and Medium Term Sickness & Annual Leave Av. Posts lost*	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT West	130	6	3	5	0	1	10.0	25	80.8%	13	61.6%
PC	77	5	2	2	0	1	6.6	17	78.4%	13	61.6%
SGT	10	1	1	0	0	0	1.5	4	64.6%		
LCI	17	0	0	2	0	0	1.1	3	81.6%		
PCSO	26	0	0	1	0	0	0.8	2	93.3%		
	Number	Hours (Jul-Sept)		Hours per person per							
Specials	34	1868		18.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT East	57	6	1	0	0	0	1.5	9	85.1%	7	61.8%
PC	34	4	1	0	0	0	1.0	6	82.4%	7	61.8%
SGT	5	0	0	0	0	0	0.1	0	97.9%		
LCI	5	1	0	0	0	0	0.3	1	75.0%		
PCSO	13	1	0	0	0	0	0.1	1	91.2%		
	Number	Hours (Jul-Sept)		Hours per person per							
Specials	17	769		15.00							
	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT South	124	5	1	3	0	5	4.8	19	84.9%	15	65.3%
PC	79	4	1	3	0	2	2.4	12	84.3%	15	65.3%
SGT	10	0	0	0	0	2	0.3	2	77.1%		
LCI	12	0	0	0	0	0	1.2	1	90.3%		
PCSO	23	1	0	0	0	1	0.9	3	87.6%		
	Number	Hours (Jul-Sept)		Hours per person per							
Specials	35	2076		20.00							

Figure three - CPT resourcing by role and by community policing team

5.0 AREAS OUTSIDE CPT

5.1 Resources within the Force are distributed based on changes in demand identified during the budget build process and are built into the current year's budget. However they are regularly reviewed against important mechanisms throughout the year such as:

- Corporate Risk Register
- Performance against the Police and Crime Plan
- Force Management Statement
- HMICFRS Inspections
- Continuous Improvement Reviews
- Legislative and statutory changes.

5.2 This review then concludes with the development and publication of the Medium-Term Financial Statement (MTFS).

Information on the resources that Wiltshire Police has and how they are distributed, compared to other Forces in the Country, is available through the below link:

<https://www.justiceinspectorates.gov.uk/hmicfrs/our-work/article/value-for-money-inspections/value-for-money-profiles/value-for-money-dashboards/>

5.3 This uses the current data through an online interrogation tool called Power BI. For access to the previous PDF version which was conducted in 2017, please use the below link:

<https://www.justiceinspectorates.gov.uk/hmicfrs/publications/wiltshire-2017-value-for-money-profile/>

5.4 The current distribution of resources across the Force is published through the PCC website as follows (NB: the data is taken from current year budget):

How we spend your money:

HMIC Value for Money Basis:							
(uses the CURRENT 2019/20 Budget)							
	NRE £'000	FTE Officer	FTE PCSO	FTE Staff	FTE Total		NRE v1
Local Policing exc LCIs	33,364	531	132	46	708		28%
Dealing with the Public	7,813	8		188	196		7%
Criminal Justice	7,319	21		151	172		6%
Op Support	7,551	112		12	124		6%
Intelligence	4,751	27		62	89		4%
Investigations inc LCIs	16,697	154		156	310		14%
Public Protection	6,775	60		84	144		6%
National Policing	833	24		11	35		1%
Support Functions	27,458	38		253	291		23%
OPCC Office Cost	2,967			23	23		3%
Capital Financing/Pensions	2,559				-		2%
	118,087	975	132	985	2,091		100%

Figure four – budget distribution.

5.5 The work on CPT 'at work' rates above is also being developed outside of CPT and although this continues to be in development, the Force wanted to share some of the positions across

key organisational functions for the last three months.

Department	% at work
Contact Management	81.7%
Crime Standards and Justice	80%
Specialist Operations	81.1%
Dogs	74.3%
Firearms	73.0%
Roads	71.2%
PPD and Safeguarding	71%
CID	79%
Intelligence	81%
Specialist Crime	77%
Crime Prevention	83%

Figure five - '% resources at work'

5.6 This uses the same methodology as figure one, removing vacancies, sickness, annual leave, maternity, and suspensions.

6.0 **IMPROVING RESOURCING LEVELS**

The Force and OPCC has been working for some time to develop and present a granular understand of resourcing within CPT. This section will provide an overview of the work being done to improve this resourcing level where possible.

6.1 **Sickness**

The Force has instigated an absence monitoring group which has developed a plan of activity to improve sickness across the Force. The plan has 18 items ranging from communications, line management support, early intervention and analysis. This, along with consistent and robust governance, using improved analysis products will likely see sickness improve.

1. **Communications**

Internally - Develop an integrated and sustained internal communications plan.

Externally - Writing to GP practices and the PHT's to advise them of our policies and the support structures in place.

