

# AGENDA SUPPLEMENT (1)

**Meeting:** Wiltshire Police and Crime Panel  
**Place:** The Kennet Room, County Hall, Bythesea Road, Trowbridge  
**Date:** Thursday 29 September 2022  
**Time:** 10.00 am

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**The Agenda for the above meeting was published on 16 September 2022. Additional documents are now available and are attached to this Agenda Supplement.**

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

This Agenda and all the documents referred to within it are available on the Council's website at [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

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- 6 **Appointment of Independent Members to the PCP (Pages 3 - 4)**
- 7 **PCC Quarterly Update (Pages 5 - 20)**
- 8 **HMICFRS PEEL PCC - update and response (Pages 21 - 26)**

DATE OF PUBLICATION: 22 September 2022
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**Wiltshire Council**

**Wiltshire Police and Crime Panel**

**29 September 2022**

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## **Appointment of Independent Co-Opted Members**

### **Purpose of Report**

1. This report sets out the process to appoint two co-opted independent members of the Wiltshire Police and Crime Panel.

### **Background**

2. The terms of reference for the Police and Crime Panel includes provision for two independent co-opted members, who would be voting members of the Panel.
3. The Panel previously appointed two members at its meeting in September 2018 for a 4 year term. These were Anna Richardson and Mamie Beasant.
4. The Panel will therefore need to appoint for a new 4 year term.

### **Main Considerations**

5. In consultation with the Chairman an advert was published for the two co-opted member positions on 18 August 2022. This ran until 12 September 2022. 12 applications were received.
6. An interview panel was arranged as follows:
  - Cllr Steve Bucknell – Chairman
  - Cllr Jenny Jefferies – Vice-Chairman
  - Cllr Ross Henning
7. Following shortlisting 7 candidates were selected for interview.
8. Interviews would be held on 22 September 2022.
9. At the meeting on 29 September 2022 the Chairman will update the Panel with details of the recommended candidates.

### **Safeguarding Implications**

10. There are no safeguarding issues arising from this report.

### **Equalities Impact of the Proposal**

11. There are no equalities impacts arising from this report.

### **Risk assessment**

12. There are no significant risks arising from this report.

### **Financial Implications**

13. The independent members each currently receive remuneration of £2,207 a year for

carrying out their duties. This sum is adjusted in accordance with the annual pay award to council staff.

### **Legal Implications**

14. There are no legal implications.

### **Public Health Impact of the Proposals**

15. There are no public health impacts arising from this report.

### **Environmental Impact of the Proposals**

16. There are no environmental impacts arising from this report.

### **Proposal**

17. That at the meeting the Chairman will propose appoint of two of the interviewed candidates for ratification by the Wiltshire Police and Crime Panel.

**Kieran Elliott, Democracy Manager (Democratic Services)**

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22 September 2022



# Police and Crime Plan 2022-25

**Police and Crime Plan 2022-25 delivery infrastructure**

**Priority 1: A police service that meets the needs of its community**

**Priority 2: Reduce violence and serious harm**

**Priority 3: Tackle crimes that matter to local communities**

**Priority 4: Improve the experience of victims and deliver justice**

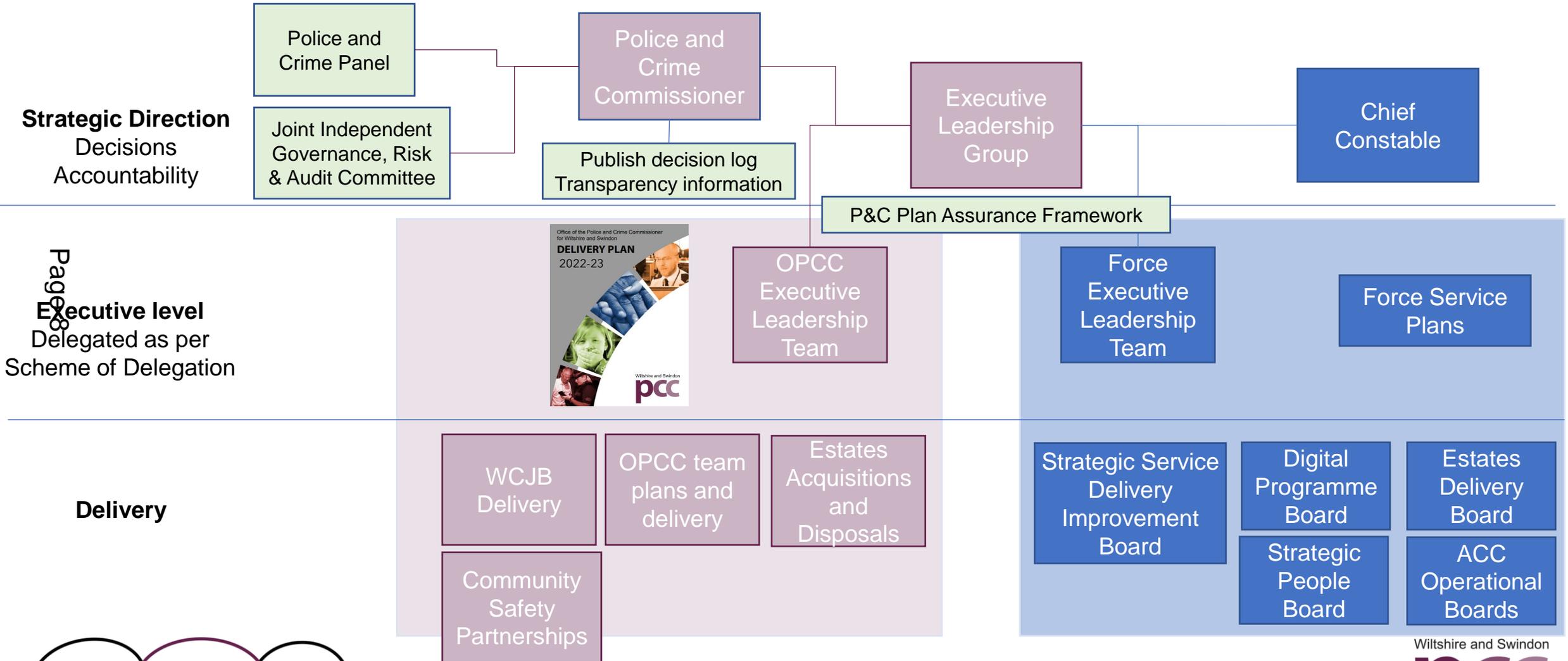
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# Governance & Decision Making



"If it matters to you, it matters to me."