2. **Sickness Task Force** – a small group focused on performance hot spots reviews all sickness absence related activity against a set of quality indicators

3. **Early Intervention** – take existing early intervention activities one step further. All cases are centrally reviewed at 1 and 6 weeks to assess required interventions, ensuring timeliness and appropriateness of actions

4. Short Guided Management Questionnaire – on the first day of sickness the line manager will ask a short number of structured questions to assist in identifying whether the issue is work related and whether there are any alternative deployments available to support an immediate return to duty.
5. Immediate Referrals to OHU for all Stress/Depression/Anxiety related absences
6. Tighten Recruitment Procedures
For internal applicants, all with a Bradford score of 192 will be reviewed and overseen by a senior HR manager as part of the recruitment process
For external applicants, where an issue of previous history or OHU identify a concern, a senior HR practitioner will review the file and determine whether to proceed with the offer
7. Implement a pre-placement screening process for all applicants within the parameter of legislation (Equality Act 2010) this will identify where individual's require support and/or reasonable adjustments – senior HR practitioner will review and determine whether to proceed with the officer
8. Recuperative Duties – review all officers and staff on recuperative duties and seek opportunities for more effective and productive recuperative duties programmes
9. Adjusted Officers – undertake a review of all adjusted officers to ascertain if onward referral to the Selected Medical Practitioner (SMP) is appropriate
10. Review the protocol regarding the right to self-certificate for all individuals where it is identified there is a trend of regular short term sickness absence
11. Maintain annual review of appropriate recognition mechanisms for those who manage sickness well
12. Manager/Supervisor performance measurement – all leaders will be performance managed on how they manage the performance and sickness of their staff. The measure will be an explicit objective for all leaders.
13. Structured sickness management workshops run locally (within Hubs/Departments) to encourage robust management and embed learning
14. Provide easy to use crib sheets for line managers, reinforcing policy and raising awareness
15. Promote EAP (Employee Assistance Programme) which provides telephone and face to face support for issues such as stress, relationship counselling, debt & finance counselling, Peer support, chaplaincy etc.
16. Through analysis, identify departments/teams that have high sickness volumes and

report findings to the People Intelligence Board for further discussion

17. Conduct a Peer Review which provides an opportunity to identify areas of policy/procedure which would benefit from changes – and where we are doing well

18. Improved data integration and reporting to support early identification of trends/hotspots and performance to enable focused responses.

6.2 **Recruitment and Operation Uplift**

The panel will be aware of Operation Uplift, which is a national recruitment campaign to recruit 20,000 new police officers in the UK over the next three years.

Urging people to join the police and 'be a force for all', the campaign is aiming to see up to 6,000 additional officers recruited in its first wave, with the government committing £750 million for 2020-21 to fund the recruitment drive.

The remaining 14,000 are to be recruited in the following two years and will be additional to officers hired to fill existing vacancies.

On 8th October, the Home Office provided the Force allocations up until 31st March 2021 (defined as year one). Wiltshire was allocated an additional 49 officers which was split based on the existing funding formula. This increase in officers will improve the resourcing levels.

To achieve this increase, Wiltshire Police is needing to recruit approximately 90 officers per year, making up for those officers lost through retirement and other reasons. An intake of 35 officers was achieved in October 2019, and an additional intake of 20 officers is planned for February 2020. Following this, Wiltshire will be holding an intake of 40 officers in June 2020 which will be the first under the new Police Educational Qualifications Framework.

Although there are a lot of officers currently being recruited and trained, it does take approximately a year from recruitment to an officer being out of tutorship. In January 2020, the officers from recruitment in May 2019 will be out of tutorship and therefore will be added to the 'PCs allocated to respond to 999'. When officers leave regularly in small numbers, this demonstrates the challenge in flexing to cover the gaps created.

6.3 **Resource Management Panel**

The Resource Management Panel is a group which oversees the movement of resources on a fortnightly basis in order to maximise the use of resources against threat, harm and risk. As the majority of resources for specialist functions come from CPT (as this is where new officers enter the organisation), then any requirement to support the resourcing in other operational departments normally results in a gap created in CPT.

As a result in the focus on the CPT deployability, a number of restrictions have been put in place:

- RMP does not move anyone from CPT unless it is unavoidable
- All moves at RMP require an understanding of resourcing levels outside of CPT on which to make the assessment
- Fill vacancies with non-restricted officers from outside of CPT in the first instance where possible.

6.4 **CPT Model Changes**

Ensuring that we have a policing model, which meets the needs of the community it serves as well as ensuring it is fit for future challenges and demands, is crucial.

When Wiltshire Police introduced the Community Policing model in 2016, we were very clear that it would undergo continuous evaluation to ensure we were constantly improving by remaining responsive to the concerns of the officers and staff who work within these teams. Over the past 6 months, the organisation has critically assessed the CPT frontline model, comparing and contrasting both the local and national picture. It is no secret that our Community Policing Teams (CPTs) have been facing challenges, particularly around staffing levels and workload. Over recent months the Chief Constable and ELT have been looking closely at the way CPT is currently working. Following the feedback we have received from those working on the front-line, our Change and Improvement Groups, the online chat and the forums, as well as a recent peer review and visit from HMICFRS, Wiltshire Police has decided to conduct a review into how community policing is delivered in our county to make sure it evolves to meet the changing demands on policing in the 21st Century.

It is important that we continually reflect on how effective the model is, particularly given we have an additional wave of new officers coming into the Force.

The CPT Operational Improvement Programme was established to implement improvements to our delivery of Operational Policing. This strand has a strong focus on delivering Neighbourhood Policing, whilst ensuring that our configuration of Public Protection Units and Criminal Investigations Departments are optimal and driving our workforce towards identifying and mitigating threat, harm, risk and vulnerability. The improvement plan is co-ordinated under 12 work streams, these are:

- CPT Model
- CPT Shift Pattern
- Investigative Standards
- Beat profiles
- Neighbourhood training
- Response Training
- Analytical capability and QlikSense
- Tasking Team
- Roles profiles, expectations and toolkits
- Early Resolution Unit (ERU)
- Force Investigative Model (FIM)
- Tasking and Briefing

We want to do all that we can to improve the model – not only for those working within it, but also to ensure we are providing the public with the very best service we can – an aim shared by everyone at Wiltshire Police and the OPCC.

We need to ensure that we are allocating our resources to provide the most efficient and

effective service for the public. It was also prudent to review our model in light of any future increase in officers. Following a review of our model, we are now in the process of consulting with our staff on the preferred proposal. We will, of course, keep our communities sighted on any changes when appropriate.

On 4th November ELT received a detailed Business Case which recommended a new Optimal Model for the delivery of Community Policing within Wiltshire. This Optimal Model was agreed for adoption by ELT. The model has two variants, one for Swindon and one for the Wiltshire County and is structured as follows:

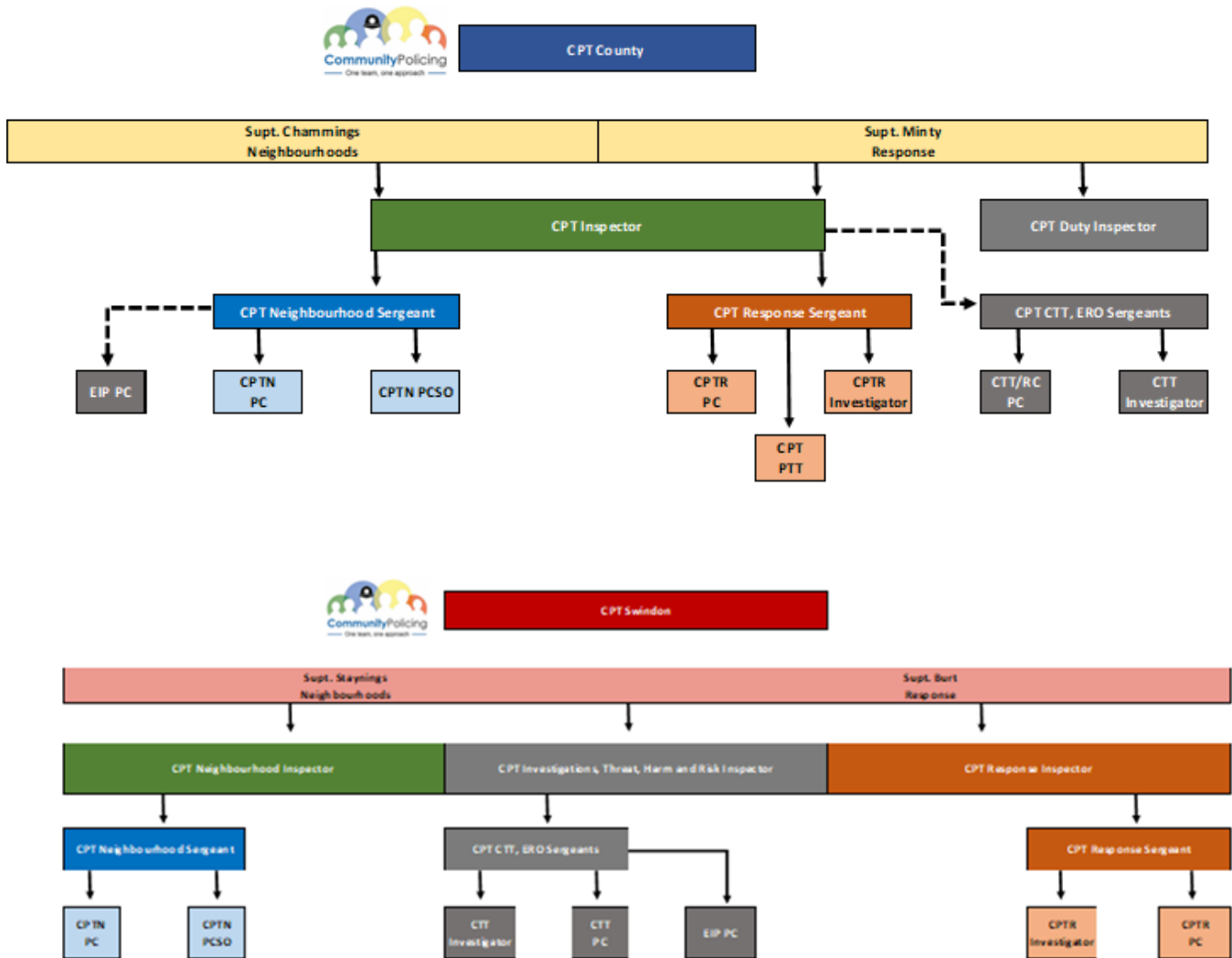
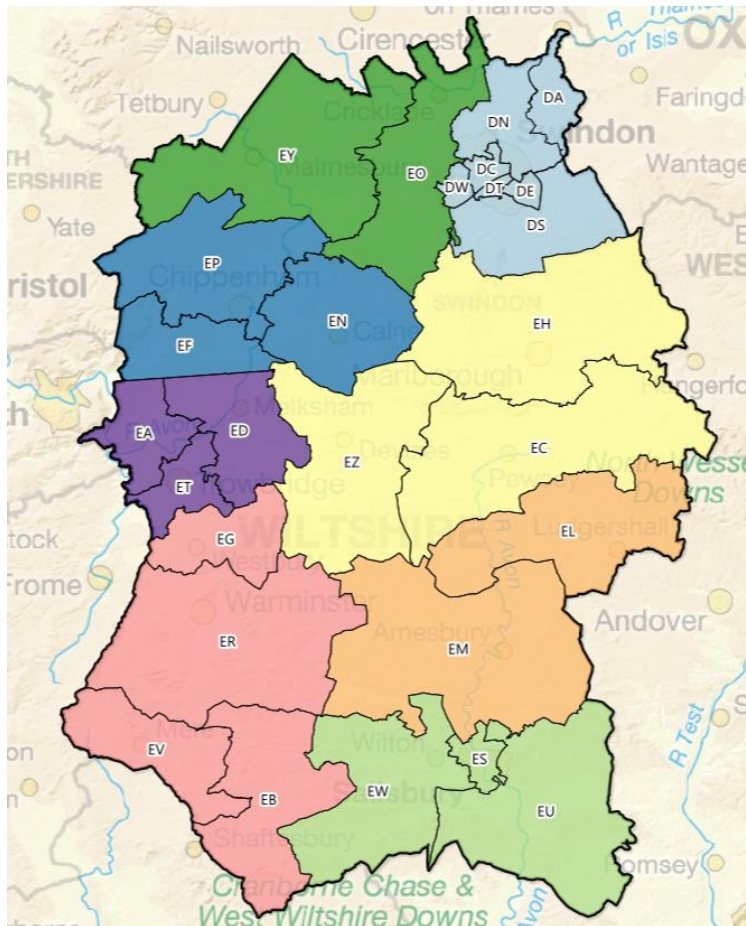