## Quarterly PCC Highlight Report

## Police and Crime Plan 2022-25 OPCC Delivery activities

## Outcomes achieved this quarter

- The OPCC published its response to the PEEL HMIC inspection with scrutiny of the force's response provided; expectations have been clearly stated. The force is in an 'ENGAGE' process, with additional support and scrutiny from HMICFRS and OPCC provided.
- The OPCC has strengthened performance oversight of the P&C Plan (see separate paper). A new monthly Key Indicators dashboard, aligned to the Police and Crime Plan has been created between OPCC and Force, to measure performance progress.
- An evolved ELG is providing greater scrutiny of Force performance against P&C Plan and HMICFRS findings. Five Executive Leadership Group (ELG) performance meetings have been held, focusing on Increasing Public Confidence, trust and police engagement with our communities; 1.2 Quality of policing services provided to our communities - Reporting and Response; 1.3 Giving the Police the right tools for the job - Performance Leadership and 2.2 Violence against Women and Girls.
- A new OPCC leadership team has been recruited, with 12 joining since March 22, and the majority of OPCC vacancies now filled. Focus is on establishing the team and driving improvements and delivery. Final posts to be recruited as BAU.
- Joint scorecard developed with Force for P&C Plan, ultimately will determine Force and others impact and performance

## Risks and issues

- OPCC Risk register and policy overhauled, supported by Audit Committee.
- All high risks relate to Force performance and PEEL, including public confidence and wider issues of recruitment and future budget pressures.
- Medium OPCC risks on estate, legal services and increased victim demand.

## Deliverables Progress

Action	Date Due	Progress
OPCC Office staffing recruitment	Sept 2022	90%
Governance review and P&C Plan scorecard completed	Sept 22	100%
OPCC annual report produced	Sept 22	100%
OPCC organisational and operations improvements	Dec 22	50%

## PCC focus next quarter

- Enhanced scrutiny, challenge and support of Force response to PEEL recommendations.
- Ensure effective OPCC and Force response to internal or external audit reports through scrutiny of audit performance data. Attend PPOG.
- Stabilising new OPCC team, enhancing OPCC operations and managing adjustments to roles and workloads.
- Preparation for further public consultation and budget planning for 2023-24

## Overall PCC Assessment

- The overall capability and performance of the Police Service remains a very significant concern.
- The forces response to recent HMICFRS inspections remains at the forefront of OPCC scrutiny. Plans have been inspected, with resources to ensure effective prioritisation implemented, ahead of the next JIGRAC and PPOG.
- I continue to seek reassurance that plans will be effective, robust and make tangible difference for the public.



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## Priority 1: A police service that meets the needs of its community

### Outcomes achieved this quarter

- The Wiltshire Police PEEL Service Improvement Plan 22-23, is focused on three key priorities, quality of investigation, victim updates and improved focus on vulnerability. Initial performance oversight has identified early improvements in FAT outcomes.
- After an external review of 80 recommendations the immediate actions include training and estates investment. The PCC and CC have agreed to invest and transform Police training capability.
- Work to improve CCC quality, includes improved risk assessments and identification of repeat victims
- Officer recruitment is on track with the target to be met by March 2023, whilst still challenging
- PCCs and Forces across the Southwest have collaborated on Op Scorpion to counter drug dealing in our communities; July saw 40 arrests, 17 women safeguarding and children, confiscating multiple weapons and criminal proceeds. Drugs with an estimated street value of £1,030,000 seized, 321 arrests and 557 vulnerable people safeguarded.
- Ongoing public and stakeholder feedback (see separate paper)
- Force introduced Volume Crime Team to resolve crime more quickly and free front line visible resource from carrying significant numbers of crimes

### Risks and issues

- The recruitment of police officers and staff continues to be a high priority, with recruitment drives mitigating shortfalls. Staff retention and recent reconfiguring will impact on their ability to deliver the policing portfolio Q3 2022.
- The Force Improvement Plan needs to be implemented and performance improvements tested (OPCC governance approach).
- A suitable new police site in South of policing area is required to meet operational need.

We have the financial resilience to keep delivery plan unaffected 2022-23. But MTFS work is in place to develop a three-year savings and efficiency plan.

### Deliverables Progress

Action	Date Due	Progress
Police training interim estates £1.2M investment. Sports hall refurbishments taking place in Sept.	Sept 2022	70%
Publication the Force/OPCC Environmental Sustainability Strategy	July 2022	100%
Tidworth police building site work started.	Q4 2023	10%
Publication of the Transformation & change strategy	June 2022	100%

### PCC focus next quarter

- Independent scrutiny groups to be delivered alongside public / stakeholder engagement.
- PCC performance focus continues to monitor implementation of training recommendations, VAWG, investigative standards, leadership, supervision and management.
- Assessing benefits of operational ICT improvements (PRONTO) enabling officers to complete extensive work from laptop and phone, reducing demand to CCC
- OPCC Stakeholder surveys designed to assess improvements in local communities and engagement approach of the OPCC

### Overall PCC Assessment

- My oversight and governance will continue to scrutinise, challenge and support these improvements. I am pleased to see a early positive signs in tone, direction and accountability within WP. Chief has set focused direction with tangible improvements in short term. This must be maintained to enable performance improvements and address concerns. Resourcing levels, department assignment and deployment are a serious issue which is negatively impacting victim safeguarding and overall performance. A particular area requiring improvement is recruitment.