Figure six new CPT model



Phase one includes:

- Adoption of eight CPT areas:
 - Swindon
 - Royal Wootton Bassett
 - Chippenham
 - Devizes
 - Trowbridge
 - Warminster
 - Amesbury
 - Salisbury
- Establish an Early Resolution Unit (ERU)
- Appointment of three CPT neighbourhood Insp (1x Swindon, RWB and Chippenham)
- Appointment of five CPT neighbourhood Sgt (3x Swindon, RWB and Warminster)
- Appointment of 2 CPT neighbourhood PCs in Swindon
- Transfer of all 25 existing Comm. Co into CPT neighbourhood PC roles
- PCSO line management to change to CPT neighbourhood Sgts
- Local Crime Investigator job title changes to CPT Investigator.

Formal consultation for the Optimal Model began on the 7th November and closed successfully on 18th November. There were no challenges.

The Early Resolution Unit is designed to pick up crime reports received in the CCC before they reach CPT teams. The team's core role is to reduce demand that reach our frontline teams and resolve crimes at the earliest opportunity through desktop-based investigations. They will focus on demand reduction, early resolution of crime/incidents to provide a better service to the public and provide advice and guidance to the public about what should/shouldn't be reported to the police and signposting to the relevant agency when

appropriate. This will reduce unnecessary demand from reaching CPT Sgts.

Seven shift patterns have been developed and considered in the Business Case. On the 19th November, four preferred shift patterns were presented to ELT and it was agreed that the Programme could begin formal consultation utilising these preferred patterns. Formal consultation on the shift patterns began on 21st November. This is expected to be an extended process, extending into 2020.

7.0 STAFFING IMPLICATIONS

7.1 This paper concerns staffing and resourcing and is reflected in the entire report.

8.0 FINANCIAL IMPLICATIONS

8.1 There are no financial implications.

9.0 LEGAL IMPLICATIONS

9.1 There are no legal implications.

10.0 SUSTAINABILITY

10.1 There are no sustainability implications.

11.0 DIVERSITY

11.1 There are no diversity or equalities implications.

12.0 CONTRIBUTION TO THE POLICE AND CRIME PLAN 2017 - 2021

12.1 Effective use of resources contributes to all four priority areas of the Police and Crime Plan 2017-2021:

Priority One - Prevent crime and keep people safe

Priority Two - Protect the most vulnerable people in society

Priority Three - Put victims, witnesses and communities at the heart of everything we do

Priority Four - Secure a quality police service that is trusted and efficient.

13.0 RECOMMENDATIONS

13.1 Members note this report and the updated measures for monitoring CPT resourcing levels

13.2 Members are asked to note the need to continue to develop short term absence data

13.3 Members are asked to accept the revised information, which will be included in the performance framework

13.4 Members are asked to take note of the work being done to improve resourcing levels within CPT.

Appendix

Technical notes on measures

CPT “At Work” Level: This measure compares the budget FTE against the reasons why CPT Officers and Staff are not at work. This identifies longer term reasons, such as long term sickness, vacancies, maternity leave, suspensions and abstractions outside of CPT. The figure includes posts lost to short terms sickness and annual leave.

Short Term absence: Calculating short-term reasons (less than 27days) for absence within CPT is complex and subject to more variance than longer term reasons. A method for measuring this has been developed and is included, however requires further testing and allow for a longer time period to able an annual rolling average. Further testing is also ongoing to ensure the distinction between short term and long term sick is in the correct category for this report. Therefore the specific numbers on short term absences should be treated as preliminary.

Number of PCs allocated to proactive policing and community support: This measurement includes officers and staff who are partially available to respond. There are 79 Officers and Staff working in roles that allocated to proactive policing such as priority crime teams (21 PCs, 6 vacancies at present) and community coordinators (30PCs).

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

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

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

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Agenda Item 11

Questions from the Police and Crime Panel Members – since the previous panel meeting on 5th September 2019

1. Received on 18th October 2019 – reply 25th October 2019

From Anna Richardson:

My question concerns the Bradford Score system which Wiltshire Police uses to monitor staff sickness absence.

1. Is it correct that the shorter the period of sickness absence(s) (I.e. 1 day) the poorer the score? (As opposed to longer absence (i.e. 1 week/ 2 weeks)?
2. Could this be an incentive for staff to remain absent for longer than needed to avoid having a poorer score?
3. Is the Bradford score for an individual taken into account in annual staff development / appraisal? Is it used by management as a means to decide on promotion / internal appointment etc.?
4. Can any comparable data on sickness absence be obtained from other 'peer' forces who use the Bradford score, and from those who don't? If so, could this information be brought to a PCP meeting?

PCC Response:

1. This is correct. The Bradford Factor Score is a formula used by Wiltshire Police to calculate the impact of employees' absences on the organisation. It is based on the theory that short, frequent, unplanned absences are more disruptive to organisations than longer absences. A high score (i.e. following short, regular absences) suggests an employee's absence rate is having a more negative impact on the organisation.

It is calculated by taking the occurrences squared, and multiplying this by the number of days absent in a 12 month period. So three separate occurrences of two days off each time would be $(3 \times 3) \times 6 = 54$. One occurrence of six days off would be $(1 \times 1) \times 6 = 6$.

So in answer to the question, it depends on the number of days and occurrences involved, but in general multiple occurrences off has a larger score than larger single occurrences.

2. Possibly however, Wiltshire Police must make sure there are safeguards in place to protect employees with medical conditions – such as cancer – that may cause

irregular absence patterns because of hospital appointments. Wiltshire Police has to ensure that its absence policies (including its use of Bradford factor scores) do not discriminate against employees with disabilities.

It is potentially an incentive to ensure they are ready to return to work rather than returning too early and going off sick again. This is a good thing for staff wellbeing. From experience the score does not materialise in staff taking longer than needed off sick. The score of 192 is used as a local trigger to suggest attendance management intervention is required. At times where there is a clear rationale (cancer etc.), this is taken into account. The negatives may be that staff monitor their score to stay below 192 however trends and patterns are monitored by line managers and HR.

3. Yes, it is monitored and commented on by line managers. If the score is above 192, this is viewed in more detail and unless there are clear mitigating circumstances, it is a negative when considering promotions or internal appointments.

4. Sickness information is only captured officially by the Home Office on an annual basis. Bradford scores are not captured, but average days lost is. Forces tend to not provide further information on sickness of the workforce but it can be requested.

2. Received on 22nd September 2019 – reply 31st October and 4th November 2019

From Councillor Richard Britton:

About a year ago we received a report on all the various services the PCC commissions. Please could we get an update of that. I'd also like to see a financial reconciliation of where the total financial resources go after the police grant and the cost of running OPCC are taken into account. The balance funds commissioned services – and what else?