# Score card - Priority 1: A police service that meets the needs of its community

Police Crime Plan Priority 1 Scorecard: A police service that meets the needs of its communities

▲ ▼ indicate direction of travel. The colour indicates whether this is the preferred direction of travel. Where preferred direction is not N/A and the change is less than 5% this is shown as an amber "—"

Measure	Sparkline	Last Month (Aug-2022)	vs. Previous Year (Aug-2021)	Last 3 Months (Jun-2022 to Aug-2022)	vs. Previous Year (Jun-2021 to Aug-2021)	Last 12 Months (Sep-2021 to Aug-2022)	vs. Previous 12 Months (Sep-2020 to Aug-2021)
Abandonment Rate: 101		7.8%	2.4% points ▲	8.4%	2.2% points ▲	6.3%	-0.1% points —
Abandonment Rate: 999		1.1%	-4.3% points ▼	1.6%	-2.8% points ▼	3.5%	-0.4% points ▼
Average Response Time: Immediate		00:11:35	-00:00:21 —	00:11:37	-00:00:27 —	00:11:56	00:00:16 —
Average Response Time: Priority		01:29:51	00:23:47 ▲	01:28:47	00:18:27 ▲	01:16:07	00:15:01 ▲
Average Time to Answer: 999		00:00:11	00:00:02 ▲	00:00:11	00:00:02 ▲	00:00:09	00:00:01 ▲
Average Time to Answer: CCH		00:00:16	00:00:02 ▲	00:00:20	00:00:05 ▲	00:00:13	-00:00:07 ▼
Average Time to Answer: CRIB		00:03:00	00:00:59 ▲	00:03:06	00:00:54 ▲	00:02:25	00:00:38 ▲
Community Intelligence - County		122	6.1% ▲	362	22.3% ▲	1,718	22.4% ▲
Community Intelligence - Swindon		109	0.0% —	322	33.6% ▲	1,259	39.9% ▲
Crime Volume		3,778	9.1% ▲	11,677	9.5% ▲	43,256	13.4% ▲
Crime Volume: Burglary		128	-7.2% ▼	484	27.0% ▲	1,931	21.2% ▲
Crime Volume: Violence With Injury		456	-19.0% ▼	1,591	-7.8% ▼	6,211	10.9% ▲
FAT Outcome Rate		14.2%	3.0% points ▲	12.4%	0.9% points ▲	11.9%	-2.0% points ▼
FAT Outcome Rate: Burglary		12.5%	10.3% points ▲	10.1%	1.2% points ▲	6.4%	-1.2% points ▼
FAT Outcome Rate: Violence With Injury		13.2%	1.4% points ▲	10.9%	0.6% points ▲	12.6%	-2.0% points ▼
Outstanding Suspects		1,640		1,620			
Outstanding Suspects: 4+ Days		1,551					
Outstanding Suspects: Over 12 Months		44					

- Wiltshire police 101 abandonment rates have remained stable over the past year, with the August increases a seasonal fluctuation.
- Wiltshire Police 999 abandonment rates have continued to improve (reduce) over the last year, with the 999 average time to answer at 11 seconds. This is during a period where Wiltshire's 999 call demand reached its second highest in 4 years (10,234 during August); mirroring national trends.
- The increase in burglary crime volumes indicate we are slowly returning to the norm, but levels are still significantly lower than pre COVID, with residential burglary 30% lower and business 40%. This potentially reflects the lifestyle changes of working from home.
- Despite other theft and drug related crime types displaying similar trends, we are only seeing a 3.4% reduction on pre COVID crime volumes. This is because public disorder (36%), rape (19%), violence against the person (20%) crimes have increased filling the gap and changing the crime landscape.
- As a consequence, officers are spending more time at the crime scene completing risk assessments and safeguarding. Increased workloads for officers' impact on FAT rates.



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# Score card - Priority 1: A police service that meets the needs of its community

Police Crime Plan Priority 1 Scorecard: A police service that meets the needs of its communities  
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Police Physical Attendance Rate - County		59.6%	-0.2% points —	60.2%	1.3% points —	59.6%	-0.0% points —
Police Physical Attendance Rate - Swindon		64.0%	2.4% points —	62.1%	1.1% points —	62.0%	0.1% points —
Released Under Investigation: Timeliness		180	5.9% ▲	178	6.4% ▲	169	5.3% ▲
Released Under Investigation: Volume		2,102	5.2% ▲	6,220	4.9% —	23,862	1.2% —
Response Rate: Immediate		83.6%	2.7% points —	84.2%	1.9% points —	82.4%	-2.0% points —
Response Rate: Priority		61.6%	-6.7% points ▼	62.0%	-5.5% points ▼	64.5%	-5.5% points ▼
Thrive: Crime Prevention Assessment		70.3%		72.5%			
Thrive: Engagement Assessment		90.4%		85.4%			
Thrive: Harm Assessment		85.8%		77.7%			
Thrive: Investigation Assessment		67.9%		70.3%			
Thrive: Overall Call Rating		67.7%		67.2%			
Thrive: Risk Assessment		76.7%		71.9%			
Thrive: Threat Assessment		88.5%		79.1%			
Thrive: Vulnerability Assessment		55.4%		50.7%			
Time to Charge		45	-18.2% ▼	62	23.8% ▲	62	8.3% ▲
Time to Charge: Burglary		99		132	24.9% ▲	128	-31.1% ▼
Time to Charge: Sexual Offences		323	61.5% ▲	292	42.6% ▲	273	19.1% ▲

- The increase seen in priority response times correlates with the year-on-year growth in high priority cases. Logs are at their highest recorded volume, mirroring national trends.
- Released under investigation cases have increased since Aug last year. The data is concerning because the Bail act change means RUI will not have enough safeguarding measures in place and staff should now be refraining from using it. The risk needs to be tackled, through line Manager oversight, training and administrative checks.
- Supervisory roles are conducting Threat Harm Risk Investigate Vulnerable Engagement Assessments (THRIVE) in the contact centre. Volumes vary greatly by virtue of the crime's status and type.
- Assessments identified moderate weaknesses in the CCC ability to assess vulnerabilities when dealing with burglary, DA and sexual offences. Improvements are also required in their ability to assess risks involved with domestic disputes.
- Time to charge rates highlight an ongoing upward (worsening) trend, caused by a return to pre COVID offence levels and seasonal highs pushing up demand.