PCC Response

A report on the commissioning services and plans will be tabled to the Wiltshire Police and Crime Panel meeting in January 2020.

With regards to the second part of the question, please note the following tables which provide the 2018/19 spend and the 2019/2020 budget for commissioning:

Community Safety Fund 2018-19 Spend

Demand and Prevention		
Service / Project	Provider(s)	Allocation (£)
Mental Health Triage	Avon and Wiltshire Mental Health Partnership	121,668
Community Speedwatch	Wiltshire Police	64,437
Community Messaging	Wiltshire Police	95,989
Junior Good Citizen	Wiltshire Police	2,810
Youth Offending - Swindon	Swindon Borough Council	81,707
Youth Offending - Wiltshire	Wiltshire Council	142,800
Mini Police Uniforms	Wiltshire Police	3,000
Total		512,411
Victims & Vulnerability		

Service / Project	Provider(s)	Allocation (£)
Horizon	Wiltshire Police	322,890
Victim Support - young people	Splash (Community First)	35,000
Domestic Abuse court observers	Various	477
Domestic abuse training	Various	400
Domestic abuse conference	Various	1,000
Transfer to Victims fund	N/A	12,285
Total		372,052
Reducing Re-offending & CJS		
Service / Project	Provider(s)	Allocation (£)
Offender Management Support	Circles South West	10,000
Substance Misuse	Wiltshire Council - Lead Swindon Borough Council	175,372
Total		185,372

Total Spend - £1,069,835

Community Safety Fund 2019-20		
2019-20 Budget		1,533,000
Demand and Prevention		
Service / Project	Provider(s)	Allocation (£)
Mental Health Triage	Avon and Wiltshire Mental Health Partnership	121,667
Community Speedwatch	Wiltshire Police	80,000
Community Messaging	Wiltshire Police	14,000
Junior Good Citizen	Wiltshire Police	3,060
Youth mentoring scheme pilot	Currently being developed	40,000
Youth Offending - Swindon	Swindon Borough Council	81,707
Youth Offending - Wiltshire	Wiltshire Council	142,800
Demand reduction investment	Currently being developed	100,000
Total		583,234
Victims & Vulnerability		
Service / Project	Provider(s)	Allocation (£)
Horizon	Wiltshire Police	418,660
Victim Support - young people	Splash (Community First)	11,873
Victim Voice	Currently being developed	20,000
Domestic abuse perpetrator work	Currently being developed	38,127
Total		488,660
Reducing Re-offending & CJS		
Service / Project	Provider(s)	Allocation (£)
Offender Management Support	Circles South West	14,000
Substance Misuse	Wiltshire Council - Lead Swindon Borough Council	175,372
Enhancements to offender pathways to stop reoffending	Currently being developed	271,734
Total		461,106
Total		1,533,000

3. Received on 13th November – reply 28th November 2019

From Councillor Jonathan Seed

Question

A sector inspector has stated that police staff (including PCSOs) are not allowed to conduct CSW because of employment and trade union issues.

PCC Response

The Chief Constable could grant PCSO's additional powers to enforce speed restrictions – via the appropriate formal consultation process to effect a contractual change. There are no known trade union issues to prevent this.

At present the Chief Constable has no plans to amend the roles of the PCSO's with regards to conferring such additional powers.

Question

He also stated that were the job description to be changed then the volunteer element of CSW would need to be removed.

Would the PCC please explain to the PCP whether it exists and if so what the effects of this trade union restriction is on CSW and whether he continues to support the concept of and provide full back up support for CSW.

PCC Response

CSW volunteers play an invaluable deterrent role, in addition to raising awareness of road users of exceeding speed limits. Police officers and PCSO's use this information in an enforcement capacity and only designated police officer positions have specific and delegated responsibility for speed checks and enforcement.

The balance between these defined roles works well.

If PCSOs were given additional powers, this would not require removal of the volunteer element. Such removal would be massively counter-productive and neither I nor the Chief Constable would countenance it. If they were given additional powers, PCSOs would continue to work alongside volunteers. This is something I continually strive to encourage and support.

4. Received on 5th December - reply December 10th 2019

From Councillor Jonathan Seed

Question

Could the PCC list the police stations that have closed in the past six months and those planned for closure in the next six months?

PCC Response

As part of the Estates Strategy 2017-2022 the police buildings at both Calne and Pewsey were deemed surplus to requirements. From 6th January 2020, police

services will transfer to the new Touchdown Points at both Calne Leisure Centre and Pewsey Leisure Centre.

There have been no closures of police stations in the six months preceding the date of the question.

With regards to planned closures of police stations in the forthcoming six months, other than the Calne and Pewsey buildings which are due to close on 6th January 2020 with services moving to the new Touchdown Points, there are no further planned closures.

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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.

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.

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

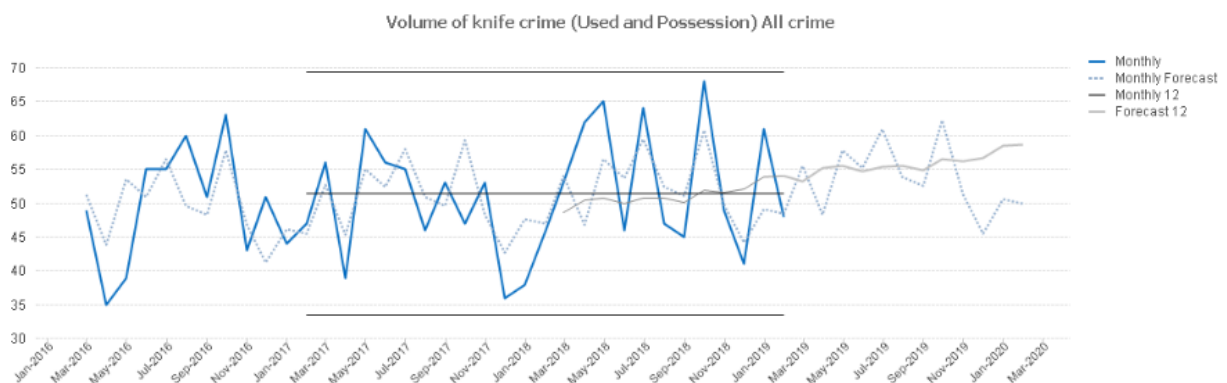
S:13.03.19

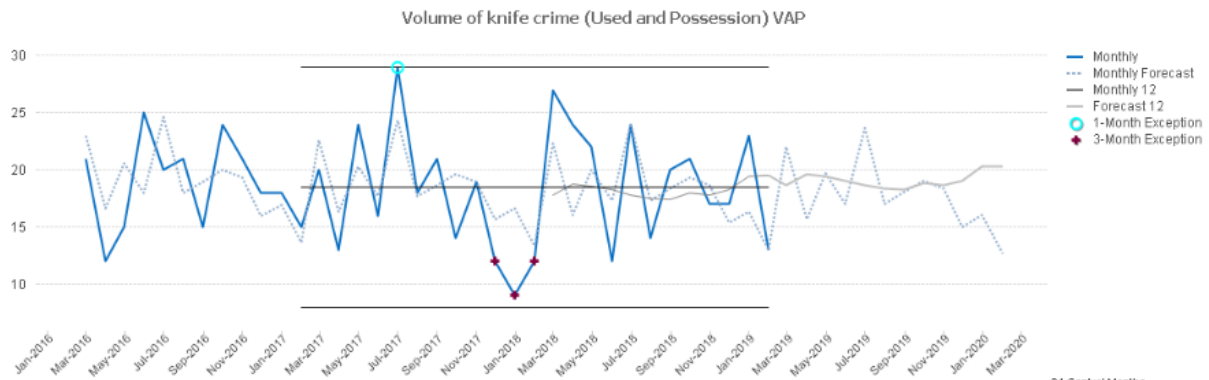
A: 08.04.19

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).

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.

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.;

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.

Cllr Jonathon Seed

R:08.0719

S:11.07.19

A: 15.07.19

Does the Force have an arrangement whereby they pay for private physio therapy treatment for officers and staff.

Yes (there is a criteria for referral)

Is this a tri force arrangement?

It is a Regional contract

If so who provides the service and at what cost per session?

Nuffield Health / initial assessment £45 review £33.75

Question raised at 6 June PCP meeting

A:15.07.19

Are there any outstanding complaints (of any nature) against the two appointed ACC's

There are no complaints for either ACC COOPER or ACC BLYTH.

Cllr Jonathon Seed

R:19.08.19

S:19.08.19

A: 21.08.19

What is the number of bicycles stolen annually in Swindon and Wiltshire?

April 2018 March 19 – 862 offences

Rate of 1.8 offences per 1000 people

Compares to Cambridgeshire highest – 4.3 offences per 1000

Does the PCC sponsor any initiatives that would help prevent bicycle crime theft?

The PCC does not sponsor any specific bike theft initiatives, beyond the general communications campaigns and work to reduce thefts.

Cllr Jonathon Seed

R:03.09.19

S:03.09.19

A:

Please could the PCC confirm whether information provided as a result of CSW is followed up by letter as the scheme was originally intended as there seems to be some confusion between the messages from the PCC and DPCC.

Anna Richardson

R:16.10.19

S: 18.10.19

A:25.10.19

My question concerns the Bradford Score system which Wiltshire Police uses to monitor staff sickness absence.

1.Is it correct that the shorter the period of sickness absence(s) (I.e. 1 day) the poorer the score? (As opposed to longer absence (I.e 1 week/ 2 weeks)?

This is correct. The Bradford Factor Score is a formula used by Wiltshire Police to calculate the impact of employees' absences on the organisation. It is based on the theory that short, frequent, unplanned absences are more disruptive to organisations

than longer absences. A high score (i.e. following short, regular absences) suggests an employee's absence rate is having a more negative impact on the organisation.