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# Quarterly PCC Highlight Report

## Priority 2: Reduce violence and serious harm

### Outcomes achieved this quarter

- Phase one of the investigative standards performance review rolled out to maximise force potential and consistently improve services.
- Safer streets R3 successful with SBC £432K and Wiltshire 129k awarded, to combat acquisitive and violent crimes. Investment funding CCTV, ANPR, and street lighting.
- Force training and increased management controls to review quality of vulnerability assessments & evidence led prosecutions, with focus on domestic abuse cases.
- Extensive work to improve rape and serious sexual offence (RASSO) investigations and prosecutions are in place. This continues to be a challenging area, but improvement in use of early charging advice from CPS and investigative standards has occurred.
- Wiltshire Police & CPS are now part of national pathfinder to raise standards of RASSO.
- Safer nights charter survey completed in preparation for launch in Dec 2022.
- Operational use of protection orders and legal capability are set to increase
- Work with Swindon BC to develop the Youth Safety Strategy 2022-2026 is on going. The focus to address youth safety, proactively targeting the causes of violence & exploitation alongside provide up to date guidance information for young people.

### Risks and issues

- Additional investment from PCC in sexual assault and domestic abuse victim support services to manage increased demand and improve waiting lists are to be implanted.
- Staff recruitment challenges across sector are impacting performance, including victim support, legal and court services.
- Transition and mobilisation of SARC Forensic contract (TUPE, staffing, ongoing performance).
- Continued industrial action across barristers and magistrates exacerbating CJS challenges.

### Deliverables Progress

Action	Date Due	Progress
OPCC working with partners to deliver Safety at night charter following completion of the survey.	Dec launch ongoing 2022	60%
Wiltshire & SW OPCCs, commissioned new integrated medical and victim support services for victims of sexual offences - £8M 7 years.	October 22	Contract mobilisation
OPCC and NHS to recommissioning of therapeutic interventions to support victim of child abuse	June 2023	30%
Recruitment of a vulnerability lawyer which will aim to support an increase in legal orders to protect victims.	April 23	25%

### PCC focus next quarter

- Tangible and sustainable improvements in VAWG performance continues as a focus for PCC with the previous quarter's activity having had an impact.
- Successful mobilisation of Custody healthcare and SARC services.
- Safer streets funding stages 4 - 5 enabling the roll out of further projects.

### Overall PCC Assessment

The OPCC is coordinating and commissioning essential support to victims generally across the entire criminal justice system. Continued focus remains on improving service performance and priorities and violence against women and girls action plan



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# Score card - Priority 2: Reduce violence and serious harm

## All Police Crime Plan Priority Scorecards

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Measure	Sparkline	Last Month (Aug-2022)	vs. Previous Year (Aug-2021)	Last 3 Months (Jun-2022 to Aug-2022)	vs. Previous Year (Jun-2021 to Aug-2021)	Last 12 Months (Sep-2021 to Aug-2022)	vs. Previous 12 Months (Sep-2020 to Aug-2021)
Crime Volume: DA		681	1.3% —	1,971	-0.5% —	7,433	4.5% —
Crime Volume: RASSO		110	-5.2% ▼	400	6.4% ▲	1,540	24.0% ▲
Crime Volume: S&H		353	1.4% —	1,063	2.4% —	4,207	6.6% ▲
FAT Outcome Rate: DA		10.7%	1.8% points ▲	10.1%	0.9% points ▲	9.9%	-2.3% points ▼
FAT Outcome Rate: RASSO		8.2%	3.0% points ▲	10.5%	6.8% points ▲	7.3%	0.7% points ▲
FAT Outcome Rate: S&H		10.2%	2.2% points ▲	7.1%	-0.4% points —	7.3%	-1.3% points ▼
FAT Outcome Volume: DA		73	21.7% ▲	67	8.7% ▲	61	-15.1% ▼
FAT Outcome Volume: RASSO		9	50.0% ▲	14	147.1% ▲	9	36.6% ▲
FAT Outcome Volume: S&H		36	28.6% ▲	76	-2.6% —	309	-9.4% ▼
Outstanding Suspects: DA		461					
Outstanding Suspects: RASSO		181		174			
Outstanding Suspects: S&H		268					
Time to Charge: RASSO		345	72.5% ▲	318	47.9% ▲	256	-14.6% ▼

- RASSO have seen average offence growths for 8 months. Seasonal factors such as longer nights are a factor and the tri force area report a very similar picture experiencing a 24-month high.
- RASSO time to charge offences for August have increased by 47.9% (YOY comparison) and the Force has commissioned further analysis.
- Domestic Abuse (DA) offences volumes are stable however Further Action Taken has been trending negatively since May 2021. Data highlights Outcome 16, "victim withdrawal" at 44% for the year. DA is to be included in the "deep dive" analysis, due Nov 2022.



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FAT = Further action taken



## Priority 3: Tackle crimes that matter to local communities

### Outcomes achieved this quarter

- There has been a 39% increase in the number of tickets issued to motorists for speeding since the PCC was appointed. Two new Traffic Enforcement Officers and two new Road Safety Officers have been recruited to increase focus on Road Safety and support Community Speed Watch activities.
- The Rural crime team increased by two staff with a further expected in early 2023. A new pursuit and off-road vehicle have been assigned and the PCC has supported visible operations and work with Rural Crime Partnership to improve confidence.
- Heritage crime training for officers and staff has been delivered, identifying ways to tackle thefts from cultural sites and places of worship.
- Extensive partnership work has been undertaken during the quarter. Work to tackle emerging anti-social behaviour incidents in Wilton, Devizes and Malmesbury, were coordinated by the OPCC, and seek to encourage joint operational responses between Police, councils and others
- The OPCC is working with community safety partnerships to develop 'partnership' toolbox' to ensure a more rapid response to emerging issues is coordinated, alongside collective prevention and enforcement actions delivered.

### Risks and issues

- Outstanding recruitment of Community speed watch team of admin resource to support enforcement officers and processing of offences – scheduled for Oct 22 start.
- Recruitment delivery / officer reallocation plans may affect growth in rural crime team.
- Extended lead in times for vehicles and equipment, linked to international supply impacts.
- Need to improve coverage of Public Space Protection Orders to ensure police and council can enforce. Working with Wiltshire Council as toolkit to deal with antisocial behaviour action.

### Deliverables Progress

Action	Date Due	Progress
Completion of additional capability and capacity for mobile police speed enforcement, including delivery and fit of vans – admin staff recruitment outstanding	Sep 22	80%
Working with Wiltshire Council to ensure sufficient public space protection orders are in place to allow local enforcement of anti-social behaviour legislation	Nov 22	70%
Community Link Co-Ordinator to be recruited (1FTE)	Jan 2023	50%
Additional 2FTE Officers joined Rural crime team. Full capacity target Q1 2023.	Jan 2023	60%

### PCC focus next quarter

- Independent scrutiny groups to be delivered.
- Deliver a range of public awareness and community safety campaigns to support the delivery of the Police and Crime Plan

### Overall PCC Assessment

- I am satisfied that good progress has been made in increasing the number of fines for motoring offences.
- As we train the additional new officers that have been recruited as part of the government's 'uplift' programme the Chief Constable has enabled Sergeant's supervisor training to support effective management processes.



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# Score card - Priority 3: Tackle crimes that matter to local communities

**Police Crime Plan Priority 3 Scorecard: Tackle crimes that matter to local communities**  
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Arrest Volume: Drink Driving Offences		60	-9.1% ▼	174	-17.1% ▼	698	12.6% ▲
Arrest Volume: Drug Driving Offences		28	-3.4% —	109	39.7% ▲	396	-16.5% ▼
Crime Volume: Cyber		175	23.2% ▲	557	19.0% ▲	2,191	10.3% ▲
Crime Volume: Hate Crime		58	-3.3% —	212	-19.7% ▼	861	11.0% ▲
FAT Outcome Rate: Cyber		15.8%	11.4% points ▲	9.6%	3.5% points ▲	8.9%	0.2% points —
FAT Outcome Rate: Hate Crime		17.2%	2.2% points ▲	14.2%	5.4% points ▲	14.8%	-3.4% points ▼
FAT Outcome Volume: Hate		10	11.1% ▲	30	30.4% ▲	127	-9.9% ▼
Volume of ASB - County		893	14.2% ▲	2,649	1.8% —	9,127	-3.7% —
Volume of ASB - Swindon		543	11.7% ▲	1,488	-8.0% ▼	4,856	-19.6% ▼

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- Year on year growth in cybercrime. Local and national crime data recording requires development for improved scrutiny. Assessment suggests at least 45% of Wiltshire’s cyber-crime reports are linked to online threats or harassment which ultimately can lead to violence.
- Wiltshire’s action fraud crime reporting indicates 38% were cyber enabled, with 37% of these hacking related, and 32% online shopping scams.
- The monthly growth in ASB is seasonal and caused in part through the volume of social events / public interactions.
- Local and national analysis of hate crime data highlights a growth in transgender hate crimes. Public awareness has grown with an in-depth review of hate crime FAT rate to occur enabling service improvements. To be completed Q4 2022.



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## Quarterly PCC Highlight Report

### Priority 4: Improve the experience of victims and deliver justice

#### Outcomes achieved this quarter

- The OPCC assurance plan continues to review the forces quality of victim care, particularly in regard to victim assessment and their compliance with the victim's code of practice.
- The OPCC has recommissioned the Mental health triage and community treatment continues to embed within offender sentence plans.
- The OPCC is working to prepare the new substance misuse services. Wiltshire and Swindon Councils are seeking to allocate additional money for the national drugs strategy and improve criminal justice outcomes
- The OPCC funded the provision of five new rehabilitation pathways enabling the Force deal with first time / low risk offenders more effectively. This means conditions include completion of course and includes victim awareness, mental health and substance misuse.
- Developing business case and plan for former military personnel who are offenders to ensure appropriate support through military covenant obligations

#### Risks and issues

- Challenging CJS environment nationally, with Wiltshire and Wessex performing relatively well. National focus on driving standards across CJS, however structural challenges remain on workforce availability particularly in defence, efficiency of courts and the resultant impact on victims, with Horizon victim care continuing to manage high caseloads.
- WCJB identifying challenges in timeliness to trial and magistrates court. Persistent problem, WCJB requested further work from HMCTS as consistency above the SW average and more comprehensive action required.
- Force use of conditional caution is lower than predicted, as identified by performance. This means OPCC commissioned services are under capacity. Further work ongoing with force as part of improved volume crime management and investigative response.