It is calculated by taking the occurrences squared, and multiplying this by the number of days absent in a 12 month period. So three separate occurrences of two days off each time would be $(3 \times 3) \times 6 = 54$. One occurrence of six days off would be $(1 \times 1) \times 6 = 6$.

So in answer to the question, it depends on the number of days and occurrences involved, but in general multiple occurrences off has a larger score than larger single occurrences.

2. Could this be an incentive for staff to remain absent for longer than needed to avoid having a poorer score?

Possibly however, Wiltshire Police must make sure there are safeguards in place to protect employees with medical conditions – such as cancer – that may cause irregular absence patterns because of hospital appointments. Wiltshire Police has to ensure that its absence policies (including its use of Bradford factor scores) do not discriminate against employees with disabilities.

It is potentially an incentive to ensure they are ready to return to work rather than returning too early and going off sick again. This is a good thing for staff wellbeing. From experience the score does not materialise in staff taking longer than needed off sick. The score of 192 is used as a local trigger to suggest attendance management intervention is required. At times where there is a clear rationale (cancer etc.), this is taken into account. The negatives may be that staff monitor their score to stay below 192 however trends and patterns are monitored by line managers and HR.

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Yes, it is monitored and commented on by line managers. If the score is above 192, this is viewed in more detail and unless there are clear mitigating circumstances, it is a negative when considering promotions or internal appointments.

4. Can any comparable data on sickness absence be obtained from other 'peer' forces who use the Bradford score, and from those who don't? If so, could this information be brought to a PCP meeting?

Sickness information is only captured officially by the Home Office on an annual basis. Bradford scores are not captured, but average days lost is. Forces tend to not provide further information on sickness of the workforce but it can be requested.

Cllr Jonathon Seed

R:13.11.19

S:13.11.19

A: 28.11.19

A sector inspector has stated that police staff (including PCSOs) are not allowed to conduct CSW because of employment and trade union issues. He also stated that were the job description to be changed then the volunteer element of CSW would need to be removed.

Would the PCC please explain to the PCP whether it exists and if so what the effects of this trade union restriction is on CSW and whether he continues to support the concept of and provide full back up support for CSW

The Chief Constable could grant PCSO's additional powers to enforce speed restrictions – via the appropriate formal consultation process to effect a contractual change. There are no known trades union issues to prevent this.

At present the Chief Constable has no plans to amend the roles of the PCSO's with regards to conferring such additional powers.

CSW volunteers play an invaluable deterrent role, in addition to raising awareness of road users of exceeding speed limits. Police officers and PCSO's use this information in an enforcement capacity and only designated police officer positions have specific and delegated responsibility for speed checks and enforcement.

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Cllr Jonathon Seed

R:05.11.19

S:05.11.19

A: 10.12.19

Could the PCC list the police stations that have closed in the past six months and those planned for closure in the next six months?

As part of the Estates Strategy 2017-2022 the police buildings at both Calne and Pewsey were deemed surplus to requirements. From 6th January 2020, police services will transfer to the new Touchdown Points at both Calne Leisure Centre and Pewsey Leisure Centre.

There have been no closures of police stations in the six months preceding the date of the question.

With regards to planned closures of police stations in the forthcoming six months, other than the Calne and Pewsey buildings which are due to close on 6th January 2020 with services moving to the new Touchdown Points, there are no further planned closures.

Police and Crime Panel Forward Work Plan

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

Date	Location	Provisional Agenda Items
5 September 2019 10am-1pm	City Hall, Salisbury	<ul style="list-style-type: none"> • Quarterly data (Q1)- Risk / Performance / Finance / Complaints • Member questions • Public Opinion Survey - update
19 December 2019 10am-1pm	Civic Office, Swindon	<ul style="list-style-type: none"> • Quarterly data (Q2)- Risk / Performance / Finance / Complaints • Member questions • Police and staff allocations • Public Opinion Survey - update
16 January 2020 10am-1pm	Devizes Corn Exchange	<ul style="list-style-type: none"> • PCC Budget 2019/20 and MTFS • Services the PCC commissions - update

6 February 20120 10am-1pm	County Hall, Trowbridge	<ul style="list-style-type: none"> • Formal consideration of PCC Precept proposal
19 March 2020 10am-1pm	Venue to be confirmed	<ul style="list-style-type: none"> • Quarterly data (Q3)– Risk / Performance / Finance / Complaints • Member questions • Tri-Force – final update
June 2020	Venue to be confirmed	<ul style="list-style-type: none"> • Quarterly data (Q4)- Risk / Performance / Finance / Complaints • Member questions
September 2020	Venue to be confirmed	<ul style="list-style-type: none"> • Quarterly data (Q1)- Risk / Performance / Finance / Complaints • Services the PCC commissions - update

December 2020		<ul style="list-style-type: none">• Quarterly data (Q2)- Risk / Performance / Finance / Complaints• Member questions
January2021		<ul style="list-style-type: none">•

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