#### Deliverables Progress

Action	Date Due	Progress
Working with both LAs to recommission substance misuse services, the tendering process commencing Sept 22	Contract start April 2023	50%
Wiltshire Criminal Justice Board strategy published	July 2022	100%
Re-commissioning of MHTR service from April 2023 to start	Contract start April 2023	40%
OPCC leading SW work to mobilise new Custody healthcare provision from 1 Oct, (£8M over 10years)	October 2023	95%

#### PCC focus next quarter

- ICT upgrades to monitor VCOP compliance to occur.
- OPCC hosting OOOD scrutiny panel and Stop/Search scrutiny panel in quarter 2
- Substance use service procurements go live September 2022
- 'Reset' of WCJB effectiveness and efficiency strand with partnership event to coordinate and align delivery

#### Overall PCC Assessment

- Significant investment in the PEEL outcomes is a core priority for the OPCC with delivery expected to improve consistently through addressing VCoP and Victims Law staffing.
- There is significant demand in the system exacerbated by industrial action and need for improvements in CJS performance. This will increase as Police delivery improvements. WCJB focus is on improving across sector and driving improvements of national bodies locally. Victim demand continues to be high and timeliness is being impacted by performance issues and exacerbated by industrial action

# Score card - Priority 4: Improve the experience of victims and deliver justice

**Police Crime Plan Priority 4 Scorecard: Improve the experience of victims and deliver justice**  
 ▲ ▼ indicate direction of travel. The colour indicates whether this is the preferred direction of travel. Where preferred direction is not N/A and the change is less than 5% this is shown as an amber "—"

Measure	Sparkline	Last Month (Aug-2022)	vs. Previous Year (Aug-2021)	Last 3 Months (Jun-2022 to Aug-2022)	vs. Previous Year (Jun-2021 to Aug-2021)	Last 12 Months (Sep-2021 to Aug-2022)	vs. Previous 12 Months (Sep-2020 to Aug-2021)
Victim Satisfaction: Actions Taken		67.9%	-9.6% points ▼	69.2%	-6.6% points ▼	71.1%	-6.2% points ▼
Victim Satisfaction: Being Kept Informed		54.1%	-13.7% points ▼	65.1%	-3.1% points —	66.5%	-2.8% points —
Victim Satisfaction: Investigation		63.2%	-6.2% points ▼	65.9%	-1.9% points —	67.1%	-2.3% points —
Victim Satisfaction: Time to Investigate		97.6%	7.1% points ▲	87.9%	-4.3% points —	88.9%	0.5% points —
Victim Satisfaction: Treatment by Police		91.8%	1.3% points —	91.3%	-0.3% points —	89.7%	-0.8% points —

- Victim satisfaction surveys are carried out following hate, violence, vehicle and burglary offences.
- Over the past 24 months victim satisfaction has been on a downward trajectory, predominantly due to victims experiencing challenges when trying to contact the force (ease of contact).
- A deep dive into the data highlights 5 out of 7 surveys demonstrating poor performance when investigating burglary offences, but poor performance was also identified regarding hate crime.
- Both offence types shared areas of dissatisfaction this quarter regarding arrival times, keeping informed and treatment.



"If it matters to you, it matters to me."

# Terminology

Acronym	Value	Definition
ASB	Anti-Social Behaviour	Antisocial behaviour is defined as 'behaviour by a person which causes, or is likely to cause, harassment, alarm or distress to persons not of the same household as the person' (Antisocial Behaviour Act 2003 and Police Reform and Social Responsibility Act 2011 ).
CCH	Central Call Handling	999/101 police call handling
CrIB	Crime recording and Incident Bureau.	Crimes reported on 101 – first investigator role
DA	Domestic Abuse	Domestic abuse comprises of broad categories of behaviour including physical or sexual abuse, violent or threatening behaviour, controlling or coercive behaviour, economic abuse and psychological, emotional, or other abuse.
ELG	Executive Leadership Group	Fortnightly meeting between OPCC and Force executive leaders.
EAT	Further Action Taken	Charged, summonsed, community resolution, caution, conditional caution, warning, intervention activity, penalty notice and restorative disposal.
HMFCRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services	Independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest.
OPCC	Office of Police and Crime Commissioner	The PCC and his staff group.
RASSO	Rape & Serious Sexual Offences	The effective investigation and prosecution of rape and serious sexual offences (RASSO).
S&H	Stalking and Harassment	Stalking and harassment is when someone repeatedly behaves in a way that makes you feel scared, distressed or threatened. There are different types of stalking and harassment, and anyone can be a victim.
THRIVE	Threat, harm, risk, investigate, vulnerable, engagement and expectations	Supervisory audits measuring force performance
WCJB	Wiltshire Criminal Justice Board	The Local Criminal Justice Board for Wiltshire (WCJB) brings together agencies with responsibility for delivering criminal justice services across our area.
	Vulnerability	A person is vulnerable if, because of their situation or circumstances, they are unable to take care of or protect themselves or others from harm or exploitation

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Meeting	Police and Crime Panel
Date	29 September 2022
Report Title	Performance and Oversight of the Police and Crime Plan 2022-25 and PEEL findings.

## 1. Purpose of Report

- Update to our paper 10<sup>th</sup> March 2022 to confirm how the OPCC is undertaking performance and oversight of the Police and Crime Plan 2022-25 (P&C Plan), and the PEEL findings published July 2022.
- To provide an update regarding the developments within the OPCC to strengthen Strategy, Performance and Oversight function.

## 2. Recommendations:

- Note the report and the proposed next steps.

## 3. Background and Main Considerations for the Board

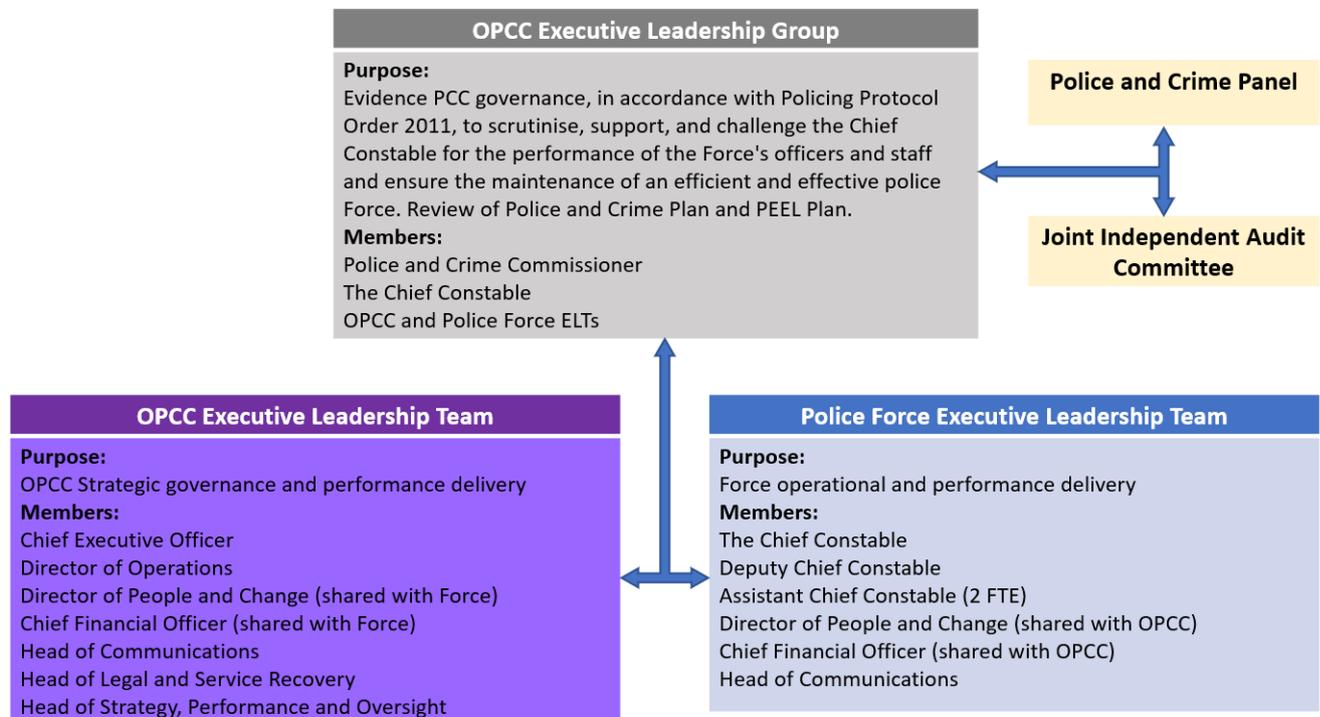
- In accordance with the Policing Protocol Order 2011, s.17, The PCC has the legal power and duty to:
  - Scrutinise, support, and challenge the overall performance of the Force including against the priorities agreed within the P&C Plan.
  - Hold the Chief Constable to account for the performance of the Force's officers and staff.
  - Maintain an efficient and effective police Force.
- Following his election, the PCC has been working to secure an effective and efficient police force. This has taken numerous forms including written assessments from the PCC on challenges and observations of the force, related examples of concern both operational and strategic, and weekly discussions with the Chief Constable. The PCC has also identified areas of improvement within the OPCC and its role, holding these discussions with the Chief Executive.
- The P&C Plan sets the direction, priorities, and resources for policing, commissioning, community safety and criminal justice coordination across Wiltshire and Swindon. This strategic document enables the Police and Crime Panel (PCP) to scrutinise and support the Police and Crime Commissioner (PCC) in the execution of their role and responsibilities.
- The OPCC has undertaken recruitment to expand the team, evolved the previous governance model and is implementing a new Target Operating Model.

- The PEEL inspection report identified three Causes of Concern, with 14 resulting recommendations and 18 Areas for Improvement. The Force has produced a Strategic Improvement Plan to address the findings. The OPCC has reviewed the plan, provided feedback, and is undertaking a range of performance scrutiny activities to track progress.

#### 4. Delivery by the PCC and OPCC

- The role of the OPCC is to support the statutory functions of a PCC, with a key focus on supporting delivery against the local Police and Crime Plan. This includes supporting the PCC in his duties to engage with the public, hold the chief constable to account for delivering an effective and efficient police service, ensuring performance and oversight scrutiny and strategic delivery of the P&C Plan, as well as leading, coordinating and commissioning of non-policing services.
- The PCC and OPCC have:
  - Following performance assessments and the PEEL findings, the PCC has reviewed the governance within the OPCC and of the Force, to ensure this reflects the PCCs requirements and supports OPCC delivery.
  - Enhanced the P&C Plan performance testing process at Executive Leadership Group (ELG) meetings (*see table below*), implementing a Key Lines of Enquiry scrutiny document (*Example provided in Appendix 1*) and a Key Performance Indicator dashboard to focus on each part of the P&C Plan.
  - Increased ELG meetings to twice per month. During the first meeting of the month, there is targeted scrutiny of a P&C Plan priority. During the second meeting of the month, there is a focused review of Force performance against the PEEL improvement plan and overall Force performance. (*Schedule provided in Appendix 2*).
  - Increased the frequency and improved the nature of engagement with the public, stakeholders, and community leaders. This included extensive engagement in the development of the P&C Plan generating almost 3000 responses from residents, stakeholders, community groups and partner agencies, utilising the Use Your Voice survey, focus groups and Q&A events. Since taking up the post, the PCC has undertaken over 360 engagements including public meetings, community events and visits, meetings with elected officials and various governance boards related to his role, including attendance at 22 Area Board meetings to update local councillors and residents on key policing issues in their area and hear their feedback.
  - Strengthened the OPCC performance oversight capability by employing a new Director of Operations (1FTE) and Strategic Planning and Performance Officer (1FTE) and replacing the previous Strategic Support Officer with an experienced individual with an intelligence analytical background. All individuals are new to the OPCC and have excellent performance delivery and behavioural track records, bringing a diverse range of skills and industry standards to the OPCC. A new Performance Oversight Officer (1FTE) will be recruited in Q4 2022 with a specific focus on various assurance testing and performance scrutiny activities.
  - Reviewed the OPCC staffing structure, increasing capabilities across key departments to deliver improvements and improve the robust scrutiny of Force and OPCC performance.
  - Increased the performance oversight engagement between the OPCC and Force, with key staff of the OPCC attending a range of Force governance meetings, actively participating and ensure challenge and feedback is minuted.

- Commenced a programme of in person visits by OPCC key staff at Police locations across Wiltshire and Swindon, meeting Police Officers and Police Staff. These exchange sessions are used to gather insights and assurance test progress in the delivery of P&C Plan and progress with PEEL plan.
- Continued to undertake weekly operational briefings from the Chief Constable on key issues and where PCC to ensure public concerns are being addressed.



## 5. Next Steps and proposed approach with the panel

- The PCC will continue to provide a quarterly executive summary of his assessment of delivery of the P&C Plan and PEEL Plan. This will cover key actions being taken, any key exceptions, issues or risks, the overall direction of travel, key performance measures and community / elected representative concerns.
- The OPCC will deliver the governance articulated in this report, evolving it to continue to strengthen performance oversight and challenge.
- The OPCC will continue to update and refine reports for the PCP reflecting these changes.

**ELG P&C Plan Key Line of Enquiry (KLOE) Briefing document 19 July**

**Topic: Reporting and Response**

Wiltshire and Swindon



**Meeting Purpose**

This meeting will review progress and performance relating to Police and Crime Plan: Priority 1, Objective 1.2 “Quality of policing services provided to our communities”.

The Force is asked to provide a short presentation that articulates the Forces management approach to Reporting and Response (max 5 slides). The presentation is not to summarise all activity but strategic issues and strategic responses to deliver the outcomes expected.

The Force is **not** required to provide written answers for the KLOE, but the OPCC is reviewing performance to assess if Force actions are delivering the outcomes required. The PCC wants a performance conversation and anticipates that an effective response is demonstrated by the KLOE reflecting the assurance the Force already has in place.

**Executive Summary**

Significant cultural and performance leadership change is required as identified in the PCC and PEEL assessment.

The PEEL Executive Summary states “Until the Force improves it’s understanding of its capacity, capability and effectiveness in neighbourhoods and investigations it will not be able to effectively reduce crime.”

The OPCCs expectations are that:

- The quality and timely delivery of core policing services is improving. This covers the ability to deliver across Reporting, Response (individual / community) and Investigation, underpinned by VCOP compliance and public confidence.
- Accountability and personal responsibility are clear throughout the Force, with operational commanders (led by the CC) driving improvements and impact throughout their command and daily management.
- Activity is effective. If activity is not effective, the OPCC requires the Force to review their approach and understand why it is not effective (resources, culture, leadership). This is a sign of effective management and leadership.
- As this area of Police service covers all enabling services (from Intel to legal), priority and defined success standards should be given to enabling frontline productivity and better delivery.
- The Chief Constable builds a police Force for Wiltshire that is the best of its kind and delivers a high-quality, respected service to the residents of Wiltshire and Swindon.

During this ELG, we will be initially focusing on the effectiveness of Performance Leadership and Management in relation to Reporting and Response and how and if this results in a consistently improving Police Service.

This meeting will review the impact of existing actions and plans and requires evidence that there are ongoing and sustainable improvements in leadership, performance management, training, and development.

**KLOE from PCC to be answered by Chief Constable during ELG meeting:**

**Performance Leadership**

How is the performance management of Reporting and Response overseen by the Chief Constable?

Does the Chief Constable and ELT believe there is clear accountability and responsibility for functions that enable effective management and delivery of required performance Reporting and Response standards?

How does the CC ensure effective assessment of risks when crimes are reported, and an immediate response is provided?

Are line managers aware of specific individuals and teams where there is concern, performance failures or successes?

Is the Reporting and Response performance (time, quality, and outcome) improving in line with expectations and comparators, both overall and individual crime types?

**Workforce, Training and Development**

What training is provided to ensure that THRIVE is in place for every call? How is adherence to the CDI performance standards audited by Supervisors?

Are all officers trained / competent using evidential kits and referral to forensic emotion support services? Do all staff have role clarity, feel able to deliver it successfully and to the standards required?

**Demand and Operational Staffing Performance**

How does the CC ensure he has identified and deliver the clear operational requirements that are informed by the frontline's needs and strategic risks?

Are the workloads manageable to allow for effective reporting and response to achieve the standards required?

How does the Force demonstrate its planning of Reporting workloads via the different channels (telephone, online, etc)?

How does the Force effectively plan resources to deliver Reporting and Response performance in accordance with required standards?

What are the Forces plans to address workforce risks and what are the mitigating actions?

**Performance Infrastructure – Reporting and Response**

Are the Force attending calls to service when it should and in line with performance standards?

How is this aligned to effective and efficient intelligence approaches and supporting local tasking, management of offenders, community concern etc?

What is your definition of effective public response following a report? How does the Force identify repeat / vulnerable callers?

How is every policing contact /action demonstrating quality / timeliness / public service?

Is the Force following all Authorised Professional Practice (APP) when responding to missing children and all other vulnerable groups?

**Victims and Offenders**

Is VCOP compliance achieved at this stage of the reporting cycle for every victim? How does the force identify, oversight, and understand risk effectively at arrest, processing offender and bail?

**Based on everything discussed today, how does this align with your Force Management Statement?**

**How can the OPCC support delivery of the Force aspects of this topic and specific KLOE?**

*Appendix 2 – H2 2022 Schedule of Executive Leadership Group meeting topics.*

<b>ELG meeting</b>	<b>Topic</b>
13 June	2.1 Violence Reduction and Domestic Abuse / 2.2 VAWG
05 July	1.3 Giving the Police the right tools for the job - Performance Leadership
19 July	1.2 Quality of policing services provided to our communities - Reporting and Response
08 August	1.1 Increasing Public Confidence, trust, and police engagement with our communities
05 September	1.2 Quality of policing services provided to our communities - Investigating Crime
20 September	PEEL Plan / Overall Performance dashboard review
03 October	1.3 Giving the Police the right tools for the job - Resources, Workforce planning
17 October	PEEL Plan / Overall Performance dashboard review
31 October	2.1 Violence Reduction and Domestic Abuse / 2.2 VAWG
15 November	PEEL Plan / Overall Performance dashboard review
28 November	3.2 Road Safety, 3.3 Rural and Heritage Crime
12 December	PEEL Plan / Overall Performance dashboard review